

## Transport for London

### Minutes of the Meeting

**Committee Rooms 4 and 5 - City Hall, The Queen's Walk,  
London, SE1 2AA  
10.00am, Tuesday 8 November 2016**

#### **Members**

Sadiq Khan (Chair)  
Val Shawcross CBE (Deputy Chair)  
Kay Carberry CBE  
Prof Greg Clark CBE  
Baroness Grey-Thompson DBE  
Bronwen Handyside  
Ron Kalifa  
Michael Liebreich  
Dr Alice Maynard CBE  
Anne McMeel  
Dr Mee Ling Ng OBE  
Dr Nelson Ogunshakin OBE  
Dr Nina Skorupska CBE  
Dr Lynn Sloman  
Ben Story

#### **Staff**

Mike Brown MVO	Commissioner
Howard Carter	General Counsel
Leon Daniels	Managing Director, Surface Transport
Michèle Dix CBE	Managing Director, Crossrail 2
Vernon Everitt	Managing Director, Customers, Communication and Technology
Terry Morgan	Chairman of Crossrail Limited
Ian Nunn	Chief Finance Officer
Sir Terry Morgan CBE	Chairman, Crossrail Limited
Mark Wild	Managing Director, London Underground
Alex Williams	Managing Director, Planning
Tricia Wright	HR Director
Shamus Kenny	Head of Secretariat

#### **85/11/16 Apologies for Absence and Chair's Announcements**

There were no apologies for absence.

The Chair welcomed Bronwen Handyside, who had been appointed to the Board on 12 October 2016 and the other Members who had not been able to attend the meeting of the Board on 22 September 2016.

## **86/11/16 Declarations of Interests**

Ron Kalifa and Anne McMeel declared an interest in the item on Merchant Acquiring Contract. They would leave the meeting during the discussion of that item. Ron Kalifa had also declared this interest when the issue was considered by the Finance Committee on 13 October 2016. He had not received the paper on Part 2 of the agenda and had taken no part in the consideration of this item at that meeting.

Members confirmed that their declarations of interests, as provided to the Secretariat and published on [tfl.gov.uk](http://tfl.gov.uk), were up to date and there were no other interests to declare that related specifically to items on the agenda.

## **87/11/16 Minutes of the Meeting of the Board held on 22 September 2016**

The minutes of the meeting of the Board held on 22 September 2016 were approved as a correct record and the Chair was authorised to sign them.

## **88/11/16 Matters Arising and Actions List**

Howard Carter introduced the item. Updates had been provided for all of the actions and there had been no use of authority delegated by the Board.

Leon Daniels confirmed that the future report on the evaluation of the Quietways and Cycle Superhighways programme would include an analysis of the impact on congestion and bus prioritisation. Work was underway to streamline decision making on roads infrastructure and to ensure that issues like the impact on bus prioritisation were always considered. Val Shawcross CBE informed the Board that the appointment of a Walking and Cycling Commissioner was at the longlist stage and that when the consultation on the Mayor's Transport Strategy started in early 2017 boroughs would also be consulted on their Local Implementation Plan funding.

The Safety, Sustainability and Human Resources Panel would review the reporting of data and targets for the Bus Safety programme.

**The Board noted the Actions List.**

## **89/11/16 Commissioner's Report**

Mike Brown MVO welcomed the appointment of Bronwen Handyside to the Board. He introduced his report, which provided an overview of major issues and developments since the report to the meeting on 22 September 2016 and updated Members on significant projects and initiatives.

Mike Brown MVO thanked Mark Wild, his team, the Jubilee line team, the British Transport Police and the Metropolitan Police for their professionalism during an incident at North Greenwich station on 20 October 2016. Their response helped to resolve the incident safely and decisively. He commended them and TfL's operational staff for their ongoing efforts to keep Londoners safe as they travel around the city.

The key issues arising from the overview and discussion are summarised below.

- (a) **Night Tube:** On 7 October 2016, TfL launched services on the third Night Tube Line, the Jubilee line. Night Tube services would be introduced to the Northern line on 18 November and on the Piccadilly line on 16 December 2016. The safety of passengers and staff was a priority and this was reviewed relentlessly. To date, the level of recorded crime was a third of that of day-time services and far below the initial British Transport Policy projections.
- (b) **London Underground Ticket Office Review:** London Travelwatch had concluded its independent review on 24 October 2016 and was preparing its report. The report and management response would be considered by the Board at its meeting on 15 December 2016.
- (c) **London Underground station upgrades:** Good progress continued to be made. Structural works had been completed to the northern ticket hall and tunnelling works at Victoria, which would deliver a station twice its current size. At Tottenham Court Road work continued in preparation for the arrival of the Elizabeth line with the addition of new lifts providing step-free access by the end of November 2016;
- (d) **Crossrail:** The project reached an important milestone with the hand over of the westbound tunnels and platform at Whitechapel to the system-wide contractor for fit out, which meant an east-west link across London had now been achieved. During that phase of construction, around 14,000 people were engaged in the project. The project had exceeded its target of 400 apprentices over its lifetime, with the total now at 602. The project was over 70 per cent completed and remained within its cost envelope.

Sir Terry Morgan CBE and Mike Brown MVO assured the Board that the health and safety of staff on construction projects was a top priority and was reinforced through leadership and incentive schemes. Health and safety issues were never compromised by project deadlines or budget constraints.

A dedicated team was focused on ensuring a successful transition of the project to TfL and the launch of services from December 2018. Members requested a report to the next meeting on Crossrail transition and assurance as it moved from a construction project to operational testing and delivery. **[Action: Mark Wild]**

- (e) **Recycled asphalt trail:** In April 2016, TfL began trailing the use of a new material to resurface roads, made up of 50 per cent recycled material. Early indications showed that the new material performed to the same level as the standard mixture. If successful, the use of the new material would deliver significant sustainability benefits. The outcome of the trail would be included in a future report.
- (f) **Utility prosecutions:** TfL had successfully prosecuted Vodafone for the second time this year for streetworks offences committed between February and March 2016. This was one of many examples of how TfL was cracking down on utility suppliers who committed such offences to ensure that streetworks caused as little disruption as possible to road users. In addition to arguing for more punitive penalties, TfL would continue to explore ways of promoting successful prosecutions as the reputational impact brought pressure from the companies' Boards, shareholders and customers.

- (g) **Silvertown tunnel:** On 4 October 2016, the Mayor announced proposals for new river crossings in east London. The revised Silvertown proposals would result in a greener and fairer scheme by addressing the local environment, the needs of pedestrians and cyclists and enhanced public transport. The process to appoint a contractor for the scheme had commenced. A more detailed paper on east London river crossings was elsewhere on the agenda.
- (h) **A1 Holloway Bridge:** Work continued on replacing the century-old bridge, which had uncovered unexpectedly complex utility services in and around the bridge. This was resulting in a longer closure than planned and more disruption for local people and businesses. TfL was working with the London Borough of Islington and local people to minimise the disruption.
- (i) **Bus Patronage:** TfL had recently launched a campaign to raise awareness of the positive improvements delivered on the bus network as part of its wider efforts to increase passenger numbers. The campaign included a number of elements, including promoting the Bus Hopper ticket, the use of Pay As You Go, local bus communication campaigns under the “Another reason to love your bus” banner and promotion of Night Bus Services as part of an integrated night transport system. The Mayor’s TfL fares freeze would also be promoted in November 2016. Work was also underway to support tourists and other visitors to London.

Traffic congestion remained an issue for bus reliability. TfL was focussed on improving road reliability and co-ordinating road works and reopening roads as quickly as possible after road traffic incidents;

- (j) **Cycling:** On 3 October 2016 TfL announced a new contract with Serco for the provision, maintenance and distribution of bicycles for the Santander Cycles Scheme. The new contract would see upgrades to current bicycles, including the use of Blaze Laserlights to make riders more visible and a new generation of lighter more comfortable British made bikes by Pashley Cycles in Stratford-upon-Avon in 2018. Further information would be provided to Members on the progress with the London Cycling Grid.
- (k) **Lorry Safety – Direct Vision Standard:** On 30 September 2016, the Mayor launched the Direct Vision Standard, which provided a 0-5 star rating for heavy goods vehicles (HGVs). The standard was expected to encourage an increase in the number of HGVs on London’s roads with improved direct vision, as part of the drive to achieve a 50 per cent reduction in the number of people killed or seriously injured by 2020. There had been a generally positive response from vehicle manufacturers and the freight industry, with the most enlightened operators quick to adopt new standards. The GLA group also used its influence as a major contractor and with local authorities to help drive up compliance.

The Standard had been introduced now so that the industry could address a key safety issue at the same time as it was addressing the need for more environmentally friendly vehicles to comply with the Ultra Low Emission Zone requirements. Members requested that the Safety, Sustainability and Human Resources Panel receive regular updates on the number of direct vision lorries on the roads against each star category and suggestions to improve take up if required.

**[Action: Leon Daniels]**

Leon Daniels confirmed that the joint work with the police and other partners to tackle unsafe vehicles had also seen a dramatic reduction of such vehicles in London as operators recognised the high risk of being caught. Other road safety initiatives, such as virtual speed humps, were also having an impact.

The Safety, Sustainability and Human Resources Panel would encourage a new and more ambitious target to reduce the number of people killed and seriously injured on the roads and this would be part of the considerations for the Mayor's new Transport Strategy.

- (l) **Taxi and Private Hire regulations:** TfL continued to phase in the new regulations to improve public safety and to raise standards. The new English language requirement for private hire drivers came into force on 14 October and the requirement for taxi drivers to accept card payments came into force on 31 October 2016.
- (m) **Supporting the national economy:** TfL's work in London helped to support the national economy, with around 60 per cent of investment made outside of the capital. TfL would look at more opportunities to promote the diversity of its supply chain throughout the UK, which supported nearly 60,000 jobs and sustained 5,500 apprenticeships and skills development. The Commissioner had recently visited RS Clare in Liverpool, which provided biodegradable rail lubricant for the Tube and the Deputy Mayor had visited DK Rewinds in Birmingham, which specialised in repairing Central line traction motors.
- (n) **Recent Awards:** TfL had been successful in a number of awards. London Overground Rail Operations Limited had won Passenger Operator of the Year at the National Rail Awards. Dana Skelley, TfL's Director of Asset Management was recognised by the Worshipful Company of Paviours as one of the most prominent women engineers who had overseen major programmes to improve London's roads. The Cycle Superhighways programme had won Best Cycle Infrastructure at the National Cycling Awards and the Safer Lorry scheme was recognised at the National Transport Awards and won the Road Safety, Traffic Management and Enforcement category.
- (o) **Advertising partnerships:** On 1 October 2016, TfL launched "Hello London", its new advertising partnership with Exterion Media, which was expected to generate £1bn to reinvest in services over the next eight and a half years. As part of the partnership, the new advertising screens at Canary Wharf station premiered with artwork to support the Mayor's #LondonIsOpen campaign.
- (p) **Property development:** The Mayor had announced the next two sites for development: Fenwick South would provide 55 social rented affordable homes and a community centre and Landmark Court, where a partner would be appointed in mid-2017.
- (q) **City for All Londoners:** On 24 October 2016, the Mayor published his vision for London "A City for all Londoners" for consultation. Transport would play a central role and would be addressed in the Mayor's new Transport Strategy.
- (r) **Air quality:** Improving London's air quality remained a key priority for the Mayor and TfL. TfL's initiatives were covered in a paper elsewhere on the agenda. Following the decision by the High Court on 2 November 2016, the Mayor had

written to the Government to say the GLA and TfL would work with it to produce the new plan that it was now required to produce to tackle air pollution.

- (s) **Crossrail 2:** On 11 October 2016, the Crossrail 2 All Party Parliamentary Group reaffirmed its strong support for the project to maintain momentum to reach the Hybrid Bill submission in 2019. The Prime Minister and the Transport Secretary had also reiterated their support. The Crossrail 2 Programme Board continued to meet on a monthly basis and had established three sub-panels to support its functions.
- (t) **Oxford Street:** TfL was working with Westminster City Council on proposals to pedestrianise Oxford Street, linked to the opening of the Elizabeth line. This would happen in stages and address a significant accident blackspot. Full consideration was being given during the development of the proposals to the needs of people with mobility problems and providing service access to businesses. Members would be provided with a briefing as the plans were developed. **[Action: Leon Daniels]**
- (u) **Accessibility:** Members welcomed the grass roots campaign supporting older and disabled Londoners. They supported more information on improving access to trains and better station wayfinding when lifts or the usual step free access area of a station was not available. TfL kept a clear and separate distinction between information signage and its advertising spaces. It was also recognised that more information could be provided on the accessibility of events like the London Transport Museum's "Hidden London" programme.
- (v) **Apprentices and graduates:** TfL was working hard to ensure a greater representation across all disadvantaged groups in its apprentice and graduate programmes. Currently 40 per cent of the graduate programme were female and 15 per cent of its apprentices. 25 per cent of the latest Crossrail intake of apprentices were female. TfL was looking at how it could feed into the careers advice provided in schools to encourage more women into the transport and engineering industries. Regular reports on progress would be considered by the Safety, Sustainability and Human Resources Panel. **[Action: Tricia Wright]**
- (w) **Commissioner's Report:** Members found the report informative and the discussion helpful. It was suggested that the report should also signpost significant issues, such as the reduction in bus ridership, even if it then refers to the detail being available in the Finance Report or a separate or future paper. **[Action: Mike Brown MVO]**

A report would be made, at least annually, on organisational risk and assurance, recognising that this would also be covered in more detail by the Audit and Assurance Committee. **[Action: Ian Nunn]**

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

## **90/11/16 Finance Report**

Ian Nunn introduced the item, which provided information on TfL's performance against budget up to 17 September 2016. The highlights from the report were that fares income was below budget due to a softening in passenger numbers across all services except TfL Rail. This was offset by lower operating costs. The Capital account was also five per

cent under budget mostly due to reprofiling and slippage, but this was not a major concern.

Although TfL had set an ambitious budget for the year, in July 2016 it was agreed that tougher targets were required to remove costs from the business earlier than previously planned. TfL was therefore working very hard to outperform its budget.

Ron Kalifa, the Chair of the Finance Committee, and Ian Nunn were working together to produce key performance indicators for the Finance Committee to focus on, which would be presented at the front of future reports. This would include looking at a new target for the budget and stretch targets for income and operating costs.

**The Board noted the Report.**

## **91/11/16 Merchant Acquiring Contract**

Ron Kalifa and Anne McMeel declared their interests and left the meeting during the discussion and decision on this item. Ron Kalifa had also absented himself from the discussion on this item by the Finance Committee on 13 October 2016.

Shashi Verma introduced the paper, including the supplemental information that was exempt from publication on Part 2 of the agenda, which summarised the process undertaken to procure a contractor to provide TfL with the 'merchant acquiring services' needed to accept credit and debit card payments.

On 13 October 2016, the Finance Committee had considered the contract award and endorsed the recommendation to the Board. The Committee also noted the legal proceedings issued by TfL and its subsidiaries against both Visa and MasterCard in relation to Multilateral Interchange Fees charged by those companies on credit and debit card transactions. A further update would be brought to the Committee in due course.

**The Board approved Procurement Authority of up to £380m over ten years for the award of the Merchant Acquiring Contract to the supplier recommended in the paper on Part 2 of the agenda.**

## **92/11/16 East London River Crossings**

Alex Williams introduced the item, which provided an update on the Mayor's strategic review of the options for new river crossings east of Tower Bridge. On 4 October 2016, the Mayor had announced a package of new river crossings that was intended to help regenerate parts of east London and to be public transport, pedestrian and cycling friendly.

The new package consisted of: a series of enhancements to the proposals for the Silvertown Tunnel; acceleration of plans for a new pedestrian and cycle bridge linking Rotherhithe and Canary Wharf; a DLR crossing at Gallions Reach to help support the development of around 17,000 new homes across Newham and the Royal Borough of Greenwich; further assessment of a Barking Riverside – Abbey Wood London Overground crossing; and further assessment of a North Greenwich-Isle of Dogs ferry. The case for the potential road crossings at Gallions Reach and Belvedere, promoted by

the previous Mayor, would be considered as part of the emerging Mayor's Transport Strategy.

Members welcomed the proposals and were keen to understand the strategy and to ensure that communities were consulted and the crossings did not conflict with other strategies such as improving air quality by generating more road traffic. Alex Williams confirmed that the importance of actively engaging the local communities was recognised and opportunities would be taken to improve the public realm where possible, as evidenced by the revised proposals for the Silvertown tunnel. Road user charging would be used to support improved journey time reliability not increased traffic.

**The Board noted the outcome of the Mayor's review of river crossings.**

## **93/11/16 Initiatives to Improve London's Air Quality**

Alex Williams and Leon Daniels introduced the item, which provided an update on TfL initiatives to support the Mayor's new proposals to improve air quality in London, as air pollution was one of the most significant health challenges facing London. The recent High Court judgement against the Government, brought by ClientEarth, with the Mayor as an interested party, had highlighted the need for more action and London was keen to lead the way.

The Mayor's Clean Air Action Plan (the Plan) would bring forward improvements by going further and faster than the current Ultra Low Emission Zone (ULEZ) scheme and accelerate the cleaning up of TfL's bus fleet. The paper set out the three consultation stages of the Plan and its headline proposals, including an Emissions Surcharge (known as the T-Charge), implementation of the ULEZ in September 2019 (a year earlier than previously planned) and a range of initiatives to reduce TfL bus emissions.

The initial consultation had received over 15,000 responses. The statutory consultation, on the variation of the Congestion Charge Scheme to introduce a T-Charge, was launched on 10 October 2016 and would run until 18 December 2016. This had already received over 8,500 responses.

All of the proposed interventions would accelerate improvements in London's air quality. Further information on the expected impact, arising from the modelling, would be provided to Members. **[Action: Alex Williams]**

Members welcomed the proposals. They suggested that more should be done using TfL data and publicity to inform the public about vehicle compliance and when air pollution was particularly high to enable people to make informed choices. Members supported the need for a robust impact assessment which looked at the social justice issues as the poorest, youngest, eldest and disabled suffered the most from poor air quality.

The Safety, Sustainability and Human Resources Panel would discuss how TfL could support air quality initiatives, including the infrastructure to support Electric Vehicles, though it was recognised that sources of electricity were not always clean and vehicle propulsion methods did not address congestion. The GLA had an air quality steering group led by Shirley Rodrigues which would also look at short and medium term initiatives to address non-transport contributors to air pollution. Shirley Rodrigues had a standing invitation to attend meetings of the Panel.



Transport emissions accounted for around 50 per cent of air pollution, with over half of that coming from diesel engines. TfL was therefore also supporting a national diesel scrappage scheme and seeking changes in Vehicle Excise Duty. From 2018 TfL would only purchase zero-carbon buses and it was working with the bus manufacturers to encourage greater innovation.

Aviation was also a major issue and the Mayor was responding to the Government about its approach to aviation and its decision to support a third runway at Heathrow.

**The Board noted the paper.**

## **94/11/16 Bus Driver Training Programme**

Leon Daniels introduced the item, which provided information on a programme of bus driver training being rolled out across London and highlighted the emerging themes from participants. It was recognised that drivers did a good job in very challenging circumstances. The training was intended to help them and their support team to do a better job. Associated campaigns also encouraged bus users to recognise some of the challenges and to help the drivers.

Mee Ling Ng and Nelson Ogunshakin had attended a stakeholder event which showcased the training and had been very impressed.

A tri-partite forum of TfL, bus operators and the unions had been established to improve communications. The unions supported coordinated training across the contracts and future proposals would be discussed at the forum. TfL would also submit to the Mayor recommendations in relation to the differences in pay across the TfL contracts.

**The Board noted the report.**

## **95/11/16 Appointments to TfL, its Committees and Panels**

Howard Carter introduced the item, which confirmed that Bronwen Handyside had been appointed as a Member of TfL and he recommended her appointment to the Programmes and Investment Committee and the Safety, Sustainability and Human Resources Panel. Bronwen Handyside had also asked to receive the papers for the Finance Committee.

**The Board noted the appointment of Bronwen Handyside as a Member of TfL and approved her appointment to the Programmes and Investment Committee and the Safety, Sustainability and Human Resources Panel.**

## **96/11/16 Report of the meeting of the Audit and Assurance Committee held on 11 October 2016**

Committee Chair, Anne McMeel, introduced the item. Members would review the level of data submitted to the meeting, to ensure that it was at the right strategic level to enable the Committee to provide the Board with the necessary assurance on TfL's processes. Following the meeting Members had contributed to a Strategic Risk workshop. An

informal induction session was planned for the Committee, to which all Members were welcome to attend.

**The Board noted the summary report.**

**97/11/16 Report of the meeting of the Remuneration Committee held on 13 October 2016**

Committee Chair, Baroness Grey-Thompson DBE, introduced the item.

**The Board noted the summary report.**

**98/11/16 Report of the meeting of the Finance Committee held on 13 October 2016**

Committee Chair, Ron Kalifa, introduced the item. The Committee would focus on key financial performance indicators to provide assurance to the Board. An induction session was planned for the Committee

**The Board noted the summary report.**

**99/11/16 Any Other Business the Chair Considers Urgent**

There were no items of urgent business.

**100/11/16 Date of Next Meeting**

The date of the next meeting was Thursday 15 December 2016 at 10.00am.

**101/11/16 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 item on Merchant Acquiring Contract.

There being no further business, the meeting closed at 11.40am.

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

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