

## **Transport for London**

### **Minutes of the Meeting**

**Chamber, City Hall, Kamal Chunchie Way, London E16 1ZE  
10.00am, Wednesday 16 October 2024**

#### **Members**

Sadiq Khan (Chair)  
Seb Dance (Deputy Chair)  
Zoë Billingham CBE  
Councillor Ross Garrod  
Deborah Harris-Ugbomah  
Tanya Joseph  
Arthur Kay  
Anne McMeel  
Mark Phillips  
Marie Pye  
Keith Richards OBE  
Omid Shiraji  
Peter Strachan  
Sara Turnbull

#### **Government Observer**

Samantha Collins-Hill      Deputy Director, London Partnerships and Delivery,  
Department for Transport (via Teams)

#### **Executive Committee**

Andy Lord	Commissioner
Fiona Brunskill	Chief People Officer
Andrea Clarke	General Counsel
Stuart Harvey	Chief Capital Officer
Claire Mann	Chief Operating 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

## **55/10/24      Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from: Professor Greg Clark CBE and Anurag Gupta. The meeting was quorate. Samantha Collins-Hill attended the meeting in place of Emma Ward.

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 first meeting of the Board since the change in membership on 9 September 2024, the Chair thanked Members that had been reappointed for agreeing to continue to serve on the Board and extended a warm welcome to the new Members of the Board: Zoë Billingham CBE, Deborah Harris-Ugbomah, Tanya Joseph, Arthur Kay, Keith Richards OBE, Omid Shiraji and Sara Turnbull.

The Chair drew the Board's attention to four recent director appointments at TfL, following competitive recruitment processes: Carl Eddleston as Director of Network Management and Resilience, Richard Jones as Director of Asset Performance Delivery, Marian Kelly as Director of Safety, Health and Environment Business Partnering – TfL Operations, and Lorna Murphy as Director of Buses.

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.

## **56/10/24      Declarations of Interests**

The declaration of interests for new Members of the Board had been published and there were no changes to the declarations of Members that had been reappointed.

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

## **57/10/24      Minutes of the Meeting of the Board held on 24 July 2024**

**The minutes of the meeting of the Board held on 24 July 2024 were approved as a correct record, and the Chair was authorised to sign them.**

## **58/10/24      Matters Arising, Actions List and Use of Delegated Authority**

Andrea Clarke introduced the item. There had been no uses of Chair's Action, nor any Mayoral Directions to TfL since the last meeting of the Board on 24 July 2024.

On 29 August 2024, the Deputy Chair exercised the authority delegated by the Board, on 24 July 2024, to make appointments to the Committees and Panels once the appointments to the Board had been confirmed.

The delegation of authority to the Audit and Assurance Committee to approve the Statement of Accounts had not been exercised yet, as the audit of the Accounts was still in progress. The deadline for the approval of the Accounts had been extended.

The paper provided an update on progress against actions agreed at previous meetings. In relation to bus lane access for emergency vehicles (Action 43/07/24(1)) officers were asked to check whether access covered the NHS Blood and Transplant service vehicles.  
**[Action: Alex Williams]**

**The Board noted the paper and the actions list.**

## **59/10/24 Commissioner's Report**

The Commissioner congratulated Members on their appointment to the Board and welcomed new Members to their first meeting of the Board, noting that he and his executive had met with Members on several occasions since 9 September 2024.

He 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 was TfL's absolute priority. TfL's network safely carried millions of passengers every day and it continued to make progress towards its Vision Zero action plan. Anyone who was seriously injured or lost their life on London's transport network was one too many. The report covered five incidents since the previous meeting that had sadly resulted in fatalities. Everyone at TfL expressed their deepest sympathies and condolences to the families and friends of those involved and support was available for those affected. TfL had revised its processes to ensure that it contacted those affected.
- 2 TfL was committed to learning from every incident and sharing it with other transport operators where appropriate. The report provided information on some of the programmes and policies that were being delivered to further improve safety across the network, including the safer junctions programme and the Bus action plan. TfL had recently published data that showed that road fatalities in 2023 had reduced by 30 per cent against the 2010-2014 baseline. That reduction was four times greater in London than the rest of Great Britain, as a direct result of the work TfL was doing to ensure its system was as safe as possible. TfL was not complacent and was determined to eliminate fatalities as part of its Vision Zero action plan.
- 3 The Commissioner also commented on three serious incidents involving TfL colleagues while off-duty. One had been fatally shot, one had been fatally stabbed and another had been seriously injured. He expressed his deepest sympathies to the family, friends and colleagues of those that had died and his support to the victim of the stabbing at Victoria station. All three incidents were under police investigation and arrests had been made in two of the cases. TfL was doing all it could to support the investigations and those impacted.

- 4 On 1 September 2024, suspicious cyber activity was detected on TfL's network. To protect the security of TfL's systems and data, immediate action was taken to ensure that any further impact was minimised, by limiting and shutting off access to some systems. The impact on the delivery of transport services was extremely limited, although there had been, and continued to be impacts affecting colleagues and some customers. TfL would continue to keep customers informed as it recovered from the incident and would process any refunds as quickly as possible when it was able to do so.
- 5 The cyber incident had resulted in some customer data being accessed, including names, contact details and, in some cases, bank account details. TfL had contacted just under 5,000 customers who may have been affected as a precautionary measure, and offered them support and guidance.
- 6 The Commissioner thanked the thousands of colleagues who had really pulled together in recent weeks to address the issue and to continue delivering services. TfL had received wide praise and recognition for its response. He also thanked customers for their patience and assured them that work was underway to restore access to concessionary travel passes and other impacted services as soon as possible. Bus operators and station staff had been instructed to be aware of the impact on vulnerable passengers, which included children who could travel for free.
- 7 Members had received, and would continue to receive, briefings on the cyber incident, the actions taken and the impact on customers and colleagues. The consequences of the event would continue for some months ahead and the current focus was on recovery. TfL would undertake a full review of the incident and lessons learnt. Information on the incident and lessons learnt would be shared with other public bodies and transport operators as appropriate. Public information on the incident would remain limited due to the ongoing criminal investigation.
- 8 The Commissioner was disappointed that ASLEF and RMT members had voted in favour of industrial action, following constructive discussions on a pay offer that was in line with offers agreed with other Department for Transport and train operating companies on the national rail network. The TfL offer was considered to be fair to colleagues and affordable. He urged the trade unions to continue discussions and avoid any unnecessary and damaging industrial action.
- 9 TfL continued to actively engage with key stakeholders, including Simon Lightwood MP, the new Under Secretary of State for Transport, attendance at all three major political party conferences and engagement with boroughs. The Commissioner, along with US and UK government officials, attended American Public Transport Association's annual conference, where it was clear that TfL was held in very high regard. These engagements provided valuable opportunities to share best practice, discuss approaches to common issues in transport, and learn from colleagues across the industry.
- 10 Alongside the Secretary of State for Transport, the Mayor and Deputy Mayor, the Commissioner visited Goole for the official opening of Siemens' new Rail Village,

where TfL's brand-new fleet of state-of-the-art Piccadilly line trains would be produced. The Rail Village showcased the value to the wider UK of investment in TfL and supporting the Government's growth, jobs and skills agenda.

- 11 The first new Piccadilly line train had arrived in London to undergo testing. The trains would enter passenger service by the end of 2025. The £3bn modernisation programme would boost journey times, frequencies, and reliability, while also making the line more sustainable and significantly enhancing the customer experience.
- 12 TfL continued to discuss long-term capital funding requirements with the Government and hoped to reach an acceptable agreement shortly. The importance of delivering improvements for passengers was recognised by the Government. The Commissioner commended the appointment of Laura Shoaf as Chair of Shadow Great British Railways and looked forward to working with her and her team as the Government's reform of the railways progressed.
- 13 Members welcomed the plans in the Equity in Motion document and noted the continued work to improve service accessibility through infrastructure improvements. The new rolling stock for the Piccadilly line and DLR had been designed to the highest accessibility standards with input from stakeholders, including the Independent Disability Advisory Group, and this would also be part of the process for new trams.
- 14 The new ticket hall at Paddington station provided direct, step-free access from street to the Bakerloo line platforms and the design had also considered the needs of people with visual impairments and other sensory needs. TfL was undertaking feasibility work on making more stations step-free and would work with boroughs and other stakeholders on this, complementary work on the public realm, the use of the Community Infrastructure Levy and other service improvements. TfL worked with Network Rail to learn any lessons from its use of the Department for Transport's Access for All scheme, so these could be applied to London Overground schemes (London Underground was excluded from this funding source). The Mayor had also allocated an additional £3m per annum to invest in refurbishing existing, and installing new public toilets at stations and, as previously requested, a report on the proposed programme and prioritisation would be shared with Members.
- 15 Department for Transport regulations had resulted in e-mobility trials being extended to a third year. TfL worked closely with London Councils and individual boroughs and supported a national framework that encouraged active travel but also protected pedestrians. TfL was working with boroughs to see how it could support service users on the first and last mile of their journeys, which could include micromobility and ensuring that cycling was expanded to people who were disabled. The opening of the Silvertown Tunnel would also support this work with a cycle-crossing bus.
- 16 Members supported the work and recent campaigns to reduce workplace violence and aggression and the importance of that work for staff, for customers and for TfL's finances as so much of it related to fare evasion. Technology was

being introduced to support this work, including body-worn cameras. They also supported the work to make the transport environment and areas by stations more welcoming as part of the work to end violence against women and girls. This work included partnership work with the Mayor's Office for Policing and Crime to conduct localised women's safety audits, which would be used to inform future work.

- 17 The report included details of TfL colleagues and teams being recognised on a national scale for their work. These included: the Corporate Finance team winning 'Team of the year' at the Corporate Finance Awards; and the Bank Station Capacity Upgrade project for winning awards at the Royal Institution of Chartered Surveyor's National Awards and the National Rail Awards; colleague commendations at the National Highway Awards, with colleagues from Network Management and the Construction Advisory and Innovation Team recognised as finalists; commendations at the National Transport Awards for the marketing campaign promoting the Elizabeth line to Heathrow, and another to credit work on Smart Stations, with MTR Elizabeth Line receiving best rail operator for the second consecutive year, and Richard Baker from MTR winning the Community Champion of the Year award for his truly inspiring work. The Commissioner also commended the 66 colleagues who had been awarded Coronation medals by The King, Queen and Department for Transport.
- 18 On behalf of everyone at TfL, the Commissioner welcomed the Posthumous Lifetime Achievement Award to Alan Benson MBE. Alan was a determined and dogged campaigner who worked to improve transport access for disabled people, including as Chair of Transport for All. He had been a passionate and critical friend to TfL, and the impact of his work was seen across the organisation and network, from step-free access on all Crossrail stations to lift signage.
- 19 TfL was also currently celebrating Black History Month, with the support of its Colleague Network Groups.

**The Board noted the report.**

## **60/10/24 Finance Report — Period 5, 2024/25**

Rachel McLean and Patrick Doig introduced the item, which set out TfL's financial results to the end of Period 5 of 2024/25 (the year-to-date 1 April to 17 August 2024). The report had been discussed in detail at the meeting of the Finance Committee on 9 October 2024.

At the last meeting of the Board on 24 July 2024, it was reported that growth in TfL's passenger numbers was trending below Budget. Although ridership and demand for services continued to grow, it was not at the level expected when the Budget was agreed. The rate of growth had slowed slightly further since Period 2, although September was an important month in the calendar for transport when travel patterns tended to change, so further information would be available shortly on the extent to which these trends would impact the second half of the year and the longer-term.

The trend on passenger demand continued to be the primary focus of TfL's work to understand performance and improve its forecast results this financial year. Journeys to-date were just over two per cent up on last year and built on the nine per cent improvement seen in the previous financial year. However, this was 52 million fewer journeys than Budget, which in turn was driving the financial pressure.

On 16 August 2024, TfL published its Quarterly Performance Report for Quarter 1, which included the latest forecast for the full financial year ahead, with passenger income projected to be £150m lower than Budget. TfL was able to mitigate an element of this pressure, so the operating surplus was forecast to be £100m lower than Budget at £61m for the full financial year. While TfL remained on track to deliver an end of year operating surplus, it was forecast to be lower than budgeted. TfL did not make a profit and every penny of the surplus was immediately committed to invest in assets and services.

TfL had prepared a plan to mitigate the shortfall in income on the cost side. When it began to see a softening of demand compared to Budget, TfL introduced additional soft controls over discretionary expenditure, which it was now strengthening. The 2024/25 Budget already contained considerable savings assumptions, so TfL was looking at areas where, halfway through the year, spending was less than budgeted and it could make further savings.

TfL needed to protect and build on its customer service offer to attract more passengers and build recovery through income. Expenditure on capital renewals was consciously being increased as customer service relied on addressing the backlog of work on asset condition because of years of insufficient capital funding for the network. Enhancements spend was expected to be a little lower than last financial year due to the variation on the contract payment profile with Siemens Mobility Limited.

For the duration of the last Government funding settlement, from August 2022 to March 2024, the amount of usable cash TfL could hold was limited to an average balance below £1.2bn. Since then, average cash balances had been maintained above the minimum requirement and were just over £1.27bn at the end of Period 5, which was slightly lower than Budget mainly due to timing differences of working capital.

TfL had started 2024/25 with a £250m contribution from Government for major capital investment programmes. Positive and constructive discussions on future funding requirements for TfL continued with Government which recognised that, in common with other public transport authorities, support for major investment programmes was essential. TfL continued to make a strong case for a multi-year capital settlement that would enable it to be more efficient and effective in planning and procuring major projects. It was hoped that the outcomes of discussions would be available soon and TfL continued to demonstrate the positive impact that investment in London transport had on growth, jobs, skills and benefits right across the UK.

Periods 1 and 2 saw an average journey growth of 3.6 per cent compared to last year. Average growth in Periods 3 to 5 was lower at around 1.1 per cent. Over the

five Periods in total, journeys were 52 million lower than Budget and passenger revenue was £78m, which was four per cent lower than Budget, although the overall Period 5 total income was only two per cent below Budget. The trends by mode were broadly similar, except for the Elizabeth line journeys which continued to grow at almost 14 per cent higher than last financial year and two million higher than Budget, which flowed through into passenger income. Rail journeys were 2.1 per cent lower than last financial year, with growth on London Overground offset by lower journeys on the DLR and Trams.

On drivers for the trends, the wider economic outlook remained uncertain with mixed signals and TfL was working with the Greater London Authority's (GLA) Economics team to further examine the detail. Income growth and real terms wage growth was positive but real wages remained lower than pre-coronavirus pandemic levels. Younger adults, who used TfL's services more, had lower wage growth especially relative to housing costs and other factors limiting disposable income.

On average, Londoners spent 17 per cent of their income on housing costs, compared to 10 per cent or less in other regions. Housing costs caused more significant hardship at the lower end of the income spectrum. More than one in four Londoners lived in poverty, partly due to the high cost of housing.

The savings ratio had increased since the beginning of 2023, driven in part by higher interest rates and economic uncertainty. This had caused a divergence in the trend of real incomes growth and actual levels of consumption, which flowed through to travel choices. Retail sales volumes and values fell again in June 2024, with an underlying trend of sales volumes reducing. Longer term, high inflation meant consumers were spending more money for fewer goods and services.

TfL's Budget this financial year had assumed that demand would continue to recover from the coronavirus pandemic, albeit at a lower rate, specifically as more commuters returned to the office. Evidence to-date suggested that the rate of growth in office-related travel had decelerated at a slower rate than assumed and was beginning to plateau, suggesting it was close to an equilibrium.

Some service levels continued to perform below TfL's expectations, which was expected to have some impact on levels of demand, particularly on the Central line on London Underground which TfL had plans in place to improve as soon as possible.

Although the revenue forecast for the full financial year was £150m lower than Budget, this remained in a range with a potential upside if trends improved and a potential downside if recent trends continued and growth continued to slow, so cash and contingency measures remained essential.

TfL's marketing initiatives to promote services were focused on increasing ridership and lowering fare evasion. It continued to invest directly where there was a financial payback, such as developing a tool for bus operators to optimise schedules quickly and adapt to changes in service patterns. Other marketing initiatives focused on bus and Hopper fares, which were kept low and offered good value to customers, as well as new services on bus and cycle routes. TfL was working with the GLA to identify other marketing interventions to increase ridership.



TfL was focused on getting the TfL Go app back into operation and the next evolution would be to include payments. It was working to better understand customers and journey habits so marketing could be targeted to nudge customer behaviours. More details and background information on the TfL Go app evolution would be circulated to Board Members. **[Action: Alex Williams]**

**The Board noted the Finance Report.**

## **61/10/24      Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 4 September 2024**

This was the final meeting of the Panel before the changes to the Board membership and decision-making structure took effect on 9 September 2024. As the Chair and Vice Chair of the Panel had left the Board, Panel Member Mark Phillips introduced the item.

The meeting opened with a point of clarification and a sincere apology to the family of Melissa Burr, for the way the circumstances of Melissa's tragic death at Victoria bus station on 10 August 2021 had been described in a previous report. None of the tragic events that took place on that day were in any part due to the fault or actions of Melissa Burr and the report had been corrected. The full clarification and apology was recorded in the report of the meeting and in the minutes of the meeting.

The Panel discussed the London-wide Ultra Low Emission Zone – Six Months Report, which showed the expansion of the scheme had effectively closed the compliance gap between inner and outer London. The Panel commended officers for the positive health benefits that the expansion of the scheme was achieving.

The Enterprise Risk on the attraction, retention, wellbeing and health of employees was discussed, in particular the higher levels of staff turnover in areas that contained critical or scarce skillsets, such as engineering and projects, and mitigations that were being developed and implemented to address the risk.

The Panel also welcomed the significant growth in cycling alongside a reduction in the risk per journey of serious and fatal injuries, which was in part due to the introduction of safer cycling infrastructure.

**The Board noted the report.**

## **62/10/24      Report of the meeting of the Audit and Assurance Committee held on 18 September 2024**

Committee Chair, Mark Phillips, introduced the item.

The Statement of Accounts for the year ending 31 March 2024 were not available for review or approval as the external auditors were closing out some issues, including whether the current cyber incident had any material impact on the 2023/24 financial statements. Government changes in audit reporting meant that the deadline for the publication of accounts had been extended for local authorities to February 2025, which allowed for adequate time.

The Committee discussed and approved the Internal Audit Plan for the second half of 2024/25, and requested flexibility to facilitate any additional audits that might be required as a result of the cyber incident.

Members also noted the overview of performance in processing Freedom of Information and Environmental Information requests in 2023/24, and in 2024/25 from 1 April to 30 August 2024. They commended officers for their continued hard work and high performance.

**The Board noted the report.**

### **63/10/24      Report of the meeting of the Land and Property Committee held on 1 October 2024**

In the absence of the Chair and the Vice Chair, Panel Member Anne McMeel introduced the item.

The Committee noted good progress as set out in the Chief Executive's report. A new Skills Centre in Edgware had opened as a base for local people embarking on careers in construction and the built environment. Places for London, as London's largest landlord for small- and medium-sized enterprises, was working hard to connect the different businesses to support each other.

Places for London had delivered over 1,000 new homes with over another 3,500 in development. The Committee noted the progress with the joint venture development at Bollo Lane and West London.

A preferred bidder had been announced for the joint venture to help deliver electric vehicle charging hubs.

The Committee also discussed the Places for London Enterprise Risks relating to the attraction and retention of its employees and in relation to its stakeholders.

**The Board noted the report.**

### **64/10/24      Report of the meeting of the Customer, Sustainability and Operations Panel held on 2 October 2024**

Panel Chair, Marie Pye, introduced the item. This was the first meeting of the new Panel and sustainability would be a significant part of future agendas.

The Panel discussed progress against TfL's Equity in Motion strategy, and was pleased to see progress with actions achieved already in 2024 and welcomed initiatives such as half price bus and tram travel for care leavers. The Panel would receive regular reports on the strategy.

The Panel also considered the deep-dive on TfL's "Care Score", which was an important measure of customer satisfaction and a source of learning. The Panel was particularly interested in the differences in the scores of occasional and regular users of TfL services.

**The Board noted the report.**

**65/10/24      Report of the meeting of the Programmes and Investment Committee held on 3 October 2024**

Committee Chair, Peter Strachan, introduced the item. He thanked the new Members for their contribution to the meeting, acknowledging the level of pre-reading required for these meetings.

The Committee discussed progress with the Four Lines Modernisation programme and the DLR rolling stock and systems integration programme and considered papers on the Silvertown Tunnel and the Piccadilly line upgrade.

The Committee noted the assurance reports, in particular the work to refine the internal project management processes and it welcomed the papers on lessons learnt from key external reports and from its own major programmes and projects, which demonstrated that TfL was a learning organisation.

**The Board noted the report.**

**66/10/24      Report of the meetings of the Finance Committee held on 19 August and 9 October 2024**

Committee Chair, Anne McMeel, introduced the item.

The additional meeting of the Committee on 19 August 2024 approved Procurement Authority for the DLR Operations and Maintenance Procurement and entry into the Franchise Agreement and ancillary agreements.

In addition to the Finance Report, considered elsewhere on the agenda for this meeting, the Committee discussed Treasury Activities and Prudential Indicators outturn for the previous year at the meeting on 9 October 2024. It also approved contract extensions relating to track protection resources and for cleaning and a contract for the provision of railway services by London Underground, as required under the Public Service Obligations Regulations 2023.

The Committee also discussed the Enterprise Risk on supply chain disruption and ineffective procurement and contract management, which was important given the number and value of contracts and the management of the risk played a key role in driving efficiencies and savings. In relation to the Enterprise Risk on financial resilience, Members noted that TfL was resilient but that there was always more that it could do.

**The Board noted the report.**

**67/10/24      Any Other Business the Chair Considers Urgent**

In addition to meetings and briefings, the Chair encouraged Members to take up opportunities to go on site visits and to report any issues relating to safety.

There was no other urgent business to discuss.

### **68/10/24     Date of Next Meeting**

The next scheduled meeting of the Board would be held on Wednesday 4 December 2024 at 10.00am.

The meeting closed at 11.51am.

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

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