

## **Transport for London**

### **Minutes of the Meeting**

**Chamber, City Hall, Kamal Chunchie Way, London E16 1ZE  
10.00am, Wednesday 18 October 2023**

#### **Members**

Sadiq Khan (Chair)  
Seb Dance (Deputy Chair)  
Kay Carberry CBE  
Anurag Gupta (via Teams)  
Anne McMeel  
Dr Mee Ling Ng OBE  
Dr Nelson Ogunshakin OBE  
Mark Phillips  
Marie Pye  
Dr Nina Skorupska CBE (via Teams up to Minute 70/10/23)  
Dr Lynn Sloman MBE  
Peter Strachan

#### **Board observer**

Councillor Ross Garrod (via Teams)

#### **Government Special Representative**

John Hall

#### **Executive Committee**

Andy Lord	Commissioner
Glynn Barton	Interim Chief Operating Officer
Fiona Brunskill	Chief People Officer
Andrea Clarke	Interim 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

## **62/10/23 Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from Heidi Alexander, Professor Greg Clark CBE and Bronwen Handyside. Anurag Gupta and Dr Nina Skorupska CBE 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 Observer, David Coles, was also unable to attend the meeting.

The Chair welcomed everyone to the meeting, which 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.

On 27 July 2023, TfL and its operator, Tram Operations Limited (TOL), were sentenced at the Old Bailey for an offence under the Health and Safety at Work etc Act 1974 in connection with the tragic tram overturning at Sandilands, Croydon on 9 November 2016, which killed seven people and injured 62. The Chair reiterated that the thoughts of the Board and the Executive team at TfL remained with everyone affected. Following the tragedy, TfL and TOL had made major improvements to the tram service to ensure that a similar tragedy could not happen again. The actions taken had also influenced the wider tram industry. Since the hearing, further work had been undertaken on what more could be done and Members would be updated on this. The meeting of the Safety, Sustainability and Human Resources Panel on 15 November 2023 would consider that work in detail.

The Chair informed Members that Councillor Kieron Williams had resigned from the Board on 13 October 2023, to take up another important London role. On behalf of the Board, he thanked Kieron for his contribution to TfL since his appointment on 10 October 2022. Following cross-party consultation and agreement, London Councils had nominated Councillor Ross Garrod, Leader of Merton Council, as Kieron's successor. The Chair, in his role as Mayor, would shortly appoint Councillor Ross Garrod to the Board and welcomed his attendance at the meeting as an observer.

On behalf of the Board, the Chair congratulated Tricia Wright on her permanent appointment as Chief Officer – Pensions Review, Fiona Brunskill on her permanent appointment as Chief People Officer and Andrea Clarke on her appointment as the Interim General Counsel.

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.

## **63/10/23 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 had been one change since the last meeting: Dr Nelson Ogunshakin OBE had been appointed as a non-executive director of High Speed 2 Limited. Andrea Clarke

confirmed that TfL had robust processes in place to manage any potential conflict of interests.

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

## **64/10/23 Minutes of the Meeting of the Board held on 25 July 2023**

**The Board approved the minutes of the meeting held on 25 July 2023 and the Chair was authorised to sign them.**

## **65/10/23 Matters Arising, Actions List and Use of Delegated Authority**

Andrea Clarke introduced the item. Since the meeting on 25 July 2023, there had been no use of Chair's Action, nor any use of specific authority delegated to Committees. There had been one Mayoral Direction issued to TfL in relation to the implementation and operation of the 18-25 Care Leavers' Discounted Travel Concession Scheme.

The Commissioner, in consultation with the Deputy Chair of TfL, had approved the interim arrangements for the role of General Counsel.

The resignation of Councillor Kieron Williams, and the nomination for his replacement from London Councils, occurred after the papers for the meeting were published. The Mayor had confirmed his intention to appoint Councillor Ross Garrod to the Board, after which discussions would be held with him about appointments to Committees and Panels.

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 Andrea Clarke as the interim General Counsel, under the authority delegated by the Board on 25 July 2023 to the Commissioner in consultation with the Deputy Chair of TfL;**
- 2 noted the intention to appoint Councillor Ross Garrod as a Member of the Board to 8 September 2024 and delegated to the Deputy Chair authority to appoint Councillor Ross Garrod to Committees and Panels of the Board, in consultation with the relevant Chairs; and**
- 3 noted the actions list, set out in Appendix 1 of the paper.**

## 66/10/23 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's thoughts and those of the Board were with those who had friends or family directly impacted by the horrendous events in the Middle East over the last two weeks. TfL was working closely with the police, security agencies and other partners to combat incidents of hate crime and had reiterated its zero-tolerance approach to such crime, for both colleagues and for customers. Colleagues were encouraged to report any hate crimes to their line manager and/or TfL's policing partners and use the Employee Assistance Programme for any support they needed during this difficult time.
- 2 The sentencing hearing for the Croydon tram overturning at Sandilands in November 2016 was held at the end of July 2023. The Commissioner, along with Lilli Matson, Glynn Barton and other colleagues attended the hearing and heard statements from victims, as well as some of the relatives of those who lost their lives in the tragic event. The details of their honest and emotional accounts would remain with all those who were at the hearing. TfL's Counsel read out the Commissioner's personal apology during the hearing on behalf of colleagues past and present. It reiterated the enormity of the loss they suffered and the distress, pain and suffering they endured, and they would always be in our thoughts.
- 3 TfL had made extensive safety improvements since the tragedy and carefully considered the Judge's sentencing remarks, issued on 27 July 2023. TfL was continually reviewing the network and working with the tram industry to ensure the safest possible system, as well as applying lessons learnt to other modes of transport where applicable. The Commissioner thanked colleagues across the organisation for their commitment to ensuring a tragedy like this never happened again.
- 4 On 27 September 2023, the Commissioner was joined at the TfL Covid memorial by colleagues, Board Members, union representatives and the Deputy Chair and paid tribute to colleagues who had died in the coronavirus pandemic. It was important to never forget the sacrifice that TfL colleagues made during the pandemic and the impact on others. The event followed one earlier in the year for families of those who had died. The Commissioner encouraged anyone who had not yet visited the memorial to do so.
- 5 On 4 October 2023, the Prime Minister made an announcement, and the Department for Transport (DfT) issued a publication, on changes to the High Speed 2 (HS2) project. These included a future terminus at a significantly scaled back and privately funded station at Euston and the cancellation of plans for a linking tunnel to Euston Square station. TfL continued to work with the Government and other stakeholders to fully understand the implications of the

announcement, especially regarding the London Underground stations and bus station, along with the consequential funding changes. It also continued to make the case to the Government to procure additional class 345 Elizabeth line trains to ensure there was sufficient capacity for passengers coming from HS2 services to Old Oak Common to continue their journey into central London.

- 6 Huw Merriman, Minister for Rail and HS2, briefed the Commissioner soon after the announcement. The Commissioner offered to work collaboratively with ministers and officials and encouraged the Government to quickly convene the relevant parties to progress a way forward at pace and ensure TfL was involved in the discussions. There had been no prior engagement with TfL, so urgent clarification was being sought on several matters, particularly the implications on TfL's operations and for passengers. The DfT and Network Rail had confirmed that they would engage with TfL. Members requested a briefing on the impact of the changes on TfL's operations and transport planning.

**[Action: Alex Williams]**

- 7 Discussions with the Government continued on the quantum of a vital capital funding agreement for TfL for the next financial year and beyond, and TfL looked forward to hearing a positive outcome soon.
- 8 The Commissioner briefly attended the Labour and Conservative party conferences and spoke at events, meeting ministers, shadow ministers and regional mayors and other decision makers from business. He championed the benefit that TfL brought to customers, businesses, partners and stakeholders throughout the UK. TfL's reputation as a world leading transport authority remained in high regard and it continued to work with others to raise the profile of the benefit of TfL across the UK. The Commissioner also continued to engage with London boroughs and industry stakeholders.
- 9 On the August bank holiday weekend, the Commissioner along with other Executive team colleagues joined the Notting Hill carnival to celebrate the 75th anniversary of the arrival of the SS Empire Windrush from Jamaica to the UK. They celebrated the culture and contributions of the Windrush generation on the capital and the transport network, including a specially wrapped bus.
- 10 On 29 August 2023, the Ultra Low Emission Zone (ULEZ) was expanded to cover all of London, making further progress towards cleaning up the capital's air and making it a greener, healthier city. Implementing such a world-leading scheme took immense effort and collaboration. The Commissioner thanked colleagues at TfL, the Greater London Authority (GLA), and partners and suppliers for their hard work and dedication resulting in such a successful implementation.
- 11 A judicial review claim of the Mayor's decision to expand ULEZ London-wide brought by the London Boroughs of Bexley, Bromley, Hillingdon and Harrow and Surrey County Council had been dismissed on all grounds. The court had ordered the claimants to pay the Mayor and TfL's legal costs of defending the claim. The claimants did not appeal the court's decision. The Commissioner thanked colleagues across TfL and the GLA for all their help in supporting the

cases and in particular Andrea Clarke for the incredible work of leading TfL's defence.

- 12 Officers would consider what more could be done to promote the temporary exemptions from the ULEZ charge that were designed to further help disabled people. **[Action: Alex Williams]**
- 13 The proposed strike action on London Underground in July and early October 2023 was called off by the National Union of Rail, Maritime and Transport Workers, following discussions at Advisory, Conciliation and Arbitration Service and earlier consultations. Following these discussions, concerns around staffing levels were raised and TfL agreed to add several roles back into station rosters, while still achieving the required financial savings and honouring its commitment of no job losses. The agreement reached showed the benefit of management and trade union colleagues engaging in negotiation and consultation, as opposed to taking industrial action, and the Commissioner thanked Fiona Brunskill and Glynn Barton and their teams for their work in achieving this. TfL continued to respond, as appropriate, to minimise the impact of industrial action to customers on its network from the ongoing industrial action on the national rail network.
- 14 On 16 October 2023, TfL announced that all London Underground and Overground stations and Dial-a-Ride vehicles now had life-saving public access defibrillators available if a passenger suffered a cardiac arrest. TfL colleagues and the London Ambulance Service were thanked for their fantastic job in rolling this out, which would help Londoners and colleagues save lives.
- 15 Collaboration with Google Maps, informed by TfL insights, had enabled Google to update its algorithms to prioritise cycling on safer, quieter roads and make them easier to discover within Google Maps. This was a fantastic step forward to help encourage Londoners to utilise TfL's cycling network and make green journeys in the capital. It was also another example of TfL's innovation making a difference globally as these enhancements to cycling navigation would be applied to Google maps across the world.
- 16 The Commissioner also congratulated Fiona Brunskill, Tricia Wright and Andrea Clarke on their recent appointments. They brought an array of knowledge, experience and skills to their roles and the Executive team and the Commissioner were delighted to have them all on the team.
- 17 Safety remained TfL's top priority and it continued to work closely with colleagues and policing partners and to learn from safety incidents to make the network and the city as safe as possible. There were many incidents across the network involving verbal and physical abuse of colleagues. TfL had a zero-tolerance policy towards work-related violence and aggression, including abusive and threatening communications or behaviour. Its priority was to ensure that customers and colleagues were safe, felt safe and had the confidence to report any incident, knowing it would be taken seriously and investigated. Through Glynn Barton's leadership, body-worn cameras were now provided for frontline customer facing roles, as they were a proven safety

measure helping reduce assaults by up to 50 per cent and gather evidence for prosecution.

- 18 On 18 September 2023, the Commissioner was joined by road safety charities, policing partners, other emergency services, London councillors, MPs and London Assembly members for TfL's third Vision Zero Summit. He announced plans to launch a new victim support service pilot scheme, to significantly improve support for victims of the most serious road traffic collisions in London. The service would enhance the level of support available to impacted families who had lost loved ones and people who had sustained serious injuries on the network.
- 19 Members requested an update on the impact on the Mayor's Transport Strategy targets for safer streets and sustainable journeys, following recent negative Government announcements opposing 20 mile per hour speed limits and Low Traffic Neighbourhoods. **[Action: Glynn Barton / Lilli Matson]**
- 20 TfL's new Bus Safety Strategy, published on 7 September 2023, outlined the specific actions being taken to achieve the Vision Zero goals for the bus network. The strategy set out how TfL would work with bus operators on its safety priorities to ensure that buses remained the safest way to travel on the roads.
- 21 Members discussed the progress on the electrification of the bus fleet and the roll-out of the Bus Safety Standard, which included engagement with the trade unions on bus design. Officers would consider how to encourage direct feedback from drivers on bus design to shape further evolution of the Bus Safety Standard. **[Action: Glynn Barton]**
- 22 On 23 September 2023, TfL announced new transitional arrangements to ensure all private hire vehicle drivers could satisfy both the English language requirement and the safety, equality and regulatory understanding requirement. TfL was providing drivers with advice, guidance and an online training platform to help them prepare. It was also working with large private hire vehicle operators to encourage them to provide training to drivers in advance of the assessment.
- 23 More than 230 million journeys had been made on the Elizabeth line to date, with an average of 4.1 million weekly passenger journeys now being taken. A more detailed update on the Elizabeth line would be considered later in the meeting.
- 24 TfL continued to work on improving public transport connectivity, especially in outer London, with its work on the new Superloop network which connected outer London town-centres with limited-stop express bus services. Four routes were now running, the SL6, SL7, SL8 and SL9. The SL1 and SL10 routes would be introduced by the end of 2023 and TfL intended to introduce the new SL2, SL3 and SL5 services by spring 2024, completing the ring of the Superloop. Stakeholder and public engagement would continue while TfL developed its detailed proposals over the coming months.

- 25 On 8 September 2023, the Mayor and Deputy Mayor were at Tottenham Court Road and Oxford Circus stations to launch the 4G and 5G service in the Central line areas of those stations and the tunnels between them. The Northern line platforms on the Charing Cross branch also went live at Tottenham Court Road. Coverage was now available at several stations on the Central, Jubilee and Northern lines. TfL was also working to provide coverage within the first four Elizabeth line stations by the end of 2023 and had agreed to extend the mobile coverage to the DLR and London Overground, between Highbury and Islington and New Cross stations. This meant the entire network below ground would eventually have 4G and 5G coverage. TfL was working closely with Boldyn Network to ensure a significant proportion of the entire Tube network and the Elizabeth line had mobile coverage by the end of 2024.
- 26 The Commissioner congratulated colleagues in Compliance, Policing Operations and Security for winning a total of nine Life Saver and Safeguarding awards.
- 27 On 11 September 2023, TfL welcomed over 270 graduates, apprentices and interns, its largest intake to date, following the completion of 77 assessment centres with more than 1,000 candidates attending. It was the most diverse intake yet, and a summary of the demographic data would be provided to the meeting of the Safety, Sustainability and Human Resources Panel on 15 November 2023. The Commissioner and other Executive team colleagues had taken part in their induction in the first few days.
- 28 On 27 September 2023, TfL announced the change of name of TTL Properties Limited to Places for London Limited. Its commercial property work was progressing while helping deliver affordable housing and new workspaces in a sustainable way, and all operating profits from recurring revenues were being reinvested into the transport network. This exciting venture would bring benefits to the capital and the wider UK economy and the initial reaction had been extremely positive.
- 29 The Commissioner thanked all colleagues for their incredible work over the last few months. It had been a very busy summer in the capital and their efforts to keep the network running efficiently, safely and reliably did not go unnoticed.

**The Board noted the report.**

## **67/10/23 Elizabeth Line Update**

The Commissioner introduced the item, which provided a status update on the Elizabeth line. The meeting of the Customer Service and Operational Performance Panel on 4 October 2023 had considered a deep-dive on Elizabeth line performance, with a focus on customers and operational performance, with a senior representative from Network Rail in attendance.

The Board noted the high ridership figures for the line and that these continued to increase, with 4.5 million customers in the week ending 30 September 2023 and



almost 250 million journeys since the line opened. Many of the journeys were new, rather than customers attracted away from other TfL or national rail services. Customer satisfaction scores were also high, at 82 per cent, the highest of all TfL services. Officers would consider how Elizabeth line surveys could disaggregate customer information for service users using the line from outside London, tourists and commuters.

Following the completion of the Crossrail project in May 2023, its remaining activities had been embedded within relevant TfL teams. Network Rail and the Department for Transport would have the final completion certificate for the Commissioner to endorse ahead of the next meeting of Board.

The Commissioner apologised to Elizabeth line customers for performance issues over the summer. Lessons from the incidents had been learnt and processes were being put in place to avoid similar incidents, albeit not all were directly within TfL's control. TfL continued to work closely with Network Rail to support it in resolving issues on the west of the service and to get adequate investment, as it entered Control Period 7. Performance trends in recent weeks had been encouraging.

TfL expected to be in a good position on the outstanding Crossrail costs to go, compared to the forecasts from the Crossrail board in 2018, due to the tight financial controls introduced. The Commissioner maintained executive focus on the line through the continuation of the Elizabeth line Delivery Group, which would continue to meet until at least the end of 2023.

Members welcomed the update, commenting on its impact on travel through London and beyond and welcomed the continued focus on reliability and financial targets.

The assessment of the long-term and wider benefits of the line against the original business case were ongoing. This work was important as it would support and inform the business cases and funding models for future major infrastructure projects.

**The Board noted the paper.**

## **68/10/23 Finance Report – Period 5, 2023/24**

Rachel McLean and Patrick Doig introduced the item, which set out TfL's financial results to the end of Period 5 of 2023/24 (the year-to-date ending 19 August 2023). A similar paper, including additional divisional detail, was considered by the Finance Committee on 11 October 2023.

TfL was actively growing passenger demand, creating new sources of revenue to reduce reliance on fares income, delivering recurring savings and growing an operating surplus based on its own sources of income. It was on track to deliver targets for operational financial sustainability this year and to continue to build a surplus into the future, which would be entirely re-invested into services. The most significant risks remained around the Government funding agreement.

The Department for Transport (DfT) had confirmed that TfL would not receive £181m of inflation funding for this year. TfL had developed a plan to mitigate this, mainly through deferrals of planned capital expenditure this year and some short-term financing to address the immediate challenge but this would cause further pressure into the future.

Uncertainty remained around capital funding for the financial year 2024/25. The Government recognised that TfL was not expected to fund all major capital projects from its operating account, consistent with other transport operators. In September 2023, TfL submitted its Capital Business Case for 2024/25 with an outcome expected from the DfT in the autumn. It was crucial to confirm funding well in advance of March 2024, when TfL's Budget was finalised. Otherwise, TfL would be required to reprioritise its Business Plan, potentially undoing the progress made under the current funding agreement and its ability to maintain financial sustainability into the future. TfL was currently engaged in constructive conversations with Government and looked forward to a positive outcome in the coming weeks.

Overall, total revenue was in line with Budget and TfL was on track to meet its target for a year-on-year passenger journey growth of six per cent, on top of the 31 per cent increase in 2022/23. Passenger journeys were 89 per cent of pre-coronavirus pandemic levels, up from 85 per cent at the end of 2022/23.

Like-for-like operating costs were seven per cent higher than last year, despite year-on-year inflation of 11 per cent, so a fall in costs in real terms. Operating costs were two per cent lower than Budget, mainly from contingencies not yet used. TfL remained committed to delivering almost £230m of additional savings this year.

By actively growing passenger demand, managing costs and delivering recurring savings, the Quarter 2 headline surplus was £143m, which was £72m better than Budget. TfL remained on track to deliver an operating surplus in 2023/24.

Capital renewals were £11m lower than Budget, but significantly higher than last year. There was some underspend over the last two periods, largely driven by historical accrual releases. TfL was closely managing its work bank and expected to spend in line with the available funding of £736m over the full year. Capital enhancement spend was £72m lower than Budget, although significantly higher than this time last year.

Cash balances were in line with Budget and below £1.2bn, as set out in the funding agreement. TfL maintained the Greater London Authority financing facility of £500m for additional protection against shocks and risks.

**The Board noted the Finance Report.**

## **69/10/23 Board Effectiveness Review 2023**

The Deputy Chair, Seb Dance, introduced the item and thanked Members for their input into the review. To support good governance, TfL regularly reviewed the

effectiveness of its Board and decision-making structure. The 2023 review was externally led by Deloitte LLP and was attached in full as Appendix 1 to the paper.

While the review acknowledged that TfL had a high-performing Board with effective governance and decision-making arrangements, Members always strived to do better. Members had discussed the issues identified in the review and supported the proposals to address them. While it was not proposed to make any structural changes to the decision-making processes, this would be kept under review.

Members welcomed the return to the pre-coronavirus pandemic practice of early engagement on the Business Plan and the proposals to further develop the programme of informal sessions with Members to allow them to discuss matters of strategic importance. Members agreed that “inclusion” should be added to the list of potential topics for discussion, as set out in the paper.

Plans were also in place to support more strategically focussed discussion at meetings and greater coordination between meetings to avoid duplication. The meetings of the Panels would increasingly have a more strategic and forward-looking role, to identify future opportunities and risks and progress against the long-term targets in the Mayor’s Transport Strategy. Discussions were also underway on how to ensure people and colleague issues were more fully discussed by the Safety, Sustainability and Human Resources Panel.

Seb Dance would engage with Members over the coming months to review the future skill set for the Board, in preparation for advising the Mayor on the next round of Board appointments and the induction of new Members.

**The Board noted the report from the externally led Board Effectiveness Review 2023, as set out in Appendix 1 of the paper, and agree the proposed arrangements to respond to the issues raised, as set out in the paper.**

## **70/10/23 Report of the meeting of the Elizabeth Line Committee held on 25 July 2023**

In the absence of the Chair, the Vice-Chair of the Committee, Anne McMeel, introduced the item. This had been the final meeting of the Committee and in addition to the standing items had addressed the close out of Crossrail complaints and claims, passenger usage and an update on measuring benefits and impacts.

The work of the Committee had been devolved to the Customer Service and Operational Performance Panel, the Audit and Assurance Committee and the Programmes and Investment Committee.

Heidi Alexander, as the Chair of the Committee, had thanked the Committee and all staff and contractors that had been involved in the successful delivery of the project and operational railway. The Board thanked Heidi Alexander for her leadership, both during her period as Deputy Chair of TfL and during her time as Chair of the Committee.

**The Board noted the report.**

### **71/10/23 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 13 September 2023**

The Chair of the Panel, Dr Lynn Sloman MBE, introduced the item. She highlighted three discussions.

The Panel welcomed the work on leadership development at TfL, which set clear pathways for officers to progress and demonstrate leadership. There had been a good discussion on how the Operations directorate was implementing the Corporate Environment Plan by focussing on reducing carbon emissions and costs, through initiatives such as the decarbonisation of buildings, and the roll out of zero-emission buses and LED lighting.

The Panel also had a detailed discussion on road safety and the implementation of 20mph limits on roads through a mix of enforcement and education to save lives and reduce serious injuries.

**The Board noted the report.**

### **72/10/23 Report of the meeting of the Audit and Assurance Committee held on 20 September 2023**

The Chair of the Committee, Mark Phillips, introduced the item. Following the delegation of authority from the Board, the Committee had discussed and approved the Annual Report and Statement of Accounts, which had subsequently been published. He thanked everyone involved in their preparation and audit for their work.

The Committee had also considered the quarterly report from the Independent Investment Programme Advisory Group. It noted the Programmes and Investment Committee was aware of and monitoring the resourcing issues and specialist skills shortages in commercial and engineering roles.

**The Board noted the report.**

### **73/10/23 Report of the meeting of the Land and Property Committee held on 21 September 2023**

In the absence of the Chair, Committee Member, Anne McMeel, introduced the item.

The Committee had a good discussion on electric vehicle charging hubs and discussed the performance of Places for London Limited. The rebranding of the company had been positively received by the market and it continued to build its foundations, through the development of strategies and its governance model, to

enable the company to move forward and deliver. A Programme Management Office was also being developed to support this work.

**The Board noted the report.**

### **74/10/23 Report of the meeting of the Customer Service and Operational Performance Panel held on 4 October 2023**

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item.

The Panel had a good discussion on the quarterly performance report and requested a more detailed briefing on the performance of the Woolwich Ferry, which all Board Members would be invited to attend. It also had a deep-dive discussion on the Customer Care Scores and challenged officers to set more ambitious performance targets.

The Panel reviewed the operational performance on the Elizabeth line. It welcomed the attendance of the Director of Operations from Network Rail, who had provided assurance that she would take the issues raised directly back to Network Rail.

Investment in the next tranche of step-free access station upgrades would be weighted to decide which stations would be included, considering indices of deprivation and local demographics. The next area of focus was the southern branch of the Northern line to add step-free access stations between Borough and Morden.

### **75/10/23 Report of the meeting of the Programmes and Investment Committee held on 5 October 2023**

The Chair of the Committee, Dr Nelson Ogunshakin OBE, introduced the item and, on behalf of himself and Peter Strachan, thanked the Executive team for their support as they took up the roles of Chair and Vice-Chair of the Committee (respectively).

There was good progress on the Investment Programme overall, with no major areas of concern. The relationship with the Independent Investment Programme Advisory Group was working well and the project assurance work was on target.

Work inside the Silvertown Tunnel had progressed significantly, with the focus now on system integration.

The Committee approved increased Programme and Project Authority on the London Underground renewals programme.

**The Board noted the report.**

## **76/10/23 Report of the meeting of the Finance Committee held on 11 October 2023**

The Chair of the Committee, Anne McMeel, introduced the item. Some of the new intake of TfL graduates and apprentices had attended the meeting as observers and the Chair encouraged others who were new to the organisation to attend Committee and Panel meetings.

The Committee considered updates on the Prudential Indicators outturn and Treasury Activities, which continued to show robust financial governance.

Progress on the disposal of roadside advertising, which was considered non-core activity, could help ameliorate some of the inflation funding challenges this financial year.

The strategic approach to procurement proposals demonstrated the need for longer-term certainty on capital funding streams to allow TfL to take an innovative approach and get better value for money.

The Committee had a good discussion on the Enterprise Risk on financial resilience and was keen to see the interdependencies through the level one risks across the organisation.

**The Board noted the report.**

## **77/10/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

## **78/10/23 Date of Next Meeting**

The next scheduled meeting of the Board would be held on Wednesday 13 December 2023 at 10.00am.

The meeting closed at 12 noon.

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

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