

# **Transport for London**

## **Minutes of the Meeting**

### **Teams Virtual Meeting**

**10.00am, Wednesday 21 October 2020**

#### **Members**

Sadiq Khan (Chair)  
Heidi Alexander (Deputy Chair)  
Cllr Julian Bell  
Kay Carberry CBE  
Prof. Greg Clark CBE (from Minute 53/10/20)  
Bronwen Handyside  
Ron Kalifa OBE  
Dr Alice Maynard CBE  
Anne McMeel  
Dr Mee Ling Ng OBE  
Dr Nelson Ogunshakin OBE  
Mark Phillips (to Minute 54/10/20)  
Dr Nina Skorupska CBE  
Dr Lynn Sloman  
Ben Story

#### **Government Special Representatives**

Clare Moriarty DCB

#### **Executive Committee**

Andy Byford	Commissioner
Howard Carter	General Counsel
Michèle Dix CBE	Managing Director, Crossrail 2
Vernon Everitt	Managing Director, Customers, Communication and Technology
Stuart Harvey	Director of Major Projects
Simon Kilonback	Chief Finance Officer
Andy Lord	Managing Director, London Underground and TfL Engineering
Lilli Matson	Chief Safety, Health and Environment Officer
Gareth Powell	Managing Director, Surface Transport
Alex Williams	Director of City Planning
Tricia Wright	Chief People Officer

#### **Also in attendance**

Mark Wild                      CEO, Crossrail Limited

#### **Staff**

Andrea Clarke	Director of Legal
Patrick Doig	Divisional Finance and Procurement Director
Sarah Gasson	Chief of Staff to Commissioner
Jackie Gavigan	Secretariat Manager
Joanna Hawkes	Corporate Finance and Strategy Director
Shamus Kenny	Head of Secretariat
Tony King	Group Finance Director and Statutory Chief Finance Officer
Emma Lucas	Chief of Staff, Chief Finance Officer

## **7/10/20      Apologies for Absence and Chair's Announcements**

An apology for lateness had been received from Prof. Greg Clark CBE. All other Members were present.

The Chair welcomed everyone to the meeting. On behalf of the Board, he expressed his continued thanks to all staff and contractors for their response to the Covid-19 pandemic and their work to lead London and the country back to recovery.

The Chair informed the Board that people associated with TfL had received awards in the Queen's Birthday Honours list. The former Commissioner, Mike Brown, was honoured with a CBE for his services to London. He had displayed exceptional leadership and vision during his time at TfL and his recognition was very well deserved. One of the Government's Special Representatives on the Board, Clare Moriarty, had been awarded a DCB for her public service. The Chair paid tribute to Ibrar Karam, known as Akram, who was awarded a British Empire Medal in recognition for his outstanding work and dedication relating to Dial-a-Ride services and supporting the local community during the pandemic. Akram had led on repurposing the Dial-a-Ride services to help with efforts to deliver food and shopping to vulnerable people, including hot food to those shielding and people working for the local NHS trust. He also partnered with the London Emergency Planning Group to organise deliveries of PPE, pharmaceuticals and other needs to NHS hubs and essential workers. Akram had personally designed the support programmes and rapidly scaled them up to meet demand, and had received glowing feedback for his efforts to ensure those in need got the support they sought. The Board agreed that Akram's inspiring adaptation of the Dial-a-Ride service and the efforts of all staff at Dial-a-Ride was testament to the values of community and support that lay at the heart of London.

The Chair informed Members that he had held discussions and been in correspondence with the Secretary of State for Transport on the need for TfL to receive an 18-month funding package to provide time to agree a sustainable funding model for the future. No organisation could have withstood the significant loss in revenue and consequent impact on TfL's finances as a result of Londoners following Government advice to limit travel to reduce the spread of Covid-19, while TfL sought to continue to run services to enable essential workers to travel to work. The Chair confirmed the accuracy of the media reported conditions that the Government wished to impose on TfL for a six-month package at a value less than TfL required. The Chair considered the conditions to be draconian as they would fall on the poorest people and were a complete contrast to the treatment of the train operating companies. The Government had commissioned KPMG to undertake a review of TfL but had then only provided one-third of the report for review, with two-thirds redacted.

The Chair had written to the Prime Minister to raise his concerns as a matter of national interest, as TfL was a driving force for the economic success of the Capital, which in turn was integral to the success of the UK. A response from the Prime Minister was awaited. TfL was a world class transit authority and the Chair was proud of the organisation and its response to the pandemic. He would continue to stand firm and fight for a fair deal for Londoners and do what was right for the city.

The Chair invited Members to raise any issue of safety or security at the Board meeting, either under a specific agenda item or with the appropriate member of the Executive Committee after the meeting.

## **48/10/20    Declarations of Interests**

Howard Carter noted that Board Members' individual register of interests were published on the TfL website.

It was noted that, under the 'Funding Update' item, Cllr Julian Bell would be required to leave the meeting for any specific discussion on Borough funding, as he was a member of London Councils; and Prof. Greg Clark CBE would be required to leave for any discussions on banking arrangements or contracts in which HSBC had an interest, due to his role with the bank.

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

## **49/10/20    Minutes of the Meeting of the Board held on 29 July 2020**

**The Board approved the minutes of the meeting held on 29 July 2020 as a correct record. The minutes would be provided to the Chair for signature at a future date.**

## **50/10/20    Matters Arising, Actions List and Use of Delegated Authority**

Howard Carter introduced the paper. In August 2020, TfL was included in revised Regulations that allowed the Board and its Committees and Panels to meet and take decisions by videoconference. All meetings since that date had been streamed contemporaneously to provide access to the public and press.

Apart from the use of Chair's Action set out in the minutes of the meeting of the Board on 29 July 2020 (elsewhere on the agenda), the only other use of Chair's Action was to approve revised governance arrangements for Crossrail, including the establishment of the Elizabeth Line Committee.

Members noted the progress against the actions from previous meetings, set out in Appendix 1.

Since the last meeting of the Board, there had been no exercise of delegated authority that required reporting. There had been one Mayoral Direction to TfL, relating to the London Cleaner Vehicle Support and Scrappage scheme, which had also been reported to the Finance Committee.

**The Board noted the paper, the use of Chair's Action and Delegated Authority and the Mayoral Direction received since the last meeting.**

## **51/10/20    Commissioner's Report**

Andy Byford introduced the report, which provided a review of the major issues and developments since the last meeting.

The key issues arising from the overview and discussion were:

- 1 The effects of the pandemic continued to present numerous challenges for TfL, London and the UK more widely. Andy Byford was proud of TfL's staff and partners who had risen to the challenge and continued to professionally provide its services during difficult and uncertain circumstances. He congratulated colleagues who were recognised in the Queen's Birthday Honours list for their dedication and hard work, including the former Commissioner Mike Brown, Government Special Representative Clare Moriarty, Akram and another member of staff who wished to remain anonymous.
- 2 Since London's move into the 'High' local Covid-19 alert level last week, Tube ridership was 32 per cent and bus ridership was 54 per cent of normal demand. The new restrictions were having an impact on demand for services while TfL continued to run 100 per cent of services to help support social distancing.
- 3 The ongoing pandemic had devastated TfL's finances. The funding agreement with Government, for the first half of the financial year, had been due to expire on 17 October 2020. In order to keep services running for the remainder of the financial year, TfL needed £2bn of revenue grant funding and £2.9bn revenue grant funding for the financial year 2021/22. TfL had been very careful about its assumptions in getting to these amounts and had stripped back spending to the bare minimum from a safety perspective, and in the context of the objective shared with the Government to protect transport services as much as possible.
- 4 Negotiations continued with the Government to reach a longer-term settlement with productive discussions at a working level on the mechanics of the deal. On 16 October 2020, TfL agreed with Government that the current funding deal be extended by a further two weeks to 31 October 2020, so that constructive discussions could then be concluded. Andy Byford confirmed that he had requested to see a full version of the KPMG report in order to check for accuracy and understand assumptions, but it had not been shared by Government.
- 5 Since the last meeting, another bus driver colleague had sadly passed away due to coronavirus, bringing the total number of colleagues who had died during the pandemic to 45, including 30 bus drivers. TfL continued to do everything it could to support the families of those who had died. The Employee Assistance Programme was available to all employees and their dependents, offering bereavement support, as was the Sarah Hope Line and access to the Cruse helpline. The Death in Service policy had been updated so all employees' nominee Oyster cards were extended for six months from notification of an employee's death, and retrospectively extended for those families who were affected since lockdown in early March 2020. Lilli Matson confirmed that she would investigate how the charity Cruse could be recompensed in return for the access to bereavement support that it provided employees. **[Action: Lilli Matson]**
- 6 Phase one of the University College of London bus driver death review was completed and the report was published in July 2020. Phase two of the study would look at risks that bus workers faced from exposure to coronavirus by carrying out a detailed survey of bus drivers, with the final report and its findings expected in January 2021. It would focus on understanding how lifestyle, non-occupational factors and existing health conditions impacted on those vulnerable to the virus. A paper would be considered at the next meeting of the Safety, Sustainability and

Human Resources Panel, including what actions were being taken to tackle underlying health issues. **[Action: Lilli Matson]**

- 7 Black, Asian and minority ethnic and vulnerable colleague risk assessments were promoted to help identify risk factors, determine risk categories and take appropriate mitigating action. All employees were encouraged to undertake a new questionnaire, managed by the Occupational Health and Wellbeing team, to determine the risk categories of all personnel so risks could be managed accordingly and employees and customers kept safe.
- 8 Asymptomatic testing trials were being conducted to improve understanding of the prevalence of coronavirus in identified industries, learn more about who was at higher risk and how the virus spread between groups, in order to help minimise spread among high contact professions. Extensive daily cleaning was carried out across the network, with a focus on touch points that were also treated with additional hospital-grade anti-viral agents every night, after regular cleaning had been completed.
- 9 Vernon Everitt confirmed that there had been a communications push to publicise the face covering enforcement work carried out on the network, to instil confidence that the transport system was safe, clean and orderly, and to encourage compliance and ridership. A badge had been introduced to help identify those who had a legitimate exemption.
- 10 Completing Crossrail and opening the Elizabeth line was a top priority. From 1 October 2020, Crossrail was officially handed over to TfL as the operator and maintainer of the railway, along with responsibility for the governance of the programme. This was a significant undertaking that would improve the scrutiny, accountability and transparency, and help accelerate decision-making. The project needed a further £1.1bn funding and with the financial authority coming to end soon, TfL was in active discussions with the Government and the GLA, alongside its wider funding negotiations, to conclude a position on funding.
- 11 The publication of the 2019 casualty data showed that 125 people were killed on London's roads. Sixty-eight of those people were pedestrians, 44 of which were the result of a car collision and 31 motorcyclists had also been killed. In 2020, there had been a welcome drop in pedestrian deaths due to lockdown. TfL was not complacent and continued to do everything it could to eliminate deaths and serious injuries to address the adverse trend. Initiatives such as Low Traffic Neighbourhoods, 20mph zones and Streetspace all focused on safer streets and addressed risks on crossing roads.
- 12 Gareth Powell confirmed that the bus safety standard work continued to be rolled out, with a bus driver training programme that included hazard perception that was well received by bus drivers and trade unions. On the Central London Footways initiative, he confirmed that the route mapping had incorporated access features but more work was required on accessibility in some areas so user feedback was being sought.
- 13 In response to a question, Howard Carter confirmed that TfL was taking forward the Department for Transport Taxi and Private Hire Standards Review requirements and an update would be provided to the Board. **[Action: Howard Carter]**

- 14 Alex Williams had provided Members with a briefing paper on the health dividends of investing in inclusive, sustainable transport. Consideration would be given to what more could be done to share the qualitative and quantitative data on a regular basis and more widely, to promote understanding of the health and economic benefits of the active travel programme. **[Action: Alex Williams]**

**The Board noted the Commissioner's Report.**

## **52/10/20 Elizabeth Line Operational Readiness and Crossrail Update**

Andy Byford introduced the item, which provided an update on the status of the Crossrail project, including an overview of the new governance arrangements and the readiness of the Infrastructure Managers (IM) for the operations and maintenance of the railway.

The governance for the project had been transferred to TfL. This would provide even greater accountability and transparency and allow TfL to have full oversight, in order to drive the project forward to completion and open the Elizabeth line safely at the earliest opportunity. The Elizabeth Line Committee had been established to oversee progress, which would be chaired by Heidi Alexander. Sarah Atkins, who was a TfL nominee to the Crossrail Limited Board, had agreed to sit on the Committee and Kathryn Cearn's OBE would be the Government Representative attending the meetings of the Committee. The first meeting of the Elizabeth Line Delivery Group had taken place.

Andy Lord reported that TfL Rail continued to perform well. The Heathrow Connect trains had been withdrawn and replaced with new 345 class trains. Talks continued with Bombardier on some reliability issues, although these were not impacting service but needed to be addressed before trial running. More shafts and portals had been transferred, and there was good team collaboration on asset handover. Detailed risk processes were being developed and an update would be brought to the first Elizabeth Line Committee meeting. **[Action: Andy Lord]**

Mark Wild provided a further update on progress and welcomed the governance changes. The project continued to show good performance on safety, with 23 weeks clear of any incidents this year, compared to six clear weeks last year. Electrical isolation was a safety critical issue and primary risk focus. All sites were open and Covid-19 secure, with productivity at or above pre-lockdown levels.

A critical path for the programme was to get to trial running in early 2021. All 10 shafts and portals would be handed over and all stations would be trial running ready, apart from Bond Street. Blockade work had been successful, with 96 per cent of targets completed. TR2 software was now loaded and being tracked on the central section. System integration dynamic testing would start on 3 December 2020.

A second critical path was station completion which had been re-sequenced. Farringdon station would be completed for passenger service in the next two weeks, with the lessons learnt then applied to Paddington station.

In response to Members' questions, Mark Wild confirmed that an update on learning from observations and incidents of electrical safety and height work would be brought to the Safety, Sustainability and Human Resources Panel, so they could be incorporated into

wider TfL projects. He also confirmed that a people management focused report would be brought to a future Panel meeting, as a learning legacy of Crossrail.

**[Action: Mark Wild/Andy Lord]**

On behalf of the Board, the Chair expressed his thanks to the former Crossrail Limited Board directors for their work and to Andy Byford for his positive focus on getting the Elizabeth line open safely and quickly at the best possible cost.

**The Board noted the paper.**

## **53/10/20 Finance Report**

Simon Kilonback introduced the report, which set out TfL's financial results to the end of Quarter 2 (Period 6), the year-to-date ending 19 September 2020.

The report was based on the Revised Budget, approved by the Board on 29 July 2020. The Revised Budget updated the earlier Emergency Budget, which was an interim position to fulfil the urgent need to minimise cash outflow and agree the funding package with Government for the first half of the year (H1). The subsequent Revised Budget updated some of the Emergency Budget assumptions as a result of services returning to normal much earlier than assumed, the restart of projects, the focus on social distancing and strategic cycling schemes and an updated view of journey, travel and revenue assumptions.

On the operating account, passenger journeys and income remained significantly lower than last year, with Tube journeys just over 60 per cent down and buses 40 per cent lower. Overall passenger income was down by 70 per cent against last year, which equated to around £1.5bn.

Core operating costs were around £90m lower than last year, which reflected the work done to keep costs low through planned savings such as holding vacancies, supply chain savings and lower network costs at the height of the pandemic.

Cash balances remained reasonable at £1.57bn, which was primarily as a result of the £1.6bn funding and financing package agreed with Government. Without this, TfL was losing an average of £300m cash each period. A full funding package for H2, 2020/21 was yet to be agreed, with the two-week extension of the current agreement ending on 31 October 2020.

The overall net cost of operations in the year-to-date was a deficit of £1.7bn, an improvement on the Revised Budget of £183m. Year-to-date passenger and other operating income was £101m better than Revised Budget, which along with additional furloughing grant revenue of £16m, equated to around two thirds of the overall improvement. Operating costs were £58m lower than budget and operating costs for 2020/21 assumed £193m of savings to offset inflation and other costs pressures. Capital Renewals at £116m were broadly in line with budget and around £50m lower than in 2019/20.

Staff levels were 735 full-time equivalent lower than at the end of 2019/20, with around 2,400 staff still on furlough. Cost reductions had been made across all business units, which reflected the additional cost and commitment control measures. When the Revised Budget was set in July 2020, the focus was on conserving cash and minimising cost, while maintaining a safe and reliable range of services in line with Government

requirements. The Investment Programme was prioritised based on safety and business criticality, alignment to organisational, Mayoral and Government priorities, and affordability, contingent on Government funding. In response to the coronavirus pandemic, TfL implemented several additional controls to ensure continued control of future commitments and costs, including a recruitment and headcount freeze. TfL continued to use the Government furloughing scheme, with around 7,000 staff furloughed at the height of the pandemic, which brought in £56m of additional income.

The Financial Commitment Oversight Group, which met weekly to oversee future financial commitments and spend, had been operating since June 2020 and reviewed all spend above £1m or lower for budgeted or project restart costs. Spend control initiatives were being undertaken and guidance had been issued to the business on the importance of managing cash and future commitments. Cash flow planning and accuracy was a significant focus, with greater rigour on divisional reviews and payment timings. TfL was also looking at medium to longer-term options to ensure financial sustainability as part of the Business Plan and long-term capital plan annual reviews.

Overall spend on capital renewals and new capital investment was broadly in line with the Revised Budget, though significantly lower than last year. Compared to this time last year, renewal spend was around £50m lower. New capital investment continued at a steady pace as projects which were restarted in recent months progressed against challenging targets. Spend to date was just over £150m lower than last year. Work on Crossrail had now accelerated and was £23m higher than budget, though £150m lower than last year. Work was undertaken on Covid-19 impacts on the Investment Programme and was considered at the Programmes and Investment Committee meeting on 16 October 2020. The output of the reviews would be reflected in the Quarter 2 Investment Programme Report.

TfL retained minimum cash of £1.2bn which represented two months of expenditure. Cash balance at period end was £1,574m, an improvement on budget of £91m. This was £480m lower than the end of 2019/20 cash balance of £2,045m, which itself was £200m lower due to Covid-19 impacts, with total Covid-19 cash impact so far of almost £2bn.

Costs were expected to remain under control with a continued focus on headcount and on coronavirus related costs, to ensure TfL remained in line with latest Government advice on safety and social distancing. Whilst there had been a slow but steady growth in the number of people commuting for work over the summer, journeys remained very low and had plateaued following the updated guidance from Government in September 2020 on working from home. The new Tier 2 restrictions were expected to have a further impact on journeys. The current furlough scheme was due to end on 31 October 2020 and the Government was yet to confirm the terms or period of any extension or replacement of the scheme.

Whilst Tube passenger volumes had been 14 per cent higher and bus volumes 20 per cent higher than Revised Budget, the previously improving trend had started to stall and the second coronavirus spike was expected earlier than assumed in the Revised Budget. Passenger volumes could be reduced from budgeted levels of 70 per cent down on last year to 80-85 per cent reduction levels. Whilst the Revised Budget included a contingency in H1 to cover revenue uncertainties, this contingency would now be required to help mitigate the impacts of an earlier more prolonged second spike in H2, which could see passenger revenues reduced from the current Revised Budget of £680m by £100-200m. This compared to H1 expected revenues of around £800m.

In response to Members' questions, Simon Kilonback explained that retaining £1.2bn cash was essential to meet TfL's payment and contractual obligations, especially when it only had short term financial certainty from Government. Rating agencies and lenders relied on the minimum level in lieu of a financial covenant. TfL could not borrow for working capital and as income had collapsed, any further borrowing was not prudent. Cash liquidity was imperative for any business to demonstrate it was a going concern.

**The Board noted the report.**

## **54/10/20 Funding Update**

The Chair had agreed to the late acceptance of this item, which was a verbal update without a supporting paper, as discussions with Government on TfL's funding were ongoing when the papers for this meeting were published.

Andy Byford introduced the item by explaining that TfL's main source of income had been decimated in recent months following the pandemic and its impact on fares revenue. The initial funding and financing package with Government was ending and TfL urgently needed to secure a further agreement to keep London and its critical workers moving during the winter months and the second wave of the pandemic. £2bn in revenue grant funding for the remainder of this financial year was needed, and £2.9bn for the 2020/21. The amounts were the result of detailed analysis and assumptions, which stripped back spending without compromising network safety and had been shared with the Government.

Simon Kilonback reported that a two-week extension to the H1 funding deal had been agreed with the Department for Transport, with all the current conditions remaining the same, and use of the remaining balance of the original £1.6bn agreed (around £90m), plus access to the additional £300m top up should it be required. Spend restrictions would continue, including not entering into new contracts for non-critical projects unless by specific approval, as a prudent financial control measure to conserve cash.

Negotiations were continuing based on the Revised Budget which modelled revenue scenarios for a second wave impacting demand. London's Tier 2 lockdown measures had already started to impact on passenger numbers, which were down seven per cent compared to last week. This reinforced the need for prudent revenue assumptions as TfL entered another period of potentially lower demand. The peak of the pandemic, in April 2020, had cost TfL £600m per month, so it was vital that the funding deal secured gave sufficient comfort to continue running pre-Covid service levels to enable critical workers to continue travelling through the City. The mechanism by which Government would provide TfL with funding needed to appropriately match cash flow and known payment requirements.

A short-term funding arrangement was an issue of real concern to staff, suppliers and businesses. TfL was pushing for a longer-term deal to enable long-term financial planning for stability, sustainability and affordability. However, Government had been clear that a long-term deal was not currently possible and that the conditions of a short-term H2 settlement must be met before any discussion of a longer-term settlement.

TfL was a local authority to which the requirements of Section 114 of the Local Government Finance Act 1988 applied and TfL must have a balanced budget over the medium term. If the Chief Finance Officer determined that this was not possible, then a

Section 114 notice must be issued to the Board, Chair, London Assembly and auditors. This would immediately impose spending restrictions and only core services would be run or those that generated a surplus. TfL had a £2bn funding requirement for the rest of the year and £2.9bn for next year and did not have levers to make good those deficits. TfL could continue with an extant funding agreement if there was comfort that its long-term contracts were recognised as part of future funding agreements.

Other impacts were the halt of new contracts, which were already impacting other services in the private sector. Reduced orders would impact the supply chain and millions would be spent maintaining obsolete assets instead of replacing them. There would be no service upgrades and TfL may have to consider reducing services, meaning less ability to travel or overcrowding. Adequate investment in TfL demonstrated the UK's confidence in recovery and investment would stop without supplier confidence.

Clare Moriarty DCB advised that the Government was committed to resolving the funding issue and recognised the importance of TfL to Londoner's lives, the economy of London and the economy of the wider UK. The Government wanted a fair and sustainable settlement in a constrained funding environment. The consequences of no agreement were known and there was a strong commitment to resolve the issue and to look at uncertainty on passenger demand during the period of settlement.

The Chair expressed his disappointment that Andrew Gilligan, one of the appointed Government Special Representatives, was not present at the meeting. He asked that it be reflected to Government that: like-for-like TfL operating costs were £150m lower than when he first became Mayor; £1bn had been taken off its cost base and the operating deficit reduced from £1.5bn to £200m; cash reserves had been built up of £2.2bn, with reduced use of non-permanent labour saving £3.5m per week; salaries of top tier executives had been frozen for four years and the number of senior managers earning over £100,000 had been reduced; and interest on the debts of £7bn borrowed by the previous Mayor was being paid off.

Board Members expressed concern that the current funding conditions had a punitive impact on Londoners, were impractical to implement and would stall economic recovery, and the benefits of an integrated and accountable transport model were not recognised. Members would be kept informed of progress as funding negotiations moved forward. The Chair recognised the long hours being worked to reach a funding agreement and thanked TfL staff for their hard work. He also thanked Members for their comments and engagement, including Clare Moriarty DCB.

**The Board noted the verbal update.**

## **55/10/20 TfL Scorecard H2 2020/21**

Simon Kilonback introduced the item, which sought approval for the TfL Scorecard for the second half (H2) of 2020/21. Due to the impact of the coronavirus pandemic on TfL, the planned Scorecard for 2020/21 had been replaced by two half-year scorecards. The H1 Scorecard had focused on short-term priorities to ramp up TfL's services to support the restart of the economy and was aligned to the requirements of the funding agreement that covered the May-October 2020 period.

The H2 Scorecard was recovery focused, with a return to TfL's core safety and people priorities, and an emphasis on active travel and reducing carbon emissions. It assumed a

second wave of the virus and a subsequent lockdown in line with the Revised Budget and as a result, some targets were lower than previous years. TfL had built resilience into its approach and if a second wave did not occur, a change control process would be used to propose alternative targets for the Board to review.

The targets in the Scorecard were intended to be stretching and would need to be met or exceeded to be considered a success. While TfL remained committed to humanising its safety measures by including actual as well as percentage figures, the impact of the pandemic on the number of people travelling meant percentages were the only measures that could be used in some safety data in order to provide a meaningful comparison to previous measures.

**The Board noted the paper and:**

- 1 approved the H2 TfL Scorecard;**
- 2 noted the approach to managing changing circumstances through H2; and**
- 3 noted the proposal to include five-year trajectories for longer-term Mayor's Transport Strategy targets in the 2020 Business Plan.**

#### **56/10/20 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 9 September 2020**

The Chair of the Panel, Kay Carberry CBE, introduced the item. The safety issues considered by the Panel had been covered elsewhere on the agenda for this meeting. The Panel had reviewed the proposals for staff to return to work and to offices, and how these would be flexed as the social distancing and other measures changed.

The Board noted that the annual staff survey, Viewpoint, was currently live and included questions from the previous wellbeing survey. The results of the Viewpoint survey would be reported to a future meeting.

**The Board noted the summary report.**

#### **57/10/20 Report of the meeting of the Audit and Assurance Committee held on 11 September 2020**

The Chair of the Committee, Anne McMeel, introduced the item. The Committee noted that, as a result of the impact of the coronavirus pandemic, TfL had reassessed its Enterprise Risks, with each allocated to a Committee or Panel. The Committee commended the staff that worked on answering Freedom of Information Act requests, as TfL was achieving consistently high performance in that area.

The Committee also welcomed a positive report on the work of the Revenue Protection teams to reduce fare evasion, which had been extended during the pandemic to enforce the wearing of masks on public transport.

**The Board noted the summary report.**

## **58/10/20 Report of the meeting of the Customer Service and Operational Performance Panel held on 23 September 2020**

The Chair of the Panel, Dr Mee Ling Ng OBE, introduced the item. The Panel commended the clarity and timeliness of the communications strategy and plan to support measures to reduce the spread of Covid-19, and the engagement undertaken with stakeholders, boroughs and the emergency services to support the Streetscape programme.

As referenced in the Chair's opening remarks, the Panel had also been updated on the re-purposing of Dial-a-Ride services during the pandemic, led by Ibrar Karam. Mr Karam's MBE award reflected his role as an exemplar public servant and was further evidence of TfL's contribution to Londoners during the pandemic.

**The Board noted the summary report.**

## **59/10/20 Report of the meetings of the Finance Committee held on 30 September and 16 October 2020**

The Chair of the Committee, Ron Kalifa OBE, introduced the item. The Committee had discussed the 10-year investment plan that TfL submitted to Government to support the Comprehensive Spending Review. The plan set out the case for investment to support the replacement of ageing assets, regeneration and the environment; which all benefitted both the London and UK economy.

The Committee also considered the proposed Energy Purchasing Strategy and renewable energy procurement roadmap out to 2030, which outlined how TfL planned to procure renewable energy through Power Purchase Agreements, in order to meet its ambition to operate a zero-carbon railway, with a specific intention of using TfL's size and position to stimulate growth across the renewable energy generation sector.

TfL's funding discussions with the Government had been considered elsewhere on the agenda but updates had been provided to the Committee on 30 September 2020 and at an additional meeting, called after the papers for this meeting were published, on 16 October 2020 which most Members of the Board had also attended.

The Committee commended both the Board and staff for the significant progress that TfL had made on its finances since 2016 and the wider contribution that TfL's work on infrastructure, housing, the zero-carbon agenda and green economy made to the UK.

**The Board noted the summary report.**

## **60/10/20 Report of the meeting of the Programmes and Investment Committee held on 16 October 2020**

The Chair of the Committee, Prof. Greg Clark CBE, introduced the item. The meeting of the Committee had been held after the papers for this meeting had been published.

The Committee noted the progress of the Investment Programme commitments included in the emergency budget and agreed to the establishment of technology programmes in London Underground and Surface Transport. It noted the progress and timing issues in relation to the negotiations with the Ministry of Housing, Communities and Local Government with regard to the Docklands Light Railway Housing Infrastructure Fund bid and an update in relation to HS2, which impacted TfL's services and stations. Progress with the Northern Line Extension was also noted. Additional Procurement Authority was approved for the Bank Station Capacity Upgrade as part of the London Underground Major Stations Programme.

The contracts for members of the Independent Investment Programme Advisory Group had been extended by a year and the group was commended for its work. Working alongside the Project Assurance team and Major Projects Directorate, this work had driven down costs and improved the efficiency of major projects.

**The Board noted the summary report.**

### **61/10/20 Any Other Business the Chair Considers Urgent**


There was no other urgent business.

### **62/10/20 Date of Next Meeting**

The date of the next meeting was scheduled for Wednesday 9 December 2020 at 10.00am.

The meeting closed at 2.00pm.

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



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

20/10/21