

discussion but did not count toward the quorum. Peter Strachan had also indicated that he would need to leave the meeting early. The meeting was quorate.

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.

The scheduled meeting was held during the pre-election period for the General Election to ensure that the Board continued to be informed and to be transparent and accountable for TfL's activities. While the Board was not a political forum, Members were asked to be mindful of the pre-election restrictions and not to say anything that could be construed as being designed to affect support for any political party or candidate.

The Chair confirmed that following his re-election as Mayor, he had reappointed himself as Chair of the TfL Board and had reappointed Seb Dance as Deputy Chair. An update on Board membership was provided elsewhere on the agenda (see Minute 29/06/24).

The Chair advised that Heidi Alexander's term of office as a Member of the TfL Board would expire on 21 June 2024. She had joined the Board on 11 June 2018 and was Deputy Chair from 13 July 2018 until 31 December 2022. As Deputy Chair, Heidi played a crucial role in steering and supporting the Board and TfL through two major challenges: the delivery of the Crossrail project, to bring the Elizabeth line railway into service; and the significant impact of the coronavirus pandemic on TfL's staff, customers and finances. The Chair commended Heidi's leadership and calmness when dealing with issues and her generosity in giving her time and support to individual Board Members and members of the Executive, and to Seb Dance when he joined the Board and took on the role of Deputy Chair. The Chair personally thanked Heidi for her candid advice, support and friendship and, on behalf of the Board and the Executive, wished her every success for the future.

The Chair informed the Board that following role changes within the Department for Transport, the Government had made changes to the Department's observers at meetings of the Board and its Committees from 1 May 2024: Emma Ward, Director General Road Transport Group, would attend meetings of the Board, and was welcomed to this meeting. Samantha Collins-Hill, Deputy Director, London Partnerships and Delivery, would deputise for Emma at meetings of the Board and would be the observer for meetings of the Finance Committee. David Coles, Chief Engineer, would continue to observe the meetings of the Programmes and Investment Committee. On behalf of the Board, the Chair thanked John Hall for his helpful engagement during his time as the Government Special Representative. Members noted that during the pre-election period, the Government observers would attend meetings but would not comment on issues of policy.

Since the last meeting of the Board, there were three senior office changes to report. Claire Mann was welcomed to her first meeting of the Board as Chief Operating Officer, following her return to TfL at the end of March 2024. The Deputy Chair had exercised the authority delegated by the Board to appoint Andrea Clarke as the

permanent General Counsel and Board Secretary. Nick Owen had been appointed as the interim Director of Bus Operations.

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.

27/06/24 Declarations of Interests

Since the last meeting of the Board, there had been three updates to declarations: Marie Pye had been appointed as an Independent Panel Member of the General Optical Council; Dr Nelson Ogunshakin OBE had stood down as CEO of the International Federation of Consulting Engineers; and Dr Nina Skorupska CBE had joined the Independent Advisory Panel for the National Grid Electricity Distribution.

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://www.tfl.gov.uk), were up to date and there were no interests to declare that related specifically to items on the agenda.

28/06/24 Minutes of the Meeting of the Board held on 6 March 2024

The minutes of the meeting of the Board held on 6 March 2024 were approved as a correct record, and the Chair was authorised to sign them.

29/06/24 Matters Arising, Actions List and Use of Delegated Authority

Andrea Clarke introduced the item. On Board membership, the Mayor had reappointed himself as Chair of TfL and reappointed Seb Dance as a Member of the Board and, following the London Assembly Confirmation Hearing on 29 May 2024, had reappointed Seb Dance as Deputy Chair of TfL from 6 June 2024. Heidi Alexander's term of appointment would expire on 21 June 2024 and the term of office of all other Members, except for the Chair and Deputy Chair, would expire on 8 September 2024. An open recruitment process for Board Members was underway and a further update was scheduled for the next meeting.

Since the meeting of the Board on 6 March 2024, there had been three uses of specific authority delegated by the Board. The Deputy Chair had exercised the authority delegated by the Board, on 25 July 2023, to appoint Andrea Clarke as the permanent General Counsel and Board Secretary, following a recruitment process. Under authority delegated by the Board at its meeting on 13 March 2024, the Finance Committee approved the 2024/25 TfL Budget, at its meeting on 13 March 2024. A summary of that approval was provided under the Report of the Finance Committee elsewhere on the agenda; and on 6 June 2024, the Deputy Chair

approved the finalisation of the 2024/25 TfL Scorecard. The paper detailing the changes had been published on [tfl.gov.uk](https://www.tfl.gov.uk).

There had been no use of Chair's Action, nor any Mayoral directions to TfL since the last meeting.

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

The Board noted the paper and the actions list.

30/06/24 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 Following the London Mayoral election, the Commissioner welcomed back Sadiq Khan as Mayor and his reappointment as Chair, making him the longest serving directly elected Mayor and longest-serving Chair of TfL. He also congratulated Seb Dance on his reappointment as Deputy Mayor for Transport and as the as Deputy Chair of TfL. He looked forward to continuing to work together with them both.
- 2 The Commissioner welcomed Claire Mann to her first meeting of the Board as TfL's Chief Operating Officer. Claire had held previous roles at TfL and was most recently the Managing Director of South Western Railway. Claire brought a wealth of experience and wisdom, as well as a clear focus on delivering for customers and colleagues, and the Commissioner congratulated her on her appointment.
- 3 The Commissioner also congratulated Andrea Clarke on her permanent appointment as TfL's General Counsel. Andrea had done an outstanding job as interim General Counsel since Howard Carter's retirement and would continue her fantastic work in the role as a member of the Executive Committee. For the first time in TfL's history, most of its Executive Committee were women, which demonstrated the progress TfL was continuing to make with its Action on Inclusion plan.
- 4 The Commissioner echoed the Chair's comments in recognising the fantastic contribution that Heidi Alexander had made to TfL and to improving transport in London. Through her time as Deputy Mayor, including during the coronavirus pandemic, and as a member of the Board, including being Deputy Chair and as Chair of the Elizabeth Line Committee, she had consistently offered sound advice, intelligent direction and sensible scrutiny to help navigate some of the challenges of the past few years. She had been invaluable to the Commissioner and other Executive colleagues and to previous Commissioners

Andy Byford and Mike Brown. She was also a dear friend to many at TfL and would be sorely missed. The Commissioner wished her every success for the future.

- 5 Safety was paramount at TfL and it was committed to the Vision Zero ambition of eliminating all deaths and serious injuries on London's transport system. TfL continued its work to investigate the tragic fatalities that occurred on the transport network earlier this year and to ensure that learnings from those tragic incidences were implemented. The report included a précis of the notable safety and security incidents that had occurred on the network since the last meeting and a fuller update was presented on a regular basis to the Safety, Sustainability and Human Resources Panel.
- 6 Members asked about recent passenger accidents due to the high step from the platform onto Elizabeth line trains at Ealing Broadway station. TfL was working with Network Rail, who managed the station infrastructure, to explore platform modifications that would work for Elizabeth line trains and the rolling stock of several other operators that used the station. Additional MTR Elizabeth line staff had been deployed to assist passengers at the station.
- 7 Members and officers welcomed the Pedicabs (London) Act 2024, which received Royal Assent on 25 April 2024. The Act would enable TfL to regulate pedicabs to ensure the safety of customers, drivers and vehicles. TfL was in discussion with the Department for Transport on what it could do and considering the potential regulatory framework and costs. It would then engage with the industry and customers ahead of a full public consultation.
- 8 Members welcomed the increase in walking and cycling and raised the issue of how to recalibrate thinking about the public realm to reduce the potential for accidents. Officers worked with boroughs and London Councils to discuss research and evaluation of safer streets developments and looked at what could be learned from other cities. Initiatives, in addition to slower speeds, a more amenable environment and enforcement, included the use of visual cues, including digital information, the use of technology to warn people when they needed to be more alert (for example when near crossings or in bus stations) and marketing, all of which would also help tourists.
- 9 As the custodian of the largest bus fleet in the UK, TfL had a pivotal role in ensuring its buses, and buses across the country, were as safe as they could be and was leading the way on standards in bus safety. In May 2024, TfL again held the annual Bus Safety Summit, bringing together operators, manufacturers and other stakeholders to discuss the challenges and opportunities in improving bus safety. While TfL continued to make great progress with increasing numbers of its buses meeting the Bus Safety Standard, it was constantly looking to further improve.
- 10 TfL used a wide range of data to provide insights and to inform its bus safety strategy, plan and interventions. These included collision data, fatigue, and speed compliance monitoring, as well as customer complaints and feedback. While different transport modes had different safety risks, Members

encouraged officers to see if there were lessons that could be learnt from other cities and from the more sophisticated accident investigation techniques used in light and heavy rail, to help identify and address any systemic issues. Andy Lord, with his background in aviation, and Claire Mann with her experience of heavy rail, were working with Lilli Matson to look at this. Andy Lord had been engaging with Dr Lynn Sloman MBE and Mark Phillips on improving TfL's formal investigation processes and would share this work with Peter Strachan, ahead of providing further information to Board Members.

[Action: Andy Lord / Claire Mann]

- 11 Bus services had performed well in 2023/24 with an increase in kilometres travelled and income generated. The success of the Superloop services, with their distinctive branding, was being reviewed as part of a programme of work to increase bus demand to support the shift to sustainable travel. The key issues were to introduce measures that reduced journey times, improved journey reliability and provide better information to customers, such as bus priority measures, while ensuring that services operated safely. Consideration was also being given to expanding Superloop or other services into more town centres and boroughs and how the provision of bus services could help pump-prime developments and rail projects. An update on the work to improve bus services would be submitted to the Customer Service and Operational Performance Panel.
[Action: Alex Williams / Claire Mann]
- 12 Large-scale events had taken place across the city over the past few months, including the London Marathon, Ride London, the European Rugby finals and the Champions League final with over 100,000 visitors and associated four days of celebrations. Working with organisers, TfL colleagues had expertly managed disruption and high footfall across the networks, ensuring that visitors could continue to travel safely across the capital and showcase it at its best, including providing opportunities for new ways to celebrate events such as the Champions League final. The Commissioner thanked everyone for the hard work and meticulous planning that went into making sure that the events ran smoothly.
- 13 On 24 May 2024, TfL celebrated the second anniversary of the opening of the transformational Elizabeth line. It was the fastest growing railway in the UK with more than 350 million journeys made on the line since opening. The line continued to perform well and deliver high levels of customer satisfaction.
- 14 The Elizabeth line had directly enabled the development of 55,000 new homes, with 60 per cent of employment growth in greater London within one kilometre of an Elizabeth line station. The success of the line was testament to how investment in significant transport infrastructure supported economic growth and new housing, while reliable, accessible and speedy services drove customer usage.
- 15 The Commissioner had been meeting with colleagues and stakeholders and visiting different parts of the network. He joined Claire Mann and Stuart Harvey on a visit to the Siemens facility in Germany where the new Piccadilly line trains were being tested. The first of the fleet of state-of-the-art trains, that would

increase capacity by just over 10 per cent, would start to arrive in London later in 2024. The Commissioner also visited the Northfields depot with Claire Mann, to meet with colleagues as they prepared for the arrival of the new trains. There was much to do, and teams were working hard across the organisation towards this exciting period for the Piccadilly line.

- 16 Members noted the progress with the delivery and testing of new trains for the DLR. The integrated testing had identified an issue with signalling and braking and this was being addressed, with good collaboration with the train supplier and operators.
- 17 The Commissioner along with Alex Williams and local political leaders and development partners, hosted Rail Minister Huw Merriman at Thamesmead to support the case for extending the DLR to the area. The proposals would unlock up to 30,000 new homes and connect communities across the Thames, supporting up to 10,000 new jobs.
- 18 Alex Williams would provide Board Members with more information on how the six-month trial of Access DLR, an initiative to make journeys more accessible, including the ability to book assistance by phone, was being promoted.
[Action: Alex Williams]
- 19 TfL's Equity in Motion plan to improve the accessibility of its services had been well received, with excellent engagement by key stakeholders at an event on 20 May 2024.
- 20 Members congratulated Jane Wright, Environment and Sustainability Engineer, and Esther Olorunfemi, Head of Engineering for London Trams, for their success at the seventh Women in Rail Awards held on 16 May 2024.
- 21 The Friday Fares Trial had ended and the data on ridership and its economic impact was being analysed. An update would be provided to the Board.
[Action: Alex Williams]
- 22 The Commissioner and Stuart Harvey recently visited the Silvertown Tunnel site. When the tunnel opened, it would significantly reduce congestion and improve air quality for that part of east London.
- 23 Last week, Rachel McLean and Alex Williams along with the Commissioner hosted an introductory session to meet some of the new and returning London Assembly members, to set out TfL's vision and priorities for the years ahead.
- 24 Following a series of challenges on the Central line, as discussed at previous Board meetings, almost all track speed restrictions introduced earlier in 2024 had been removed, leading to a significant improvement in journey times. The revised timetable on the line was working well, and a more consistent and reliable service was operating with fewer long gaps between trains. TfL's focus was to ensure a return to the previous higher frequency timetable as soon as possible once it could be achieved consistently.

- 25 There had been a significant disruption to the tram network because a large number of trams had incurred wheel damage due to debris on a section of track, compounded by industrial action which included maintenance staff. The teams had worked hard to mitigate the issues and improve the service, which was operating normally since 25 May 2024. The risk of industrial action remained, with strike dates published by Unite for late June and early July 2024. TfL continued talks with the union and hoped to reach an agreement to avoid unnecessary disruption.
- 26 For a short period of time, there had been some service issues on the Northern line due to an individual component on some trains that led to several trains being taken out of service and subsequent service delays. Both TfL and its maintenance provider's teams had worked diligently to procure additional spares and provide an enhanced inspection regime, which was working well and enabled the return of a trains to service. The Commissioner apologised to customers effected by these events and assured them that TfL was focussing hard to get back to business-as-usual services.
- 27 TfL had completed a world leading upgrade to London's traffic signal network. It had one of Europe's largest traffic signal networks, with almost 4,000 junctions, 1,500 pedestrian crossings and more than 16,000 traffic detectors, which had all been seamlessly migrated over the past few weeks without any disruption. The upgrade would enable improved journey times, better traffic flows, and a faster and better response to incidents. It would also provide TfL with improved data on demand and travel patterns.
- 28 The rollout of 4G and 5G mobile coverage was gathering pace and around 25 per cent of Tube stations that were underground now had mobile coverage. This included the entirety of the Elizabeth line, with customers on the Victoria and Piccadilly lines also starting to benefit from the programme, as further stations and tunnelled sections throughout central London went live.
- 29 TfL launched its Cycle Sundays campaign, a programme of leisurely cycle routes which aimed to encourage Londoners new to cycling to explore the capital on two wheels. An additional 1,400 e-bikes would be added to the Santander Cycles fleet later this summer, providing many more Londoners with the opportunity to benefit from the affordability, convenience and wellbeing benefits of cycling.
- 30 Members commended the Travel for Life programme, which was delivered to schools by the London Transport Museum to encourage active travel. Nearly half of the 3,313 schools in London had been accredited and Members encouraged more schools to take part.
- 31 The Commissioner thanked all TfL's colleagues and teams for their diligent work over the past few months to keep London moving and to manage a great experience for visitors to the city, by continuing to provide a consistent and good service for customers and partners.

The Board noted the report.

31/06/24 Finance Report - Quarter 4, 2023/24

Rachel McLean and Patrick Doig introduced the item, which set out TfL's financial results to the end of Quarter 4 of 2023/24 (the year-to-date ending 31 March 2024).

The 2023/24 financial year was the first year that TfL had generated an operating surplus, demonstrating an immense turnaround since 2020/21 when TfL's finances were badly affected by the coronavirus pandemic. TfL now met the test set by Government to move to achieve operational financial sustainability to cover its day-to-day costs from its own sources of revenue. It was an important milestone but TfL's work to secure its financial future was not yet complete and 2024/25 would continue to provide stretch and challenge, particularly around demand growth.

Every penny of the surplus generated was immediately allocated to investment in the network, either in asset renewal or contributing to further improvements, and TfL aimed to reach a sustainable level of investment over the coming years.

The progress made had also resulted in Standard & Poor's upgrading TfL's credit rating from 'A+' to 'AA-', returning it to the rating it had before the pandemic. The rationale for the decision included TfL's positive track record of achieving cost savings, its ability for arranging and holding funding for operations and infrastructure investment, and that deviations from the Budget set were only in small percentages. The decision was testament to the hard work across the whole organisation to deliver a safe and reliable transport network and Rachel McLean thanked TfL's colleagues and partners in enabling TfL to reach this position.

Like other transport authorities, TfL could not fund major capital projects entirely from its own resources. It continued to work with the constructive support of Government and Department for Transport colleagues to make that case, as its current settlement with Government for full capital funding was only for a single year.

As set out in TfL's Budget for the financial year 2024/25, its strategy was to continue to rebuild passenger volumes and income, diversify its income and continue to deliver like-for-like improvements in operating costs. To achieve this, it had budgeted to grow total income including growing passenger journeys by another six per cent in 2024/25, through a mixture of continued pandemic recovery, changing patterns in return to the office and service planning delivery, including the first full year of Elizabeth line through running, plus additional bus kilometres and other service enhancements.

TfL would need to increase the rate of delivering recurring operating savings compared to the level it had been delivering over the past two years. It would also need to manage an uncertain economic environment, with inflation falling and elements of volatility remaining.

TfL had successfully delivered on its overall Budget in the last financial year and on each component of the Budget and financial strategy, demonstrating the credibility and robustness of its Budget. Total passenger journeys were up just over six per

cent compared to last year, which was slightly ahead of target on year-on-year journey growth over the full year, on top of the 31 per cent increase in 2022/23. Passenger income was within one per cent of Budget.

Core operating costs were exactly on Budget. TfL continued to focus on cost savings and made £138m of annual recurring savings on top of savings made in previous years. Like-for-like operating costs were almost £800m lower than 2019/20 when adjusted for inflation, although there had been a small increase in 2023/24 on a like-for-like basis compared to the previous year.

The operating surplus was £138m, which was over £320m better than last year on a like-for-like basis, after adjusting for Government funding support in 2022/23. The surplus helped fund the capital renewals and investment that were critical in improving asset condition. Capital renewals expenditure was two per cent over Budget, driven by some acceleration of works supported by the early receipt of £250m Government funding.

As a result of not receiving any inflation funding from Government in the August 2022 settlement, new capital enhancements expenditure had slipped and ended the year £94m lower than Budget.

Cash balances were £1.35bn at year end, just over £50m better than Budget. Usable cash balances, when adjusted for some ring-fenced funding received from Government and other parties in advance, were £1.16bn. £1.3bn was the maximum allowed to exit the financial year under the current funding settlement with Government.

Members congratulated TfL on the end-year financial performance, in particular its fantastic achievement of a historic operating surplus without any reliance on Government support for day-to-day operations.

The Board noted the Finance Report.

32/06/24 Report of the meeting of the Land and Property Committee held on 11 March 2024

In the absence of the Chair, Committee Vice Chair, Dr Nina Skorupska CBE, introduced the item. The meeting had reviewed and approved the Places for London Business Plan and Scorecard, subject to the changes requested by Members during the meeting.

The Committee was pleased with the focus Places for London had on safety, which included a company Safety, Health and Wellbeing Standdown day on 25 April 2024. Its leadership team was now also sending a representative to attend meetings of the Safety, Sustainability and Human Resources Panel.

Members also welcomed the selection of Construction Youth Trust as the Educational Engagement Programme delivery partner, which would help people to

understand the rewarding and varied careers available in construction and the built environment and to grow skills and capability in this area.

The Board noted the report.

33/06/24 Report of the meeting of the Finance Committee held on 13 March 2024

In the absence of the Chair and Vice Chair, Committee Member Seb Dance introduced the item.

Under the authority delegated by the Board on 6 March 2024, the Committee had approved the 2024/25 Budget and commended TfL in achieving an operating surplus.

The Committee also approved changes to taxi fares and tariffs and noted the update on future proposals for the development of the London Transport Museum.

It also had a thorough discussion on Risk and Assurance matters and on Enterprise Risk 9 – Changes in customer demand.

The Board noted the report.

34/06/24 Report of the meetings of the Audit and Assurance Committee held on 14 March and 5 June 2024

Committee Chair, Mark Phillips, introduced the item, with a focus on the meeting held on 5 June 2024.

The Committee had discussed the work undertaken by the Independent Investment Programme Advisory Group on asset conditions, which had helped Members have a much clearer understanding of the topic. It also welcomed the continued improvements in the timescales for making payments to suppliers.

An update on key accounting issues was considered, along with an update from EY on its work on auditing the draft statement of accounts for the year ended 31 March 2024, which would be submitted to the meeting of the Board on 24 July 2024, with a request that authority be delegated to the Committee to approve the audited accounts at its meeting in September 2024. Papers on governance issues relating to the accounts were also considered.

The Board noted the report.

35/06/24 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 16 May 2024

Panel Chair, Dr Lynn Sloman MBE, introduced the item. The Panel had discussed the strategic actions being taken to improve safety across all modes, learning from the Sandilands tram overturning. Andy Lord was discussing proposals to review safety governance, including Board oversight, with Members.

Members discussed the Safety, Health, Wellbeing and Environment Culture Programme. This was a structured and systemic approach to improving safety culture, which could make a significant impact in accident prevention. It would encourage staff and passengers to be more proactive in raising potential issues and provide confidence that appropriate action would be taken.

The Panel had a detailed discussion on Enterprise Risk 3 – Environment including climate adaptation. The impact of this risk was high, on both TfL services and finances. It was recognised that more needed to be done on climate adaptation to be prepared for major climate events in the future.

The Panel also discussed the good progress made over the last year following the publication of TfL's Colleague Strategy and Action on Inclusion plan. Dr Lynn Sloman MBE commended the Inclusion Matters e-learning course that had been completed by more than 80 per cent of people leaders and 50 per cent of all colleagues. A link to access the training would be sent to all Board Members and would be included in the induction programme for new Members with everyone encouraged to complete it.

[Action: Secretariat]

The Board noted the report.

36/06/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

37/06/24 Date of Next Meeting

The next scheduled meeting of the Board would be held on Wednesday 24 July 2024 at 10.00am.

The meeting closed at 11.35am.

Chair: _____

Date: _____