

Transport for London

Minutes of the Meeting

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

Members

Sadiq Khan (Chair)
Val Shawcross CBE (Deputy Chair)
Kay Carberry CBE
Prof Greg Clark CBE
Bronwen Handyside
Ron Kalifa
Anne McMeel
Dr Mee Ling Ng OBE
Dr Nelson Ogunshakin OBE
Dr Nina Skorupska CBE
Dr Lynn Sloman
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
Simon Kilonback	Interim Chief Finance Officer
Mark Wild	Managing Director, London Underground
Alex Williams	Managing Director, Planning
Tricia Wright	Human Resources Director

Staff

Sir Terry Morgan CBE	Chairman, Crossrail Limited
Sarah Bradley	Statutory Chief Finance Officer
Howard Smith	Director Operations, Crossrail Limited (for minutes 31-32/03/17)
Shamus Kenny	Head of Secretariat

66/09/17 Apologies for Absence and Chair's Announcements

Apologies for absence were received from Baroness Grey-Thompson DBE, Michael Liebreich and Dr Alice Maynard CBE.

The Chair expressed condolences to everyone affected by the terrorist incident at Parsons Green on 15 September 2017. The incident resulted in over 30 injuries but thankfully no loss of life. As with the other recent terrorist incidents this year, the Chair expressed his gratitude to the courageous emergency responders and the TfL staff who were first on the scene. As Mayor, he was in close contact with the Metropolitan Police and Government. London had proven again and again that it would never be intimidated or defeated by terrorism.

The Chair also paid tribute to Ian Nunn, who had passed away suddenly on 24 July 2017. Ian was TfL's Chief Finance Officer from 1 September 2015. Although Ian had only been in his role for a short period, his energy and commitment had made a major contribution to transforming TfL's approach to financial management and reporting. His clarity of thought had driven the redesign of TfL's financial reporting. He, alongside Mike Brown MVO, was the major driver behind the TfL Transformation programme. Ian was a significant loss to the organisation, both as a leader and as an individual.

Ian's impact on the people he met and worked with was reflected in the significant turn out at his funeral and in the number of condolence messages and cards received by TfL and passed on to his family. Unfortunately the Chair was out of the country at the time of the funeral but Val Shawcross CBE and David Bellamy, his Chief of Staff at the GLA, attended on his behalf. Ian was survived by his wife Catherine, daughter Olivia and son William and the thoughts of the Chair, Board and staff were with them all.

The Chair extended his thanks to Simon Kilonback and Sarah Bradley for stepping up at short notice to cover Ian's role until permanent arrangements were put in place. He also thanked Ron Kalifa and the other Members of the Finance Committee for the support they had provided to TfL during this period.

It had recently been announced that Leon Daniels, the Managing Director of Surface Transport, would be leaving TfL at the end of the year after seven years in the role. The Chair thanked Leon for all his hard work and achievements during his time at TfL.

67/09/17 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.

68/09/17 Minutes of the Meeting of the Board held on 19 July 2017

Subject to a correction to the attendance list, the minutes of the meeting of the Board held on 19 July 2017 were approved as a correct record and the Chair was authorised to sign them.

69/09/17 Matters Arising, Actions List and Use of Delegated Authority

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

On 25 July 2017, the Chair of the Finance Committee exercised Chair's Action (under Standing Order 114) to put in place interim arrangements for the role of Chief Finance Officer. The exercise of Chair's Action was reported to the meeting of the Finance Committee on 15 September 2017.

On 15 September, the Finance Committee exercised the authority delegated by the Board on 19 July 2017 to approve Taxi and Private Hire Licence Fees. A summary report appeared elsewhere on the agenda.

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.

70/09/17 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 July 2017 and updated the Board on significant projects and initiatives.

The Commissioner echoed the tribute paid by the Chair to the emergency services and to TfL's operational staff and contractors for their responses to the recent terrorist attack at Parsons Green. Staff had handled the situation in a phenomenal way and ensured that customers were able to leave the trains and stations as soon as possible. Mark Wild also paid tribute to the staff. He confirmed that there was more than one member of staff at the station at the time of the incident and while he was satisfied that the organisation of staff based around groups of stations ensured that they were adequately staffed, risk assessments were being reviewed. The Commissioner would provide Members with an informal briefing after the meeting.

The Commissioner also paid tribute to Ian Nunn, following his sudden passing. He commented on Ian's abilities as a leader, a brilliant talent and a really valued colleague and team member. It had been an incredibly sad time for the Executive Committee and everyone who had worked closely with Ian. The Commissioner thanked members of the Board, the Deputy Mayor and Mayor for their support. His thoughts continue to be with Ian's family and friends. The Board expressed its condolences and offered support to TfL.

Simon Kilonback had taken on temporary accountability for the leadership and line management of the Finance and Procurement teams and Sarah Bradley was temporarily holding the statutory Chief Finance Officer responsibilities.

The Commissioner had changed the design of his report so that three of the main sections were directly mapped against the key themes in the draft Mayor's Transport Strategy: healthy streets and healthy people; a good public transport experience; and new homes and jobs. Members welcomed the new layout.

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

- 1 **Croydon tram investigations:** TfL continued to support all the victims of the overturning incident and the Sarah Hope Line remained available to everyone affected. TfL also continued to work with the organisations investigating the incident, including the Rail Accident Investigation Branch.
- 2 TfL's insurers had acted quickly to accept liability after the incident, which had sped up the claims process. Everyone affected had been offered the opportunity of interim payments and a second round had also been offered. While the need for medical reports for injuries took time, the response of the insurers had been best in class with a focus on dealing with everyone appropriately and fairly.

- 3 In addition to the extra safety measures already introduced, an in-cab device for protecting drivers against fatigue was being trialled and would be fitted to all trams by the autumn.
- 4 The next meeting of the Board had been moved to the afternoon of 9 November 2017, as it was also the first anniversary of the derailment and representatives of the Board and staff would be attending a memorial event in the morning, being held by the London Borough of Croydon.
- 5 **London Underground Safety:** A new customer campaign had been launched to encourage safer behaviours on escalators and stairs, and around closing train doors. The campaign was specifically targeted at priority areas and initial signs were positive, with injuries showing a downward trend compared to the previous year.
- 6 TfL was on target to comply in full with an Office of Rail and Road (ORR) notice to improve risk assessments for lone working by station staff in the West Ham area following a customer fatality at Canning Town station on 22 January 2017. TfL would also carry out a wider review to cover the rest of the network.
- 7 Following the injury to a member of the public by roof panelling that became detached at the Cardinal Place entrance to Victoria station in February 2017, TfL and its contractor had completed an investigation into the incident. The report identified a number of lessons, which would be introduced internally and in TfL's suppliers and the findings would be shared with the ORR.
- 8 **Bus Safety Programme:** TfL was working closely with its bus operators to improve how incidents were investigated and in July 2017 a workshop was held with operators to share all the lessons learned across the industry. TfL was also developing a new bus safety standard and in August 2017 announced further trials of new technology, to help understand better what should be included in the standard. In addition to technology, TfL was also looking at the working conditions of bus drivers, as raised by Unite the Union, the Drivers Bill of Rights document and in the London Assembly's Driven to Distraction report. A report on the outcome of the forthcoming Bus Safety Conference would be reported to the Safety, Sustainability and Human Resources Panel.
- 9 The bus safety standard would be introduced into bus operator contracts in 2018 and was part of a wider programme to help TfL achieve its ambitious safety targets on the road network – for no one to be killed in or by a London bus by 2030, and for deaths and serious injuries from road collisions to be eliminated from London's streets by 2041.
- 10 **Taxi and Private Hire Compliance:** In early September 2017, TfL reached its target of employing 250 new compliance officers. These extra officers would boost TfL's ability to undertake compliance activity. The recruitment scheme had made good progress on improving the diversity of the workforce.
- 11 **Walking and cycling:** Works on Mini-Hollands, Quietways and the Central London cycling grid were all making good progress. TfL had just marked the 10 year anniversary of Legible London signage, which included partnering with British Orienteering with an event to get people to walk to as many locations as possible in three hours using Legible London signs. TfL was also seeking to work positively

with commercial cycle hire companies that offered dockless bikes to ensure that they were introduced in a responsible way that did not impede pedestrians or cause danger. A guidance framework was being developed to help support boroughs and action was taken where companies did not act responsibly.

- 12 **Healthy Streets:** Members had welcomed the briefings on the Healthy Streets ambitions in the draft Mayor's Transport Strategy (MTS). The three main challenges to achieve and deliver the ambition were: cost, momentum on delivery and organisational focus. The Business Plan prioritisation process for 2017 would be framed around the draft MTS. Going forward, project development and assessment would have a read across against the delivery of the MTS, Environment Strategy and London Plan. Boroughs and London Councils were all very supportive.
- 13 The Mayor commended the Commissioner for his active support for recognising and working to deliver the Mayoral priorities in the MTS and for Housing.
- 14 **Events management:** TfL had been involved in supporting a large number of events that were held over the summer. These included Ride London, the Notting Hill Carnival and the IAAF World Para Athletics and IAAF World Athletics Championships held in Stratford. On all occasions, TfL's staff rose to the challenge of helping event goers and keeping London moving for everyone.
- 15 **Air Quality:** Since the introduction of the first low emission bus zone in Putney High Street in March 2017, Wandsworth Council had measured a significant decline in pollution in the area. The effectiveness of the zones was encouraging and TfL would be launching the next zone, between Brixton and Streatham, very soon. Members welcomed the clear benefits from taking an evidence based approach to policy and decision making and requested that the roll out scale and timeframe for the initiative be kept under review with a view to accelerating where possible.
- 16 TfL had also launched a new Taxi delicensing scheme through which owners of the most polluting cabs, aged between 10 and 15 years, could apply for a grant of up to £5,000 in exchange for retiring their taxi.
- 17 The Mayor supported the Government's announcement on phasing out diesel and petrol cars by 2040 but was lobbying Government to produce a route-map for how this was achieved, including support with infrastructure for electric vehicles and giving TfL the Vehicle Excise Duty for vehicles in London to support such initiatives. The London T-Charge would be introduced in October 2017 and London aimed to have the world's first Ultra Low Emission Zone in 2019. The Government also needed to consider how to address the 50 per cent of air pollution that was not caused by motor vehicles.
- 18 **Delivering a good public transport experience:** TfL was updating its ticketing system to make life easier for customers. The latest update would enable anyone topping up their pay as you go credit or buying travelcards to collect their purchase more quickly and from any Tube or rail station, tram stop or River bus pier. By the end of autumn, this would be expanded to allow products to be collected on all 9,000 London buses. TfL had also introduced a new Oyster app, which enabled customers to top up their Oyster card and check how much credit they had wherever they were.

- 19 A full report of TfL's four-week Wi-Fi pilot had been published, which set out how depersonalised Wi-Fi connection data from customers' mobile devices could be used to better understand how people navigate the Tube. The information was richer than ticketing data or paper-based surveys and would enable TfL to improve how it helped customers plan the route that was best for them – whether based on travel time, crowding or walking distance.
- 20 **Waterloo station blockade:** During the three-week Network Rail blockade, TfL worked closely with both Network Rail and Southwestern Railway to ensure all of the communication and operational plans were joined up to minimise the disruption and this prevented any significant crowding or capacity problems at key District and Northern line stations.
- 21 **Elizabeth line:** Delivery of the line into passenger service was another key TfL priority. The project was now more than 85 per cent complete and overhead electric lines were being installed throughout the tunnels while the fit out of the stations continued. Five new trains had been delivered and were operating throughout the day between Liverpool Street and Shenfield, including during peak hours. By the end of the year, 11 trains would be running on the TfL Rail route. The Commissioner met with his counterpart at Network Rail every four weeks and they were in no doubt about the importance of delivery of its part of the project. The Chairman of Crossrail had several recent meetings with the Secretary of State for Transport to discuss delivery by Network Rail of the station works to the agreed scope. While the full fit out of accessible stations was expected to be delayed, they would be open in time for the full opening of the Elizabeth line in 2019.
- 22 **London Underground Step-Free Access:** This was a major programme of work and as part of the Mayor's £200m fund to make Tube travel more accessible, six more stations had been announced for step-free access over the next five years; this meant that Harrow-on-the-Hill and Newbury Park would be joined by Amersham, Buckhurst Hill, Cockfosters, Mill Hill East, Osterley and South Woodford, which combined saw 15.5 million journeys each year.
- 23 **Piccadilly line autumn resilience:** To address the impact of autumn leaf fall on the operation of the Piccadilly line, two trains had been converted into specialist engineering trains that would treat the rails with an adhesive that helped train wheels grip the tracks during braking. Trackside vegetation was also being removed, temporary speed restrictions introduced and trackside signage put up to warn drivers of any low adhesion areas.
- 24 **Northern Line Extension project:** The project continued to progress well. The Tunnel Boring Machines had passed through Nine Elms station and were expected to complete their journeys by November 2017. Intricate work to excavate around the existing Kennington loop to allow the connection to the new tunnels had been completed, while keeping the service running. A major milestone had also just been completed with the removal of the last of the cast iron tunnel rings, without any accidents or local complaints.
- 25 **Four Lines Modernisation project:** Good progress was being made on this project. TfL was on target to modify more than 50 Circle, District, Hammersmith & City and Metropolitan line trains by the end of the year, in preparation for the new automatic train control system that would go live in 2018. Work to install new track

layouts across the network was ahead of schedule and was expected to be completed under budget.

- 26 **DLR:** The DLR celebrated its 30 year anniversary in August 2017. The service started with just 11 single-carriage trains serving 15 stations and carried 6.7 million passengers in its first year, whereas today it carried 122 million passengers and served 45 stations and supported the growth of a whole swathe of east London.
- 27 **Tram Network:** An eight-week consultation on plans to make the network cashless would run until 29 October 2017. Only 0.3 per cent of customers used the machines for paper tickets so it was no longer cost effective to maintain or replace them. A final decision would be made in early 2018.
- 28 **Bus Network Journey Times:** In addition to introducing new bus priority schemes, TfL was trialling the use of new user-friendly bus livery on buses in the Barkingside area, which gave individual routes and bus stops their own distinct colour, to make the bus network easier and simpler to use. A similar campaign was planned for Hayes later in 2017.
- 29 **Crossrail 2:** Productive conversations had been held with the Government. The Mayor and the Secretary of State for Transport had both agreed that London needed new infrastructure and pledged to work together to make Crossrail 2 more affordable. The Government's requirement that London pay 50 per cent of the cost of the project in real time, rather than from revenue streams from the completed project presented a unique challenge. TfL was working with stakeholders to emphasise the benefits Crossrail 2 would bring not just to London but to the wider region and the whole country.
- 30 **London Overground extension to Barking Riverside:** TfL had now received powers from the Government to build the extension, which would unlock a wide range of benefits, including 10,800 new homes along with new school and healthcare facilities. Construction was expected to begin in summer 2018, with train services expected to start in late 2021.
- 31 **Accessible Housing:** The draft London Plan prioritised good quality high density homes around public transport hubs. Members wanted TfL to seek every opportunity through working with its partners to ensure that such homes were accessible. The Commissioner commented on the joined up approach of the GLA Group and would include more information on this in future reports.
- 32 **Career Returners scheme:** TfL was helping people back into employment and the new Career Returners scheme supported talented professionals back into the workplace after a career break of two years or more. The scheme offered 12-week paid placements with the possibility of a permanent role at the end.
- 33 **Director of Diversity and Inclusion:** The Commissioner welcomed the appointment of Staynton Brown in August 2017 as TfL's first Director of Diversity and Inclusion. Staynton would play a key role in shaping TfL's Diversity and Inclusion vision and strategy, ensuring further progress in the Mayor's and TfL's commitment to developing a workforce that reflected the city TfL served.
- 34 **London Bus Awards:** The Commissioner added his personal congratulations to the nine winners, who had made significant contributions in improving safety,

accessibility, customer service, the environment and vehicle care, and had been an inspiration to colleagues.

- 35 **Securing value for our fare payers and the London taxpayer:** TfL's drive to find efficiencies and reduce costs was continuing successfully. As part of the modernisation of the organisation, all engineering and major projects functions had been transferred into one area with Stuart Harvey as the Director of Major Projects. This brought 14 major projects from London Underground and Surface Transport together into the new Major Projects Directorate. Stuart was pushing for discipline, control, financial rigour and delivery in each of these projects and the Programmes and Investment Committee would be kept fully informed of progress. A new Technology and Data function had also been launched under the leadership of Shashi Verma. Both new teams would allow TfL to prioritise its programmes, fulfil services more affordably and ensure better sharing of knowledge, skills and expertise.
- 36 As well as reducing costs, TfL was focussed on generating more income. A recent Game of Thrones event for Sky Atlantic had produced a large amount of coverage on social media and generated £217,000 in revenue to reinvest in the transport network.
- 37 **Leon Daniels:** After nearly seven years as the Managing Director of Surface Transport, Leon Daniels had decided to leave TfL toward the end of 2017. He had intended to retire in 2015 but agreed to stay on after the appointment of Mike Brown MVO as Commissioner. Mike personally thanked Leon for the advice and experience that he had offered and for his significant contribution to TfL and London. As the longest serving Managing Director of Surface Transport, Leon had contributed to TfL building a bus service that was the envy of all world cities, laying firm foundations for radical changes in walking and cycling and helping focus on improving road safety and air quality.

The Board noted the Commissioner's Report.

71/09/17 Finance Report – Period 4, 2017/18

Mike Brown MVO and Simon Kilonback introduced the item, which provided information on TfL's performance against budget up 31 March 2017.

TfL continued to challenge all parts of the organisation to have a relentless focus on costing less and delivering more, without compromising safety or reliability and these were key aims of the new Major Projects Directorate. Savings had been achieved through the Transformation programme, delivery of savings from TfL's supply chain and some in year rephasing of the investment programme. TfL had reduced its core costs for a fifth consecutive quarter and was working closely with its Finance Committee to accelerate the pace of cost reductions.

Income was below budget as a result of lower than expected growth in fares revenue and a reduction in advertising income due to prevailing market conditions. While this was more than offset by the reduction in operating costs, this remained a concern as TfL was now in the position of having to use funds generated from its public transport services to fund its road network, due to the withdrawal of Government grant. TfL's 2017 Business

Plan would provide updated income forecasts and proposals for how the fall in income would be offset.

The Chairs of the Finance Committee, Ron Kalifa, and the Audit and Assurance Committee, Anne McMeel, commended the efforts to get on top of operating costs. The Executive Committee was looking at TfL's financial position in detail ahead of business planning discussions. The Board effectiveness review outcomes were also looking at how the decision making structure could most effectively enable Members to engage with and scrutinise the delivery of the Business Plan.

Members noted the savings achieved through the Transformation Programme and were assured that key staff were retained and developed to ensure that TfL had the capability and capacity to deliver its Business Plan. Mike Brown MVO confirmed that an underpinning priority of the Transformation Programme was to ensure that the changes to modernise the organisation did not result in any reduction in safety nor reliability of the service. The Remuneration Committee would keep TfL's organisational capabilities under review.

The Board noted the report.

72/09/17 Customer and Operational Performance Report

Vernon Everitt, Leon Daniels and Mark Wild introduced the item, which provided information on TfL's customer and operational performance in Quarter 1, 2017/18.

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

- 1 **London Underground:** The service had a sustained focus on reducing customer injuries and was targeting customer culture on escalators, where 90 per cent of minor injuries were related to incidents on just 20 escalators. London Underground had a record level of customer satisfaction, with a one per cent increase, which was significant given the volume of customers. Although there was an improving trend on reducing Lost Customer Hours, a lot of effort was going into addressing the root causes. Asset reliability remained good and the focus now was on improving staff availability.
- 2 **Surface Transport:** Bus customer satisfaction scores had increased following good work with bus operators to improve reliability. The number of bus related injuries remained stubbornly high and included two fatal injuries in the quarter. TfL was looking at technology, training and thorough investigations of incidents to address the trend. London Overground continued to deliver growth and London Rail and London Overground were the second and third (respectively) most reliable rail operators. Customer satisfaction on the roads was at its highest level for two years.
- 3 **Crime:** All forms of TfL public transport showed a higher level of reported crime, which was largely attributed to a major campaign to encourage greater reporting. Members requested that a paper be submitted to the Customer Service and Operational Performance Panel explaining the increases in crime, the impact this had on confidence to travel and how greater reassurance could be provided to customers.
[Action: Jill Collis]

- 4 **Customers:** The main customer contact centre had missed its Q1 correspondence target as a result of a transition to a new system, but this was now running above target. The Congestion Charge contact centre was also improving, following pressure applied to the contractor. Complaint levels were trending down following targeted action. The work of the Sarah Hope line was acknowledged and this was also being utilised by those impacted by the terrorist incident at Parsons Green. There had now been over one billion contactless payment journeys on TfL.

Members would be provided with a further explanation on the reduction in passenger journeys on the Dial-a-Ride service. **[Action: Leon Daniels]**

The Board noted the report.

73/09/17 TfL Annual Report and Statement of Accounts for the Year Ended 31 March 2017

Vernon Everitt and Sarah Bradley introduced the item, which presented TfL's Annual Report and Accounts for the year ended 31 March 2017 and requested that the Board approve the Statement of Accounts included in the Annual Report and approve the publication of TfL's 2016/17 Annual Report.

On 13 July 2017, the Audit and Assurance Committee had considered the Annual Report and the Statement of Accounts for the year ended 31 March 2017 and endorsed the recommendations in this paper. The comments from the Committee had been incorporated in the current draft and its Chair had been consulted on the Letter of Representation.

One letter had been circulated to the Board raising issues about TfL's treatment of the finances of one of its Joint Venture companies in the accounts. Both TfL and its external auditors, Ernst & Young, were of the view that the treatment as set out in the accounts was appropriate and no changes were required. No further issues had arisen from the public consultation and Ernst & Young expected to deliver its audit opinion shortly.

The Board:

- 1 **approved the 2016/17 Annual Report;**
- 2 **authorised the Managing Director, Customers, Communication and Technology to make any further design or editorial changes to the Annual Report as may be required; and**
- 3 **approved the Statement of Accounts and agreed that the acting statutory Chief Finance Officer would make any adjustments arising from the work prior to the auditors signing their opinion. Should any changes be required to the Statement of Accounts which, in the opinion of the acting statutory Chief Finance Officer, were material, she would seek the approval of the Board to those changes.**

74/09/17 Delegations to Committees

Howard Carter introduced the item, which sought delegations from the Board to its Committees to deal with a number of matters that were reserved to the Board. In addition to the four matters in the paper, the Board was also asked to delegate authority in relation to a proposal to re-appoint the Chair of Crossrail Limited for a further year at the end of his current term.

The Board delegated to:

- 1 the Finance Committee authority to approve those matters reserved to the Board in relation to any extension of Transport for London's revenue collection contract and in relation to the acquisition of a company to support the proposed over site development at Southwark station; and**
- 2 the Programmes and Investment Committee authority to approve those matters reserved to the Board in relation to London Underground's emergency services network and in relation to additional rolling stock for London Overground,**

in each case including, without limitation, any Financial Authority (whether budgeted or unbudgeted), and Programme and Project Authority and any Procurement Authority; and
- 3 the Remuneration Committee authority to approve the reappointment of the Chair of Crossrail Limited for a further year.**

75/09/17 TfL International

Graeme Craig introduced the item. The Mayor had asked TfL to explore the generation of new income streams by establishing a trading arm that could run bus and other local transport services and sell TfL's expertise, at home and abroad.

The paper set out the key areas of opportunity, proposals for a steering group to provide oversight of the next stages of such commercial activity and further development of a business case and proposals for governance of a dedicated trading arm of TfL, with a view to seeking approvals in due course from the Finance Committee for the establishment of a new corporate entity.

Graeme Craig confirmed that there was a lot of external interest in TfL offering consultancy services or running services in the UK or internationally and that TfL already offered a lot of pro-bono advice and support. The presented an exciting opportunity to generate revenue, develop TfL's skills base and to import any learning to benefit London.

Members welcomed the initiative and recognised the size of the potential market but stressed the importance of a strong governance structure and not undertaking things that would risk the delivery of TfL's core services in London or that could damage its brand, when the organisation was already undertaking a large internal transformation programme to reduce costs.

Graeme Craig confirmed that the focus would be on a small number of the larger opportunities where TfL could provide long term support. TfL's operational businesses

were supportive and the initiative would help generate capacity and retain skills in the organisation, in support of the transformation programme. TfL had been in discussion with other parts of the GLA Group and with London and Partners to ensure a coordinated approach.

The Finance Committee would be responsible for approving the governance processes and would receive regular updates on any activity undertaken.

The Board noted the paper and delegated to the Finance Committee authority to give any approvals required for the establishment of a division of Transport for London dedicated to the commercial exploitation of Transport for London's specialist expertise including, without limitation, establishing a new subsidiary entity to undertake such activity.

76/09/17 Elizabeth Line Operations and Transition Update

Mark Wild, Howard Smith and Sir Terry Morgan CBE 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.

Six new Class 345 trains had been accepted for passenger service on the line between Liverpool Street and Shenfield and had been well received by the public. Lessons learned from the introduction of the new trains and infrastructure at Stage 1 were being captured and incorporated into planning for future stages. The project was also close to energising the central tunnel section, which would enable testing of trains in the tunnels to take place before the end of the year. The station works at Tottenham Court Road and Farringdon were also close to completion.

Software integration continued to be a key focus for the project.

TfL's operating concessionaire, MTR Crossrail, was recruiting and training drivers and other station staff for the Elizabeth line. TfL had emphasised the importance of attracting a diverse workforce and a number of initiatives were underway, including learning from London Underground's Night Tube recruitment, to attract women into these roles. While good progress had been made compared to historic diversity trends in the sector, it was clear that there is much further to go.

Significant work was underway to ensure a smooth transition and integration from Crossrail Limited into TfL, which sought to avoid unnecessary duplication, while avoiding critical skills gaps. Clear end dates were being given to staff as well as encouraging the best to look at opportunities for transferring their skills to roles elsewhere in TfL, for example in the new Major Projects Directorate and in Crossrail 2. The HR transition plan would be shared with Members. **[Action: Mark Wild/Tricia Wright]**

The Crossrail Limited Board, TfL Board and TfL Executive Committee were all delighted by the progress of the project but recognised that delivery of the final stages to completion often presented the highest risks. They were all strongly focussed on the project delivering to the agreed deadlines and budget.

The Board noted the paper.

77/09/17 Report of the meeting of the Remuneration Committee held on 19 July 2017

The Vice Chair of the Committee, Kay Carberry, introduced the item. The Committee had approved performance awards for staff, based on the previous year's scorecard, with future awards based on the new TfL scorecard agreed by the Board in March 2017.

The Board commended the leadership of the Commissioner for his decision not to accept his performance award in light of the Croydon Tram derailment.

The members of the Committee were keen to extend its remit to include reviewing diversity and talent in the organisation.

The Board noted the summary report.

78/09/17 Report of the meeting of the Finance Committee held on 15 September 2017

In the absence of the Committee Chair and Vice Chair, Val Shawcross CBE introduced the item. The Committee had noted the use of Chair's Action to put in place urgent interim arrangements for the role of Chief Finance Officer. It had also approved an uplift in a range of Taxi and Private Hire Fees to reflect the enormous growth in the Private Hire industry and related enforcement costs, though the costs did not yet cover all costs incurred by TfL.

The Board noted the summary report.

79/09/17 Any Other Business the Chair Considers Urgent

There were no further items of urgent business.

80/09/17 Date of Next Meeting

The date of the next meeting was Wednesday 9 November 2017 at 2.00pm. Members noted the change of time to accommodate attendance at the Sandilands Memorial.

The meeting closed at 12.35pm.

Chair: _____

Date: _____