

Transport for London

Minutes of the Meeting

**Committee Rooms 4 and 5, City Hall, The Queen's Walk, London
10.00am, Wednesday 24 September 2014**

Members

Boris Johnson	Chairman
Peter Anderson	Member
Sir John Armitt CBE	Member (from 36/09/14)
Sir Brendan Barber	Member
Richard Barnes	Member
Brian Cooke	Member
Baroness Grey-Thompson DBE	Member
Angela Knight	Member
Eva Lindholm	Member
Daniel Moylan	Member
Bob Oddy	Member
Keith Williams	Member
Steve Wright	Member

Staff

Steve Allen	Managing Director, Finance
Mike Brown	Managing Director, Rail and Underground
Howard Carter	General Counsel
Leon Daniels	Managing Director, Surface Transport
Michèle Dix	Managing Director, Planning
Vernon Everitt	Managing Director, Customer Experience, Marketing and Communications
David Goldstone	Chief Finance Officer
Sir Peter Hendy CBE	Commissioner
Terry Morgan	Chairman, Crossrail Limited
Clive Walker	Director of Internal Audit
Shamus Kenny	Head of Secretariat

58/09/14 Apologies for Absence and Chairman's Announcements

Apologies for absence had been received from Charles Belcher, Roger Burnley, Isabel Dedring and Michael Liebreich. Members wished Isabel Dedring a speedy recovery from her knee operation.

The Mayor, Board and Commissioner wished David Goldstone well on his appointment as the new Chief Executive of the London Legacy Development Corporation from 1 October 2014 and thanked him for his contribution to TfL.

The Mayor announced that the Night Tube Service would be introduced in September 2015, in time for the Rugby World Cup. The service was expected to give a £360m boost to the economy over the next 30 years and reduce night time journeys by an average of 20 minutes and some journeys by up to an hour. The service would be introduced on the lines that had been upgraded, further demonstrating the added value of TfL's investment plan, which had reduced maintenance regime requirements.

59/09/14 Declarations of Interest

The following interests were declared: Peter Anderson as a director of the Canary Wharf Group plc in relation to Crossrail and the Jubilee line upgrade; Sir John Armitt as Chairman of the Olympic Delivery Authority, Chairman of the National Express Group plc, Deputy Chairman of the Berkeley Group plc and a Member of the Airports Commission; Sir Brendan Barber as Chairman of ACAS; Richard Barnes as a Councillor for the London Borough of Hillingdon; Baroness Grey-Thompson as a member of the London Legacy Development Corporation; Angela Knight as Chief Executive of Energy UK and a non-executive director of William Cook Holdings Limited; Daniel Moylan as a Councillor for the Royal Borough of Kensington and Chelsea, Chairman of Urban Design London and a non-executive director of Crossrail Limited (appointed by TfL); Bob Oddy on taxi related issues; and Steve Wright on matters relating to private hire vehicles.

60/09/14 Minutes of the Meeting held on 3 July 2014

The minutes of the meeting held on 3 July 2014 were approved as a correct record and the Chairman was authorised to sign them.

61/09/14 Matters Arising, Actions List and Use of Delegated Authority

Howard Carter introduced the item, which included an additional appendix that set out the use of any authority delegated by the Board since the meeting held on 3 July 2014.

The Board noted the actions list and the use of delegated authority.

62/09/14 Commissioner's Report

Sir Peter Hendy introduced his report, which provided an overview of major issues and developments since the report to the meeting on 3 July 2014, and updated Members on significant projects and initiatives.

Howard Carter updated Members on the case brought by Eventech, a subsidiary of Addison Lee, that challenged TfL's policy of allowing taxis, but not private hire vehicles, to use bus lanes. In the opinion of the Advocate General, who advised the European Court of Justice (ECJ), TfL's policy did not amount to state aid, so long as there was an objective justification for applying different regulations to classes of vehicle. The ECJ would have regard to this opinion when determining whether the policy amounted to state aid. Once the ECJ had determined that matter, the Court of Appeal would consider the outstanding matters in the case.

Leon Daniels informed Members that a Taxi related demonstration was due to take place in the afternoon around Parliament Square. The police would seek to ensure peaceful protest, while keeping London moving. The purpose of the demonstration was not clear nor justified, given the Trade had access to the Mayor via the Cabbies Cabinet and TfL was progressing a number of Trade related issues.

The Mayor announced that TfL would publish the traffic modelling data for the two new proposed cycle superhighways and would extend the consultation period to 9 November 2014 to give everyone an opportunity to comment.

In June, the new Victoria line timetable introduced a 34 trains per hour peak service, making it the most intensive service on the network. The longer, air conditioned, S Stock trains were now running on the Circle, Hammersmith and City and Metropolitan lines and were being introduced to the District line. Work continued on improving the infrastructure on these lines, which would result in improvements to the frequency and speed of trains by 2019, the same year that Crossrail services would commence through central London.

On fares and ticketing, the introduction of contactless payments across all rail and underground services, including daily and weekly caps, had been well received and already represented five per cent of all pay as you go transactions. TfL had simplified its refund scheme and is upgrading its ticket machines. These developments would all support the Fit for the Future – Stations programme that would ensure a better service for users.

Sir Peter Hendy said it was his intention that TfL would actively market its Traffic Demand Management expertise, which had been developed during the London 2012 Games and was now used for major events, such as the Tour de France, and integrated into station upgrade works. TfL had taken advantage of the lower footfall at London Bridge during the mainline station redevelopment to undertake escalator replacement work. Members requested that signage and advice at London Bridge, particularly for mobility impaired customers, be reviewed.

The Year of the Bus events continued, with Google celebrating the 60th anniversary of the Routemaster on its search page and extensive media coverage of the B-type Battlebus that was currently touring Belgium and France as part of the World War 1 Centenary Remembrance events. TfL was seeking to have the bus in the Remembrance Day Parade.

Member's attention was also drawn to TfL's action against pedicab operators, its commercial activities, work on aviation and the range of consultations currently being undertaken on large scale projects. The consultations included river crossings, Barking Riverside, Bakerloo line extension, Ultra-Low Emission Zone, Crossrail 2 and Old Oak Overground station.

At its meeting on 5 November 2014, the Board would have an opportunity to review TfL's proposed response to the Mayor's 2050 Infrastructure Plan.

The Board noted the Commissioner's report.

63/09/14 Operational and Financial Performance and Investment Programme Reports – First Quarter 2014/15

Steve Allen introduced the Operational and Financial Performance and Investment Programme Reports for the First Quarter of 2014/15 (1 April – 21 June 2014), which now contained a single combined Executive Summary, a consistent format and structure across both reports, group wide variance information and five-year comparative data. A production error had occurred on Page 13 in the published copy. A revised page was circulated and the web publication would be amended.

TfL was expected to be close to budget for the full year. While the Investment Programme financial performance showed slippage in capital programming as positive, due to its impact on cashflow, significant slippage would be identified in the individual project breakdowns. The current slippage was as a result of small changes across a number of projects and was not a cause for concern.

Mike Brown and Leon Daniels commented on the performance of their operational businesses. The highlights from the first quarter reports were:

- The first London Overground five car trains were expected in November and preparations were underway for taking over the West Anglia routes from 31 May 2015 and taking over the first operational Crossrail services from Liverpool Street to Shenfield;
- Progress continued on finalising negotiations with Thales for the Sub-surface Railway signalling contract, which would be submitted to the Board for approval if it represented value for money;
- Innovative working practices had reduced weekend track closures by 10 per cent. Good progress was being made on the major station upgrade works, with the Victoria northern ticket hall completed and the Bank station contract awarded, while 45 per cent of the engineering and project management team at Vauxhall were female. Information on Christmas closures for sections of the Circle and District lines would be provided at the next meeting;
- Major junction redevelopments at Holborn Circus and Euston Circus would significantly improve their safety, connectivity and the street scene;
- The Road Space Management Split Cycle Offset Optimisation Technique programme had been ramped-up and would result in savings and greater reliability.
- The underpinning delivery performance remained good on rail and underground services, with additional services introduced on the Piccadilly line at weekends to meet the increase in demand. Tram maintenance was being brought in-house and was expected to result in greater reliability.
- The Fit for the Future – Stations programme was progressing well with local area managers appointed and station supervisors going through a development programme, which had received an 85 per cent positive feedback rating. A new uniform for all Rail and Underground operational staff would be launched in 2015.
- Safety and security measures remained on or ahead of target. For Rail and Underground services, TfL had also adopted the national railways 'significant injuries per million hours' metric.
- Journey Time Reliability (JTR) on the TfL Road Network continued to be a challenge as traffic increased, so remaining close to the bus Excess Wait Time target was a positive result. Officers would continue to focus their efforts on improving or maintaining JTR.
- A new and improved metric for cycling had been introduced. TfL was engaging with cycling groups to provide a range of options to suit the more confident

cyclists that would choose the fastest main routes and other cyclists who required improved wayfinding on quieter routes or segregated infrastructure.

Members asked about plans to separate the Northern line branches in the Camden Town area to improve the frequency and reliability of services. Mike Brown confirmed that this had a strong business case but was a medium term aspiration as work in that area was dependent upon completing the work at Bank station and the Battersea extension.

The Board noted the reports.

64/09/14 Delivering Stage 3 of the Tour de France

Leon Daniels introduced the paper, which provided a summary of TfL's successful delivery of Stage 3 of the Tour de France from Cambridge to London on Monday 7 July 2014.

The Tour was the World's largest annual sporting event. Its organisation involved coordination and cooperation with a large and diverse range of stakeholders with minimal latitude for error given both the world-wide audience and the requirements to get the competitors to their planes on time for Stage 4. TfL had delivered the event on time and on budget. TfL's experience of using Travel Demand Management, honed during the London 2012 Games, had ensured minimal disruption for the public and businesses, while assisting a large turnout by spectators across the route.

The legacy benefits of the event included a boost to the London and UK economies and an expected significant increase in cycling, with all the benefits this brought in terms of improved health and reducing pollution.

The Tour's organisers had been very impressed both with TfL's organisation and with the turnout and enthusiasm of the British public. Sir Peter Hendy would be in discussion with them about returning to London.

The Board noted the paper and congratulated all of the TfL staff, extended GLA family and partner agencies involved, that had made the staging of the event such a success.

65/09/14 Taxi Fares Update

Bob Oddy declared an interest on taxi related issues and Steve Wright declared an interest on matters relating to private hire vehicles. Bob Oddy and Steve Wright took no part in the discussion of this item.

Leon Daniels introduced the paper, which provided an update on a number of taxi fare related issues following the meeting of the Board on 5 February 2014. The paper invited the Board to make decisions on a number of taxi fare related issues.

On 9 July 2014, the Surface Transport Panel had considered the issues in the paper and its comments were reflected in the paper.

The Board considered the information provided by Heathrow Airport Limited (HAL). It accepted that, as a regulated airport, HAL had to apply a charge to operate the taxi feeder park and that this did not generate any income. The Board considered that

airports that were not regulated should consider the cost of providing amenities as a cost of doing business and could cross subsidise this, therefore it was not appropriate to impose a charge.

The feasibility of introducing fixed fares from Heathrow to central London had been reviewed. It was considered that this would further diminish the difference between taxis and Private Hire Vehicles.

Members noted the trade view on the mandatory credit and debit card acceptance but considered it appropriate to consult on the issue, to help gauge the demand in the market. In any event, Members would consider a mandatory notice visible to passengers before hailing a taxi that stated whether the driver accepted debit and credit cards.

The Board noted the paper and:

- 1 agreed to retain the Heathrow Airport Extra paid by passengers taking a taxi from the taxi ranks at Heathrow Airport;**
- 2 agreed that TfL would not introduce a passenger extra charge at London City Airport;**
- 3 agreed that TfL would not introduce fixed fares for taxi trips from Heathrow Airport to central London;**
- 4 agreed that TfL should consult on a proposal to require all licensed taxis to have credit and debit card payment facilities; and**
- 5 agreed to defer consideration on changing the date when taxi fares and tariffs were updated until it was known if the Department for Transport intended to change the effective date for updating bus and rail fares.**

66/09/14 Supply of Data Communications Services and Support Contract Extension

Steve Allen and Steve Townsend introduced the paper, which provided a high level description of the services provided under TfL's agreement for the Supply of Data Communications Services and Support with Fujitsu Services Limited (the Agreement), which was due to expire on 8 November 2014. The paper sought a recommendation that the Board delegate the decision on extending the Agreement to the meeting of the Finance and Policy Committee, to be held on 14 October 2014. The paper to the Committee would include details on the expiry date for the current contract and the proposed length of the extension being sought.

The Board noted the paper and:

- 1 delegated to the Finance and Policy Committee authority to approve the proposed extension of the Supply of Data Communications Services and Support contract with Fujitsu Services Limited, as described in the paper (the Extension), and to grant additional procurement authority requiring the Board's authority (some of which had already been incurred);**

- 2 authorised the TfL Officers and Subsidiaries (as described in paragraph 5) to finalise the terms of the Extension;
- 3 authorised the agreement and execution (whether by deed or otherwise on behalf of TfL or any subsidiary (as appropriate)) of any documentation to be entered into in connection with the Extension and any matters referred to in it (including, without limitation, all agreements, deeds, guarantees, indemnities, announcements, notices, contracts, certificates, letters or other documents); and
- 4 authorised TfL Officers and Subsidiaries to do all such other things as they consider necessary or desirable to facilitate the execution and implementation of the Extension and the matters referred to in it.
- 5 The following Officers and Subsidiaries shall have delegated authority:
 - (a) TfL Officers: the Commissioner, Managing Director Finance, General Counsel and Chief Finance Officer; and
 - (b) Subsidiaries: Subsidiaries of TfL including Transport Trading Limited and any other subsidiary (whether existing presently or to be formed) of Transport Trading Limited and any directors of the relevant company shall be authorised to act for and on behalf of the company.

67/09/14 The Openness of Local Government Bodies Regulations 2014

Howard Carter introduced the paper, which provided an update on The Openness of Local Government Bodies Regulations 2014 and requested approval for consequential amendments to Standing Orders.

The Board noted the update on The Openness of Local Government Bodies Regulations 2014 and approved the amendments to Standing Orders, as set out in Appendix 1 to the paper.

68/09/14 Crossrail Limited – Appointment of Non-executive Chairman

Howard Carter introduced the paper and the related paper on Part 2 of the agenda. Approval was sought for the reappointment of Terry Morgan as the non-executive Chairman of the Crossrail Limited Board for a further three year term.

A letter would be sent to Crossrail, confirming the Board's approval and setting out TfL's expectations for Crossrail Limited over the next three years. These included a focus on:

- cost control as the project drew to a close, with a clear expectation that it would be delivered without the need to use TfL's contingency;
- a seamless transition from CRL to TfL as the project became an operational railway, including provisions to retain key staff and greater harmonisation of pay and conditions for those staff that would transfer to TfL; and

- ensuring that the project was closed down in an appropriate way that minimised costs.

The Board noted the paper and the related paper on Part 2 of the agenda and approved the reappointment of Terry Morgan as the non-executive Chairman of Crossrail Limited for a further three year term, from 1 June 2015 to 31 May 2018.

69/09/14 Report of the meeting of the Safety, Accessibility and Sustainability Panel held on 15 July 2014

In the absence of both the Chairman and the Vice Chairman of the Panel, the Members of the Panel present gave an update to the Board on the meeting of the Safety, Accessibility and Sustainability Panel held on 15 July 2014.

The Board noted the report.

70/09/14 Report of the meeting of the Finance and Policy Committee held on 17 July and the extraordinary meeting held on 20 August 2014

The Chairman of the Committee, Peter Anderson, gave an update to the Board on the meeting of the Finance and Policy Committee, held on 17 July and the extraordinary meeting held on 20 August 2014.

The Board noted the report.

71/09/14 Any Other Business the Chairman Considers Urgent

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

The next scheduled meeting would be held on Wednesday 5 November 2014 at 10.00am.

72/09/14 Exclusion of Press and Public

The Board agreed to exclude the press and public from the meeting, in accordance with paragraphs 1 and 2 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the exempt appendix to the paper on Crossrail Limited – Appointment of Non-executive Chairman.

There being no further business, the meeting closed at 12.00 noon

Chair: _____

Date: _____