

## Transport for London

### Minutes of the Meeting

Committee Rooms 4-5, City Hall, The Queen's Walk, London  
10.00am, Wednesday 6 November 2013

#### Members

Boris Johnson	Chairman (from item 82/11/13)
Isabel Dedring	Deputy Chair (in the Chair up until item 82/11/13)
Peter Anderson	Member
Sir John Armitt CBE	Member
Richard Barnes	Member
Charles Belcher	Member
Roger Burnley	Member
Brian Cooke	Member
Baroness Grey-Thompson DBE	Member
Angela Knight	Member
Eva Lindholm	Member
Daniel Moylan	Member
Bob Oddy	Member
Keith Williams	Member
Steve Wright	Member

#### Staff

Steve Allen	Managing Director, Finance
Mike Brown	Managing Director, Rail and Underground
Howard Carter	General Counsel
Leon Daniels	Managing Director, Surface Transport
Alan Day	Senior Audit and Investigation Manager, Internal Audit (for part)
Richard De Cani	Director of Transport Strategy and Policy, Planning (for part)
Vernon Everitt	Managing Director, Customer Experience, Marketing and Communications
David Goldstone	Chief Finance Officer
Sir Peter Hendy CBE	Commissioner
Terry Morgan	Chairman, Crossrail Limited
Roy Millard	Senior Internal Auditor
Julian Ware	Senior Principal, Commercial Finance (for part)
Shamus Kenny	Head of Secretariat

#### **71/11/13 Apologies for Absence and Chairman's Announcements**

Apologies for absence had been received from Sir Brendan Barber and Michael Liebreich. The Chairman, Boris Johnson, had given his apologies for lateness as he had to attend another engagement but he would join the meeting as soon as he could. In the absence of the Chairman, Isabel Dedring chaired the meeting.

Michèle Dix, Managing Director Planning was also unable to attend the meeting.

## **72/11/13 Declarations of Interest**

The following interests were declared: Peter Anderson as a director of the Canary Wharf Group plc in relation to Crossrail and the Jubilee line upgrade; Sir John Armitt as Chairman of the Olympic Delivery Authority, Chairman of the National Express Group plc, Deputy Chairman of the Berkeley Group plc and a Member of the Airports Commission; Richard Barnes as a Councillor for the London Borough of Hillingdon; Charles Belcher as a member of Atos Origin Advisory Council on Transport; Roger Burnley as a Managing Director of J Sainsbury plc in relation to the item on the Northern line extension to Battersea; Baroness Grey-Thompson as a member of the London Legacy Development Corporation; Angela Knight as Chief Executive of Energy UK and a director of Knight Rail; 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; Bob Oddy on taxi related issues; and Steve Wright on matters relating to private hire vehicles.

## **73/11/13 Minutes of the Meeting held on 25 September 2013**

The minutes of the meeting held on 25 September 2013 were approved as a correct record and the Chairman was authorised to sign them.

## **74/11/13 Matters Arising and Actions List**

**The Actions List was noted.**

## **75/11/13 Commissioner's Report**

Sir Peter Hendy introduced his Report, which provided an overview of major issues and developments since the report to the meeting on 25 September 2013, and updated Members on significant projects and initiatives.

The Commissioner and Leon Daniels updated the Board on two road traffic collisions involving cyclists on 5 November, with one cyclist fatally injured and the other in a serious condition in hospital. They expressed their sympathy to the cyclists, their families and the drivers involved.

The fatal collision occurred on the Mile End Road, which is part of Cycle Superhighway 2. The cyclist entered Mile End Road from a side road to turn right. CCTV and other evidence at the scene suggested that the cyclist did not use the designated crossing but took a short cut across the footway and cycled against the flow of traffic before colliding with a HGV. The driver was interviewed by the police but not arrested. There was no evidence that the condition of the HGV or the behaviour of the driver contributed to the accident.

TfL was also reviewing the recommendations from the Coroner's inquests into the deaths of Brian Dorling at Bow roundabout, on 24 October 2011, and Philippine de Gerin-Ricard, on Whitechapel High Street, on 5 July 2013. The evidence to the Coroner had shown that both Mr Dorling and the driver of the HGV that killed him had passed a red traffic signal. TfL would respond to the recommendations and was undertaking a range of measures to improve cyclist safety.

Leon Daniels also updated Members on the 4 October 2013 incident that led to a passenger sustaining life changing injuries when alighting a New Bus for London on route 24. The passenger, who was wearing headphones, had been looking at the screen of her phone when she reached the rear platform of the bus. She had not attempted to alight until the bus had started pulling away.

Investigations into each of these road traffic incidents and the multi-vehicle collision involving a New Bus for London on 22 September 2013 were underway.

The Commissioner updated Members on the London Transport Museum's work on behalf of TfL to engage with young people. The safety and citizenship programme was targeted at all year 6 pupils in London and would reduce vandalism and improve behaviour.

Following changes by the Home Office to the Disclosure and Barring Service (DBS) on 17 June 2013, there had been a number of delays impacting upon the licensing of taxi and private hire drivers. TfL was now issuing renewal notices 120 days in advance and the Home Office was working with the DBS and the Police to speed up the checking process, with priority given to cases over 45 days old.

As part of a wide ranging programme to improve value for money for its customers and users, TfL now migrated all of its customer service telephone lines to lower cost 0343 numbers.

In addition to its huge investment in capital projects, TfL was building on the 2012 Games legacy by applying lessons learned from travel demand management to increase capacity and make travel smart and intelligent. TfL had launched a pilot on the south end of the Northern line to encourage passengers to make changes to their travel patterns that would ease their journey and avoid overcrowding. TfL continued to work with the freight industry on out of hours deliveries and other ways of reducing congestion, particularly during peak times, such as freight consolidation centres.

TfL had robust winter resilience plans in place to deal with adverse weather conditions and providing accurate information to service users. TfL services had coped very well during the recent high winds.

Members commented on the impressive performance of the bus services, which had carried a record number of passengers during the recent high winds. The Victoria line service had already been transformed by the signalling upgrade programme and Members welcomed the aspiration to increase service frequency up to 36 trains per hour in peak periods.

Mike Brown said that as a new service, forecasting accuracy for the Emirates Air-Line was still being refined. Demand remained high but the comparison with the same period in 2012 was misleading as this covered the 2012 Games period. The service remained on target to cover its costs as predicted. The changes to the cars to enable better access by the mobility impaired were also welcomed.

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

## **76/11/13 TfL Health, Safety and Environment Annual Report 2012/13**

The Commissioner introduced the TfL Health, Safety and Environment (HSE) annual Report 2012/13. The report showed that TfL had improved its HSE performance during 2012/13, while playing a major part in the success of the 2012 Games, increasing its service provision and continuing to upgrade its networks. Highlights from the year included meeting the Mayor's target set for Carbon Reduction in 2017/18 early, being on track to meet the target for recycling and being the eighth consecutive year without a workforce fatality.

The Safety and Sustainability Panel and its advisers had reviewed the Report. The Commissioner recognised that HSE performance was good but could always be improved. The Panel had made proposals for further improvements during 2013/14.

TfL was not complacent and each area of the business had plans in place to continue to enhance its HSE performance.

**The Board noted the TfL Health, Safety and Environment Report 2012/13.**

## **77/11/13 Northern Line Extension to Battersea**

Mike Brown introduced the paper, and the related paper on Part 2 of the agenda, which sought approval for an increase in the Project Authority to progress the design, implementation and bringing into service of the Northern line extension to Battersea Power Station (NLE). The Board was also asked to approve the implementation of the funding strategy between Government, local authorities and the GLA to deliver the NLE and to the entry into of related legal agreements and to approve the entry into of a funding and delivery agreement and related documentation between TfL and the developer of Battersea Power Station (BPS), committing both parties to an agreed funding and delivery strategy for the NLE including TfL's commitment to deliver the NLE, subject to conditions precedent being met.

The paper also set out the approvals on 17 October 2013, by the Finance and Policy Committee under authority delegated by the Board, to enter into certain advance land acquisitions, as described in the related paper on Part 2 of the agenda. It also reported on the progress with obtaining an Order under the Transport and Works Act and with procuring the design and construction of the NLE.

Steve Allen and Julian Ware provided an update on the progress with negotiations with the developer of BPS and other interested parties.

**The Board:**

- 1 noted the paper and the related paper on Part 2 of the agenda;**
- 2 noted that under the terms of a specific delegation of authority in relation to approval for land acquisitions and related matters granted by the Board on 25 September 2013, the Finance and Policy Committee on 17 October 2013:**
  - (a) approved the early acquisition of land from and entry into of related commitments with Sainsbury's, Banham, Battersea Dogs and Cats Home**

and Covent Garden Market Association as described in, and up to the maximum sum set out in, the paper on Part 2 of the agenda; and

- (b) authorised the TfL Officers and Subsidiaries (defined in paragraph 7 below) the ability to agree and execute (whether by deed or otherwise) on behalf of TfL or a Subsidiary (as appropriate) any documentation to be entered into in connection with such acquisitions and commitments and to do such other things as they consider necessary or desirable to facilitate the proposed acquisitions and commitments;
- 3 granted an increase in Project Authority to £1,044m to proceed with the extension of the Northern line to Battersea Power Station (NLE), subject to all necessary consents being granted;
  - 4 granted approval for the implementation of a funding strategy between Government, local authorities and the Greater London Authority to deliver the NLE;
  - 5 granted approval to a funding and delivery agreement and related documentation with the developer of Battersea Power Station, committing both parties to an agreed funding and delivery strategy for the NLE; and
  - 6 authorised the TfL Officers and Subsidiaries (defined in paragraph 7 below) to agree and execute (whether by deed or otherwise) on behalf of TfL or a Subsidiary (as appropriate) any documentation to be entered into in connection with such commitments and to do such other things as they consider necessary or desirable to facilitate such commitments.
  - 7 The following TfL Officers and Subsidiaries shall have delegated authority:
    - (a) TfL Officers: the Commissioner, Managing Director Finance, General Counsel, Managing Director Planning and Managing Director Rail and Underground; and
    - (b) Subsidiaries: all subsidiary companies of TfL including Transport Trading Limited and any other subsidiary of Transport Trading Limited (whether existing presently or to be formed): any of the directors shall be authorised to act for or on behalf of any such subsidiary.

## **78/11/13 Victoria Station Upgrade – District and Circle Line Refurbishment**

Mike Brown introduced the paper, and the related paper on Part 2 of the agenda, which sought project authority to undertake refurbishment of the District & Circle line parts of Victoria station as part of the Victoria Station Upgrade project. The additional authority was available within the Business Plan.

The Finance and Policy Committee had reviewed the proposal and supported the recommendations in the paper. In response to an issue raised by the Committee, the paper confirmed that the refurbishment project was applying lessons from the Cooling the Tube Project and the energy efficiency programme.

**The Board:**

- 1 noted the paper and the supplemental paper on Part 2 of the agenda; and**
- 2 granted Project Authority in respect of the Victoria Station Upgrade Project, as detailed in the supplemental paper included on Part 2 of the agenda.**

**79/11/13 Victoria Station Upgrade – Additional Procurement Authority**

Mike Brown introduced the paper, and the related paper on Part 2 of the agenda, which sought additional Procurement Authority for the Victoria Station Upgrade (VSU) project. The Authority requested was within current VSU project authority, with the exception of the District and Circle line refurbishment, Project Authority, which has been agreed under Minute 78/11/13 above.

The Finance and Policy Committee had reviewed the proposals and supported the recommendations in the paper. In response to an issue raised by the Committee, the paper confirmed that the VSU project was applying lessons from the Cooling the Tube Project and the energy efficiency programme.

**The Board:**

- 1 noted the paper and the supplemental paper on Part 2 of the agenda; and**
- 2 granted additional Procurement Authority of £50m in respect of the Victoria Station Upgrade Project, as detailed in the supplemental paper included on Part 2 of the agenda.**

**80/11/13 Sub-Surface Railway Upgrade Programme Contingency Request**

Mike Brown introduced the paper, and the related paper on Part 2 of the agenda, which sought an increase in Project Authority for the Sub-Surface Railway Upgrade Programme (SUP) in order to undertake additional emerging works outside the agreed SUP defined scope.

The Finance and Policy Committee had reviewed the proposal and supported the recommendations in the paper.

**The Board:**

- 1 noted the paper and the related paper on Part 2 of the agenda;**
- 2 granted an increase in Sub-Surface Railway Upgrade Programme Project Authority of £15.3m to £4,259.1m to deliver the additional works detailed in section 4 of the paper; and**
- 3 approved funding of these works from contingency.**

### **81/11/13 Anti Fraud and Corruption Policy**

David Goldstone introduced the paper, which sought approval to the amended TfL Anti-Fraud and Corruption Policy. The Audit and Assurance Committee had reviewed the policy and supported the recommendations in the paper. TfL was reviewing its anti-fraud controls and processes in line with industry best practice. The Committee received regular updates on the application of the policy.

**The Board approved the amended TfL Anti-Fraud and Corruption Policy.**

### **82/11/13 Board Decision Making Structure**

Howard Carter introduced the paper, which set out proposals relating to TfL's Member-level decision making structure and associated issues, for Members to consider as part of its effectiveness review for 2013.

The paper set out improvements made during the year to TfL's decision making processes and the information provided to Members and the public. The new proposals would further improve transparency by treating the advisory Panels as if they fell under the same rules as Committees and Panels in terms of fuller publication of papers and meeting in public.

**The Board agreed in principle to the changes to the structure and operation of its Committees and Panels and noted the next steps proposed, as set out in the paper.**

### **83/11/13 Report of the meeting of the Audit and Assurance Committee held on 1 October 2013**

The Chairman of the Committee, Keith Williams, gave an update to the Board on the meeting of the Audit and Assurance Committee, held on 1 October 2013, including the item included in the paper on Part 2 of the agenda.

**The Board noted the report.**

### **84/11/13 Report of the meeting of the Safety and Sustainability Panel held on 9 October 2013**

The Chairman of the Panel, Charles Belcher, gave an update to the Board on the meeting of the Safety and Sustainability Panel, held on 9 October 2013.

The Panel continued to take an active interest in making all Crossrail stations fully accessible. The Commissioner updated the Board on good progress in discussions with the Government to explore the viability of funding the outstanding work through the use of the Department for Transport's Access to All programme, potential savings from Network Rail On-Network costs, adding the cost to the Regulatory Asset Base, or a combination of these opportunities.

**The Board noted the report.**

**85/11/13 Report of the meeting of the Finance and Policy Committee held on 17 October 2013**

The Chairman of the Committee, Peter Anderson, gave an update to the Board on the meeting of the Finance and Policy Committee, held on 17 October 2013.

**The Board noted the report.**

**86/11/13 Any Other Business the Chairman Considers Urgent**

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

The next scheduled meeting would be held on Wednesday 11 December 2013 at 10.00am.

**87/11/13 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 papers on the Northern Line Extension to Battersea, the Victoria Station Upgrade – District and Circle Line Refurbishment, the Victoria Station Upgrade – Additional Procurement Authority, the Sub-Surface Railway Upgrade Programme Contingency Request and the Report of the meeting of the Audit and Assurance Committee held on 1 October 2013. Each of these papers contained information relating to the financial or business affairs of a person or authority.**

There being no further business, the meeting closed at 11.50am.

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

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