

Transport for London

Minutes of the Meeting

**Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10.00am, Wednesday 6 March 2024**

Members

Sadiq Khan (Chair)
Seb Dance (Deputy Chair)
Kay Carberry CBE
Professor Greg Clark CBE
Councillor Ross Garrod
Anurag Gupta
Anne McMeel
Dr Mee Ling Ng OBE
Mark Phillips
Marie Pye
Dr Nina Skorupska CBE (via Teams)
Dr Lynn Sloman MBE

Government Observers

David Coles
Samantha Collins-Hill (for 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
Jackie Gavigan	Secretariat Manager
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Dharmina Shah	Interim Chief of Staff to the Commissioner

12/03/24 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Heidi Alexander, Bronwen Handyside, Dr Nelson Ogunshakin OBE and Peter Strachan. Dr Nina Skorupska CBE attended the meeting via Teams and was able to participate in the discussion but did not count towards the quorum. The meeting was quorate. Government Special Representative John Hall was unable to attend the meeting and was represented by Samantha Collins-Hill.

The Chair welcomed everyone to the meeting. 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.

As this was the last meeting of the Board during the current Mayoral term, the Chair put on record his thanks to every Member of the Board, including those that had left for their contribution to TfL's success. This Board had a very broad range of knowledge, skills and experience and was also diverse to better reflect the city it served. On behalf of himself and the Executive team, Andy Lord also thanked the Board for their help, support and challenge.

On behalf of the Board, the Chair also thanked all the staff and contractors at TfL, who delivered world class services and infrastructure to London and everyone that contributed to the papers that Members received that ensured they made informed and timely decisions.

At the last meeting, the Chair had announced that, as Mayor, he had frozen the TfL fares within his control to help hard pressed Londoners with the cost-of-living crisis and to support the continued ridership recovery from the coronavirus pandemic. Business groups remained concerned about the economic impact of changing travel patterns on footfall, particularly on Fridays. He had directed TfL to introduce a trial of all-day off-peak fares on Fridays on all TfL rail services and pay-as-you-go fares on National Rail services in London, from Friday 8 March 2024 to Friday 31 May 2024 inclusive and had allocated funding of £24m to support the trial. The trial was supported by the Department for Transport, the Rail Delivery Group and train operating companies, who would all benefit from understanding if lower fares would help drive ridership on TfL and other London rail services on Fridays, what impact this might have on travel on other days of the week, and whether this would, in turn, boost London's wider economic recovery. Transport authorities and operators around the world were also watching and awaiting the outcome of the trial.

Following work by TfL and Southwark Council, a key section of Cycleway 4 on Lower Road had been completed on 6 March 2024. This meant TfL was on track to quadruple the size of London's strategic cycle network from 90km in 2016 to over 360km by the end of March 2024. TfL and London's boroughs had rapidly expanded the cycleway network and brought 24 per cent of Londoners within 400m of a high-quality cycle route. In the past 12 months alone, 600,000 Londoners had been connected to the cycle network via 20 new cycleways.

Under the Commissioner's Report item, the Chair asked Andy Lord to provide an update on the performance of the Elizabeth line and the Central line.

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.

13/03/24 Declarations of Interests

Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date and there were no interests to declare that related specifically to items on the agenda.

14/03/24 Minutes of the Meeting of the Board held on 7 February 2024

The minutes of the meeting of the Board held on 7 February 2024 were approved as a correct record, and the Chair was authorised to sign them.

15/03/24 Matters Arising, Actions List and Use of Delegated Authority

Andrea Clarke introduced the item. Since the meeting on 7 February 2024, there had been no use of Chair's Action, nor authority delegated by the Board.

Following the publication of papers for this meeting, the Mayor had issued a Direction to TfL to implement his Friday fares trial and approved the associated funding. Details of the Direction would be published on the TfL and Greater London Authority websites and reported to the meetings of the Finance Committee and the Audit and Assurance Committee.

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

The Board noted the paper and the actions list.

16/03/24 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 Safety on the network was of paramount importance to TfL who continued to work with the investigating authorities on the tragic fatalities that occurred earlier in the year. The Commissioner continued to extend his thoughts and sympathies to the friends and families of those impacted by the incidents. As

soon as the outcomes from the investigations were heard, TfL would act upon them and would ensure that the Board was informed as appropriate.

- 2 TfL continued work to meet its ambitious target that no one should be killed on or by a London bus by 2030. It was working with the bus industry to fund and trial new safety measures and training for its drivers. New buses were mandated to include measures set out in the Bus Safety Standard and the retrofit programme over the last year meant more than 1,200 buses were now fitted with cameras in place of wing mirrors to improve drivers' visibility, and 3,795 buses now had intelligent speed assistance technology.
- 3 TfL continued to take action to address disruption on the Central line and the Commissioner apologised to the customers and stakeholders affected and had visited one of the train maintenance depots at Hainault and thanked the teams that were working hard to address the severe fleet challenges to return trains to service as safely and as quickly as possible.
- 4 Due to issues with the track monitoring equipment, and in line with TfL's commitment to safety and industry standards, temporary speed restrictions were introduced, particularly on the eastern end of the Central line. A programme of diagnostic and preventative work was in place to safely remove the restrictions at pace with several already lifted. As TfL was currently unable to run as many trains to Hainault via Newbury Park, it continued to run additional bus services in east London, including an enhanced service on the route 150 between Hainault and Ilford station. A new timetable had also been introduced to minimise unpredictable long gaps between trains and create more certainty for customers. While some customers might have to wait longer for a train, particularly on the branches, the new timetable provided a more consistent and predictable service. TfL continued to deliver its major Central line improvement programme and anticipated seeing a marked improvement over the coming days and weeks.
- 5 The challenges on the Central line were a reminder of the consequences of underinvestment and uncertainty in long-term capital funding. TfL would continue to engage with colleagues from Government with a view to agreeing a sustainable, long-term capital funding settlement.
- 6 Performance on the Elizabeth line remained strong, with the last period seeing the best performance since the full timetable began. A recent software upgrade on all 70 trains was successful and brought immediate benefits in reliability. The next signalling software upgrades would be rolled out in June 2024.
- 7 Following the recent meeting of the Mayor and the Commissioner with Andrew Haines, Chief Executive of Network Rail, and Steve Murphy, Chief Executive of MTR UK, Network Rail announced its plan to improve infrastructure in the Thames Valley. The organisations were working collaboratively at the highest level to deliver benefits to customers for the Elizabeth line and other operators running to and from Paddington. Alongside its partners, TfL would continuously improve the Elizabeth line and build on its transformational success. The

Commissioner had also met with Siemens and Alstom this week and continued to discuss the performance of the railway with key suppliers.

- 8 The Commissioner commended the work on the Superloop express bus services, which was raised as a concept in February 2023, and had significantly expanded outer London's public transport offer. On 2 March 2024, the Superloop's orbital loop was completed with the introduction of the SL2 route. The Superloop was very popular with customers, who recognised the new brand and reported a positive experience. Monitoring data on phase 2 of the Superloop initiative and how it was encouraging ridership would be provided to Members. **[Action: Alex Williams]**
- 9 Improving bus journey times and increasing ridership was a key priority and TfL was on track to deliver more bus lanes across the city this financial year and next year. It continued to engage with the boroughs on where more priority bus lanes could be located, particularly for the Superloop express services. TfL monitored the impacts from improvements made to routes and services from bus priority measures, bus lanes and roadworks on bus journey times. More granular detail would be provided to the Customer Service and Operational Performance Panel and consideration would be given to how to better promote the information more widely to the public of the value and the benefits to customers. **[Action: Claire Mann / Alex Williams]**
- 10 On 21 February 2024, TfL's Care Leavers Concession opened for applications. Over 15,000 care leavers in London aged 18 to 25 would benefit from access to half-price bus and tram travel, helping them to overcome the financial barriers to remaining in education, seeking a job or an apprenticeship. The Commissioner was proud that TfL was able to support them in this way.
- 11 On 1 March 2024, TfL announced that it had reached an agreement with the train operating companies, enabling the launch of a trial of all-day off-peak Friday fares to help drive ridership and boost London's wider economic recovery. With the exception of journeys to and from Heathrow Airport via Zone 1, all pay-as-you-go contactless and Oyster Tube and rail journeys would be off-peak on Fridays. During the trial, customers would continue to benefit from the daily cap on Oyster and contactless, which would be set at an off-peak rate, helping those who made multiple journeys through the day save even more. The Commissioner welcomed the already positive response from London's business community and looked forward to the further offers that would accompany the trial. TfL would closely monitor ridership and update the Board on the outcome of the trial in due course.
- 12 On 15 February 2024, TfL together with the Mayor announced that London Overground lines would have new colours and names. The names reflected the history and communities of the city, while also making the network far easier to navigate. The Liberty, Lioness, Mildmay, Suffragette, Weaver and Windrush lines would all appear on the network later in 2024. The Commissioner thanked the stakeholders, customers, historians, industry experts and communities who had played a key role in suggesting the new names and thanked Emma Strain, Customer Director, who led the work. Throughout the summer, TfL would

continue to tell the stories behind the names, as well as prepare to update around 6,000 station wayfinding signs, as well as adjusting train maps, Tube maps and all customer information including digital formats.

- 13 In January 2024, the Mayor confirmed that he was able to provide additional funds to enable TfL to continue London Underground pay discussions with the trade unions. After positive and constructive discussions, the unions had accepted a pay offer for all London Underground staff. The Commissioner thanked Fiona Brunskill and her team and Nick Dent, Director of Customer Operations, London Underground, for their leadership and work in achieving a resolution to the current dispute while ensuring a fair, attractive and affordable pay offer.
- 14 Work to address gender, ethnicity and disability pay gaps continued. On 23 February 2024, TfL published its latest Pay Gap reports alongside other Greater London Authority bodies. While the Commissioner welcomed a 1.8 per cent reduction in TfL's median gender pay gap, greater rates of declarations by colleagues showed an increase to the median ethnicity pay gap of 3.7 per cent and an increase in the median disability pay gap of 2.3 per cent. Better data would help to target the interventions set out in TfL's Pay Gap Action Plan, ensuring equity in pay for colleagues. A full update was scheduled for a future meeting of the Safety, Sustainability and Human Resources Panel.
- 15 The Commissioner extended his thanks to all TfL colleagues who had been working tirelessly to support customers and deliver for London.
- 16 Analysis of the data that TfL held into whether women and Black, Asian or minority ethnic colleagues were more likely to experience workplace violence would be carried out and provided to Board Members.
[Action: Siwan Hayward /Claire Mann]
- 17 On revenue protection, TfL had significantly increased the number of prosecutions from fare evasion and carried out detailed investigative work into serial fare evasion. More information was provided at meetings of the Customer Service and Operational Performance Panel as appropriate.
- 18 While standards were in place to ensure that new electric vehicle charging infrastructure was fully accessible, these were not always fully applied in practice. TfL would hold a workshop with the boroughs to look at good quality design and to ensure the standards were adhered to at sites across London, so that charging points were not located in remote, dark and unsafe places. The Chair asked that the expertise of Board Member Dr Nina Skorupska CBE and of the relevant communities and advisors be sought to ensure the safety of women and disabled users and to raise the accessibility standards that were a basic minimum to levels of excellence.
[Action: Alex Williams]
- 19 David Coles, Government Observer, advised that he would also raise this important issue of accessible electric vehicle charging infrastructure with the relevant transport colleagues in Government.

The Board noted the report.

17/03/24 Finance Report Period 10, 2023/24

Rachel Mclean and Patrick Doig introduced the item, which set out TfL's financial results to the end of Period 10, 2023/24 (the year-to-date ending 6 January 2024).

The strong performance results demonstrated that TfL was successfully implementing its financial strategy, was tracking close to its budget expectations, and remained on track to deliver operational financial sustainability this financial year. The strategy remained unchanged to rebuild passenger volumes, diversify income and deliver like-for-like improvements in cost performance so that TfL could continue to build a surplus into the future.

TfL would continue to maintain the positive momentum into the new financial year, which built on the great work by colleagues to transport customers safely and reliably, which also rebuilt ridership and revenue. A paper elsewhere on the agenda sought the agreement of the Board to delegate authority to the Finance Committee to approve TfL's annual budget before the end of this financial year, which developed in further detail the first year of the Business Plan. TfL's challenge in 2024/25 was to grow its operating surplus further so it could increase investment in renewing assets and make further progress towards its strategic goals. To achieve this, it needed to increase the rate of delivering recurring operating savings compared to the level of delivery over the past two years.

In December 2023, TfL welcomed the £250m capital funding from Government, which would enable its major train and signalling programmes to continue in 2024/25. TfL continued to work with the constructive support of Government colleagues to make that case until it had a multi-year capital funding settlement with Government, similar to those in place in other cities and sectors, it would continue to undertake investment planning and delivery in ways that were less efficient and effective than good practice required.

Cumulative journey growth was almost seven per cent in the year-to-date, which was slightly ahead of the six per cent target for year-on-year growth over the full financial year, on top of the 31 per cent increase in 2022/23. Passenger journeys were relatively steady at 90 per cent of pre-coronavirus pandemic levels, up from 85 per cent at the end of 2022/23. Total revenue was in line with budget.

Like-for-like operating costs were falling in real terms, and six per cent higher than last financial year, despite year-on-year inflation of around nine per cent. Core operating costs were on budget and total operating costs were currently one per cent lower than budget. This was mainly from contingency that was held to mitigate risks on operating costs and income which TfL had now retired.

In the year-to-date, the operating surplus was £162m, which was £47m better than budget. Some small risks remained in terms of operating income and savings delivery, but TfL expected to manage these and had retired the majority of its central risk contingency.

As a result of not receiving any inflation funding from Government, capital enhancements expenditure had slipped and was expected to end the year around £80m to £90m lower than budget. Capital renewals expenditure was expected to be around £750m, within one per cent of budget, allowing some acceleration of works from 2024/25 following the £250m capital funding settlement from Government.

Cash balances were slightly lower than budget and below £1.2bn. They were forecast to rise to £1.3bn, which was the maximum allowed to exit the financial year under the current funding settlement with Government.

Board Members commended the Executive team and the work and effort across the whole organisation for achieving such a fantastic financial performance, especially given the uncertainties and challenges TfL had faced. TfL was on track to deliver an historic operating surplus, which would be entirely re-invested into its services. Rachel McLean would engage with colleagues in the Communications team to design clear messages regarding TfL's financial position. **[Action: Rachel McLean]**

The Chair thanked Board Members for their expertise, support and challenge over the last eight years in also helping TfL to achieve its strong financial position.

The Board noted the Finance Report.

18/03/24 2024/25 TfL Scorecard

Alex Williams introduced the item. The TfL scorecard was the primary tool for tracking in-year progress against TfL-wide strategic objectives and incentivising senior managers to make strategically aligned decisions. The 2024/25 TfL scorecard had been developed to align with the new TfL Strategy that built on TfL's Vision and Values and the Mayor's Transport Strategy.

The proposed scorecard structure for 2024/25, like the scorecard for 2023/24, retained a balanced approach across the five key strategic themes, which Members welcomed. These themes encapsulated TfL's priorities of delivering a safe, secure and reliable service to its customers, empowering and supporting its colleagues, rebuilding its finances, and protecting and improving the environment. All measures in the Safety and Security, Colleague and Customer sections remained the same, with some changes to measures in the Green and Finance sections to reflect priorities for the year ahead.

On Safety and Security, a shadow measure around workplace violence and aggression had been added, as it was a key priority, but it was untargeted so that it did not discourage reporting.

The Colleague measure on senior leadership representation had made a significant impact. Fiona Brunskill confirmed that the targets were challenging though achievable but required the right mix of turnover and retention.

Members discussed the Customer metric on the “per cent of Londoners who agree we care about our customers” and noted that the data was taken from a sample of London residents and the measure was broad, given the breadth of TfL’s services. The Customer Service and Operational Performance Panel had undertaken a deep dive on the “care” metric and was persuaded that the underlying measures that contributed to the overall score were robust. It also looked at the feedback from different groups, for example disabled and non-disabled people and how those gaps could be further reduced. The paper considered by the Panel would be shared with Members. **[Action: Alex Williams]**

Two new Green measures had been added to the scorecard: Green Milestone Delivery and Sustainable Urban Drainage (SuDs) delivery, replacing Ultra Low Emission Zone delivery (completed 2023/24) and Carbon Literacy training (now well established). Several schemes were planned to be delivered to support SuDs delivery and progress would be measured using the cumulative total of green space and the impact on drainage.

The two new Finance measures covered capital expenditure renewals and recurring operating expenditure savings.

The Board noted the paper and:

- 1 approved the 2024/25 TfL scorecard, subject to the approval of the TfL Budget, due to be considered by the Finance Committee at its meeting on 13 March 2024 under authority delegated by the Board, and subject to finalisation of the safety and security and colleague targets and authorised the Deputy Mayor to approve any changes to the final safety and security and colleague targets as drafted, in consultation with available Members; and**
- 2 noted the approach to Business Area scorecards for 2024/25.**

19/03/24 Delegations to the Finance Committee: 2024/25 TfL Budget; Prudential Indicators for 2024/25 to 2026/27; and TfL's policy on Minimum Revenue Provision

Rachel McLean introduced the item. The approval of the 2024/25 TfL Budget, the Prudential Indicators for 2024/25 to 2026/27 and TfL’s policy on Minimum Revenue Provision were all matters reserved to the Board and needed to be approved by the end of this financial year (31 March 2024). As the meeting of the Board was earlier than usual due to the pre-election period, these items were not available as they were still under preparation. The Board was asked to approve a delegation of authority to the Finance Committee, which was scheduled to meet on 13 March 2024.

The Board delegated authority to the Finance Committee to approve:

- 1 the 2024/25 TfL Budget;**

- 2 the Prudential Indicators for 2024/25 to 2026/27; and
- 3 TfL's policy on Minimum Revenue Provision.

20/03/24 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 21 February 2024

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

Following the discussion at the last meeting of the Board on the recent increase in customer fatalities, the Panel had an in-depth discussion on customer safety, in particular in relation to buses, the action being taken and how lessons were learnt and shared from accident investigations.

The Panel discussed and welcomed TfL's approach to green infrastructure and biodiversity, which sought to make its network and assets more nature friendly.

TfL's approach to reward was also discussed, focussed on the work being undertaken to reduce pay gaps and to attract and retain staff, particularly where TfL could not compete with the market rate.

The Board noted the report.

21/03/24 Report of the meeting of the Programmes and Investment Committee to be held on 28 February 2024

Seb Dance, who was elected Chair for the meeting of the Committee, introduced the item.

He highlighted the Committee's discussion on the quarterly Investment Programme Report, which provided an update on the wide range of programmes and projects underway and their status, and the authority approvals for two key investment programmes: environment and technology.

The Board noted the report.

22/03/24 Report of the meeting of the Remuneration Committee held on 29 February 2024

The Chair of the Committee, Kay Carberry CBE, introduced the item.

The Committee considered a new updated and detailed benchmarking report, which again showed that remuneration for senior staff at TfL was well below that of the private sector and publicly accountable peer groups, with the gap greater the more senior the role.

The Committee also discussed Performance Awards for 2023/24, with no decisions to be taken unless strict conditions relating to the TfL Scorecard and financial sustainability metrics were met.

The Board noted the report.

23/03/24 Report of the meeting of the Customer Service and Operational Performance Panel held on 5 March 2024

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item. A member of TfL's Youth Panel was in attendance at the meeting of the Panel and contributed to the discussions.

The Panel made suggestions to further improve the Bus Action Plan and discussed the development of the Superloop services and the importance of bus services to hospitals, with the Youth Panel representative also raising the need to consider further education and university campuses.

The Equity in Motion plan was discussed, including the Panel's commitment to monitor progress against delivery.

The Panel also noted the work undertaken to end violence against women and girls. It discussed ways that TfL could use its estate and staff presence to offer places of sanctuary with staff trained to offer shelter and support.

The Board noted the report.

24/06/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

25/03/24 Date of Next Meeting

The next scheduled meeting of the Board would be held on Wednesday 12 June 2024 at 10.00am.

The meeting closed at 11.35am.

Chair: _____

Date: _____