

Transport for London

Minutes of the Meeting

**City Hall, The Queen's Walk, London, SE1 2AA
2.00pm, Thursday 9 November 2017**

Members

Sadiq Khan (Chair)
Val Shawcross CBE (Deputy Chair)
Kay Carberry CBE
Prof Greg Clark CBE (up to Minute reference 91/11/17 inclusive)
Baroness Grey-Thompson DBE
Bronwen Handyside
Michael Liebreich
Dr Alice Maynard CBE
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nina Skorupska CBE
Dr Lynn Sloman
Ben Story (from Minute reference 85/11/17)

Executive Committee

Mike Brown MVO	Commissioner
Howard Carter	General Counsel
Leon Daniels	Managing Director, Surface Transport
Michèle Dix CBE	Managing Director, Crossrail 2
Simon Kilonback	Interim Chief Finance Officer
Stuart Harvey	Director of Major Projects
Mark Wild	Managing Director, London Underground
Alex Williams	Managing Director, Planning
Tricia Wright	Human Resources Director

Staff

Shashi Verma	Chief Technology Officer
Shamus Kenny	Head of Secretariat

81/11/17 Apologies for Absence and Chair's Announcements

Apologies for absence were received from Ron Kalifa and Dr Nelson Ogunshakin OBE. Apologies for lateness were received from Ben Story. Sir Terry Morgan CBE and Vernon Everitt were also unable to attend the meeting.

Sandilands Tram Derailment 9 November 2016

The meeting of the Board fell on the first anniversary of the tragic tram overturning at Sandilands, Croydon on 9 November 2016. The Chair, Deputy Chair, Commissioner and others had attended a moving memorial event in Croydon in the morning and their thoughts and those of everyone at TfL very much remained with all those affected by the incident.

The Chair commented on the significant changes to improve safety on the tram network since the incident. He held a constructive meeting with the Rail Accident Investigation Branch (RAIB) on 1 November 2017, where RAIB commented on how cooperative TfL had been in supporting its investigations and acting on its advice. The RAIB had delayed the publication of its report to respect the first year anniversary and the wishes of the families of those who died. Prior to the publication of its report, the RAIB would brief those families and survivors. TfL's independently commissioned report was also due to be published in the New Year. Once the RAIB issued its report, a special meeting of the Safety, Sustainability and Human Resources Panel would be convened in January 2018 to consider the report, the report commissioned by TfL from SNC-Lavalin and TfL's response to both. TfL was committed to supporting and following up on all of the recommendations from the reports and the other ongoing investigations, as well as learning lessons of all aspects of TfL's operations.

TfL had continued to work closely with the Insurers to offer support where possible and to respond quickly to claims from the people who have been affected by the derailment. Interim payments had and would continue to be made when requested, and counselling and therapeutic support had been arranged where needed. The Sarah Hope Line remained open and available to anyone who was in need of guidance or support.

Leon Daniels

At the last meeting of the Board, it had just been announced that Leon Daniels, the Managing Director of Surface Transport, would be leaving TfL at the end of the year. As Leon was attending his last meeting of the Board, the Chair thanked him on behalf of the Mayorality and the Board for all of his hard work and achievements during his time in the role, where he had made a significant contribution to TfL and to London.

82/11/17 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.

83/11/17 Minutes of the Meeting of the Board held on 19 September 2017

The minutes of the meeting of the Board held on 19 September 2017 were approved as a correct record and the Chair was authorised to sign them.

84/11/17 Matters Arising, Actions List and Use of Delegated Authority

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

On 19 September 2017, the Board delegated authority to three of its Committees on specific items. The summary reports from the Finance Committee, Remuneration Committee and Programmes and Investment Committee elsewhere on the agenda set out how that authority was used, including one use of Chair's Action by the Chair of the

Programmes and Investment Committee in relation to approvals for the Emergency Services Network.

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, Remuneration Committee, Programmes and Investment Committee and the use of Chair's Action by the Chair of the Programmes and Investment Committee.

85/11/17 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 19 September 2017 and updated the Board on significant projects and initiatives.

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

- 1 Sandilands tram investigations:** The report began with a summary of the latest work in response to the tragic tram overturning at Sandilands, Croydon on 9 November 2016. The Commissioner echoed the Chair's comments on the moving memorial service in New Addington held in the morning and that everyone's thoughts were with the people who lost their lives or were injured that day and the families affected.
- 2** TfL continued to offer all the support it could to everyone who was affected by the derailment, and to work with the Croydon community that had shown such strength. Since the derailment, TfL had been working continually to introduce additional safety measures on the tram network and ensure that such a tragedy never happened again. It had installed new speed restrictions and signage near Sandilands and at three other locations on the tram network. A lower maximum speed limit of 70kph had been introduced across the whole tram network, and there were increased speed signs and digital speed displays along the track. CCTV systems had been replaced and upgraded on the trams themselves and a new in-cab driver protection device had been fitted to all of the trams.
- 3** TfL continued to work with the RAIB as it completed its investigation and would address all of the recommendations along with the other investigations that were underway. TfL was also working with the wider UK tram industry on other measures that could be introduced to improve safety. The Sarah Hope line, run by specially trained staff, remained available to all those affected and could provide help with counselling and other support.
- 4 London Underground safety:** The customer safety campaign was proving successful and showing some early results in decreasing customer injuries. As an example of the campaign, London Bridge station has enhanced safety information on the escalators and on the train doors advising customers to take extra care.
- 5 Prosecution of utility companies for unsafe working:** Safety was TfL's top priority as an organisation and it would prosecute any company who put the safety of the public at risk through unsafe work practices. On 4 October 2017, BT was fined £25,000 for putting the safety of the public at significant risk for work carried out in

Lambeth earlier in 2017; this was the highest fine imposed to date in London for such offences. Cadent Gas Limited (formerly National Grid Gas) was also prosecuted for unsafe working and failure to cooperate with safety regulations when carrying out works in Tower Hamlets in March 2017 and was fined £10,000 and ordered to pay TfL's prosecution costs of over £3,000.

- 6 **Bus Safety Programme:** The programme contributed to the Mayor's Vision Zero approach to reducing road danger. The Transport Research Laboratory had been appointed to conduct a study into incidents involving London Buses, so that TfL could understand them better and prioritise measures to reduce and eliminate casualties. A Bus Safety Summit would be held on 14 November 2017, which would bring all of TfL's operators together to discuss how to further improve bus safety standards.
- 7 **National Hate Crime Awareness Week 14-21 October 2017:** TfL had worked with the Police and local boroughs to deliver a range of activities to raise awareness of hate crime and how to report it.
- 8 **Uber London Limited licensing:** As the licensing body, TfL had to be absolutely satisfied that an operator was fit and proper to hold a licence. The licence for Uber had not been renewed due to a number of concerns, including: Uber's approach to reporting serious criminal offences; how medical certificates were obtained; how Enhanced Disclosure and Barring Service checks were obtained; and its explanation for its approach to the use of Greyball software in London, which could be used to block regulatory bodies from gaining full access to the app and prevent officials from undertaking regulatory or law enforcement duties. On 3 October 2017, the Commissioner had a constructive meeting with the global Chief Executive Officer of Uber, which centred on what needed to happen to ensure a thriving taxi and private hire market in London where everyone operated to the same high standards. Uber had submitted an appeal to Westminster Magistrates' Court on TfL's decision and a date for the first hearing was awaited.
- 9 **Healthy streets and healthy people:** On 28 September 2017, TfL launched a public consultation for Cycle Superhighway 4 (between Tower Bridge Road and Greenwich). TfL recognised the potential of dockless bikes to encourage cycling, complement the existing transport network and support the goals of the Mayor's Transport Strategy, if delivered in an appropriate and safe way. TfL had published a code of practice for Dockless Cycle Hire, following engagement with local boroughs, the Department for Transport and Met Police. The code of practice outlined the requirements operators were expected to meet in order to run dockless cycle hire safely.
- 10 **Oxford Street pedestrianisation:** TfL continued to work with Westminster City Council to transform Oxford Street. On 6 October 2017, TfL launched a further public consultation that outlined the plans for Oxford Street in more detail, which presented an exciting opportunity to transform the world famous street into a traffic-free, pedestrianised area in just over a year. The consultation would close on 7 December 2017.
- 11 **Air quality:** On 23 October 2017, the Toxicity charge or 'T-Charge' was successfully launched. This was a key step in improving London's air quality and the Commissioner thanked the team that had made it happen. Members welcomed the initiative, which would be watched by other world cities. Between the

announcement and launch of the T-Charge there had been good evidence of drivers changing behaviour. The effectiveness of the T-Charge and other initiatives such as low emission bus zones on improving air quality would be monitored as part of the preparations for introducing the Ultra Low Emission Zone, which had been brought forward to 2019. Val Shawcross CBE as Deputy Mayor for Transport had also been working with Shirley Rodrigues, the Deputy Mayor for Environment and Energy, to lobby the Government to establish a framework to address the issue of diesel particulate filters being removed from vehicles. The GLA had also launched a website that enabled drivers and fleet operators to check the real-life emissions of their vehicles to inform the purchasing of new and used vehicles.

- 12 **Open data:** TfL had taken a very proactive approach to data transparency for almost 10 years. Research by Deloitte showed that TfL's open data was generating economic benefits to London's economy of up to £130m a year.
- 13 **Elizabeth line:** The Crossrail construction project was now approaching 90 per cent complete, which included the significant milestone of completely laying the permanent track for the Elizabeth line. With just over a year to go, work continued on installation of all the systems for the railway, including platform edge doors, signalling, tunnel ventilation, and communications. The next significant milestone would be turning on the traction power for the trains. The Commissioner and his team were currently focussed on the operational readiness and handover of the Elizabeth line from Crossrail to TfL in mid-2018, before passenger services begin at the end of 2018. He had recently had a very positive meeting with the Global Chief Executive of MTR, who would operate the Elizabeth line, and was encouraged by how joined-up the respective teams were for the handover of operations.
- 14 Members discussed future reporting to the Board on the risks and controls relating to the completion of the project, primarily around costs and schedule and the transition of staff to TfL and the handover of services. The Finance Committee had recently received an informal deep dive briefing on the financial situation and the Programmes and Investment Committee also received updates from the meetings of the Crossrail Sponsor Board. The Chair of the Audit Committee had requested a paper to the meeting of the Committee in December 2017 on the system of governance assurance for the transition. It was agreed that arrangements should be made for enhanced reporting to the TfL Board and relevant Committees.

[Action: Mark Wild]
- 15 **Northern line extension project:** Both Tunnel Boring Machines (TBMs) had completed their journeys from Battersea Power Station to Kennington, with TBM 'Amy' breaking through into a shaft 25 metres below ground at Kennington Green on 8 November 2017 to complete her tunnelling journey. This was a fantastic engineering achievement for all involved as both TBMs had to navigate a challenging, congested path under south London. This was a significant step toward the delivery of the first major Tube extension in nearly two decades. When the extension opened, it would support around 25,000 new jobs and more than 20,000 new homes and bring Battersea and surrounding areas to within 15 minutes of the City and West End.
- 16 **Four lines modernisation project:** Good progress continued to be made on the modernisation of the Circle, District, Hammersmith & City and Metropolitan lines. The automatic train control simulator was now operating at Hammersmith, pilot training sessions for drivers had been completed and the first train had been

successfully operated on the main network using the new signalling system. This was a fantastic achievement for everyone involved given the complexity of the railway signalling systems. When the new systems were in place, a more frequent and reliable service would run across all of the lines, increasing capacity by 33 per cent and delivering 32 trains per hour.

- 17 **Underground station capacity upgrades:** Good progress also continued to be made on upgrading Tube stations. TfL had recently launched a public consultation on plans to more than double the size of Holborn station, increasing capacity by around 140 per cent and adding step-free access to one of the busiest stations on the network. The consultation would close on 17 November 2017.
- 18 **Improving bus services:** TfL had delivered almost half of its planned bus priority schemes to speed up the bus network and make buses a more attractive and effective way of getting around. It was also delivering actions from its review of bus services to London hospitals. The Managing Director, Surface Transport confirmed that the “Hello London” bus driver training was ongoing and a key element was to give drivers the confidence to be empowered to engage with customers, including around the issue of freeing up space on vehicles for wheelchair users.
- 19 **London Overground:** The network was about to celebrate its 10-year anniversary. A consultation on customer service had just been launched. The Commissioner and the Managing Director, London Underground assured the Board that lessons from the London TravelWatch review and TfL’s own review of the London Underground Fit for the Future Stations programme had been learned and would be applied by TfL and Arriva, which operated the London Overground concession. This would include bringing a high number of agency staff into permanent employment and collaborative discussions with the trade unions.
- 20 **New homes and jobs:** On Crossrail 2, TfL had responded to the affordability challenge set by the Secretary of State with proposals for how the scheme could be funded. The project was vital for London and the UK economy and TfL was determined to find a way for it to be delivered.
- 21 The Deputy Chair had recently opened a new factory for John Bradley and Sons Limited in Oldham, a 70 year old family business that supplied parts for the Tube. More than 60 per cent of TfL’s suppliers were companies outside London, which supported around 50,000 jobs outside the Capital.
- 22 The report also set out examples of how TfL was supporting the Mayor’s plans for building more affordable housing.
- 23 **Our people:** The Commissioner had the honour of meeting His Royal Highness Prince Harry when TfL was presented with a prestigious award for its work to support current and former personnel from the armed forces. TfL had also been successful in securing a number of other awards recently including London Underground being named ‘Operator of the Year’ at the National Rail Awards. The BBC2 documentary ‘The £15 Billion Pound Railway’ which demonstrated the scale of the construction of the Crossrail project had also been shortlisted for a National Television Award.
- 24 TfL had held a number of events across its offices to support World Mental Health Day and Health and Wellbeing week from 23 to 27 October 2017. TfL recognised

the critical importance of the physical and mental health and wellbeing of its people, especially at a time when the organisation was going through a major programme of change.

- 25 TfL had welcomed a record number of apprentices in September 2017, as well as 43 new graduates and the HR team was commended on the diversity of the intake. While it had been decided that TfL would not bring in new graduates next year, TfL would continue to recruit new apprentices in support of the Government's ambition to create 30,000 apprenticeships across the transport sector by 2020. TfL was proud of its record of inspiring more people to consider careers in the transport industry and to join the organisation through a range of entry routes and remained committed to the development of its current graduates and apprentices.
- 26 **Securing value:** TfL's cost reduction programme continued with further progress made recently in new organisational structures in Technology and Data, Commercial and Finance. Since the last meeting, new senior management structures had been launched in London Underground, Surface Transport and the new engineering function. Alongside the Transformation programme, the executive team had been working to develop TfL's 2017 Business Plan.
- 27 Oyster technology was now being used on New York's transport system, which demonstrated how TfL was leading the world in this use of new technology. As well as promoting TfL's status, the licence deal with Cubic had a direct financial benefit as TfL would earn £15m in royalties through deals in a number of global cities.

The Board noted the Commissioner's Report.

86/11/17 Finance Report – Period 6, 2017/18

Mike Brown MVO and Simon Kilonback introduced the item and related slides, which provided information on TfL's performance against budget up to 16 September 2017.

TfL remained close to its overall budget as a firm grip on operational costs and a new culture of cost consciousness meant savings targets had been exceeded. The savings more than offset the pressure on income caused by the economic climate impacting on consumer confidence which affected both ridership and advertising income. While passenger volumes had decreased, the decline was less than the national average due to the affordable fares policy.

Members welcomed the intuitive presentation of information in the slides and noted the intention to factor these into a future redesign of the Finance Report.

Members noted the rephrasing of a number of projects to encourage value engineering and that this was identifying significant savings. The Programmes and Investment Committee welcomed the work but would keep the rephrasing of projects under review and seek assurance that critical investment was not being delayed.

On the operating account, Members noted that the Travelcard apportionment was as a result of having to adjust existing agreements with the Train Operating Companies following the introduction of the three-day Travelcard to support part-time workers. Adjustments went in both directions and were reviewed every period.

The Board noted the report.

87/11/17 Customer and Operational Performance Report

Leon Daniels, Shashi Verma and Mark Wild introduced the item, which provided information on TfL's customer and operational performance in Quarter 2, 2017/18. Reporting continued to develop to provide stronger links to scorecard measures.

The key issues arising from the overview and discussion were:

- 1 **London Underground:** While passenger volume was down, the service continued to carry between 4.5-5 million people each day. The current information campaign had resulted in a decline in the number of all injuries to customers and the number of injuries to the workforce was also in decline. The Customer Service and Operational Performance Panel's recommendation that the campaign be continued and tailored to the Christmas period had been adopted.
- 2 Customer Satisfaction for the period was down by one point to 85 per cent. The key measures of Lost Customer Hours and Excess Wait Time were being managed well but had been impacted by an unexpected rise in the number of drivers taking the option to retire and the time it took to recruit and train new staff. The new management structure in London Underground would enable managers to have regular discussions with staff to uncover issues such as retirement or career development plans so that staff availability could be better managed.
- 3 Measures had been put in place this year to mitigate the impact of autumn leaf-fall that had previously affected services in 2016; these had been very effective, though the next six weeks posed the greatest challenge.
- 4 **Surface Transport:** Bus services were performing very well with reliability at an all time high, with bus speeds improving, customer satisfaction high and a good score on the Excess Wait Time measure. These improvements had arrested the rate of decline in bus ridership to its lowest level in two years but in a better economic climate would have seen ridership increase. A bus safety summit was about to be held and the Safety, Sustainability and Human Resources Panel would be updated on the outcome. The statistics for crime on buses showed an increase largely related to low level crime and work to encourage its reporting.
- 5 On the roads, Journey Time Reliability customer satisfaction remained high; TfL was about to embark on a series of new interventions on the network to try and mitigate the significant programme of road works coming forward. There had been 26 fatalities on the road network in the quarter, which was a decrease from recent quarters but there was still much more work to do.
- 6 The Customer Satisfaction Survey score for the Overground had been impacted by line closures for Network Rail works and as a consequence of sharing lines with freight trains that were unreliable and caused delays. It was expected that the score would improve in early 2018 as many of the Network Rail works stabilise.

- 7 Members discussed the number of complaints relating to taxis, in particular the perceived failure of credit card payment equipment. TfL was undertaking enforcement work to ensure the issues with the equipment were genuine. Customers were encouraged to provide details of the vehicle to enable complaints to be investigated.
- 8 **Customers:** The performance of the Customer Contact Centre had improved and it was meeting all of its service level agreements. It was now ranked in the top 50 such centres in the UK. Calls relating to travel concessions had increased by 24 per cent in Quarter 2 as a result of the beginning of student photocard applications in the last four weeks of the quarter.
- 9 TfL had published a report on its four-week Wi-Fi pilot which looked at how TfL could use depersonalised data from customers' mobile devices to improve services by looking at how customers navigated the Underground system. TfL also continued to make improvements to Oyster and had launched a ticketing app that enabled customers to top up their card with pay as you go credit and buy Travelcards and also featured a low balance alert. There had been over 90,000 downloads since the launch.

The Board noted the report.

88/11/17 TfL Business Plan

Simon Kilonback introduced the item, which sought a delegation of authority from the Board to the Finance Committee to approve the TfL Business Plan at the meeting of the Committee on 5 December 2017.

The Business Plan was being updated in line with the new Mayor's Transport Strategy and would reflect those priorities and account for any other external factors which may occur over the plan period. TfL had worked with the Mayor's Office and engaged with Finance Committee and Board Members to develop the proposed plan which focused on maintaining financial sustainability, safety, and the continuation of the delivery of TfL's investment programmes in alignment with the Mayor's Transport Strategy.

A delegation was sought as approval of the TfL Business Plan 2017 was required before the next meeting of the Board in January 2018, as the requirements for the GLA Budget process necessitate the plan to be approved in early December 2017. All Members of the Board were invited to attend the meeting of the Finance Committee and they would all receive the draft plan and were free to submit comments in advance of the meeting if they were not able to attend.

The Board delegated to the Finance Committee authority to approve those matters reserved to the Board in relation to the approval of the TfL Business Plan 2018/19 to 2022/23.

89/11/17 Elizabeth Line Operations and Transition Update

Mark Wild summarised recent progress towards the staged opening of the Elizabeth line and the transition to become an integral part of TfL.

The project was around 90 per cent complete with the track and tunnel work finished and good progress being made on stations and the depot at Old Oak Common. Abbey Wood station was now open and good progress continued at Farringdon and Tottenham Court Road, while challenging work at Paddington and Woolwich were being addressed. Members were invited to express an interest in visiting any of the stations under development. The new trains were being tested and introduced into service. Software integration was a key challenge and testing in the Heathrow tunnels was expected to commence by the end of November 2017. The central tunnel line was expected to have traction power in mid-November to allow trains to be tested on the tracks.

The key challenges for 2018 related to testing and assurance of the software integration to ensure it is a safe railway, handing over of stations in August/September to enable staff to be trained and essential Network Rail work on the lines on the west of the service. Network Rail would be undertaking a significant signalling project over the Christmas 2017 period at Paddington to prepare for Elizabeth line services. The Commissioner and Managing Director, London Underground had met with Network Rail on the signalling works and were assured that the work was on target and that Network Rail's work on stations would be to the scope required to ensure step-free access.

Greg Clark CBE advised that the Programmes and Investment Committee was actively monitoring progress in detail and would receive more information on integration in due course. The Chair reaffirmed the importance of the Board spending more time on the progress of the project as it got closer to completion, as discussed under the Commissioner's Report above.

The Board noted the paper.

90/11/17 Board Review of Effectiveness 2017

Val Shawcross CBE introduced the paper, which set out the outcome of the Board Effectiveness Review 2017, which she led and the actions proposed.

The recommendations from the extensive external review led by Deloitte in 2015 had been implemented through the appointment of the new Board, the induction programme for new Members and the new decision making structure introduced in 2016.

The 2017 review had comprised questionnaires, interviews and an informal discussion. Val Shawcross CBE commended the Members for their enthusiasm for their role, their time commitment that went well beyond formal meetings and the positive working relationship with the executive, which viewed the Board as a real asset.

Members were supportive of the existing decision making structure but agreed that there were areas where it could work better, including agenda management to focus on matters like risk, transformation, horizon scanning, Elizabeth line and monitoring delivery against the Business Plan and Mayor's Transport Strategy.

The key recommendations from the 2017 review focused on further improvements to the effectiveness and focus of the Board by ensuring it had a clear line of sight from TfL's vision, as set out in the new Business Plan and the emerging Mayor's Transport Strategy and their delivery. A regular informal meeting of the Chairs of the Committees and Panels would help coordinate agenda planning and ensure that issues were discussed by the appropriate meeting.

The recommendations from the review were set out in Appendix 1 to the paper. A linked paper on revisions to Standing Orders appeared elsewhere on the agenda for the meeting.

The Mayor thanked Val Shawcross CBE for her work in leading the review and the Board for its hard work and for being both challenging and supportive to the executive.

The Board noted the paper and:

- 1 approved the actions taken and proposed to address the outcome of the 2017 Board Effectiveness Review;**
- 2 approved the following changes to the Membership of Committees and Panels:**
 - (a) Professor Greg Clark CBE to join the Finance Committee and stand down from the Customer Service and Operational Performance Panel from 1 March 2018;**
 - (b) Bronwen Handyside to join the Customer Service and Operational Performance Panel and stand down from the Programmes and Investment Committee with immediate effect; and**
 - (c) Ben Story to become the Chair of the Remuneration Committee, with Baroness Tanni Grey-Thompson DBE remaining a member of the Committee with immediate effect; and**
- 3 delegated to the General Counsel the making of the changes necessary to TfL's Standing Orders to implement the agreed outcomes of the 2017 Board Effectiveness Review.**

91/11/17 TfL Standing Orders

Howard Carter introduced the paper, which proposed changes to TfL's Standing Orders. Standing Orders were the primary internal governance document for TfL, which set out the role and responsibilities of the Board, the decision making structure and proceedings of the Board and the delegation of authorities to groups and individuals beneath the Board within TfL.

The main reasons for the changes were to update Standing Orders to take account of new powers available to TfL, to reflect changes in some of TfL's reporting lines, to clarify the application of Standing Orders to commercial property activities and to refine some of the provisions more generally to add greater clarity.

To enable the Board itself to focus on strategic oversight of TfL in its operations and its plans for investment and development, some matters currently reserved to the Board were proposed to be delegated to its Committees. The combination of the strength and depth of the Committees' members and their focus on specific aspects of TfL's business would enable a better level of scrutiny; it would also enable decisions to be made more quickly where that agility was necessary and reduce the need for ad hoc delegations from the Board. Members were reminded that they could attend any Committee or Panel

meeting and/or receive the papers, though they could only vote on decisions if they were appointed to the relevant Committee.

In response to the Hodge Review into the Garden Bridge, a number of changes were proposed to ensure appropriate oversight of and accountability for the expenditure of public money. These included greater internal scrutiny of decisions to be made by the Commissioner and Chief Finance Officer to exercise delegated authority, a requirement to consult the Chair of the relevant Committee before any authority was granted for expenditure that was not in the Business Plan or Budget and enhanced reporting arrangements to the Committees and Board. All of these changes were additional checks on the authority of the Commissioner and the Chief Finance Officer.

The Board was also being asked to grant the Commissioner the same level of authority for matters that were already delegated to other staff. The only proposed increases to the Commissioner's authority related to administrative matters for TfL's subsidiary entities and authority to approve the receipt of income or other benefits under third party Section 106 planning agreements.

Following the external review of the Independent Investment Programme Advisory Group, changes had been proposed to the terms of reference of the Audit and Assurance Committee and the Programmes and Investment Committee and related Mayoral Decisions would address other changes required.

Changes to the terms of reference of the Audit and Assurance Committee included the validation of the audit of the TfL Scorecard prior to the consideration of the Scorecard outcomes by the Remuneration Committee and the Board.

The Board was also asked to delegate decisions that it currently made on taxi and private hire matters to the Finance Committee, though regulation and fares issues would be considered by the Customer Service and Operational Performance Panel as appropriate.

The Board noted the paper and:

- 1 approved the proposed revised Standing Orders, including revised authorities as set out in Appendix 1 to the paper;**
- 2 approved the revised terms of reference of TfL's Committees and Panels as set out in Appendix 2 to the paper, subject to the correction of the terms of reference of the Safety, Sustainability and Human Resources Panel, which should include Bronwen Handyside as a member; and**
- 3 delegated to the Deputy Chair of TfL, in consultation with the Chair and members of the Remuneration Committee, approval of revised terms of reference of the Remuneration Committee.**

92/11/17 Report of the meeting of the Safety, Sustainability and Human Resources Panel held on 28 September 2017

The Chair of the Panel, Michael Liebreich, introduced the item. The focus of the Panel over the last year had understandably been on safety and it would hold a special meeting to consider the recommendations from official reports on the Sandilands tram derailment.

Panel members had received a briefing on TfL's response to the GLA's Transport Committee Driven to Distraction report on bus safety and had been sent the final response. While not accepting all comments in the report were valid, TfL accepted the spirit of the report. Michael Liebreich welcomed the proposal to set up an independent bus accident investigation facility. Unite the Union had also been invited to the forthcoming bus summit which would look at improving safety. The Panel would continue to keep bus safety under review, including any read across from the investigation reports into the Sandilands tram derailment.

The Board noted the summary report.

93/11/17 Report of the meeting of the Remuneration Committee held on 2 October 2017

The Chair of the Committee, Baroness Grey-Thompson DBE, introduced the item. The Committee had a robust discussion on the annual performance award schemes for senior management and had exercised authority delegated by the Board to approve the reappointment of Sir Terry Morgan CBE as the Chairman of Crossrail Limited for a further year from 1 June 2018 to 31 May 2019.

As Chair of TfL, Sadiq Khan thanked Baroness Grey-Thompson DBE for her work as the Chair of the Committee since June 2012 and welcomed Ben Story to his new role.

The Board noted the summary report.

94/11/17 Report of the meeting of the Audit and Assurance Committee held on 11 October 2017

The Chair of the Committee, Anne McMeel, introduced the item. She highlighted that the Committee had reappointed EY as the external auditors for TfL and its subsidiary entities for the next five years and had endorsed the recommendations and agreed the action plan arising from the external review of the Independent Investment Programme Advisory Group.

The Board noted the summary report.

95/11/17 Report of the meeting of the Programmes and Investment Committee held on 13 October 2017

In the absence of the Committee Chair and Vice-Chair, Ben Story introduced the item. The Committee had exercised authority delegated by the Board and Chair's Action would be used in due course to agree the number of additional London Overground trains to be procured.

The Board noted the summary report.

96/11/17 Report of the meetings of the Finance Committee held on 27 September and 18 October 2017

In the absence of the Committee Chair, the Vice-Chair Ben Story introduced the item. The Committee had considered a number of items in depth and was very pleased with the quality of the reports provided to it. The Committee had looked at the impact of TfL's credit rating and Treasury activities. It had supported the proposals in relation to the Revenue Collection Contract and Southwark station over site development. Three of the items had provided helpful background details on complex matters that would be brought to the next meeting of the Committee for decision.

Shashi Verma would brief Dr Alice Maynard CBE on TfL's approach to ensuring that disabled people were able to update Oyster cards when a number of third-party top up venues were often inaccessible. **[Action: Shashi Verma]**

The Board noted the summary report.

97/11/17 Report of the meeting of the Customer Service and Operational Performance Panel held on 1 November 2017

The Chair of the Panel, Mee Ling Ng introduced the item. She highlighted the Panel's endorsement of a programme of work to improve the accessibility of public transport and its links to assisted transport.

The Mayor commented on a map that showed roadworks in London compared to Paris, which highlighted the need for additional powers in relation to lane rental and closer coordination with the boroughs.

98/11/17 Any Other Business the Chair Considers Urgent

There were no further items of urgent business.

99/11/17 Date of Next Meeting

The date of the next meeting was Wednesday 30 January 2018 at 10.00am.

The meeting closed at 4.40pm.

Chair: _____

Date: _____