

Transport for London

Minutes of the Meeting

**City Hall, The Queen's Walk, London, SE1 2AA
10.00am, Wednesday 19 July 2017**

Members

Sadiq Khan (Chair)
Val Shawcross CBE (Deputy Chair)
Kay Carberry CBE
Baroness Grey-Thompson DBE
Bronwen Handyside
Ron Kalifa
Dr Alice Maynard CBE
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nina Skorupska CBE
Ben Story

Executive Committee

Mike Brown MVO	Commissioner
Howard Carter	General Counsel
Leon Daniels	Managing Director, Surface Transport
Michèle Dix CBE	Managing Director, Crossrail 2
Ian Nunn	Chief Finance Officer
Mark Wild	Managing Director, London Underground
Alex Williams	Managing Director, Planning
Tricia Wright	Human Resources Director

Staff

Peter Blake	Director of Service Operations, Surface Transport (for minute 51/07/17)
Sir Terry Morgan CBE	Chairman, Crossrail Limited
Howard Smith	Director Operations, Crossrail Limited (for minutes 31-32/03/17)
Shashi Verma	Chief Technology Officer & Director of Customer Experience
Shamus Kenny	Head of Secretariat

42/07/17 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from the Prof Greg Clark CBE, Michael Liebreich, Dr Nelson Ogunshakin OBE and Dr Lynn Sloman.

The Board stood for a minute of silence for those that had lost their lives recently in the terrorist events that took place on 22 March 2017 in Westminster, 3 June in Borough Market, 19 June in Finsbury Park and also those who lost their lives in the fire at Grenfell House, North Kensington on 14 June 2017.

The Chair welcomed Will Norman, TfL's Walking and Cycling Commissioner to the meeting.

The Chair advised that he would take Item 11 on the agenda on Taxi and Private Hire Fees as an urgent item. Following the meeting of the Customer Service and Operational Performance Panel, which met on 13 July after the papers for this meeting were published, it was agreed that the original proposals would not be progressed but that the Board be asked to delegate the decision on the fees to the Finance Committee. The agenda also contained two summary papers from the meetings of the Audit and Assurance Committee and Customer Service and Operational Performance Panel, both of which met on 13 July after the papers for this meeting were published. The updated summary papers replaced the papers issued with the agenda.

43/07/17 Declarations of Interests

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

Ron Kalifa declared an interest in relation to the item on Taxi Fares and Fees and would leave the meeting during the discussion of that item.

44/07/17 Minutes of the Meeting of the Board held on 29 March 2017

Subject to a correction to the attendance list, the minutes of the meeting of the Board held on 29 March 2017 were approved as a correct record and the Chair was authorised to sign them.

45/07/17 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the item. Updates had been provided for all of the actions.

On 20 June 2017, the Chair of the Finance Committee exercised Chair's Action (under Standing Order 114) to extend an existing cleaning contract (TPS2A) in order to complete the pan-TfL procurement process and to negotiate and deliver better value for the new One FM contract for pan-TfL cleaning services. There was sufficient funding within current budgets to cover the period of extension. Chair's Action was used as the existing extension of the TPS2A contracts expired before the meeting of the Finance Committee. The exercise of Chair's Action was reported to the meeting of the Finance Committee on 5 July 2017.

There had been no other use of authority delegated by the Board since the last meeting.

The Board noted the actions list and the use of authority delegated by the Board to the Finance Committee.

46/07/17 Commissioner's Report

Mike Brown MVO introduced the report, which provided an overview of major issues and developments since the meeting of the Board held on 29 March 2017 and updated the Board on significant projects and initiatives.

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

- 1 **Terror attacks:** The thoughts of the Board and staff at TfL were with everyone affected by the recent terror attacks in London and Manchester. The Commissioner paid tribute to the emergency services and to TfL's operational staff and contractors for their responses.
- 2 **Grenfell Tower:** The thoughts of the Board and staff at TfL were also with everyone affected by the fire at Grenfell Tower, including the friends and family of a number of staff. TfL had provided and would continue to provide support, including help with the logistics of handling donations and issuing free Oyster cards. The Commissioner paid tribute to Khadija Saye, a young freelancer at the London Transport Museum, who had died in the fire. Khadija had joined the museum in 2016 through the Young Freelancers Programme and excelled while working on a number of schemes there, including being the museum's photographer for family and learning activities. Her passion and talent in photography was recognised on an international scale and her work was currently being displayed at the Venice International Art Exhibition. In response to the fire, TfL had checked and received positive assurance on the safety of the buildings on its own estate, including the new hub building in Stratford.
- 3 **Croydon tram investigations:** At its meeting on 26 June 2017, the Safety, Sustainability and Human Resources Panel was updated on the ongoing investigations by TfL, the Rail Accident Investigation Branch (RAIB), the Office of Rail and Road (ORR) and the British Transport Police into the tragic overturning incident on 9 November 2016. TfL was in discussion with Croydon Council on longer term community support arrangements and a memorial.
- 4 TfL had immediately alerted the RAIB and the ORR following reports in the media of fatigued drivers, including a video of a driver who appeared to be asleep at the controls of a stationary tram. The RAIB and ORR were now conducting independent investigations into these claims.
- 5 **Focus on safety:** TfL had a continuous focus and commitment to safety across the organisation and with its contractors. This was reflected in the work on the modernisation programme on the Circle, District, Hammersmith & City and Metropolitan lines, which had now had more than 1.2 million working hours without incident.
- 6 **Bus Safety Programme:** TfL had welcomed the London Assembly Transport Committee's report into bus safety, which had just been published. The issues in the report and those raised in a report by trades union Unite, which had been discussed by the Safety, Sustainability and Human Resources Panel would be reviewed and appropriate action taken. The issues raised included appropriate incentive structures in bus contracts and improving rest and toilet facilities for staff.

- 7 TfL was taking action to bring about further improvements in bus safety standards, with its Bus Safety Programme one element in a completely new approach to reducing the number of people killed or hurt on the bus network. The programme had been developed by looking at the approach adopted by the rail sector. Action being taken included better driver training, new technology to limit bus speeds, redesign of bus vehicles and proactive analysis of data (which was made openly available publicly) to understand trends and target intervention. TfL had also set ambitious safety performance targets for the years ahead in line with the ambition set out by the Mayor in his draft Transport Strategy.
- 8 **Draft Mayor's Transport Strategy (MTS):** The draft MTS had been published for consultation. It set out the Mayor's ambitious policies and proposals to reshape transport in London over the next 25 years, including bold plans that put people's health and quality of life at the heart of planning London's transport network for the future. TfL was encouraging individuals and organisations to respond by 2 October 2017 and would be hosting a number of events for key stakeholders in the coming months. TfL's draft response appeared elsewhere on the agenda for this meeting.
- 9 **Crossrail 2:** Delivery of Crossrail 2 would fulfil many of the MTS's criteria in terms of improving transport infrastructure, easing congestion on the network and creating thousands of jobs and homes. There had been substantial support from business leaders, property developers, London boroughs and MPs along with positive press coverage of the project since TfL had submitted the Strategic Outline Business Case to the Government in March 2017, which urged the Government to make Crossrail 2 a priority. The National Infrastructure Commission had also included the project in its Top 12 infrastructure priorities.
- 10 **Cycling:** In June 2017, TfL held a series of workshops with residents on the options for a Rotherhithe to Canary Wharf walking and cycling river crossing between the Isle of Dogs and Canada Water. The crossing would help with the development of these two Opportunity Areas, which between them would support more than 36,000 new homes and 112,000 new jobs. This engagement with residents would help inform the scheme's proposals, ahead of formal consultation planned for January 2018. Work on the Mini-Holland programme with Waltham Forest continued to make good progress, with Lea Bridge Road, the flagship four-kilometre segregated route, well under way. Kingston upon Thames had also made significant progress with the launch of its Portsmouth Road scheme – a 1.4 kilometre segregated cycle track which would link Surbiton and Kingston with a safe cycle route and improve the riverside for pedestrians. TfL had also launched its Strategic Cycling Analysis, which drew from the latest data, models and forecasts to identify the highest growth corridors for cycling, allowing TfL to plan its infrastructure better. The analysis would also be used to develop a Healthy Streets 'Cycling Delivery Plan' for London.
- 11 **Cycle Hire:** 2016/17 had been a record breaking year for the Cycle Hire scheme with 10.5 million hires against a target of 10.2 million, demonstrating further evidence of the ever-increasing uptake in cycling. oBike had also launched the first 'dockless cycle hire' scheme, in Tower Hamlets. While there was great potential in innovations like this, TfL was working closely with the boroughs and companies to ensure lessons were learned from other cities where these bikes have caused problems cluttering streets and public places.

- 12 **Reducing emissions and improving air quality:** TfL's consultation on the Ultra Low Emission Zone (ULEZ), which closed on 25 June 2017, received more than 18,000 responses – making it one of the largest consultations to date. This interest demonstrated the importance of bringing forward proposals to improve air quality as quickly as possible and why TfL now planned to introduce the ULEZ 17 months earlier than proposed, as well as strengthening the emissions standards for diesel vehicles.
- 13 **Greening the bus fleet:** TfL continued to roll out the delivery of zero-emission buses and had reached agreements to convert another six routes to fully electric vehicles by spring 2018, which would bring the number of pure-electric buses in the fleet to 170 over the next year. Another two zero emission hydrogen fuel-cell buses would also be added to the fleet later in 2017 with a further 20 more in 2018.
- 14 **Oxford Street:** The first consultation on proposals to transform Oxford Street into a world class public space ran from April to June 2017 and attracted more than 10,000 responses. The proposals showcased TfL's approach to Healthy Streets. The first phase of the transformation was on track to be delivered by December 2018, in time for the opening of the Elizabeth line.
- 15 **Silvertown Tunnel:** Three bidders had progressed to the next stage of the procurement for the Design, Build, Finance, Operate and Maintain contract for the crossing. The public examination period for the Development Consent Order application had concluded and the application was now with the Secretary of State for Transport for approval. Subject to his decision, construction could start as early as 2019 with the scheme opened for use in 2023.
- 16 **Increasing passenger numbers and improving journey times on the bus network:** TfL was planning a further 170 bus priority schemes in 2017/18 to help speed up journeys in targeted areas. The results to date had already shown an increased ridership on the bus network.
- 17 **Air quality on the Underground:** The Mayor had instigated a review of air quality on the Underground in June 2017 and TfL had commissioned an updated review of the evidence from the Department for Health's independent expert committee. TfL had launched a new air quality action to deliver improvements straight away, which included an enhanced air quality monitoring programme, testing at more than a dozen stations, an expanded cleaning regime and learning from best examples of dust management from metros around the world.
- 18 **Emergency Services communications network:** TfL was working closely with the Home Office, as part of its national Emergency Services Mobile Communication Programme and with the emergency services, to transition seamlessly from the existing Airwave system to the new emergency services network on the Underground. The Home Office had contracted EE to deliver the required 4G network, and TfL was looking to take this opportunity to provide mobile coverage to its customers underground.
- 19 **Modernisation of the Circle, District, Hammersmith & City and Metropolitan lines:** On 21 April 2017, the last old District line train left passenger service. All four lines were now running solely with the new air-conditioned, walk-through S-stock fleet, which had already resulted in an uplift in customer satisfaction scores. Work was progressing well on the wider modernisation programme for these lines, with

the automatic train control systems due to go live from 2018, providing more frequent and reliable services for customers.

- 20 **Elizabeth line:** The project was now 85 per cent complete, with the new tunnels and stations through central London and Docklands on schedule to open in December 2018. The first Class 345 train started in passenger service in June 2017, travelling from Liverpool Street to Shenfield, marking the first of the five opening stages of the project. Network Rail had provided assurances that the works at stations in West London, though challenging, would be completed by December 2019 when Elizabeth line through-services start from Reading, Maidenhead and Heathrow into central London. As with any time-bound major project, the risk phase occurred toward the end of the project and both Crossrail and TfL were keeping everything under close review. A paper elsewhere on the agenda provided a more detailed update.
- 21 **London Overground:** Performance continued to improve on the East London Line. The Overground was celebrating the two-year anniversary of the devolution of West Anglia services, which had seen increased performance from 95 per cent to 98 per cent, making it one of the highest performing railways in the country. This demonstrated the benefits that TfL could provide to passengers by taking over responsibility for suburban services in London.
- 22 **New DLR rolling stock:** TfL had launched a procurement exercise for the new rolling stock, which would increase capacity by 30 per cent from mid 2022.
- 23 **River Services:** Similar to the record breaking year with Cycle Hire, there had been a record breaking 10.6 million river service passenger journeys undertaken in 2016/17.
- 24 **Transport-related crime for 2016/17:** There had been decreases in crime on the bus, tram and London Overground networks. Unfortunately, crime had increased on the DLR and London Underground networks, although there continued to be a low level of crime on the networks as a whole. Action was being taken to respond to the increases and TfL continued to encourage reporting of all incidents so that crime reduction measures could be effectively targeted.
- 25 **Major recent events:** TfL had supported a number of major events, including the Tall Ships Regatta, the London Marathon and for the first time ever, the final stage of the Women's Tour – the world's largest professional cycling race for Women.
- 26 **Legal decisions:** Uber's appeals against TfL's Private Hire Vehicle regulations would be heard together in February 2018. The High Court had dismissed a challenge brought by Heathrow Airport Limited (HAL) against a decision of the Office of Rail and Road, which meant that HAL could only recover from TfL the direct additional costs caused by the use of the spur line from the Great Western mainline to Heathrow for Elizabeth line services, and not the historical long-term costs incurred by HAL of building the spur in the 1990s.
- 27 **Digital Partnerships Summit:** The summit examined how TfL's open data and information could be leveraged to improve the services offered to customers with accessibility needs. It was vital that TfL utilised its data and worked with key partners to deliver improved, easy to access information to help customers move around its network.

- 28 **Contactless pay-as-you-go journeys:** More than one billion pay-as-you-go journeys on the TfL network had been made by contactless payment, which was a significant milestone. Around 40 per cent of all pay-as-you-go journeys were now paid for using contactless payment cards – up from around 25 per cent a year ago.
- 29 **Awards:** Members noted the fantastic achievements from individuals and teams in TfL. These included London Underground winning Train Operator of the year and TfL winning Rail Business of the Year at the Rail Business Awards; and Project Engineer Sharon Young won Best Woman Rail Engineer at the European Women in Construction and Engineering awards, with three other TfL female engineers reaching the finals. Pat Thomas was awarded an MBE in the Queen's Birthday Honours for services to transport in London and the community, as she was an inspirational driving force in her professional and public life, fostering greater understanding between diverse groups of people with different faiths.
- 30 **Pride in London:** The annual parade took place on 8 July 2017, with TfL's LGBT staff network group, OUTbound, participating to demonstrate the diversity of London and TfL's workforce. TfL had transformed parts of its network with a new rainbow design, including a bold new design highlighting #LovelsLove above the Oxford Street entrance of Tottenham Court Road station and a number of rainbow roundels installed at Tottenham Court Road, Oxford Circus and Piccadilly Circus Underground stations. 50 Santander Cycles were decorated with rainbow livery and TfL decorated a number of bus stops along the parade route, two of which would permanently stay in place in the Charing Cross area to serve as a reminder of TfL's support to the LGBT community.
- 31 **Cost savings:** TfL was working to deliver £700m of savings in its budget for 2017/18. Delivering these savings required TfL to modernise, eliminate duplication and to be integrated, lean and commercially minded. Staff and trades unions were being briefed on the cost reduction proposals. TfL would also ensure that achieving the savings did not impact on its commitment to supporting equalities and inclusion for both staff and its customers and had just appointed its first ever Director of Equality and Inclusion, Staynton Brown.
- 32 **Income generation:** TfL had announced a joint venture with Triangle London developments to deliver a mixed use development at the Landmark Court site on Southwark Street. The site would boost the growing social and commercial activity in the area and deliver 80 new homes. In line with the London Borough of Southwark's affordable housing policy 35 per cent of the homes would be affordable. The Mayor and TfL were committed to delivering 50 per cent genuinely affordable housing using the new definition that linked to earning rather than market percentage, which should also be sustainable low carbon homes. TfL was working with the GLA to accelerate the release of land to support this, while also seeking to meet its own revenue generation targets.
- 33 **Accessibility:** Members welcomed the progress on step free access on the Underground but requested that the routes be clearly signposted throughout and tested to ensure they were logical for people unfamiliar with the station layout. For interchange stations it should be made clearer which lines were step free. In relation to service improvement ideas, TfL would undertake testing at stations where it was proposed to integrate sound with advertising to mitigate any negative impact on people with sensory impairments. TfL would also work with its

Independent Disability Advisory Group to assess any potential unintended consequences of requiring wheelchair accessible private hire vehicles.

- 34 **Performance monitoring:** The Commissioner would be issuing to staff the first internal report on performance against the new TfL Scorecard, which would also be shared with Members. Information on progress against the Scorecard would be included in future Commissioner's Reports.

The Board noted the Commissioner's Report.

47/07/17 Finance Report – Period 2, 2017/18

Ian Nunn introduced the item, which provided information on TfL's performance against budget up to 27 May 2017. Members of the Finance Committee discussed the report on 5 July 2017.

Operating income was lower than expected, particularly on the Underground and rail. This was partly due to softness in the employment market and a reduction in domestic discretionary visits to London following recent terrorist incidents. The Mayor had authorised expenditure by the GLA to encourage domestic tourism. Bus prioritisation measures meant bus service income was now above target. However, there were plans to redistribute bus services from central London, to accommodate changes such as the pedestrianisation of Oxford Street, to increase services in Greater London to support regeneration and housing.

The Executive Committee was monitoring fares income on a weekly basis as the shortfall against budget extrapolated over the year would be up to £130m. Action was being taken, including collaboration with bodies like the Rail Delivery Group to boost tourism visits. A paper would be submitted to the Finance Committee on addressing fares income and the impact on the current budget and across the five-year Business Plan. This would also be reflected in the development of the 2017 Business Plan.

[Action: Chief Finance Officer]

The shortfall in fares income to date was more than offset by lower operating costs that were largely attributed to timing and phasing issues in London Underground and avoidance of discretionary spend in professional services. While the Capital budget was also below budget, there were no issues of concern to bring to the attention of Members. Employment costs were also below budget. Headcount was also lower than target as the impact of the Transformation programme had not been presumed in the forecasting process. Net headcount was likely to rise in London Underground as part of the recruitment of staff for stations. The headcount target would be monitored to determine if the target should be reviewed in light of the outcome of the Transformation programme.

Ian Nunn had also written to HM Treasury on roads funding in the light of the reduction in TfL's revenue grant.

The Board noted the report.

48/07/17 Review of 2016/17 Outturn and Accounts

Ian Nunn introduced the item, which set out TfL's financial results against Budget for Period 13 and the 2016/17 financial year. The year had ended much as expected, with the operational surplus up, driven by a year on year decrease in operational costs.

Members of the Finance Committee discussed the report on 5 July 2017 and noted the solid start made to the transformation and modernisation process and that employment costs relating to non-permanent labour were under much better control.

On 9 June 2017, TfL had published its full year accounts for public consultation. These had been considered by the Audit and Assurance Committee on 13 July 2017 and would be submitted for approval to the next meeting of the Board.

The Board noted the report.

49/07/17 Customer and Operational Performance Report

Leon Daniels and Mark Wild introduced the item, which provided information on TfL's customer and operational performance in Quarter 4, 2016/17. The Customer Services and Operational Performance Panel discussed the report on 13 July 2017.

On London Underground, innovative techniques were being used to reduce a major driver of RIDDOR accidents, which was trips, slips and falls particularly on escalators or at the train platform interface. Customer satisfaction in quarter 1 was at a record high, aided on the sub-surface lines by the reliability and comfort of the new rolling stock. While excess journey time was down there was still room for improvement. Lost customer hours had been impacted by heavy leaf fall and work was in hand to improve preparedness for seasonal changes. Reliability was also impacted by customer related incidents such as being ill while in the carriages; a deep dive review of the causes and the most effective way to address them was underway.

London Underground was looking at the metrics used by organisations recognised for world class customer satisfaction to see what lessons could be learned both in terms of service delivery and how customer satisfaction was measured.

On surface transport, excess wait time for buses was down to a historic low of a minute and although journey speed remained an issue, customer satisfaction for quarter 1 was also at an all time high. On the roads, work to improve journey time reliability continued, including good progress in increasing the speed with which problems were resolved and lanes reopened. There had also been a full positive variance in the use of cycle hire (seven per cent), Victoria Coach Station departures (two per cent) and London River Service journeys (three per cent).

On customer service issues, performance benchmarks were being met and customer complaints had reduced on most services, except congestion charging and on the trams. TfL was working with Capita to address concerns about the number of customer service complaints on the congestion charging contract, including encouraging the use of online contact tools to reduce the wait time for telephone calls.

The Customer Service and Operational Performance Panel had been briefed on bus complaints, including the numbers, main drivers and comparisons between service operators. Training and addressing the issues raised by the GLA's Transport Committee and Unite, the union, would be expected to reduce the overall number, which remained stable. However, commendations for bus services and drivers had increased.

Members requested that consideration be given to including stakeholder feedback in future reports. **[Action: Vernon Everitt]**

The Board noted the report.

50/07/17 Strategic Risk Management and Assurance Annual Report 2016/17

Ian Nunn introduced the item, which summarised the key Strategic Risk Management in TfL up to June 2017. It set out the changes to the Risks during 2016/17 following engagement with the Audit and Assurance Committee, the Executive Committee and Internal and External Audit. Members noted the risk management and risk assurance framework, which would see Risk Management work more closely with the Internal Audit and Assurance functions to ensure an integrated approach and the next steps for developing TfL's approach to risk. In the longer term, TfL aimed to achieve "advanced" risk maturity.

The Audit and Assurance Committee considered the report at its meeting on 13 July 2017 and agreed that Board wide risk discussions and allocation of risk by Committee or Panel be considered as part of the Board Effectiveness Review.

[Action: Howard Carter]

The Board noted the report.

51/07/17 TfL's response to the public consultation on the Draft Mayor's Transport Strategy

Alex Williams introduced the item, which set out TfL's proposed response to the public consultation on the draft Mayor's Transport Strategy (MTS). TfL has been instrumental in the development of the draft strategy's policies and proposals and the Board had also engaged. The Chair thanked everyone involved in the process for their work and contributions to date.

Will Norman informed the Board that he had received very positive responses from stakeholders across London, who recognised and supported the ambition and importance of the targets.

The MTS could only be delivered in partnership with boroughs, communities, businesses, the NHS and the public. The MTS had been developed in discussion with the other deputy Mayors at the GLA to ensure that strategies were joined up, particularly around the environment and health. Work was underway with a range of organisations and the academic community, such as Public Health England and the Kings Fund to capture data to demonstrate the benefits of new approaches like Healthy Streets to the environment, the economy and to physical and mental health.

TfL had embarked on an extensive external communications programme to encourage stakeholders to engage in the consultation. Internally, the Commissioner and his Executive Committee were engaging with staff to raise their awareness of the content and how the final MTS would impact on their work and culture, through the Business Plan, scorecards and more collaborative working.

Once approved, the MTS would inform TfL's next Business Plan and the annual scorecard and progress in delivery, and outcomes achieved, would be reported to the Board and included in the annual Travel in London report.

Members welcomed and supported the draft MTS and that it included a high level of flexibility to enable TfL to respond to changes in circumstances, including rapid technology advances. Members requested that the draft response be expanded to include references to working in partnership and collaboration with the TfL workforce and contractors to deliver the strategy and the leading role that TfL could play as a provider of transport in addressing the causes of climate change. **[Action: Alex Williams]**

Baroness Grey-Thompson DBE would discuss with Will Norman issues that had been raised with her about claimed unintended consequences of the City of London's piloted changes to Bank junction so that they could be reviewed, along with learning from other schemes. **[Action: Will Norman]**

The Board approved the submission of the response to the consultation on the draft Mayor's Transport Strategy, as set out in Appendix 1 to the paper subject to the inclusion of references to working in partnership and collaboration with the TfL workforce and contractors to deliver the strategy and the leading role that TfL could play as a provider of transport in addressing the causes of climate change. The response would be sent as a letter from the Commissioner to the Mayor.

52/07/17 Taxi and Private Hire Fees

As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair was of the opinion that this item should be considered as a matter of urgency. The views of the Customer Service and Operational Performance Panel on the proposed fees were sought on 13 July 2017, after the papers for this meeting were published. Further work on the proposed fees was required but a decision was required before the next scheduled meeting of the Board on 19 September 2017.

Ron Kalifa declared an interest in this item and left the meeting during the discussion and decision on this item.

Howard Carter introduced the item. The fees applicable to private hire operators were subject to a public consultation and initial proposals had been discussed by the Customer Service and Operational Performance Panel, at its meeting on 13 July 2017.

There had been a high response rate to the consultation, which had now closed, and a number of important issues had been raised in correspondence. The results of the consultation were still under consideration, including alternative suggestions to the proposals consulted on and how to address the issues raised in correspondence. The Board was therefore asked to delegate authority to the Finance Committee to approve the proposed fees to be applied to taxi and private hire licensees.

As Ron Kalifa had a declared interest, he would take no part in the Finance Committee decision and Ben Story would be asked to Chair the meeting. As the Fees were a matter reserved to the Board, all Members would be sent the papers and were welcome to attend the meeting.

The Board noted the paper and:

- 1 delegated authority to the Finance Committee to approve proposals to make, amend or revoke the fees for taxi drivers and taxis, and for private hire operators, drivers and vehicles; and**
- 2 subject to approval by the Finance Committee in accordance with paragraph 1 above, authorised the Commissioner to make the necessary changes to the Private Hire Regulations to implement any changes in fees.**

53/07/17 Modern Slavery Statement

Ian Nunn introduced the item. The Modern Slavery Act 2015 required the publication of an annual Modern Slavery Statement. The paper described the activity undertaken in compliance with the Act and sought approval of a Statement for the financial year 2016/17. The Safety, Sustainability and Human Resources Panel endorsed the draft Statement on 26 June 2017.

TfL was committed to an ethical sourcing policy. TfL worked with its suppliers to drive an ethical sourcing policy by their own supply chain of sub-contractors and suppliers.

The Board noted the paper, approved the draft TfL Modern Slavery Statement appended to the paper and authorised the General Counsel to agree the final form of the Statement.

54/07/17 Elizabeth Line Operations and Transition Update

Mark Wild and Howard Smith introduced the paper, which summarised recent progress towards the staged opening of the Elizabeth line and the transition of the Crossrail project to become an integral part of TfL. The paper contained updated information from the similar paper considered by the Programmes and Investment Committee on 28 June 2017. There were no issues raised by the Committee for the attention of the Board.

Stage 1 of the Crossrail/Elizabeth line introduction took place on 22 June 2017. This was a major step forward and although the opening had been delayed by a few weeks due to the complexity of the testing regime, the railway remained on course to open as planned in stages through to December 2019. As Heathrow Airport Limited had lost its appeal at the High Court against the decision of the Office of Rail and Road on track access charges, services would run to the airport as planned and also into Terminal 5.

TfL and Crossrail Limited (CRL) continued to have a very positive and collaborative working relationship and the Commissioner also had regular and frank contact with major suppliers to the project, including Bombardier and Network Rail. TfL and CRL were working on a structured programme to support and protect project delivery and to identify and mitigate the risks of CRL's transition into TfL. While the project remained within its

funding envelope, headroom was tight and the latest half-year deep review of costs had indicated rising costs as a number of contracts were close to completion.

Further information on the ten critical milestones remaining in the project, cost pressures and the equality and inclusion details of operational staff would be shared with Members in future reports. **[Action: Mark Wild]**

The work on fitting out stations continued, with positive media coverage of the impressive designs and features. The next major activities were around recruiting and training staff, software assurance and the dynamic testing of full nine-car trains in the central tunnel section. There had been concerns in relation to Network Rail's ability to deliver on time and on budget for its work on stations on the west of the route. TfL and Crossrail had been reassured by the Department for Transport that the scope of the work on the stations would not be reduced and the work on the tracks in this area meant trains would be able to pass through, even if there were delays to opening some stations.

The successful delivery of the project on budget and on time was key to TfL's Business Plan and Budget. The Board and its Audit and Assurance, Finance and Programmes and Investment Committees would receive regular relevant assurance updates on the project and transition. Anne McMeel, as Chair of TfL's Audit and Assurance Committee, was now also attending meetings of the CRL Audit Committee as an observer.

The Board noted the paper.

55/07/17 Crossrail Limited – Appointment of Non-executive Directors

Howard Carter introduced the item, which sought approval for the reappointment of three non-executive directors to the Crossrail Limited (CRL) Board. As Sponsors, both TfL and the Department for Transport (DfT) had to approve appointments to the CRL Board. The approval of the DfT was being sought in parallel to the request to TfL.

The Board approved the reappointment of Pam Alexander, Michael Cassidy and Terry Hill as non-executive directors of Crossrail Limited, all until 30 June 2018.

56/07/17 Garden Bridge – TfL Response to the Hodge Review

Howard Carter introduced the item. Members noted the background to TfL's involvement in the Garden Bridge project and the report on the review of the project undertaken by Rt. Hon. Dame Margaret Hodge MP, as commissioned by the Mayor.

The review report was published on 7 April 2017 and contained a number of recommendations, including for TfL. The paper set out TfL's response to the recommendations. Both the Programmes and Investment Committee on 28 June 2017 and the Audit and Assurance Committee on 13 July 2017 considered the report and supported TfL's response. The Audit and Assurance Committee had acknowledged the changes in decision making processes that had already been implemented which addressed some of the issues identified in the review. The Chair of TfL, as Mayor of London, recognised the importance of checks and balances in relation to Mayoral Decisions that related to TfL and supported the role of staff and the Board to raise issues so that he clearly understood the implications.

The Board noted the Review, the views of the Audit and Assurance and the Programmes and Investment Committees and agreed TfL's proposed response to the recommendations.

57/07/17 Review of Board Effectiveness 2017

Howard Carter introduced the paper, which summarised the outcome of the previous review of Board effectiveness and the proposed methodology and focus for the review to be undertaken by the Deputy Chair in 2017. The 2017 review would take place almost a year after significant changes had been made to the Board and its decision making structure. In addition to a survey and one-to-one discussions with the Deputy Chair, there would be an opportunity for an informal discussion with all Members, ahead of the outcome of the review and recommendations being submitted to the meeting of the Board in November 2017.

The Board noted the paper and agreed the methodology and focus of the review of Board effectiveness in 2017.

58/07/17 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 26 June 2017

In the absence of the Chair, the Panel Vice Chair, Nina Skorupska, introduced the item. The Panel continued to review the response and be updated on the progress of the investigations into the tram incident in Croydon. The Panel had discussed Low Emission Technology Buses and had asked for a follow-up paper to the item on the use of Compressed Natural Gas as a potential fuel source for buses or heavy vehicles.

The Board noted the summary report.

59/07/17 Report of the meeting of the Programmes and Investment Committee held on 28 June 2017

In the absence of the Committee Chair and Vice Chair, Val Shawcross CBE introduced the item. The meeting was constructive and dealt with a number of substantive items on a busy agenda.

The Board noted the summary report.

60/07/17 Report of the meeting of Members of the Finance Committee held on 5 July 2017

Howard Carter introduced the item. Due to some late changes to availability, there were not sufficient Members present for a quorate meeting to be held. Anne McMeel confirmed that she and Michael Liebreich nevertheless had a full discussion of the items on the agenda. The next meeting of the Committee would be asked to adopt the actions arising from the discussions.

The Board noted the summary report.

61/07/17 Report of the meeting of the Audit and Assurance Committee held on 13 July 2017

Committee Chair, Anne McMeel, introduced the item. An updated paper had been provided to the Members and published on the website, as the meeting of the Committee took place after the papers for the Board had been published.

The Committee had reviewed the draft Annual Report and Accounts. The Committee Chair and Chief Finance Officer would discuss any issues arising from the public consultation of post balance sheet prior to their submission to the Board.

The Committee had also recommended to the Board that it confirm its overall approval of the provision of an ongoing guarantee by Transport Trading Limited of all the outstanding liabilities of a number of its subsidiaries and to extend that provision of a guarantee to further subsidiary companies. The guarantee enabled the listed subsidiaries to be exempt from the need to have their accounts audited. The accounts of Transport Trading Limited were audited.

The Board noted the summary report and

- 1 confirmed its overall approval of the provision of an ongoing guarantee by Transport Trading Limited of all the outstanding liabilities of those of its subsidiary companies listed below, such guarantee enabling those subsidiaries to be exempt from the need to have their accounts audited.**
 - (a) Woolwich Arsenal Rail Enterprises Limited;**
 - (b) City Airport Rail Enterprises Limited;**
 - (c) London Underground Limited;**
 - (d) LUL Nominee BCV Limited;**
 - (e) LUL Nominee SSL Limited;**
 - (f) Docklands Light Railway Limited;**
 - (g) Tube Lines Limited;**
 - (h) Rail for London Limited;**
 - (i) Tramtrack Croydon Limited;**
 - (j) London Buses Limited;**
 - (k) London Bus Services Limited;**
 - (l) London River Services Limited;**
 - (m) Transport for London Finance Limited;**
 - (n) TTL Properties Limited; and**
 - (o) TTL Earls Court Properties Limited.**

- 2 confirmed its approval in respect of the provision of a guarantee to the following subsidiary companies with effect from the financial period ended 31 March 2017:**
 - (a) Rail for London (Infrastructure) Limited; and**
 - (b) Victoria Coach Station Limited.**

62/07/17 Report of the meeting of the Customer Service and Operational Performance Panel held on 13 July 2017

Panel Chair, Mee Ling Ng OBE, introduced the item. An updated paper had been provided to the Members and published on the website, as the meeting of the Panel took place after the papers for the Board had been published.

Among the issues considered, the Panel had discussed improvements to bus services to drive ridership and the improvements to the London Underground stations operational model, which went beyond the recommendations from the London TravelWatch review and discussed TfL's positive response to the recent London Assembly review of social needs transport and TfL's own review of Assisted Transport Services.

The Board noted the summary report.

63/07/17 Any Other Business the Chair Considers Urgent

There were no further items of urgent business.

64/07/17 Date of Next Meeting

The date of the next meeting was Wednesday 19 September 2017 at 10.00am.

65/07/17 Exclusion of Press and Public

Although one item on the agenda contained information that was exempt from publication, the Board did not need to discuss the material prior to taking its decision. Therefore, there was no requirement to exclude the press and public from the meeting.

The meeting closed at 1245pm.

Chair: _____

Date: _____