

Transport for London

Minutes of the Meeting

Committee Rooms 4 and 5, City Hall, The Queen's Walk, London
10.00am, Wednesday 3 February 2016

Members

Boris Johnson MP	Chairman
Isabel Dedring	Deputy Chairman
Peter Anderson	Member
Sir John Armitt	Member
Sir Brendan Barber	Member
Richard Barnes	Member
Charles Belcher	Member
Roger Burnley	Member
Brian Cooke	Member
Baroness Grey-Thompson DBE	Member
Angela Knight	Member
Michael Liebreich	Member
Eva Lindholm	Member
Daniel Moylan	Member
Bob Oddy	Member
Steve Wright	Member

Staff

Mike Brown	Commissioner
Richard De Cani	Managing Director, Planning
Howard Carter	General Counsel
Leon Daniels	Managing Director, Surface Transport
Michele Dix	Managing Director, Crossrail 2
Vernon Everitt	Managing Director, Customer Experience, Marketing and Communications
Terry Morgan	Chairman, Crossrail Limited
Ian Nunn	Chief Finance Officer
Gareth Powell	Director of Strategy, London Underground and Chief Operating Officer, London Rail (for Nick Brown, Managing Director London Underground and London Rail)
Clive Walker	Director, Internal Audit
Shamus Kenny	Head of Secretariat

01/02/16 Apologies for Absence and Chairman's Announcements

Apologies for absence had been received from Keith Williams. Nick Brown, Managing Director London Underground and London Rail, was also unable to attend the meeting.

The Chairman, Commissioner and Members paid tribute to Stuart Ross, TfL's Director of News, who died on 22 January 2016, aged 42, after a 20-month battle with cancer. They paid tribute to his immense contribution to London and Londoners during his 15 years at TfL. He was widely regarded as one of the highest caliber communications professionals of his generation, whose warmth and commitment were an inspiration to all of his colleagues. TfL has been inundated with tributes from people he worked with in

the media. The Board expressed its sympathies to his wife Becky and their three-year-old daughter, Rowan. A memorial service would be held on 20 February 2016.

Mike Brown announced that he had appointed Ian Nunn to a single Chief Finance Officer (CFO) position, which combined the former Managing Director, Finance and Chief Finance Officer roles. Ian Nunn had joined TfL on 1 September 2015 as CFO and had also been acting Managing Director, Finance since 1 October 2015. The process to recruit Mike Brown's permanent successor as the Managing Director London Underground and London Rail was continuing.

Howard Carter announced that Members had been sent correspondence received since the publication of the papers for the meeting on the items on Card Payments in Taxis and Property Partnerships. This correspondence and the management response would be published on tfl.gov.uk alongside the meeting papers.

02/02/16 Declarations of Interest

The following interests were declared: Peter Anderson as a director of the Canary Wharf Group plc in relation to Crossrail, the Jubilee line upgrade and the item on Property Partnerships; Sir John Armitt as Chairman of the National Express Group plc, Deputy Chairman of the Berkeley Group plc (with particular reference to the item on Property Partnerships) and a member of the National Infrastructure Commission; Sir Brendan Barber as Chairman of ACAS; Charles Belcher as a member of Atos Origin Advisory Council on Transport; Baroness Grey-Thompson as a member of the London Legacy Development Corporation; Michael Liebreich as Chairman of the Advisory Board of Bloomberg New Energy Finance; Daniel Moylan as a Councillor for the Royal Borough of Kensington and Chelsea, Chairman of Urban Design London and a non-executive director of Crossrail Limited (appointed by TfL); Bob Oddy on matters relating to the taxi trade; and Steve Wright on matters relating to private hire vehicles.

03/02/16 Minutes of the Meeting of the Board held on 17 December 2015

The minutes of the meeting of the Board held on 17 December 2015 were approved as a correct record and the Chairman was authorised to sign them.

04/02/16 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the item.

The Board noted the actions list and use of delegated authority in relation to the Northern Line Extension project.

05/02/16 Commissioner's Report

Mike Brown introduced his report, which provided an overview of major issues and developments since the report to the meeting on 17 December 2015 and updated Members on significant projects and initiatives.

The key issues arising from the overview and discussion were:

- (a) hard work by staff across London Underground (LU) had achieved a 38 per cent reduction in lost customer hours, exceeding the Mayor's challenging 30 per cent target, while the service saw continuing growth in passenger numbers. LU had broken its own record for the most passenger journeys in a day in December 2015 and had just recorded its busiest ever day in January. Negotiations were also continuing with the Trades Unions on the introduction of a Night Tube service;
- (b) the Secretary of State for Transport had approved the Transport and Works Act Order that would support the major capacity improvement upgrade to Bank station. The upgrade, due to complete in 2021, would increase station capacity by 40 per cent, improve accessibility and reduce the time it takes to interchange;
- (c) LU's investment programme continued to hit a number of major milestones across key projects. These included: new gatelines and ticket machines as part of the modernisation of Finsbury Park station, the refurbishment of Bakerloo line trains to extend their operational life, the reopening of an escalator at Moorgate and progress on the Northern line extension;
- (d) the 150th (of 191) S stock train had entered service and, in less than 100 days of awarding the four lines signalling contract, an S stock train had been successfully tested under automatic operation using the new Thales signalling system;
- (e) the London Overground five car project had been successfully completed on time and on budget, increasing capacity by 25 per cent across the East London line, North and West London line and the Euston to Watford line;
- (f) on 21 January 2016, the Secretary of State for Transport, Mayor and Commissioner had launched the new rail prospectus. This was the culmination of months of tireless work between TfL, the Department for Transport (DfT) and many others. The Commissioner and Board commended Gareth Powell for his role in driving this agenda. The scale of the challenge was recognised and it would take time and money to deliver but the prospectus marked a significant step towards revolutionising rail travel and the experience for customers in London and the south east. Working with the DfT, TfL was embarking on an extensive programme of engagement with various stakeholders including Network Rail, MPs, Train Operating Companies, local authorities, passenger and accessibility groups;
- (g) the Crossrail project remained on time and on budget. It was over 70 per cent complete and the work to upgrade the existing rail network was more than 55 per cent complete;
- (h) New Routemasters continued to be rolled out, with over 600 in service;
- (i) work continued on the £200m programme of bus priority measures to help to mitigate the impacts of rising congestion on the bus network and ultimately reduce delays for passengers across the Capital. Almost a third of London's buses would soon be running on a greener blend of diesel, reducing CO2 emissions by 21,000 tonnes a year. TfL had also established a Zero Emissions Urban Bus System (ZeEUS) project, partly funded by the European Commission, as part of a wider programme of low-emission public transport trials across European cities;

- (j) good progress continued on the delivery of the Roads Modernisation Plan. The quieter Christmas period was used to work intensively on a number of schemes to reduce the impact on road users. On 17 December 2015, TfL completed on time the review of all of the original 100 Better Junction locations, in line with the Mayoral commitment. It was now making good progress with the construction of a number of schemes including Oval Triangle, Archway and Hammersmith gyratories;
- (k) following a successful trial, all 21,000 Santander cycles would be fitted with Laserlights to help encourage the uptake of cycling across the Capital. This was another example of TfL using innovative techniques to improve the service it provided;
- (l) the consultation on proposals to modernise and enhance the private hire industry had closed, with over 16,000 responses. The consultation responses were being reviewed and proposed changes would be considered by the Board in March 2016;
- (m) the Mayor had secured a commitment from Government to progress separate legislation to enable TfL to regulate pedicabs;
- (n) following the introduction of the Safer Lorry Scheme, TfL had launched a consultation to gauge support for fitting an additional window in the lower part of Lorries' passenger side door to improve driver vision of vulnerable road users;
- (o) the Emirates Air Line ran a successful Christmas-New Year seasonal promotion with Penguin Group. TfL had also teamed up with KAYAK and secured the highest level of sponsorship ever to deliver free travel to its customers on New Year's eve;
- (p) the Docklands Light Railway team had launched a fantastic initiative known as 'back on track' to provide critical support to customers with mental health, social or psychological difficulties. LU had teamed up with a homeless charity, Thames Reach, to launch a new tool for LU staff to report people sleeping rough at stations to ensure they got the care they needed;
- (q) the Commissioner updated Members on the first failure of the Oyster system since 2008. The system failed on 2 January 2016 when the new fares went live. The fault was diagnosed quickly and fixed and automatic refunds were issued to 13,400 customers who may have been incorrectly charged a maximum fare. Cubic would refund the full revenue loss of £250,000 in line with the contract. A full report recommending changes would be implemented to prevent similar failures;
- (r) the use of Contactless payment cards on TfL services continued to grow, with more than 300 million journeys now made;
- (s) the Commissioner and Members congratulated Dana Skelley, Director of Asset Management, on her OBE and David Waboso, Director of Capital Programmes, on his appointment as president of the Association for Project Management. TfL had also won a number of other awards ranging from the London Design Awards for LU station design to the Global Tunnelling Project of the Year Award for the work on Bond Street station. Crossrail and its contractor partners had also won a number of awards at the NCE Tunnelling Awards;

- (t) good progress continued to be made on Crossrail 2, which was a priority for the Mayor and TfL. The 11 week consultation received over 20,000 responses, highlighting the huge amount of support and interest in the scheme. The outcome of the consultation would be published shortly. The team was now focused on making its second submission to the National Infrastructure Commission;
- (u) the TfL Bill would be debated in the House of Lords on 8 February 2016, after which it was hoped the bill would be revived, proceed to consideration and Third reading and receive royal assent in this parliamentary session;
- (v) Members raised the unsatisfactory low level fines for street works convictions against companies like BT that were serial offenders;
- (w) Members welcomed the launch of a world-leading bus safety programme. The Safety, Accessibility and Sustainability Panel would receive a paper and Members would receive regular updates on its success; and
- (x) Members also commented on the success of using big data as part of TfL's Travel Demand Management programme, where small changes in driver and customer behaviour could have a significant affect on their journey time reliability.

The Board noted the Commissioner's report.

06/02/16 Taxi and Private Hire Licence Fees

Bob Oddy and Steve Wright declared their interests in this item and took no part in the discussion or decision.

Leon Daniels provided an update on the outcome of the annual review of taxi and private hire licence fees. It was proposed that there be no change in licence fees.

The Board noted the paper and agreed that there should be no change to Taxi and Private Hire licence fees from 1 April 2016.

07/02/16 Card Payments in Taxis

Bob Oddy and Steve Wright declared their interests in this item and took no part in the discussion or decision. They left the meeting during the discussion of an issue on the paper taken on Part 2 of the agenda.

Members had been provided with emails from three card payment industry bodies that had been received after the paper had been published, along with a management response.

Leon Daniels and Garrett Emmerson introduced the paper, which proposed the mandating of card payment acceptance in taxis, given the benefits that this would bring to both passengers and the trade. Following further discussions with the credit card payment industry, TfL was satisfied that there was enough choice in the market that a recommendation on setting a maximum card payment transaction fee was no longer required.

As raised at the Finance and Policy Committee, Members asked about the fairness of increasing the minimum taxi fare by 20p for all taxi users and how enforcement would be undertaken.

Mandating credit card acceptance in all taxis would remove a common area of uncertainty for customers. Individual transaction fees would no longer be applied but TfL has also looked in parallel at the minimum taxi fare to recognise that a facility was being provided for all passengers. Compliance would be checked during the annual tests and enforcement activity tests, including when the public made complaints. A publicity campaign would raise awareness of the change and include information on how to complain if the payment machine was not working.

The Board noted the paper and agree in respect of taxis:

1 the following changes to come into effect on 2 April 2016:

- (a) to remove the existing surcharge of up to 10 per cent of the fare payable or £1, whichever is greater, that passengers currently pay when paying by debit or credit card (a card); and**
- (b) the minimum taxi fare (flagfall) to be increased by 20 pence from £2.40 to £2.60 per trip to compensate taxi drivers for costs associated with accepting card payments;**

2 the following changes to come into effect on 3 October 2016:

- (a) to mandate card acceptance in all taxis and as a minimum, devices should accept Chip and PIN, contactless and magnetic swipe payments;**
- (b) to mandate acceptance of VISA and Mastercard credit or debit payments as a minimum but drivers may also choose to accept other cards, such as American Express and Diners Club;**
- (c) to mandate that card payment devices will be required to be fixed in the passenger compartment of the taxi so passengers stay in control of their card details at all times, whether by fixed equipment or by handheld devices affixed to a cradle, approved by TfL to ensure passenger safety, with web payment devices such as Hailo's new payment solution being permitted in addition to those types of fixed equipment so drivers can offer hirers choice of payment methods; and**
- (d) to approve clear signage, visible from outside the vehicle, to make clear that all taxis now accept card payments, to be linked with a marketing campaign by TfL to make clear all taxis accept card payments; and**

3 to investigate the feasibility of:

- (a) all card payment devices being linked to the taximeter, noting that the industry needs to work towards standard solutions that integrate card payment devices with the taximeter; and**
- (b) the timescales associated to mandate that all card payment devices are linked to the taximeter.**

08/02/16 Taxi Fares and Tariffs – Annual Revision

Bob Oddy and Steve Wright declared their interests in this item and took no part in the discussion or decision.

Leon Daniels and Garrett Emerson presented the paper on the outcome of the annual taxi fares and tariffs consultation. A correction was noted to the Grand Total row in Table 1, Projected licensed taxi Cost Index changes, where the “contribution to total” column should have read 1.2 per cent.

Peter Anderson summarised the concerns raised at the meeting of the Finance and Policy Committee on how TfL balanced its regulatory role of supporting taxi users as well as the trade. It was particularly concerned about regular incremental increases to taxi fares to compensate drivers for market changes, without a full review of the formula that had been in place since 1981. The Committee had recommended that TfL undertakes a comprehensive review of the current Cost Index and associated formula.

Members supported a comprehensive review of the Cost Index and associated formula to achieve a balance between a reasonable income for taxi drivers and ensuring the service remained affordable for the public. The review would cover the impact of the latest changes in fares, including the take up of credit card usage.

The Board noted the paper and:

- 1 approved an increase to taxi fares of 1.6 per cent with effect from 2 April 2016;**
- 2 approved a 40 pence additional charge for all taxi journeys to be implemented only if London retail diesel prices (as measured by the AA fuel price report) reach the threshold level as set by Transport for London (TfL) at any point between 2 April 2016 and 31 March 2017 and which if implemented would not extend beyond Friday 31 March 2017;**
- 3 approved an increase to the current minimum taxi fare from £2.40 to £2.60;**
- 4 approved changing the end time of Tariff Three from 06.00 to 05.00 with Tariffs One and Two being amended accordingly;**
- 5 approved changing the Tariff Rate for longer journeys so that it is introduced for journeys over six miles rather than the current changeover which takes place when the meter reaches a specific monetary value;**
- 6 approved a provision that fares can be reduced by 40 pence per taxi journey if London retail diesel prices (as measured by the AA fuel price report) drops below the threshold level as set by Transport for London (TfL) at any point between 2 April 2016 and 31 March 2017 and which, if implemented would not extend beyond Friday 31 March 2017; and**
- 7 endorsed a review of the current Cost Index and associated formula to ensure it continued to be appropriate in determining taxi fare revisions. The review would include an assessment of the impact of the changes in paragraphs 1-6 above and would be concluded within 12 months.**

09/02/16 Wayfindr.org Limited

Gareth Powell introduced the paper, which described trials for an open technology standard, based on a system that used audio instructions to assist visually impaired people to move around stations. The trial had been successful at Pimlico station and was now being trialled at Euston. The paper proposed that TfL formalise its relationship with Wayfindr.org Limited to ensure the system remained an open technology standard.

The relationship with Wayfindr.org Limited was a positive example of the advantages of sharing data and cooperating with developers. This resulted in quicker improvements for TfL's customers at no cost to TfL, while ensuring that the use of the data remained an open standard.

The Board noted the paper and:

- 1 approved TfL becoming a member of, and nominating a director to, the board of Wayfindr.org Limited, a company limited by guarantee;**
- 2 authorised the TfL Officers and the Subsidiaries (as described in paragraph 4 below) to settle the basis of TfL's membership of Wayfindr.org Limited; and**
- 3 authorised TfL Officers to do all such other things as they consider necessary or desirable to facilitate TfL's membership or such other involvement with Wayfindr.org Limited as they deem appropriate.**
- 4 The following Officers and Subsidiaries shall have delegated authority:**
 - (a) TfL Officers: the Commissioner, Managing Director Finance, Managing Director Rail and Underground and General Counsel.**
 - (b) Subsidiaries: Subsidiaries of TfL including Transport Trading Limited (TTL) and any other subsidiary (whether existing presently or to be formed) of TTL and the directors of such authorised company shall be authorised to act for and on behalf of that company.**

10/02/16 Property Partnerships - Developing TfL's Assets

Peter Anderson and Sir John Armitt declared an interest in this item. They took no part in the discussion or decision on this item and left the meeting for the discussion on Part 2 of the agenda.

Members had been provided with three items of correspondence that had been received after the papers had been published, along with a management response. The correspondence asked that a decision on this item be deferred until after the Mayoral election.

Graeme Craig introduced the proposals to maximise the value of TfL's property assets by establishing a framework of property developers with experience and expertise in the London development market with a view to entering into joint ventures for specific development opportunities.

The development of sites would be taken forward on a site by site basis, with the advice of the Commercial Development Advisory Group (CDAG) on the best value for money

approach. Officers expected the framework partners to be used in the 50 most complex sites of the first 75 sites identified for commercial development. The framework agreement did not bind TfL to only use the selected developers but would enable identified development opportunities to be taken forward quickly.

TfL would submit an annual report on property development to the Finance and Policy Committee. The report would include the number of projects where framework partners were engaged and the CDAG's view on TfL's approach.

The Board noted the paper and the related exempt supplemental paper on Part 2 of the agenda and:

- 1 approved the awarding of a framework (the Framework) of property development suppliers (Framework Suppliers) as described in the paper with the objective of entering into corporate joint ventures (JVs) with individual members of the Framework on a site by site basis following further competition between Framework Suppliers (a mini competition) as a means of TfL developing its property assets;**
- 2 delegated to TfL Officers and any of its Subsidiaries (as described in paragraph 8 below) authority to enter into all such contracts necessary to deliver each development opportunity under the Framework and undertake, all ancillary matters, including (without limitation) the approval and giving of guarantees and indemnities, the approval of investment decisions, the transfer of assets including land or shares in any of the TfL subsidiaries formed for the purposes of disposing or developing TfL's land provided that:**
 - (a) the value of land being disposed of under a mini competition did not exceed the relevant TfL Officer's land authority under TfL Standing Orders (and in the event it did approval of the Board will be sought);**
 - (b) the Mayor's Opinion has been granted in accordance with paragraph 12 (1) to Schedule 11 to the Greater London Authority Act 1999;**
 - (c) if required, the consent of the Secretary of State has been obtained in accordance with Section 163 of the Greater London Authority Act; and**
 - (d) in accordance with TfL Standing Orders, the appropriate consultation has taken place with the Director of Commercial Development;**
- 3 agreed that, where the disposal of land was proposed to take place by means of a disposal of all or any part of the company in which it was held, such disposal shall be treated as a disposal of land for the purposes TfL Standing Orders and Land Authority and Disposal Authority will be deemed to have been given;**
- 4 noted that approval for any TfL investment and guarantees required for the delivery of any development opportunity following a mini competition under the Framework shall be sought separately in accordance with the levels of authority under TfL Standing Orders;**
- 5 authorised the TfL Officers and any of its Subsidiaries (as described in paragraph 8 below) to:**

- (a) form companies as wholly owned subsidiaries of TfL or any of the Subsidiaries (as appropriate) necessary for the delivery of the JVs formed as part of the Framework referred to in paragraph 1 above;
 - (b) approve the adoption of the memorandum and articles of the new subsidiaries;
 - (c) approve the individuals to comprise the board of directors and the Company Secretary of each of the new subsidiaries;
 - (d) approve the names of each of the new subsidiaries;
 - (e) wind up or dissolve any of the new subsidiaries at any time when any of them is no longer required; and
 - (f) provided that the approvals given under paragraphs 5(b) – (d) above and paragraph 6 below shall lapse in respect of any new subsidiary formed in accordance with paragraph 5(a) above when such company ceases to be a “subsidiary” of Transport for London, as such term is defined in Section 1159 of the Companies Act 2006;
- 6 authorised the TfL Officers and the Subsidiaries (as described in paragraph 8 below) to negotiate, approve, authorise, agree and execute (whether by deed or otherwise on behalf of TfL or any Subsidiary (as appropriate)) any documentation:
 - (a) to be entered into in connection with the incorporation of any of the new subsidiaries; and
 - (b) required in relation to the creation, operation, introduction and management of any of the new Subsidiaries’ regulatory compliance requirements including, without limitation, letters of financial support, all agreements, deeds, guarantees, indemnities, announcements, notices, contracts, certificates, letters and other documents;
- 7 authorised the TfL Officers and Subsidiaries (as described in paragraph 8 below) to do all such other things as they consider necessary or desirable to facilitate (i) the regulatory compliance of the new companies; and/or (ii) the operation and implementation of the Framework and the JVs formed under the Framework.
- 8 The following Officers and Subsidiaries shall have delegated authority:
 - (a) TfL Officers: the Commissioner, Managing Director Finance, General Counsel and Director of Commercial Development; and
 - (b) Subsidiaries: Subsidiaries of TfL including Transport Trading Limited (TTL), TTL Properties Limited and any other subsidiary (whether existing presently or to be formed) of TTL, and the directors of such authorised company shall be authorised to act for and on behalf of that company.

11/02/16 Silvertown Tunnel

Leon Daniels and Richard de Cani introduced the paper, which set out the results of the statutory consultation on the Silvertown Tunnel scheme. The paper sought authority to submit the Development Consent Order application for the necessary powers to construct, charge for and operate the Silvertown Tunnel. Approval was also sought for the revised Financial Authority, as well as the advance acquisition of land.

Peter Anderson reaffirmed the concerns on the proposals that he had raised at the meeting of the Finance and Policy Committee. Despite assurances on the outcome of extensive traffic modelling, he believed that roundabouts at the entrance/exit of a tunnel would cause unnecessary congestion. Richard de Cani confirmed that as the project progressed modelling would continue and changes to design could still be made.

Peter Anderson believed that including a cost figure in the consultation was ill advised and that contingency and risk should be managed centrally. Mike Brown confirmed that he and Ian Nunn were reviewing TfL's approach to managing contingency and risk for future projects.

Peter Anderson also thought that the PPP funding and Design, Build, Maintain and Operate contract approach would not achieve the best value for money. He believed that TfL should develop its own expertise in tunnel design and construction, building on the experience of the Crossrail project in order to better manage the process. The procurement process would encourage bidders to come forward with cheaper or better ways of delivering the tunnel.

Members recognised the large construction costs of tunnels and the potential for the procurement process to facilitate value engineering. They discussed the potential impact on public perception and driver behaviour of charging for some river crossings but not others. Traffic Demand Management modelling suggested that variable charging would manage congestion and air quality issues. Members also noted the significant public transport benefits of the crossing which would allow 36 double-deck buses an hour to cross the river.

The Board noted the paper and the related exempt supplemental paper on Part 2 of the agenda and:

- 1 approved the submission by TfL or any Subsidiary (as described in paragraph 5 below) of an application for a Development Consent Order (DCO) under the Planning Act 2008 to provide all the necessary rights and consent to construct, operate and maintain the Silvertown Tunnel, including the associated use and compulsory acquisition of land and the application of user charges at both Silvertown and Blackwall Tunnels;**
- 2 approved the additional unbudgeted Financial Authority to make additional budget provision of £56.9m (giving a cumulative total of £107.4m) for the TfL direct costs associated with land agreements and other matters;**
- 3 approved the advance acquisition of land for the scheme up to a maximum value of £20.7m in line with the current Project Authority;**

- 4 authorised the TfL Officers (as described in paragraph 5 below) to:**
- (a) agree the final terms of the application (including the funding statement, the land interests and rights to be acquired permanently or temporarily, and the likely significant environmental effects and proposed mitigation) for the DCO;**
 - (b) do all such other things as they consider necessary or desirable to facilitate the making of the DCO including:**
 - (i) authorising the agreement and execution (whether by deed or otherwise) of any documents, agreements or notices required in connection with the submission of the application;**
 - (ii) promoting the DCO including responding to any objections raised by third parties and questions asked by the examining authority and dealing with the examination that will be held by the Planning Inspectorate; and**
 - (iii) authorising the agreement and execution (whether by deed or otherwise) of any related land agreements including without limitation any advance acquisition of land up to a maximum value of £20.7m and any arrangements for accommodation works for affected owners.**
- 5 The following Officers and Subsidiaries shall have delegated authority:**
- (a) TfL Officers: the Commissioner, Managing Director Surface Transport, Managing Director Planning and General Counsel; and**
 - (b) Subsidiaries: Subsidiaries of TfL including Transport Trading Limited (TTL) and any other subsidiary (whether existing or presently to be formed) of TTL and the directors of such authorised company shall be authorised to act for and on behalf of that company.**

12/02/16 New Routemasters

Leon Daniels introduced the paper and the related supplemental information on Part 2 of the agenda, which sought authority for additional unbudgeted Financial, Project and Procurement Authority for the purchase of up to 195 additional New Routemaster (NRM) buses. Authority was also sought for iBus and ticketing equipment, and normal mid-life refurbishment and related matters necessary for the operation of these additional NRMs.

With the consent of the Chairman, additional exempt information had been provided to Members after the papers for the meeting had been dispatched.

Members were advised that negotiations with Wrightbus had achieved a substantial benefit if the order was extended to 195 NRMs, including improved warranties for the existing fleet. The order would also guarantee the continuation of a UK based bus supply chain. Customer satisfaction with the NRMs was very high and an order of 195 NRMs would pass the intellectual property rights to TfL, enabling Wrightbus and other manufacturers to bring to market variants of the NRM.

The Board noted the paper and the related exempt supplemental paper on Part 2 of the agenda and:

- 1 approved Project Authority for the purchase of up to 195 additional New Routemasters up to the sum set out in the paper on Part 2 of the agenda; and**
- 2 approved unbudgeted Financial and Procurement Authority for up to 195 New Routemasters, iBus and ticketing equipment, mid-life refurbishment and related matters, at the figure set out in the paper on Part 2 of the agenda;**
- 3 authorised the TfL Officers and the Subsidiaries (as described in paragraph 6 below) to finalise:**
 - (a) the timing of the order for new buses and the number of buses per order; and**
 - (b) the terms on which the New Routemasters and ancillary requirements are to be supplied;**
- 4 authorised the agreement and execution (whether by deed or otherwise on behalf of TfL or any Subsidiary (as appropriate) any documentation to be entered into in connection with the completion and implementation of any order for buses made pursuant to the approvals given in paragraphs 1, 2 and 3 above (an Order) and any of the matters referred to in them (including, without limitation, all agreements, deeds, guarantees, indemnities, announcements, notices, contracts, certificates, variations, letters or other documents); and**
- 5 authorised TfL Officers and Subsidiaries to do all such other things as they consider necessary or desirable to facilitate the execution and implementation of any Order and the matters referred to in them.**
- 6 The following Officers and Subsidiaries shall have delegated authority:**
 - (a) TfL Officers: the Commissioner, Managing Director Finance, Managing Director Surface Transport, General Counsel; and**
 - (b) Subsidiaries: Subsidiaries of TfL including Transport Trading Limited and any other subsidiary (whether existing presently or to be formed) of Transport Trading Limited and any of the directors of the relevant company shall be authorised to act for and on behalf of that company.**

13/02/16 Camden Town Station Capacity Upgrade and Step Free Access

Gareth Powell introduced the paper and the related supplemental information on Part 2 of the agenda, which sought budgeted Project Authority of £3.20m to undertake project activities to December 2016. The proposed design of the upgrade would reduce congestion within the existing station and provide capacity to support forecasted increases in interchange between the four branches of the Northern line. Step free access would also be provided from street to all platforms via a new entrance.

The Board noted the paper and the related exempt supplemental paper on Part 2 of the agenda and:

- 1 granted budgeted Project Authority of £3.20m to undertake design development activities to the concept design stage, safeguarding future delivery of the preferred design while reducing third party risks;**
- 2 noted that the outputs of the design stage would be reported as part of a further authority request to the Board in 2016/17, prior to progressing design works and consents; and**
- 3 noted that the Camden Town Station Capacity Upgrade project may return to the Board in 2016 to seek Project Authority to purchase Hawley Infant School, following negotiations with owners, LB Camden.**

14/02/16 Barking Riverside Rail Extension

Howard Carter introduced the paper, which requested that the Board delegate to the Finance and Policy Committee any decisions that are reserved to the Board for determination in relation to the Barking Riverside Rail Extension project (the Project). The request was made in order to enable the Project to progress and allow matters that required consideration and decision at short notice to be taken in a timely manner and without the need to arrange a further meeting of the Board.

The Board:

- 1 authorised the Finance and Policy Committee to make any decisions that are reserved to the Board for determination in relation to the Barking Riverside Rail Extension project (the Project), in order to enable such decisions to be taken at short notice, including decisions concerning:**
 - (a) the revision of any Financial or Project Authority that may be required for the Project;**
 - (b) the approval to make an application for an Order under the Transport and Works Act 1992 (and approval to obtain the Mayor's written consent as required by the Greater London Authority Act 1999) and the submission of any documentation that may be entered into in connection with, or submitted to third parties in support of such an application for an Order;**
 - (c) the entry into and execution (whether by deed or otherwise) of any agreements required to facilitate the Project (the Agreements);**
 - (d) the implementation of any Mayoral Direction relating to the Project and/or the Agreements; and**
 - (e) such other matters relating to the Project or Agreements as the Finance and Policy Committee considers necessary or expedient in its exercise of such authority; and**
- 2 subject to the approval of the Finance and Policy Committee in accordance with paragraph 1 above, authorised TfL Officers and the Subsidiaries (as described in paragraph 3 below) to:**

- (a) finalise and agree the terms of the Agreements and their execution (whether by deed or otherwise) and submit any documentation that may be entered into in connection with, or submitted to third parties including, without limitation, those in support of an application for an Order under the Transport and Works Act 1992, or otherwise in connection with any decisions made by the Finance and Policy Committee pursuant to the delegation in paragraph 2.1(a) above; and
- (b) do all such other things as they consider necessary or desirable to facilitate or implement any decisions made by the Finance and Policy Committee pursuant to the delegation in paragraph 2.1(a) above or the terms of any of the Agreements.

3 The following Officers and Subsidiaries shall have delegated authority:

- (a) TfL Officers: the Commissioner; Managing Director Finance; Managing Director Rail and Underground; Managing Director Planning; and General Counsel; and
- (b) Subsidiaries of TfL including without limitation Transport Trading Limited and any other subsidiary (whether existing presently or to be formed) of Transport Trading Limited - any of the directors of these subsidiaries shall be authorised to act for and on behalf of any such subsidiary.

15/02/16 Report of the meeting of the Finance and Policy Committee held on 21 January 2016

The Chairman of the Committee, Peter Anderson, gave an update on the meeting of the Finance and Policy Committee, held on 21 January 2016.

The Board noted the report.

16/02/16 Any Other Business the Chairman Considers Urgent

Arising out of an Audit and Assurance Committee discussion on Cyber Security, three members of the Committee had visited the Cyber Security and Incident Response Team at TfL's Security Operation Centre. Steve Wright commended the efforts of the team, which protected TfL from thousands of attacks every week.

There was no other business to discuss that was not included on the agenda.

The next scheduled meeting would be held on Thursday 17 March 2016 at 10.00am.

17/02/16 Exclusion of Press and Public

The Board agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the exempt appendices to the following items: Property Partnerships - Developing TfL's Assets; Silvertown Tunnel; New Routemasters; and Camden Town Station Capacity Upgrade and Step Free Access.

There being no further business, the meeting closed at 12.20pm.

Chair: _____

Date: _____