

# Transport for London

## Minutes of the Meeting

**City Hall, The Queen's Walk, London, SE1 2AA  
10.00am-12.44pm, Wednesday 22 January 2020**

### Members

Sadiq Khan (Chair)  
Heidi Alexander (Deputy Chair)  
Kay Carberry CBE  
Prof Greg Clark CBE  
Bronwen Handyside  
Ron Kalifa OBE  
Dr Alice Maynard CBE  
Anne McMeel  
Dr Mee Ling Ng OBE  
Dr Nelson Ogunshakin OBE  
Mark Phillips  
Dr Nina Skorupska CBE  
Dr Lynn Sloman  
Ben Story

### Executive Committee

Mike Brown MVO	Commissioner
Howard Carter	General Counsel
Vernon Everitt	Managing Director, Customers, Communication and Technology
Stuart Harvey	Director of Major Projects
Simon Kilonback	Chief Finance Officer
Tony King	Interim Group Finance Director and Statutory 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

Tony Meggs	Chair, Crossrail Limited
Mark Wild	CEO, Crossrail Limited

### Staff

Tanya Coff	Finance Director, London Underground
Sarah Gasson	Chief of Staff to the Commissioner
Jackie Gavigan	Secretariat Manager
Shamus Kenny	Head of Secretariat
Clive Walker	Director of Risk and Assurance

## 01/01/20 Apologies for Absence and Chair's Announcements

No apologies for absence had been received from Members.

The Chair welcomed everyone to the meeting, including the press and the public. Michèle Dix CBE, Managing Director of Crossrail 2, was unable to attend the meeting and the Chair wished her a speedy recovery on behalf of the Board.

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.

## **02/01/20 Declarations of Interests**

Howard Carter reminded the Board that Members' individual register of interests were published on the website at [www.tfl.gov.uk](http://www.tfl.gov.uk).

Since the last meeting, Dr Nelson Ogunshakin OBE had been appointed as Chairman and Director of FIDIC Credentialing SA (Limited), Geneva, Switzerland and of FIDIC Consulting Services (Beijing) Limited, Beijing, China. These were newly created subsidiaries of his current employer, FIDIC based in Switzerland, of which he had already declared his role as Chief Executive. He also declared that a family member now worked for Equitix with effect from January 2020. These appointments would be added to Dr Nelson Ogunshakin OBE's register of interests and published on the website.

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

## **03/01/20 Minutes of the Meeting of the Board held on 20 November 2019**

**The minutes of the meeting of the Board held on 20 November 2019 were approved as a correct record and the Chair was authorised to sign them, subject to an amendment to Minute 92/11/19, 3<sup>rd</sup> paragraph, last line to read "...an uplift to the floor target from 48 per cent to 50 per cent."**

## **04/01/20 Matters Arising, Actions List and Use of Delegated Authority**

Howard Carter introduced the paper. There had been three uses of delegated authority by the Finance Committee since the last meeting. On 18 December 2019, the Finance Committee exercised authority delegated by the Board on 20 November 2019 to approve the TfL Business Plan 2019, TfL Capital Strategy and Treasury Management Policies – Liquidity Policy Update.

There had been one Mayoral Direction to TfL since the last meeting. On 17 December 2019, under Mayoral Decision MD2554, the Mayor directed TfL to incur expenditure (securing third party funding where possible) for the purpose of a series of activities to disseminate a message promoting the goals of Pride, and other related activities on the TfL estate to promote the goals of Pride.

All of the actions in the action list were either completed or being addressed, with progress against actions agreed at previous meetings of the Board set out in the appendix to the report.

**The Board noted the use of delegated authority, the Mayoral Direction and the updated actions list.**

## **05/01/20 Commissioner's Report**

Mike Brown introduced the report, which provided an overview of major issues and developments since the meeting of the Board held on 20 November 2019 and updated the Board on significant projects and initiatives.

The key issues arising from the overview and discussion were:

- 1 **TfL Scorecard 2019/20, Period 9 (10 November to 7 December 2019):** TfL had met its four week safety target for reducing the number of people killed and seriously injured on London's roads and incidents involving buses, but had just missed its target for deaths and serious injuries to customers and workforce on its transport network. TfL remained committed to ensuring these numbers fell further in the remaining periods, in line with the Mayor's Vision Zero target.
- 2 Reliability on London Underground continued to be behind target for this period, as safety work needed to be carried out on the Jubilee line fleet of trains which had now returned to delivery of a full service. Issues on the Metropolitan, Circle and Hammersmith & City lines following the introduction of new signalling had also been significantly reduced.
- 3 TfL was ahead of its customer care metric, having delivered all of its key investment milestones so far this year.
- 4 As planned, a significant milestone had been reached on the Elizabeth line with the commencement of TfL services from Paddington to Reading on 15 December 2019. The number of public transport trips also remained on target with more than 2.8 billion journeys made since 1 April 2019.
- 5 TfL had made good progress on overall workforce diversity. The results of the 2019 Viewpoint employee engagement survey showed it had met its total engagement target at 57 per cent. Further details were provided elsewhere on the agenda.
- 6 TfL continued to be ahead of its end of year target for net operating surplus, but was just below the new floor target for its investment programme which had been introduced at the last meeting.
- 7 **Safety and security:** The report provided an update on the latest work in response to the tram overturning at Sandilands, Croydon in 2016 and the pre-inquest hearing which was held on 11 December 2019.
- 8 TfL remained on track to implement all of the recommendations contained in the Rail Accident Investigation Branch's independent report and was in the final stages of introducing a new automatic braking system on all 35 of its trams.
- 9 The report also provided an update on the bus crash in Orpington on 31 October 2019, where bus driver Kenneth Matcham died in a traffic collision involving a car and two buses, when the driver of the car failed to stop at a junction. TfL continued to work with the Metropolitan Police to assist with its investigation. TfL was

considering if any infrastructure changes at the location could prevent similar incidents in the future and was undertaking a study into bus cabs under crash conditions, to see what design improvements could be made to improve safety.

- 10 Following the terror attack on London Bridge on 29 November 2019, TfL had published new guidance for its staff, which included advice on options on safely evacuating stations if a threat was nearby. Although the attack did not take place on its network, TfL continued to work closely with the police and relevant agencies to help keep London safe.
- 11 While TfL's network remained a low crime environment, there was an increase in the number of reported criminal incidents in 2019, driven primarily by reports of theft and pickpocketing. Between 9 and 13 December 2019, partners at the British Transport Police and the Metropolitan Police held a large joint-operation with hundreds of officers working with TfL teams at busy stations to advise passengers on how to prevent their belongings being stolen.
- 12 At the end of November and early December 2019, TfL's Roads and Transport Policing Command team and the British Transport Police undertook 45 engagement events at mosques and Islamic centres across London to raise awareness of Islamophobia and how to report it.
- 13 On 23 December 2019, a boy was sentenced to an eight-month youth referral order following the homophobic attack that took place on a night bus on 30 May 2019. This followed two other teenagers involved in the incident being fined and served with youth rehabilitation orders.
- 14 Since the last meeting, TfL's Roads and Transport Policing Command team and the British Transport Police held several joint-operations that targeted anti-social behaviour and speeding drivers across the city.
- 15 TfL relaunched its Safer Travel at Night campaign, aimed at identifying, disrupting and deterring illegal minicab operators, to help keep customers safe over the Christmas and New Year period. Working with its policing partners, TfL carried out patrols and checked vehicles and drivers through the night across all 32 boroughs and the City of London.
- 16 Before the Christmas period, TfL also ran a campaign to advise passengers about the safety risks of travelling on the Tube if drunk and made it clear that it would not tolerate any abusive behaviour towards staff or other members of the public.
- 17 TfL held its third joint work-related violence steering group meeting with trade union partners on 13 November 2019. A range of proposals were discussed to strengthen frontline staff support, including ways to combat common triggers of aggression, such as antisocial behaviour and fare evasion.
- 18 An additional 150 Transport Support and Enforcement Officers were being hired and funding provided for an additional 50 British Transport Police officers, who were expected to be deployed on the network in the spring to help keep staff and customers safe. TfL was also continuing with plans to double its workplace-violence team and the roll-out of body-worn video cameras to frontline staff from May 2020.

- 19 Members would be offered a briefing on the work that had been done into the link between workplace safety enhancements and implications for TfL's revenue protection. **[Action: Siwan Hayward/Gareth Powell]**
- 20 In December 2019, TfL announced plans to trial a new acoustic bus sound on the route 100 to ensure all road users, particularly those who were blind or partially sighted, could hear the quiet electric and hybrid buses when they were moving at slow speeds. It planned to begin the six-month trial from the end of January 2020. TfL worked closely with a range of organisations, including Guide Dogs for the Blind, London TravelWatch and bus drivers to develop the sound, and all feedback received would be used to develop and improve the system for all road users.
- 21 Forty-five buses in TfL's fleet now met the new Bus Safety Standard, which meant they were fitted with a range of safety measures including improved mirrors, anti-slip floors and the new acoustic bus sound. These measures were expected to significantly contribute to reaching Vision Zero on injuries caused on or by buses. Members would be offered a visit to see a bus that met the new Bus Safety Standard. **[Action: Gareth Powell]**
- 22 Members agreed that marked progress had been made on tackling bus driver fatigue with activities such as the recent Bus Safety Summit, actions taken from the Loughborough University driver fatigue report and investment in technology by bus operators. These initiatives needed to translate into the statistics and the Safety, Sustainability and Human Resources Panel would follow its progress with detailed reports. **[Action: Gareth Powell]**
- 23 **Healthy streets:** Good progress continued towards delivering a range of cycling schemes across London. TfL had constructed more than 140 kilometres of cycle routes since 2016 and had a further five kilometres under construction. TfL recently awarded £3.5m to 30 London boroughs to build 7,800 new cycle parking spaces, which would enable thousands more cycle journeys to be made across the capital.
- 24 An enormous amount of work was underway to improve cycling infrastructure, including Cycleways, mini-Hollands, Quietways and the central London grid. Construction work on the Greenwich end of Cycleway 4 between Tower Bridge and Greenwich started on 20 November 2019 and would be completed during summer 2020.
- 25 It was confirmed that monitoring of outcomes took place on the effects of Mini Hollands on disabled people and older people. Gareth Powell would brief Dr Alice Maynard CBE on the post impact assessment undertaken following these changes. **[Action: Gareth Powell]**
- 26 Detailed design work for the Kew Bridge section of Cycleway 9 was completed in November 2019. Main construction work commenced on 22 December 2019, to allow the most disruptive work to take place over the quieter Christmas period. Advanced works had also started for the new Cycleway between Hackney and Westferry, and the Cycleway between Camden and Tottenham Hale was progressing through its design and modelling stage, ahead of a public consultation on proposals later in 2020.

- 27 Santander Cycles had installed 105 new docking points around Network Rail stations by the end of 2019, which helped people arriving by train into central London to more easily pick up a cycle. To promote active travel during the festive season, TfL offered everyone a free 30-minute journey on Santander Cycles every day between Christmas Day and New Year's Day, which was a great success with more than 7,000 journeys made using the promotional code.
- 28 Detailed work to prepare for the expansion of the Ultra Low Emission Zone in October 2021 was well underway. TfL continued to regularly engage with affected boroughs and was developing a largescale marketing and communications plan to raise awareness of the scheme well in advance of the expansion.
- 29 On London Underground, routine monitoring continued to be undertaken to ensure air quality was safe and within legal limits, and work continued to help improve the quality of air further. This included deep cleaning the dustiest stations and investigating innovative solutions, such as air purification and filtration systems, and capturing grinding dust at source.
- 30 TfL was also purchasing a Local Exhaust Ventilation plant to capture welding fumes at source, which would be in use by the end of January 2020, with the next round of air quality monitoring taking place in February 2020 across a wider section of the network.
- 31 Good progress continued in building rapid charging points for electric vehicles across London, with 232 rapid charging points now in place. TfL was on track to deliver its target of 300 points by December 2020.
- 32 An update would be sent to Members on the work being done on the electric vehicle infrastructure taskforce, a key component of which was to increase delivery of charging infrastructure on borough roads and to set up a coordination body with London councils over the next few months. **[Action: Alex Williams]**
- 33 As part of the programme to retrofit and replace buses, 87 per cent of TfL's fleet was now ultra-clean with all remaining vehicles expected to be this standard or better by autumn 2020.
- 34 A briefing on the internal Corporate Environmental Plan would be provided to Members in summer 2020 to set out the work being done to meet objectives to reduce carbon emissions as well as air pollution. **[Action: Lilli Matson]**
- 35 TfL continued to work closely with the Borough on proposals for Hammersmith Bridge and to agree final costs for plans for a temporary foot and cycle bridge to allow pedestrian and cyclists to be moved off the main structure when repair work started. TfL continued to keep a close eye on traffic in the local area and would continue to adjust traffic light timings and bus services as necessary.
- 36 On 29 November 2019, TfL reached a significant milestone when it awarded the Riverlinx consortium contract to design, build, finance and maintain the Silvertown Tunnel. All the necessary work ahead of construction was now well underway.
- 37 The report set out the decision to not renew Uber London Limited's private hire vehicle operator's licence, with TfL concluding that it was not fit and proper to hold

one at this time. While the company had made a number of improvements, TfL identified a pattern of failures that put passenger safety at risk, including a change to Uber's systems that allowed unauthorised drivers to upload their photo to other driver accounts, which led to at least 14,000 unauthorised and uninsured trips.

- 38 The scale of regulatory breaches led TfL to commission an independent assessment of Uber's ability to prevent similar incidents from happening again and concluded that it did not have confidence that the company's systems to protect passenger safety were robust enough.
- 39 Uber had appealed the decision and would continue to operate in London until the appeals process was concluded. TfL would continue to closely monitor Uber's activities.
- 40 TfL had conducted an investigation into topographical tests for private hire vehicle drivers and claims that fraudulent qualifications could be purchased at Vista Training Solutions without candidates passing an assessment themselves. It had revoked licenses from private hire drivers who obtained qualifications from Vista Training Solutions, and all new applications received with a certificate issued by the college had been refused.
- 41 There was no evidence to suggest other colleges had been providing similar services, but TfL was working closely with Pearson, the examination board, and the qualifications regulator Ofqual, to monitor the situation and take appropriate action should similar activity be brought to its attention. In addition, from 1 February 2020, TfL was removing this vocational qualification concession and all new applicants would need to take the robust topographical skills assessment at TfL's premises at Baker Street.
- 42 **A good public transport experience:** The Crossrail Limited Board met two weeks ago and confirmed that it planned to open the central section of the Elizabeth line between Paddington and Abbey Wood in summer 2021, with the entire line opened by mid-2022. As part of its own prudent financial planning, TfL had deliberately been cautious about revenue projections in its Business Plan and for budget purposes. A more detailed update on the Elizabeth line was provided elsewhere on the agenda.
- 43 Service had increased on the North London line of the London Overground, with four to five trains per hour now running in peak periods, and 10 trains per hour in the core section. Two additional early morning London Overground services had also been introduced on the Gospel Oak to Barking route.
- 44 An enormous amount of work was currently underway to complete the Northern Line Extension by autumn 2021. Over Christmas Day and Boxing Day 2019, the points connecting the extension to the existing Northern line had successfully been commissioned.
- 45 At Nine Elms station, the entrance glazing was now complete with work continuing on the canopy frame above the station. Construction of the over-station development at Battersea Power Station would shortly be underway. A major milestone was reached towards the railway becoming operational when the UK Power Networks transformer rooms were energised for the first time at Kennington

Green and Kennington Park. Members would be offered a visit to view the Northern Line Extension work. **[Action: Stuart Harvey]**

- 46 As part of the ongoing programme of activity and investment across the London Underground, the Four Lines Modernisation project continued to make progress. Issues had been experienced with software reliability on the Metropolitan line, which had caused disruption and delays to some journeys. TfL was urgently working with the signalling supplier to fix the issue and had undertaken a number of actions to help improve reliability.
- 47 Significant progress was being made as part of the upgrade of Bank station, with the new entrance on Cannon Street progressing ahead of schedule and excavation of the last two new connection passages completed.
- 48 On 17 December 2019, a new, larger step-free entrance was opened to Finsbury Park station. This provided lifts to both the Victoria and Piccadilly lines and more ticket gates to help ease congestion.
- 49 Preparations to run the first pilot of 4G services on the Jubilee line between Westminster and Canning Town from March 2020 continued with relevant infrastructure being installed and with close collaboration with mobile operators.
- 50 Construction work to reconfigure the road network at Highbury Corner was substantially complete. Advanced work for a number of cycling and pedestrian improvements in the King's Cross and Euston Road area had also been completed, ahead of main construction work beginning in February 2020.
- 51 In August and October 2019, a small number of customers had their Oyster online accounts accessed after login details were compromised when using non-TfL websites. While no payment data was accessed, customers were asked to reset their passwords as a precautionary measure and a number of measures had been introduced to help keep their accounts secure. The Information Commissioner's Office had also been made aware.
- 52 Pay as you go for contactless customers had been extended to the Go-Ahead Thameslink route to Welwyn Garden City and on TfL Rail and Great Western Railway services between West Drayton and Reading.
- 53 TfL was also celebrating the 20th anniversary of Art on the Underground, with an exciting programme of major commissions lined up for the year ahead.
- 54 **New homes and jobs:** On Crossrail 2, the Department for Transport's Board Investment and Commercial Committee had reviewed the Strategic Outline Business Case in late October, following its submission to Government in June 2019. The business case was found to be technically robust, with no further work required, so would be used to support a decision on the future of the project at the next Spending Review.
- 55 At Kidbrooke, planning permission had been received to build 619 well-designed new homes, of which 50 per cent would be affordable. TfL hoped to begin construction during 2020.

- 56 At Wood Lane, the first business opened in one of the arches of the Hammersmith & City line railway viaduct, with planning permission to convert a total of 31 arches into commercial units.
- 57 TfL had invited development bids for its site at Hounslow West and was now in the process of selecting a partner, which would transform the site into more than 350 affordable homes and 10,000 square feet of retail and commercial space.
- 58 TfL and its joint venture partner Barratt London continued to engage with borough and local community stakeholders at Wembley Park ahead of plans to submit a planning application later in 2020 to build around 400 homes, half of which would be affordable.
- 59 At Earl's Court, one of London's most important development opportunities, TfL continued to work with Delancey on a new masterplan that was community-focussed and delivered higher levels of affordable homes than the previous plan.
- 60 It was confirmed that plans on several sites identified for the next wave of 10,000 affordable homes would be brought to a meeting of the Finance Committee.  
**[Action: Simon Kilonback]**
- 61 It was also confirmed that the Sustainability Strategy report that was due to be brought to the meeting of the Safety, Sustainability and Human Resources Panel in February 2020 would address sustainability in the homes building programme; including construction, affordability and carbon reduction. **[Action: Graeme Craig]**
- 62 It was confirmed that more data would be captured on TfL's contribution to job creation arising from its role in network infrastructure renewals, asset renewals and building new homes. Details of these achievements over the last four years would be reported in the next Commissioner's Report to the Board in March 2020.  
**[Action: Mike Brown]**
- 63 **Our people:** Helen Woolston from the Safety, Health and Environment team had been awarded the Director's Individual Award from Civil Engineering Environment and Quality (CEEQUAL) for her work to embed sustainable design and delivery across TfL's major projects.
- 64 On 5 December 2019, the Skills and Employability Early Years team won best Diversity & Inclusion Strategy at the In-house Recruitment awards, which recognised the excellent work of the team to ensure a diverse pipeline of talent was coming through the organisation.
- 65 On 21 November 2019, Environmental Manager Quinten Babcock and his team won the Public Building Energy Project of the Year award, following the successful completion of a major energy efficiency programme with E.ON that led to carbon and cost savings within TfL's head office building in Southwark.
- 66 Natalie Gordon was recognised with a MBE in the New Year Honours list, for her work to support those affected by the Grenfell Tower fire in 2017. She had provided travel support and passes to allow travel between work, school, hospital or temporary accommodation, and led a team of other TfL volunteers who provided a seamless link between TfL and the many other organisations providing support at the time.

- 67 A number of events and activities were held across TfL to mark International Day of Persons with Disabilities on 3 December 2019, including the flag raising ceremony at 55 Broadway, led by the chair of the Disability Staff Network Group. A photography exhibition showcased diversity in the workplace, and staff gave presentations throughout the week as part of the 'Living With' series. A Step-Free Tube Challenge was also arranged with Transport for All, which provided an excellent learning experience for how TfL could further improve its services for customers with disabilities.
- 68 A report would be brought to a meeting of the Customer Service and Operational Performance Panel on lessons learnt from feedback from the accessibility challenge process and other accessibility feedback. **[Action: Vernon Everitt]**
- 69 The 2019 Ethnicity Pay Gap Report, published on 20 December 2019, showed that TfL's median ethnicity gap had reduced slightly from 9.3 per cent in 2018 to 9.2 per cent in 2019. While encouraging, there was still much more work needed and TfL was actively taking steps to address this. It remained committed to being an organisation that welcomed people from diverse backgrounds and supported their professional development.
- 70 **Securing value:** TfL's Transformation programme continued with consultation with trade unions progressing in a further four business areas.
- 71 On 21 November 2019, TfL replaced the 20-year private finance initiative that operated the Connect radio system with a new contract with Thales for an initial period of four years, making savings of more than £40m a year.
- 72 The Revenue Protection Programme remained on track to achieve its target of reducing revenue loss across the network by £10m in 2019/20 with an estimated £5.6m benefit in revenue gains and further loss avoidance by the end of Period 7. TfL continued to explore innovative ways to tackle fare evasion, such as the Irregular Travel Analysis Platform which used data to identify suspicious journeys and locate hot-spots, which it was preparing for full operational roll out across London Underground.
- 73 On 10 January 2020, as part of the drive to reduce fare evasion, TfL announced the middle and rear doors on all New Routemasters would become exit only to tackle fare evasion, although wheelchairs and pushchairs would still be able to board through the middle door.

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

### **06/01/20 Crossrail Update**

Mike Brown introduced the item, which reported on the latest information provided by Crossrail Limited (CRL) and the subsequent announcement on its progress to complete the Elizabeth line, including an overview of the independent cost review. An update on the status of the Crossrail project was provided, including readiness for the operation and maintenance of the railway after handover from the project.

CRL's latest update on progress to complete the Elizabeth line confirmed that it planned to open the central section between Paddington and Abbey Wood in summer 2021. This forecast was based on the current progress with completing software development for the signalling and train systems along with safety assurance for the railway to enable trial running to begin in 2020. A major milestone was achieved with the operation of the stopping services from Paddington mainline station to Reading starting on 15 December 2019, which brought a number of valuable customer benefits. Following the opening of the central services, CRL forecast that full services across the Elizabeth line route from Reading and Heathrow to Abbey Wood and Shenfield would commence by mid-2022.

CRL's detailed cost forecasts continued to show that the project would be delivered within the additional funding range of between £400m to £650m more than the revised funding previously agreed. Discussions were progressing well with the Department for Transport and the Greater London Authority regarding how funding these additional costs would be resolved.

Tony Meggs and Mark Wild provided further information on progress with the project. Safety remained the highest priority with no incidents reported over the last six weeks. Incidents generally occurred in areas such as snagging and defect correction so a right first-time approach was taken, and was the shortest route to trial running and an operational railway.

2020 would be a pivotal year for the project, with a focus on testing, commissioning, assurance and handover work. Fit-out was nearing completion at many stations with all physical works nearly completed in the tunnels, shafts and portals. Testing of the train and signalling software was ongoing with the next software version approved and loaded, ready for the next round of tests. Trial running would start later in 2020, followed by trial operations to test real-time service scenarios.

Bugs had to be identified and cleared and the systems needed to work together which required the assurance process to be carried out in a staged and careful way. The transfer and transition into operations would be a crucial joint enterprise and would require a culture of collaboration. Many challenges remained ahead and the scale and complexity of the task to deliver a safe and reliable railway could not be underestimated.

As the emphasis shifted over the coming year towards TfL taking over and operating the Elizabeth line, Members requested that Elizabeth line operationalisation should be a standing item at meetings of the Board and the Programmes and Investment Committee. It was also suggested that a sub-set of the Board could operate to provide confidence and assurance without the need for additional meetings. A further suggestion was inclusion of a performance section in the Commissioner's Report on the outer working parts of the line and reliability of the trains. Andy Lord confirmed that governance proposals would shortly be taken to the Commissioner and agreed the importance of the right level of challenge and involvement of Members. **[Action: Andy Lord/Mike Brown]**

The Board thanked Tony Meggs and Mark Wild for the update and welcomed their collegiate and transparent approach.

**The Board noted the paper.**

## **06/01/20 Quarterly Performance Report – Quarter 3, 2019/20**

Simon Kilonback introduced the report, which set out TfL's financial results for Quarter 3, 2019/20, the period ending 7 December 2019. The report presented year-to-date performance against budget, as well as year-on-year and four-year trend analysis.

The presentation slides at Appendix 2 provided a summary and additional analysis of the financial information contained in the report, against the revised set of financial targets for 2019/20 that reflected improved financial performance. The revised targets were more demanding and stretched TfL to outperform to an even greater degree, to help offset the impact of the further delays to the introduction of the Elizabeth line.

Passenger income growth had slowed significantly compared to the previous year and stood at two per cent year-to-date, compared to three per cent at the end of Quarter 2. Underlying operating costs were in line with revised targets, which reflected the work carried out over the summer to achieve a realistic cost budget. The adverse movement in passenger income had been offset through the release of contingency cover held for these purposes, which explained most of the variation in operating costs. The Net Operating Surplus was £6m better than the revised target. Capital spend continued to lag behind revised expectations.

TfL was currently working on its Budget for 2020/21. As part of this, it would revise its assumptions on passenger income as well as the way it forecasted capital spend. Establishing robust financial plans for 2020/21, with the right balance of risks and opportunities continued to be a priority.

**The Board noted the report.**

## **08/01/20 TfL Viewpoint Survey Results 2019**

Tricia Wright introduced the paper, which provided an update on the key findings from TfL's annual staff Viewpoint survey in 2019 and its proposed next steps. Members had previously had the opportunity for an informal briefing session and those unable to attend would be offered an opportunity to attend a further session. **[Action: Tricia Wright]**

The response rate was 64 per cent, which was the second highest response in the last five years. The survey had been promoted with staff, including via competitions, coffee mornings and sessions to explain the security and anonymity of responses.

The Total Engagement score was 57 per cent, an increase of one per cent from last year and which met the Scorecard target for 2019/20. The Inclusion index score was 47 per cent, an increase of four per cent which was ahead of target for this year, although it was recognised that more work needed to be done on inclusive leadership. The Wellbeing at work index had also increased by one per cent over the year.

Key themes had emerged from the survey results around pay, a clearer vision and direction and how this was communicated by senior leaders.

Further updates on the Viewpoint survey would be brought to meetings of the Safety, Sustainability and Human Resources Panel on an ongoing basis. This would include an update on the work being done to track Total Engagement scores in correlation with areas that had undergone change programmes to identify what lessons could be learnt

from this. Members also asked that information on organisational changes be included in future reports on the survey results. **[Action: Tricia Wright]**

Members asked if the Remuneration Committee could look at underlying issues of why pay dominated the open feedback. It was confirmed that a Talent attraction and Retention paper would be taken to a future meeting. **[Action: Tricia Wright]**

Improving scores and addressing the challenges raised by the results was a continuous process and it was recognised that more work needed to be done. Improvements were expected as a result of the implementation of the leadership foundation, provision of better tools to carry out roles and serve customers better.

**The Board noted the paper.**

### **09/01/20 Report of the meeting of the Customer Service and Operational Performance Panel held on 27 November 2019**

The Chair of the Panel, Mee Ling Ng OBE, introduced the item. The Panel had explored the increased level of violence on TfL Rail and had concluded that the reasons were due to a combination of the way violence was classified and an increase in better reporting.

The Panel commended the excellent presentation it had received from the British Transport Police on tackling theft on the Underground, and that the level of investment and resources in this area were a priority, which needed to be continued and sustained.

The Panel had recommended looking at the need for a better integrated service for assisted transport, particularly for hospitals and patient transfer services, for a more comprehensive approach.

**The Board noted the report.**

### **10/01/20 Report of the meeting of the Audit and Assurance Committee held on 3 December 2019**

The Chair of the Committee, Anne McMeel, introduced the item. The Committee had agreed that second and third line assurance teams at TfL and Network Rail should participate in assurance and risk workshops with Crossrail to ensure an aligned understanding of the Crossrail delivery programme and its risks.

The Committee had discussed in detail Internal Audit reports IA 17 780: Management of Fatigue in Tram Operations Limited (TOL) and IA 13 744: Competence and Fitness of Tram Operations Limited (TOL) Tram Operators and issues raised by the London Assembly concerning these two audits.

The Committee recognised the significant work done to develop TfL's Strategic Risk Framework and had welcomed the proposal for a report on lessons learnt around Strategic Risks and improving reporting across all committees going forward which would be brought to the next meeting of the Committee. **[Action: Howard Carter]**

**The Board noted the report.**

## **11/01/20 Report of the meeting of the Finance Committee held on 18 December 2019**

The Chair of the Committee, Ron Kalifa OBE, introduced the item. The Committee had approved the five-year Business Plan which addressed a number of internal and external challenges that continued to impact on TfL's financial position.

The Committee approved the 20-year Capital Strategy which identified future anticipated funding and the shortfall against investment requirements needed to support a growing London.

The Committee noted that, despite the recent Crossrail announcements, the rating agencies had affirmed TfL's credit rating which was underpinned by the commitment to deliver a surplus by 2022/23.

**The Board noted the report.**

## **12/01/20 Report of the meeting of the Programmes and Investment Committee held on 18 December 2019**

The Chair of the Committee, Prof Greg Clark CBE, introduced the item. The Committee had a productive and detailed discussion on the status of the Crossrail project and the opening of the Elizabeth line.

The Committee commended the Air Quality Programme and the impact and expansion of the Ultra Low Emission Zone, which had been well implemented ahead of targets.

The Committee was pleased to note the approach taken to the Emergency Services Network Project, the Telecommunications Commercialisation Project and the Public Cellular Network Pilot, and related enabling works.

It also commended the steady progress made with the London Underground Four Lines Modernisation Programme, despite various challenges.

**The Board noted the report.**

## **13/01/20 Any Other Business the Chair Considers Urgent**

There was no urgent business.

## **14/01/20 Date of Next Meeting**

The date of the next meeting was scheduled for Wednesday 18 March 2020 at 10.00am.

The meeting closed at 12.44pm.

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

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