

Transport for London

Minutes of the Meeting

**Chamber, City Hall, Kamal Chunchie Way, London E16 1ZE
10.00am, Wednesday 4 December 2024**

Members

Sadiq Khan (Chair)
Seb Dance (Deputy Chair)
Zoë Billingham CBE
Professor Greg Clark CBE
Councillor Ross Garrod (via Teams)
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

Executive Committee

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| 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 |

Staff

| | |
|---------------------|---|
| Christina Calderato | Director of Strategy, Customer and Strategy |
| Jackie Gavigan | Secretariat Manager |
| Lorraine Humphrey | Director of Risk and Assurance |
| Shamus Kenny | Head of Secretariat |

69/12/24 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Anurag Gupta. Councillor Ross Garrod attended the meeting via Teams and was able to participate in the discussion

but did not count towards the quorum. 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.

On 30 October the Government's Budget confirmed £485m of capital funding for TfL for 2025/26. This was made as part of Phase 1 of the Spending Review to enable TfL to continue to deliver its current capital programme and its committed major capital projects. The Chair welcomed the funding, which was almost double what TfL had received from the previous Government. The settlement letter acknowledged the progress TfL had made, confirmed that the Government understood the importance of long-term funding certainty and that it aimed to place TfL on a long-term financially sustainable footing as part of Phase 2 of the Spending Review. The impact of the one-year funding settlement was addressed in the Finance Report elsewhere on the agenda (see Minute 74/12/24). The Chair also thanked Louise Haigh MP, the former Secretary of State for Transport, for her work in achieving the funding settlement and congratulated Heidi Alexander MP on her appointment as the new Secretary of State for Transport.

The Commissioner's Report covered the work being undertaken to continue to address the impact of the cyber security incident. The Board had been kept informed through a series of briefings and the previous Commissioner's Report. There was an in-depth discussion at the first meeting of the Safety and Security Panel, on 2 December 2024, on the impact and the work with partners to conduct a thorough investigation into the incident, to which all Members had been invited. On behalf of the Board, the Chair joined the Commissioner in thanking TfL's service users for their patience and TfL colleagues who had been relentlessly focused on restoring the services affected.

The Chair apologised for the disruption to the Elizabeth line services on 26 and 27 November 2024, which caused significant inconvenience to its customers. More information would be provided under the discussion of the Commissioner's Report, elsewhere on the agenda.

The Chair also reported his delight to join many honoured guests on 28 November 2024 to officially launch the six new line names and colours of the London Overground. This was a historic change to the capital's transport network. The distinct colours and identities would not only make the London Overground network easier for customers to navigate, they also celebrated the best of London, from the contribution of the Windrush generation to the inspiring England women's football team, as well as other untold elements of London's cultural history.

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.

70/12/24 Declarations of Interests

Since the last meeting of the Board, there had been three updates to declarations: Marie Pye was no longer a member of the London Legacy Development Corporation's Planning Decisions Committee, following the last meeting of that Committee; Peter Strachan's term as the Chair of the North East Ambulance Service NHS Foundation Trust had concluded; and Keith Richards OBE had three new appointments, as: an Independent Member of Pay:UK End User Advisory Council; an Independent Member of MOSL Performance Assurance Committee for Non-Household Water Market; and as Commissioner for the Equality and Human Rights Commission.

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.

71/12/24 Minutes of the Meeting of the Board held on 16 October 2024

The minutes of the meeting of the Board held on 16 October 2024 were approved as a correct record, and the Chair was authorised to sign them.

72/12/24 Matters Arising, Actions List and Use of Delegated Authority

Andrea Clarke introduced the item. There had been no use of Chair's Action since the last meeting of the Board on 16 October 2024.

On 27 November 2024, the Audit and Assurance Committee exercised the authority delegated by the Board, on 24 July 2024, to approve the Statement of Accounts for the year ended 31 March 2024.

A Mayoral direction was issued to TfL on 16 October 2024 in relation to further financial support fund for Seven Sisters Market traders. This had been reported to the Audit and Assurance Committee and would be reported to the Land and Property Committee at its meeting on 10 December 2024.

Appendix 1 of the paper set out the progress against actions agreed at previous meetings, which were either completed or in progress.

The Board noted the updated actions list and the use of authority delegated by the Board.

73/12/24 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 was always TfL's first priority. On 2 December 2024, the Commissioner attended the first meeting of the Safety and Security Panel as part of TfL's new Committee and Panel structure. The new Panel would provide the Board with greater ability to support the Executive and hold it to account on safety and security performance.
- 2 New measures had been introduced through the latest Direct Vision Standard, which played a vital role in saving the lives of vulnerable road users. The new Colleague Safety Plan encouraged TfL colleagues and wider supply chain partners to reflect on staying safe at work. TfL was continuously reviewing and working to improve safety and recognised that there was always more to do, so its focus was undeterred.
- 3 The report covered four incidents since the previous meeting that had sadly resulted in tragic fatalities. The Commissioner, the Board, the Executive and all at TfL expressed their sincere condolences and their thoughts were with the families and friends of those who had lost loved ones or who had been impacted by serious injuries.
- 4 Three of the incidents were related to buses, which was an area of continued focus within TfL's network, with the Bus Safety Programme underpinned by five key pillars: safe speeds, safe streets, safe vehicles, post-collision response and safe behaviours. Almost 1,700 of TfL's buses met either the 2019 or 2021 Bus Safety Standard requirements. TfL was developing the next phase of the Standard to cover new requirements for future years. TfL also continued to develop solutions to better understand and address pedal application error and had worked with over 100 drivers to look at pedal standardisation, which was industry leading work.
- 5 On 16 November 2024, Kingston Cromwell Road bus station reopened, following significant transformation and rebuilding works. The Commissioner visited the bus station, which was TfL's busiest outside central London, to see first-hand how customers would benefit from new safety features including: CCTV in and around the station, shorter crossing distances at pedestrian crossings, enhanced LED lighting and updated road markings and signage. The bus station was now an energy-efficient building with a new canopy in the waiting area, living roof, solar panels, the addition of customer toilets and improved welfare facilities for bus drivers and colleagues.
- 6 The works were part of TfL's Bus Action Plan to make London's bus network even better, improving customer experience and safety and enabling more people to use sustainable modes of transport. It was another example of how TfL continued to work towards both its Vision Zero and Net Zero targets and the report contained more detail on the different workstreams aimed at improving safety across all modes and on the network. It was neither inevitable nor acceptable that anyone should be killed or seriously injured when travelling in London.

- 7 TfL had received confirmation from Government that it would receive £485m in funding for its capital programme in 2025/26. This included the £24m of funding for the procurement of additional Elizabeth line trains committed by the previous Government and was almost twice the level received for the current year 2024/25. TfL was grateful that the Government had recognised the contribution it made to the national economy and the Commissioner thanked all colleagues in TfL and the Greater London Authority who had played a part in reaching the settlement with Government, as well as officials in the Department for Transport and Treasury and Louise Haigh, the former Secretary of State for Transport, for her support in reaching this position.
- 8 The capital funding would allow TfL to move forward on plans to replace its rolling stock on the Bakerloo line, the oldest in UK service, and its trams fleet in south London, which were now more than 20 years old. TfL still needed a long-term capital funding settlement to be able to progress any of these projects into delivery.
- 9 The Commissioner welcomed the appointment of Heidi Alexander as Secretary of State for Transport and extended his congratulations to her. As a former Deputy Chair of TfL and Deputy Mayor for Transport, she brought a wealth of experience and knowledge to the role. The Commissioner looked forward to working with her again and continuing to work collaboratively with the Mayor and Government to secure long-term capital funding as part of the Spending Review, which would conclude in late spring 2025. Such a settlement would enable TfL to continue to support new jobs, new homes and economic growth not only in London but across the entire country, including Goole and Derby. It would also deliver certainty for London and TfL's supply chain partners, resulting in better value for the tax payer and fare payer.
- 10 More certainty around Local Implementation Plans (LIP) funding would enable boroughs to align their budgets and resources to help deliver on some of TfL's projects and ambitions. There had been a significant increase for Borough LIP funding this financial year compared to last year and TfL expected modest increases to flow through into next year. Boroughs had been informed of the aggregate numbers and the anticipated allocations and letters would likely be issued in January 2025. The specific date would be confirmed with Board Member Councillor Ross Garrod and also with Councillor Kieron Williams.
[Action: Alex Williams]
- 11 An update on TfL's work in response to the cyber security incident that it was subject to at the end of August 2024 was provided to the meeting of the Safety and Security Panel on 2 December 2024. TfL continued to work closely with the National Crime Agency (NCA) and the National Cyber Security Centre (NCSC) who were continuing their criminal investigation. All agencies involved, including the NCA, NCSC, Microsoft and Accenture, believed TfL had responded well to the incident and had potentially prevented a far worse outcome.
- 12 Given the scale and nature of the incident, an independent review would be carried out and overseen by Members of the Board. This would allow TfL to understand more about the circumstances around the incident, its response,

determine whether it needed to review its cyber security strategy or any other elements of its response. The appointment of the organisation to undertake the independent review was being finalised and the review would be carried out in stages in view of the ongoing investigation. When it was appropriate to do so, and in conjunction with the NCA and NCSC, TfL would share its learnings with other organisations around the country.

- 13 TfL had already reinstated its concession photocard website and was now accepting new applications for all concessionary photocards. Work had begun to process refund requests, including contactless payment refunds, in priority order starting with the oldest cases, as well as exceptional cases involving vulnerable customers and high value refunds.
- 14 The Commissioner thanked customers for their patience and understanding throughout this process. TfL was acutely aware of the impact it had and the Commissioner and Board Members also thanked colleagues who worked relentlessly to restore services and who found new and innovative ways to keep critical internal business processes running. Once the investigations and the independent review were finalised, the lessons learnt would be shared with the wider Board. **[Action: Alex Williams]**
- 15 TfL's work to improve its customers' experience continued, with several workstreams on buses to reduce journey times. The new cloud-based Urban Traffic Control System had been launched and progress continued towards delivering 25km of new bus lanes by March 2025, measures that would positively impact customers' journeys.
- 16 TfL took immediate action to deal with criminal behaviour on the network in liaison with its transport security and policing partners. It was working to increase visibility and encouraged customers to always report incidents and would prosecute anybody behaving inappropriately across the network. Board Members would be updated on what was being done to deal with antisocial behaviour on the Tube and bus networks that fell short of criminal behaviour but led to a less pleasant environment for customers, such as playing loud music and vaping, and could also have an impact on ridership. **[Action: Claire Mann]**
- 17 Challenges were experienced on the Elizabeth line on 26 and 27 November 2024, following overnight maintenance of the signalling system. Despite the excellent recent performance of the line, including its best performing month since the start of through running, the Commissioner fully understood the frustration of customers and apologised to those who were affected by the disruption. The nature of the fault was unique and complex but the level of disruption and time to resolve it was unacceptable. He assured the Board that the matter had been raised with Siemens, TfL's signalling partner, at the highest levels. The scale of the impact showed just how integral the line had become to the capital, re-enforced by a recent speech by the Governor of the Bank of England. The Board would be kept updated on any further developments regarding the outage. **[Action: Claire Mann]**

- 18 Work on the Silvertown Tunnel continued to progress well. There had been congestion in the East London area due to the necessary closures of the Victorian-era Blackwall Tunnel to maintain its safety and the new tunnel would reduce journey times and help manage air pollution. On 26 November 2024, TfL announced its proposals for charges, discounts and exemptions for Silvertown and Blackwall Tunnels, which were the subject of an item elsewhere on the agenda for this meeting (see Minute 75/12/14).
- 19 The Commissioner welcomed the announcement in the autumn Budget that Government funding would be provided for the High Speed 2 (HS2) railway to link with Euston. TfL was working closely with the Euston Partnership and looking at a range of options to deliver safe and accessible transport that supported HS2 and development at Euston. Redevelopment of the station, building the new HS2 station and redevelopment of the Tube station were all critically important, as was the bus station and Euston Road. The Commissioner looked forward to working closely with Mark Wild, who he knew well and had just taken up the role as Chief Executive of HS2.
- 20 On 28 November 2024, TfL officially launched the six new line names and colours across the London Overground network at an event attended by the Mayor at Dalston Junction. The new line names: Liberty, Lioness, Mildmay, Suffragette, Weaver and Windrush honoured London's diverse history and culture and were a true reflection of the city. The new names would also make travelling around the network easier for customers as each line now had its own name and unique colour on TfL's iconic map. The Commissioner extended his thanks to Alex Williams' and Claire Mann's teams who made the event so successful.
- 21 On 22 November 2024, the Commissioner and the Deputy Mayor opened and participated in their first Personal Security Summit. The event brought together the policing and transport industries, as well as equality, diversity and inclusion stakeholders. It raised awareness of the work being done to improve personal security and discussed the issues that drivers, stakeholders and community groups faced when travelling on the network.
- 22 On 30 November 2024, the Commissioner had joined the Menopause in the Workplace hub session as a male ally. The session was hosted by TfL's Women's Colleague Network Group and allowed participants to discuss their personal experience, the support provided at TfL and the important role male allies played in normalising this stage in life. The Commissioner looked forward to continuing to support colleagues, partners and loved ones in actively engaging in open conversations at sessions like these.
- 23 TfL supported the Royal British Legion once again this year and displayed poppies at stations across the Underground, London Overground and bus networks. It also had poppy branding on the front of Tube, trams, DLR and Elizabeth line trains, as well as five specially wrapped buses and wrapped gondolas on the cable car for the first time. TfL raised more than £374,000 across its stations and staff raised more than £30,000 through the sales of specially designed pin badges. Along with other transport providers, TfL enabled

the Royal British Legion to raise over £1m in one single day on London Poppy Day, which was a remarkable achievement and the Commissioner thanked everyone involved.

- 24 In November, the Commissioner had represented TfL at both the International Association of Public Transport annual meeting and the International Transport Congress and Exhibition in Singapore and later at the Tourist and Transport Forum Australia in Sydney. He carried out several speaking engagements and met with key stakeholders from industry and government. These were unique opportunities to share knowledge and understanding of key issues and to learn from other bodies across the world, as well as work with UK Government representatives. He highlighted TfL's work in advising transport authorities overseas, such as the new Sydney Metro, Sydney's equivalent of the Elizabeth line, as well as encouraging investment in the UK.
- 25 Several TfL's teams and individuals were shortlisted for the Public Finance Awards and the ceremony was held on 26 November 2024. Patrick Doig, Group Finance Director, won Finance Leader of the Year and Sonia Khan, Principal Advisor, won in the promoting Diversity and Inclusion category, which was a tremendous recognition for them both. Board Members also extended their congratulations to Patrick Doig and the teams for the awards which were very well deserved.
- 26 The Elizabeth line was awarded the Stirling prize at the highly prestigious Royal Institute of British Architects Awards. The line was recognised for the design of an inclusive and cohesive transport system and the Commissioner congratulated all colleagues past and present who were involved in the project.
- 27 TfL's internal vision and values campaign had won the best Employee Engagement/Internal Communications award at the Public Relations and Communications Associations Awards. The awards were seen as the ultimate celebration of outstanding work, creativity and talent within the public relations industry and the Commissioner congratulated TfL's winners.
- 28 Along with the Executive team, the Commissioner had attended TfL's annual You Matter Awards ceremony on 21 November 2024. The awards celebrated and recognised colleagues who had gone above and beyond their duties and moved TfL closer to achieving its vision. This year, a record total of 315 nominations were received, with 14 teams and individual finalists selected before winners were announced on the night. The Commissioner congratulated all colleagues for being nominated and winning awards, which was a fantastic recognition of what they do.
- 29 2024 had brought some challenges, which TfL had risen to and tackled as best and as quickly as it could. It also brought many reasons to celebrate, such as the recently completed rollout of high-speed mobile coverage across the Elizabeth line. Customers could now stay connected with family and friends when travelling on the line and TfL continued to move at pace on the rollout on other parts of the network. The Elizabeth line continued to drive massive increases in station usage and therefore benefit the economy, as Liverpool

Street station was once again Britain's most used railway station in 2023/24, with both Bond Street and Tottenham Court Road now entering in the top 10 stations, according to the Office of Rail and Road's most recent statistics.

- 30 The Commissioner looked forward to continuing to work alongside the Board in 2025, which would be a big year for TfL as it celebrated its 25th anniversary, marked 200 years of the railway and commemorated 20 years since the hideous 7/7 attacks. TfL would continue its work to engage with Government in the run up to the Comprehensive Spending Review to make the positive case for long-term investment in transport in London. It would also see the introduction of new DLR and Piccadilly line trains, continue with the rollout of the Bus Action Plan and many other enhancements to its services, all underpinned by its commitment to making the capital a city for all Londoners, guided by its Equity in Motion plan. Work would continue next year to make TfL an even better place to work and an organisation that reflected the spirit and diversity of the city, driven by its Action on Inclusion plan.
- 31 The Commissioner thanked colleagues in advance, who did an amazing job 24 hours a day, seven days a week and 52 weeks a year, and who would keep the network running during another undoubtedly busy period in the run up to Christmas and on New Year's Eve. He also thanked the Executive Committee, the Board, the Mayor and the Deputy Mayor for their continued support and advice and wished everyone a very Happy Christmas and a great start to 2025.

The Board noted the report.

74/12/24 Finance Report — Period 7, 2024/25

Rachel McLean introduced the item, which set out TfL's financial results to the end of Period 7 of 2024/25 (the year-to-date 1 April to 12 October 2024). The report would be discussed in detail at the meeting of the Finance Committee on 18 December 2024.

On 30 October 2024, the Government confirmed £485m in funding for TfL's capital programme in 2025/26, inclusive of the £24m of funding for the procurement of additional Elizabeth line trains committed by the previous Government. The funding settlement letter confirmed the Government's understanding of the importance of long-term funding certainty, which was being reflected in the current discussions. TfL thanked Department for Transport (DfT) colleagues for that recognition and continued to work collaboratively to secure a new long-term capital funding settlement as part of the Government's Spending Review, which was expected to conclude in June 2025.

Samantha Collins-Hill, Government observer, paid tribute to everyone at TfL who had worked hard with DfT colleagues to reach the positive outcome of the recent capital funding settlement. A strong partnership had been developed and a base for understanding the investment priorities and the impact of investment on some of the key priorities, whether on the Government's missions for growth or for London and Londoners who used the network.

On 22 November 2024, TfL made a draft budget submission into the Greater London Authority Group consolidated budget, which was open to consultation from December 2024 and would be finalised in March 2025. The budget submission covered an updated forecast for 2024/25 and a forward look from 2025/26 to 2027/28 and incorporated the £485m of capital funding. With the Spending Review just beginning, and the uncertainty over capital funding beyond 2025/26, TfL had not produced its own medium-term Business Plan this year.

It had completed a focused update on the 2025/26 budget, with a lighter touch approach to the years 2026/27 and beyond, retaining key investment assumptions made in the 2024 Business Plan. A more comprehensive update would be made in autumn 2025, following the outcome of the Spending Review. The 2024 Business Plan remained in place until a replacement was approved by the Board and TfL's 2025/26 Budget was due to be approved by the Board in March 2025. Until that time and in accordance with Standing Orders, Financial Authority remained in place for all the commitments that TfL entered into at the values set out in the 2024/25 Budget and the 2024 Business Plan.

As reported to the meeting of the Board on 16 October 2024, the key trend continued to be lower than planned growth in passenger demand. Customer journeys to date showed just over 1.6 per cent cumulative growth compared to last financial year, versus the six per cent year-on-year growth budgeted and on top of the nine per cent growth in 2023/24. While ridership was continuing to grow, it was 74 million fewer journeys than Budget, which was in turn driving financial pressure. There were some different patterns across modes and Tube journeys were 2.7 per cent higher than last year, although lower than Budget which planned for six per cent growth. Journeys were almost 17 million higher than last year but 28 million lower than Budget. Elizabeth line journeys continued to show strong growth and were almost 13 per cent higher than last year and nearly three million journeys ahead of Budget. Bus journeys were only 0.4 per cent higher than last year and rail journeys were 2.4 per cent lower than last year, with journeys on trams 16.5 per cent lower than last year. Overall journeys were 159 million in the year-to-date, 6.5 million lower than Budget.

The overall trend of lower-than-budget passenger journey numbers was largely owing to a range of economic factors, which were impacting both leisure and commuting demand. The economic forecast that underpinned the Budget estimated gross domestic product (GDP) growth at between one and 1.5 per cent, however GDP so far this year had been relatively flat. Although the inflation rate was back to near normal levels and close to the Government's target, the cost-of-living crisis continued and particularly effected younger customers, who tended to travel more and were more challenged with cost pressures around housing.

TfL had developed a greater understanding of the drivers behind the key demand trends this year and was converting that insight into what could be done to keep encouraging and stimulating more customers and more frequent travel on public transport services, notwithstanding the global economic factors.

Ridership was expected to continue to grow in line with longer-term trends that existed pre-coronavirus pandemic of two to three per cent increase per annum, linked to population and employment growth. A recent report by the think tank Centre

for Cities suggested that London had a greater proportion of workers working from home than other cities. TfL's analysis of future employment growth indicated that the pattern was more disparate than just central London.

TfL's focus was on running excellent core public transport services that were reliable and good quality. It was looking at how it engaged with customers to provide a more intelligence-based and personalised customer offer. The work of Places for London would support the city's growth with increased housing stock which would also support greater ridership. The Chair asked that an ideas session be held with Board Members to gather insights and experiences into what other cities were doing that worked well to keep customers and attract new ones to the network.

[Action: Alex Williams]

The tram fleet was the oldest in the UK and TfL was in the early stages of the fleet re-procurement process. There had been some prolonged industrial action earlier in the year and some trams had been badly damaged due to obstructions in the track and the age of the tracks. TfL was considering what more could be done to improve the service of the existing fleet, investment in infrastructure and future plans for the tram service, which would be discussed at the Customer, Sustainability and Operations Panel.

Operating costs overall were broadly in line with Budget despite some headwinds and capital renewals were £445m in the year to date, which was a significant £85m increase on last year, as TfL increased renewals investment to address the backlog of asset replacement. Renewals were £9m higher than Budget in the year to date, largely due to a combination of cost increases across London Underground renewals and Technology projects to address asset condition and acceleration of works.

Renewals were expected to be on Budget over the full year. Capital enhancements expenditure was £490m in the year to date, £21m lower than last year, mainly due to phasing changes that were expected to even out over the year.

Cash balances were £1.18bn and almost £230m lower than Budget, mainly because of lower revenue and the timing of borrowings. They were forecast to be above £1.3bn for the year end in line with the Treasury Management Policy.

The latest Quarter 2 forecast was for an operating surplus of £23m this year, £138m lower than Budget and £38m lower since Quarter 1, primarily as a result of the exceptional costs so far of responding to the cyber security incident which were currently covered from contingencies. Despite several economic headwinds in the current year, TfL continued to project a surplus after increasing investment in asset renewals. It also continued to expect to improve that surplus year on year, albeit at a slower rate than previously forecast.

The Chair noted the remarkable achievement that this would be the first year in its history that TfL had delivered an operating surplus, despite being the only transport authority in the western world that did not receive revenue support from central Government.

The immediate cash flow impacts of the cyber security incident included £5m spent to-date on external support in incident response and software upgrades applied in

the immediate aftermath. Work was ongoing into changes to TfL's programme of work, knock-on consequences and impacts for projects and approach to investing in technology going forward, which would mature through the budgeting process.

On persistent future threats to enterprise risks and overall preparedness longer-term, the Chair asked that the forum to share best practice on responses to cyber security incidents include discussion on the issue of insurance, joint procurement and the market response. **[Action: Andy Lord / Alex Williams]**

TfL's Equity in Motion was an inclusive transport strategy, with over 80 actions and a new approach to creating a fairer, more accessible and inclusive network for everyone over the period up to 2030. TfL involved the Independent Disability Advisory Group in all its capital and operational programmes to help inform design, operational needs and service provision. The Equity in Motion document and the latest update report would be circulated to Board Members. **[Action: Alex Williams]**

The Board:

- 1 noted the Finance Report; and**
- 2 noted the TfL 2024/25 Budget and the TfL 2024 Business Plan remain in place and are the basis for Financial Authority for financial commitments that may be made before the TfL 2025/26 Budget is approved in March 2025 (save where unbudgeted Financial Authority is required, approval for which will be sought in accordance with Standing Orders).**

75/12/24 Silvertown and Blackwall Tunnels User Charges

Alex Williams and Christina Calderato introduced the item, which set out for approval the initial user charges for the Silvertown and Blackwall Tunnels and approvals in relation to the process for future changes to charges. Once the Silvertown Tunnel opened, which was expected to be in spring 2025, user charges would apply at both the Blackwall Tunnel and the Silvertown Tunnel. TfL had consulted members of the Silvertown Tunnel Implementation Group (STIG), the public and other stakeholders on the proposed charge levels, discounts and exemptions between 10 July and 3 September 2024. The user charges had to be published in a Statement of Charges at least 56 days in advance of the charges applying. Members were thanked for considering the long and detailed paper and appendices.

East London had very few river crossings. The age of the Blackwall Tunnel meant it was subject to frequent closure which had a significant impact on air quality, congestion, and bus reliability. A five-minute closure often resulted in a five-mile tailback.

The Silvertown Tunnel was designated a Nationally Significant Infrastructure Project in 2012. The required Development Consent Order (DCO) application was submitted in February 2016. Following an Examination in Public process, the scheme was approved by the then Secretary of State for Transport in May 2018. The approval was subject to strict conditions, including that the final decision on the user charges was to be made by the TfL Board. The seven objectives of the project, set out in section 3 of

the paper, focussed on network resilience and performance, supporting growth, and minimising the impact on communities and the environment.

The primary purpose of the user charges was to manage traffic demand for the river crossings. The secondary purpose was to pay for the design and construction of the new infrastructure as well as its ongoing maintenance. An unusual element of the DCO consent was that the user charges would apply to the existing Blackwall Tunnel as well as the new tunnel. This was principally because the new tunnel was so close to the existing tunnel, and they shared many of the same approach roads.

Members noted the procedure set out in section 4 of the paper to both set and vary the user charges. The traffic models used for the original DCO submission had been rerun with the latest data, and the impacts were reassessed. The User Charging Assessment Framework (Appendix 4 of the paper) was developed to assess the user charges and other mitigations against the project objectives. The proposed charges varied by time of day and vehicle type, using a classification like other schemes on the major road network. The time of day arrangements were more bespoke, with overnight travel free and peak and off-peak charges during the day to manage the environmental impacts, as there was currently significant queuing going north in the morning and south in the evening at the Blackwall Tunnel. An off-peak discount was available for those who registered on Auto Pay and sign-up would be promoted. Penalty Charge Notices (PCN) would be issued for non-payment, with a maximum of one PCN per charging day, with a discount if paid within two-weeks.

Members noted that the consultation process resulted in over 5,000 responses, including 98 stakeholder responses, 11 STIG responses and three sets of organised campaign responses. This was preceded by several non-statutory consultations, a statutory consultation in 2015 and an examination in public in 2016/17. Chapter 4 of the Consultation Report summarised the STIG responses. In addition to the proposed charge levels, the consultation materials included details of a green and fair package to complement user charges and to support customers during the transition to the new arrangements. It included two user charge discounts; the 50 per cent east London low-income residents' discount to be available for at least three years and the business discount, a £1 discount in the off-peak available to small businesses, sole traders and charities in host boroughs available for at least the first year, for up to three vehicles per organisation. The package included elements for all Londoners, to support a switch to the most sustainable modes in line with the Mayor's Transport Strategy and project objectives. This included free pay as you go bus journeys for routes that crossed the river using the tunnels (including the cycle shuttle-bus) and free DLR journeys on certain cross river routes – both also available for at least the first year.

Having considered the consultation responses and feedback, changes had been made to the Statement of Charges. Small vans and large vans had been reclassified to expressly include specific electric vans, which may otherwise have fallen into a higher weight category and attracted a higher charge. The operational discount currently in place for host boroughs was extended to include borough refuse vehicles for all east London boroughs, as some east borough councils had contracts that required cross river travel.

The Equality Impact Assessment (EqIA) had been updated following the public consultation. It identified potential negative impacts on people with protected characteristics which had been considered during the development of the proposals. These impacts were considered minor, requiring no further mitigations, or were mitigated through the proposed concessions. The EqIA identified potential disproportionate impacts for private hire vehicle drivers on low incomes, a relatively high proportion of whom are of Asian ethnicity and Muslims, who do not own a zero-emission capable or wheelchair accessible vehicle. This impact was expected to diminish as vehicles were upgraded, and people on low incomes would be supported through the east London low-income residents' discounts and the green and fair package of concessions. The risk that user charges may impact on those reliant on the services of care providers was expected to be mitigated by the proposed discounts, exemptions, and concessions, as well as improvements in cross river accessibility. Members commended the thoroughness and quality of the EqIA.

The expected costs and revenues, including the impact of discounts and exemptions, were set out in section 10 of the paper. Costs captured the annual availability payments of around £70m per year to Riverlinx. Members requested a breakdown of the estimated cost of operation of £100m per year.

[Action: Alex Williams / Rachel McLean]

Members were assured that the requested authority for the Commissioner to make minor changes and corrections to the Statement of Charges related to typographical errors and cross-references and not to the proposed charges.

In January 2025, TfL would undertake a comprehensive public information and marketing campaign to raise awareness of the scheme and its benefits, including the new bus services, and help people prepare for tunnel opening, including registering for any discounts and signing up to Auto Pay. Informed by the experience of the Ultra Low Emission Zone, the campaign would be across several channels as well as face to face and door to door in east London boroughs to ensure local residents were aware. TfL would engage with the host boroughs and hard to reach groups to ensure that people were aware of the scheme's objectives and were able to access any discounts they were entitled to. The material that raised awareness of the public transport options, would include information for cyclists. Auto Pay would be heavily promoted and action taken to support people to sign up. The Auto Pay registration cost had been removed and PCNs would include information on Auto Pay. The marketing materials, including those for hard to reach groups and cyclists, would be shared with Members.

[Action: Alex Williams]

The opening of the new tunnel and the charging structure represented a big change to the east London highway network. From tunnel opening, TfL would continue to comprehensively monitor all impacts and implement any mitigations required, including keeping the bus network under review. As it took time for travel patterns to settle down and the impact of the changes to be known, TfL would undertake a review of the user charges after a year of operation to check that the scheme was performing in line with the updated traffic forecasts and the seven scheme objectives. Members were keen that the review consider the impact on travel demand to see if traffic levels reduced or were displaced elsewhere and consider the wider socio-economic impact

and specifically the EqlA assumptions. The proposed response to the review would be subject to consultation with the STIG.

The Charging Policies and Procedures document provided for occasional variations to the user charges to account for inflation. It was recommended that the Board authorise the Finance Committee to approve any future inflationary changes.

Changes may be proposed to ensure the scheme delivered against its objectives, in line with TfL's approach to other road user charges. The STIG would continue to have a role during the three-year monitoring period and in any future variations of the tunnel user charges, outside adjustments for inflation. It was recommended that the Board delegate authority to the Finance Committee to approve any proposed variations to the user charges.

Members commended the rigour applied to the process for determining the charges, based on the consultation process, modelling and EqlA. The Commissioner thanked Members for their engagement and positive comments on the quality of information provided. He also thanked Christina Calderato for her leadership and her team for its work, along with Stuart Harvey and Claire Mann and their teams and supply chain partners for their work on what was a phenomenal feat of civil engineering.

The Board noted the paper and:

- 1 approved the initial user charges for the Silvertown and Blackwall tunnels, as set out in the Statement of Charges at Appendix 1 to the paper (which had been updated following the consultation) after having considered:**
 - (a) the consultation report (at Appendix 2 to the paper);**
 - (b) whether the relevant policies of the Charging Policies and Procedures document (CPAP; at Appendix 3 to the paper) had been met, in particular Policies 9 and 10, and Procedure 1 had been followed;**
 - (c) the User Charge Assessment Framework (at Appendix 4 to the paper);**
 - (d) the equality impact assessment (at Appendix 5 to the paper); and**
 - (e) the recommended changes to the Statement of Charges;**
- 2 approved for publication the Statement of Charges as updated post-consultation;**
- 3 authorised the Commissioner to make minor changes and corrections to the approved Statement of Charges, publish any amended Statement of Charges and do anything else they considered necessary or desirable to implement the user charges for the Silvertown and Blackwall tunnels; and**
- 4 delegated to the Finance Committee authority to approve:**
 - (a) any future proposed changes to the user charges and associated charges (such as penalty charges) for the Silvertown and Blackwall**

tunnels including but not limited to any changes to reflect inflationary increases; and

- (b) the publication of any amended Statement of Charges which reflected such changes in line with Procedure 4 of the CPAP.

76/12/24 Travel in London 2024 Annual Overview Report

Alex Williams introduced the item, which set out the Travel in London 2024 Annual overview report, the final version of which would be published on the TfL website. Travel in London was an annual publication that summarised longer-term trends and developments relating to travel and transport in London. Its principal function was to describe how travel was changing and to provide an overview of progress towards implementing the Mayor's Transport Strategy. It also provided an evidence and analysis base for the general use of stakeholders and policymakers.

Alex Williams summarised several report highlights. These included the recovery in travel demand on key modes, which was at 95 per cent and public transport demand, supported by the Elizabeth line, at 93 per cent of the pre-coronavirus pandemic level. Overall sustainable mode share had increased to 63.2 per cent of all trips, one per cent higher than the previous year, against the target of 80 per cent of trips by 2041. There were clear differences between denser inner London boroughs against outer London boroughs.

There had been a significant increase in cycling compared to pre-pandemic levels due in part to the provision of safe cycle routes. TfL did not see a conflict with infrastructure changes for safer cycling and improving bus journey times. Cycling had increased faster in inner London due to a higher concentration of safer cycling infrastructure and more work was required to improve cycling uptake in outer London.

On air quality and decarbonisation, there had been reductions in NO_x and PM emissions, supported by the Ultra Low Emission Zone (ULEZ), with 96 per cent of vehicles complying with the latest standards. Just under seven per cent of vehicles were plug in vehicles, with a higher take-up for key fleets with 19 per cent of buses, 25 per cent of private hire vehicles and 60 per cent of taxis now zero-emission capable. TfL was working with partners to develop a network of electric vehicle charging points across London and the recent joint venture partnership between Places for London and Fastned, to help deliver multiple electric vehicle charging hubs across TfL's estate, included clear requirements around accessibility.

The air quality benefits from zero-emission capable vehicles and the expansion of the ULEZ were felt beyond London. A study had been commissioned to assess the benefits of air quality and decarbonisation initiative on health and this would be shared with Members when completed.

[Action: Alex Williams]

The report summarised the key data sets on public transport, including demand and performance statistics for each mode. Members discussed the importance of improving bus journey times to increase ridership. The introduction of the bus Superloop services and associated priority measures had been a success. TfL was working with London TravelWatch, the bus operators, utility companies and London

boroughs to find ways to improve journey time reliability. Options included the better coordination and completion of utility works, and consideration of the extension of the lane rental scheme to encourage this. It was also working with the boroughs to look at their roadworks signalling technology and how it could integrate with TfL's systems. A paper looking at bus journey times was scheduled for the meeting of the Customer, Sustainability and Operations Panel in 2025.

The report also clearly demonstrated the relationship between transport and supporting homes and jobs, with the Elizabeth line a clear example as its high ridership was partly driven by housing delivery within one kilometre of the route. A full evaluation report on the project would be published in 2025.

Members commended the outcomes set out in the report. They again encouraged wider promotion of the report to show the value of an integrated approach to transport planning and provision and how this impacted Government objectives on housing, jobs and health.

The Board noted the Travel in London 2024 Annual overview report.

77/12/24 Report of the meeting of the Finance Committee held on 19 November 2024

Committee Chair, Anne McMeel introduced the item. The additional meeting of the Committee had been called to consider two issues. The meeting was not quorate as most Members were only available to attend via Teams, so the decisions were taken by exercising Chair's Action.

The Committee approved Procurement Authority to enable entry into the new concession agreement for the operation of the Elizabeth line passenger train services and ancillary agreements from May 2025 for a period of seven years, with an option to extend for up to two additional years. The concession was awarded to GTS Rail Operations Limited, a joint venture between Go Ahead Group, Tokyo Metro and Sumitomo Corporation. The Committee thanked MTR Elizabeth Line for its work to-date on Elizabeth line services and was assured that there would be a smooth transition between the operators. The new agreement represented an exciting phase for the service moving forward.

The Committee also approved Procurement Authority for electricity purchased under Power Purchase Agreement (PPA) Comet for 15 years. TfL's first PPA procurement represented an important step towards cleaner energy for TfL.

The Board noted the report.

78/12/24 Report of the meeting of the People and Remuneration Committee held on 20 November 2024

Committee Chair, Peter Strachan, introduced the item.

The inaugural meeting of the new Committee set the tone for future meetings, with a good balance of items on people and remuneration. Members welcomed the opportunity to have more time to discuss TfL's people agenda with the Chief People Officer and her wider management team.

The Committee had a good discussion on Action on Inclusion, recognising the length of the programme and its strong metrics. It also discussed the work on establishing job families and the wider Colleague Strategy. The Committee also welcomed the details on the latest cohort of graduates and apprentices, which were the most representative ever.

The Board noted the report.

79/12/24 Report of the meeting of the Audit and Assurance Committee held on 27 November 2024

Committee Chair, Mark Phillips, introduced the item.

TfL's external auditors, EY, had completed its assessment of the impact of the cyber security incident and concluded that it did not impact its audit assessment of TfL's Statement of Accounts for the year ended 31 March 2024, which the Committee then approved under the authority delegated by the Board on 24 July 2024 (as reported above under Minute 72/12/24).

The Board noted the report.

80/12/24 Report of the meeting of the Customer, Sustainability and Operations Panel held on 28 November 2024

Panel Chair, Marie Pye, introduced the item.

The meeting had a strong focus on sustainability, which impacted both customers and operations. It discussed and welcomed the progress being made by TfL's operations in implementing actions to support TfL's Corporate Environment Plan and had a linked but wider discussion on the action being taken to identify and manage physical climate risks. The Panel noted the work being done to adapt to and mitigate against climate change, including the installation of flood barriers and sustainable drainage systems, which was timely given recent adverse weather conditions and as winter approached. Members encouraged officers to undertake marketing and communications work to engage with the community on the benefits of the initiatives on the customer experience.

The Panel also thanked Ryan Hill for his contributions to it, and its predecessor's, meetings as the representative of TfL's Youth Panel. The meetings had benefitted from hearing the perspective of young people on a range of issues and Members looked forward to working with his successor.

The Board noted the report.

81/12/24 Report of the meeting of the Safety and Security Panel held on 2 December 2024

Panel Chair, Zoë Billingham CBE, introduced the item.

The inaugural meeting of the Panel had detailed discussions on a range of issues to ensure that customers and staff were safe, many of which had been discussed elsewhere on the agenda for this meeting.

The Panel supported the independent review of the cyber security incident and would look at the outcomes in detail. Members thanked and commended the teams that responded to the incident.

The good progress on reducing the number of people killed and seriously injured was welcomed, though it was recognised that there was a lot more to do. The Panel also discussed initiatives to safeguard TfL's most vulnerable customers, rough sleepers and those contemplating suicide.

The Panel's forward plan would focus on TfL's safety and security priorities and undertake deep-dive discussions to ensure it had assurance on the action being taken to ensure the safety of customers and colleagues.

The Board noted the report.

82/12/24 Any Other Business the Chair Considers Urgent

As this was the last meeting of the Board this year, the Chair wished all Members and colleagues at TfL a happy Christmas and New Year.

There was no other urgent business to discuss.

83/12/24 Date of Next Meeting

The next scheduled meeting of the Board would be held on Wednesday 5 February 2025, at 10.00am.

The meeting closed at 12.45pm.

Chair: _____

Date: _____