

# Transport for London

## Minutes of the Meeting

Committee Rooms 4-5, City Hall, The Queen's Walk, London  
10.00am, Wednesday 12 December 2012

### Members

Boris Johnson	Chairman
Isabel Dedring	Deputy Chair
Sir John Armitt	Member
Richard Barnes	Member
Charles Belcher	Member
Roger Burnley	Member
Christopher Garnett	Member (for part)
Baroness Grey-Thompson	Member
Michael Liebreich	Member
Eva Lindholm	Member
Daniel Moylan	Member
Bob Oddy	Member
Patrick O'Keeffe	Member
Steve Wright	Member

### Staff

Steve Allen	Managing Director, Finance
Mike Brown	Managing Director, Rail and Underground
Steve Burton	Director of Community Safety, Enforcement and Policing, Surface Transport (for part)
Howard Carter	General Counsel
Leon Daniels	Managing Director, Surface Transport
Michèle Dix	Managing Director, Planning
Vernon Everitt	Managing Director, Marketing and Communications
David Goldstone	Chief Finance Officer
Peter Hendy	Commissioner
Terry Morgan	Chairman, Crossrail Limited
Clive Walker	Director of Internal Audit
Shamus Kenny	Head of Secretariat

### 80/12/12 Apologies for Absence and Chairman's Announcements

Apologies for absence had been received from Peter Anderson and Keith Williams.

The Mayor, Members, the Commissioner and Chief Officers expressed their thanks to Christopher Garnett and Patrick O'Keeffe for their important contribution to TfL's achievements during their time as Members. Both would step down from the Board on 31 December 2012.

## **81/12/12 Declarations of Interest**

The following interests were declared: Sir John Armitt as Chairman of the Olympic Delivery Authority, non-executive director of the Berkeley Group and an advisory Board member of Siemens; Richard Barnes as a Councillor for the London Borough of Hillingdon; Charles Belcher as a member of Atos Origin Advisory Council on Transport; Christopher Garnett as a member of the Olympic Delivery Authority and a non-executive director of Aggregate Industries Limited; Baroness Grey-Thompson as a member of the London Legacy Development Corporation, Michael Liebreich as Chief Executive Officer of Bloomberg New Energy Finance; Daniel Moylan as a Councillor for the Royal Borough of Kensington and Chelsea and Chairman of Urban Design London; Bob Oddy on taxi related issues; Patrick O’Keeffe as a Trustee of Ealing Community Transport Charity; and Steve Wright on matters relating to private hire vehicles.

## **82/12/12 Minutes of the Meeting held on 7 November 2012**

The minutes of the meeting held on 7 November 2012 were approved as a correct record and the Chairman was authorised to sign them.

## **83/12/12 Matters Arising and Actions List**

**The Actions List was noted.**

## **84/12/12 Commissioner’s Report**

The Commissioner’s report provided an overview of major issues and developments since the report to the meeting on 7 November and updated Members on significant projects and initiatives.

The Commissioner and his counterparts in Berlin, Madrid, Moscow, Paris and Rome had signed a UITP (International Association for Public Transport) call for action to the European Union and European governments to invest in urban public transport to help kick-start the European economy.

The Government’s Autumn Statement included a funding package for the Northern line extension to Battersea, TfL would continue to argue for investment for other key projects, including the electrification of the Gospel Oak to Barking line. It also included a general cut to Department expenditure of one per cent in 2013/14 and two per cent in 2014/15, but it was not yet clear how and to what extent that would affect TfL.

The launch of the new South London Line, by the Mayor and the Secretary of State for Transport on 10 December 2012, marked the completion of the London Overground orbital route around London. Since taking over the former Silverlink services, TfL had completely transformed a poorly used and under performing service. London Overground now consistently scored highly in league tables for performance and customer satisfaction and ridership had increased significantly. TfL’s experience with London Rail and London’s growing population strongly supported the case for giving the Mayor more control over the suburban rail services into London and for the case for Crossrail 2.

Crossrail had awarded the signalling system contract for the railway's central section to a joint venture of Siemens PLC and Invensys Rail Limited; subsequently Siemens PLC had taken over Invensys Rail. The contract covered the design, manufacture, supply, installation, testing and commissioning of a train control system for the central section.

The Commissioner highlighted a range of cycling initiatives and that consultation responses from cycling groups on the proposed Cycle Superhighway 5, Victoria to New Cross, had been very positive.

The launch of a new campaign outlining the use of the wheelchair space on buses had been well received. Baroness Grey-Thompson would be invited to help support the ongoing publicity campaign. **[Action: Vernon Everitt]**

A wide-ranging programme of improvements to customer service was underway to transform customers' experience of interacting with TfL. Over 630,000 customers had signed up to the Oyster online service account, which included the facility to complete their journeys where they had forgotten to 'tap out'. Contactless bank card payment for bus travel, at Oyster pay as you go rates, was being launched on 13 December 2012 as a first step to roll out across the network. TfL was working with the banking industry and UK Cards Association and looking to experience of the system in America to reduce the risk of fraud.

The use of the Lane Rental Scheme continued to limit the disruption caused by utility company roadworks. An evidence based report on its impact, excluding the Games period, would be brought to Members in spring 2013. **[Action: Leon Daniels]**

Members welcomed the summary of Games Legacy work. In particular, they supported the continuation of work to build on the innovative and flexible freight practices employed during the Games. The test cases developed prior to the Games to demonstrate how out of hours deliveries could be used to the benefit of businesses and improvement in the reliability of the road network, with minimal disruption to residents, would be used to support the case for its continuation and expansion across London. The test cases would be provided to Members. **[Action: Leon Daniels]**

The Commissioner reassured Members that TfL was ready to deal with winter weather conditions.

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

## **85/12/12 Operational and Financial Performance and Investment Programme Reports – Second Quarter 2012/13**

Steve Allen introduced the report setting out the performance monitoring reports for the second quarter of 2012/13 (24 June – 15 September 2012). The operational and financial performance report covered the Games period, which had been financially neutral overall.

Mike Brown commented on the good performance of all Rail and Underground services during the quarter. The Metropolitan line was now operating with entirely new trains and new trains were being rolled out on the Circle and Hammersmith & City lines. Work on the Northern line upgrade was progressing well, with fewer problems and much less disruption to passenger service due to lessons learned from the Jubilee line upgrade. The Northern line upgrade would significantly increase capacity and the final phase of

the Victoria line upgrade would see a record 33 trains per hour peak service introduced from 20 January 2013. Work on station upgrades was also progressing well.

Leon Daniels commented on the performance of Surface Transport services during the quarter. The East London Transit project, which would be completed in May 2013, would open up access to the Barking Riverside development as well as improving the public realm. Surface Transport was creating an inventory of the asset condition of its structures and tunnels, which would determine the priorities for the investment allocated in the Business Plan. The Better Junctions Programme was also progressing well.

**The Board noted the reports.**

## **86/12/12 TfL Business Plan**

Steve Allen introduced the paper, which set out TfL's proposed Business Plan for approval. The Plan updated the previous Plan for significant changes that had occurred over the course of the last year and extended the planning horizon to 2022, detailing TfL's intentions for the next decade. The paper set out the pressures on TfL and the mitigations, which were judged to be sufficient for the Plan to be financially sustainable and for it to be delivered within time and assumed financial constraints.

The financial information in the Plan covered the current funding settlement with government. The longer planning horizon provided evidence to support the case for a consistent level of investment, as part of a further medium term spending settlement. TfL's case would also be supported by the Mayor's 2020 Vision, which would be published in early 2013. The Plan also included a further large savings programme.

A paper would be submitted to the Surface Transport Panel on the management of bus operator service contracts. The paper would cover how bus services were being managed to meet passenger demand without increasing mileage and how TfL assured itself it was getting best value for the contract price. **[Action: Leon Daniels]**

**The Board:**

- 1 approved the Business Plan document and associated Equality Impact Assessment for publication following the Board meeting; and**
- 2 delegated authority to the Managing Director, Finance, to make any further design or editorial changes to the Business Plan as may be required prior to publication.**

## **87/12/12 Deep Tube Programme – Feasibility Phase**

Mike Brown introduced the paper, which summarised the need for additional project authority of £11.27m until March 2014, for the continuation of the Deep Tube Programme Feasibility project to Gateway B. The Board also considered the related paper on Part 2 of the agenda, which contained exempt supplemental information.

**The Board:**

- 1 noted the current status of the Deep Tube Programme in the draft Business Plan and the need to continue feasibility works to develop programme scope and requirements; and**
- 2 granted additional project authority of £11.27m to a total of £22.91m until March 2014, for the completion of the Deep Tube Programme Feasibility project to Gateway B.**

**88/12/12 Tube Lines Cleaning and Security Services Contract**

Mike Brown introduced the paper, which outlined proposals to award a new contract to provide station and train cleaning services and security services in respect of the Jubilee, Northern and Piccadilly lines. The Board also considered the related paper on Part 2 of the agenda, which contained exempt supplemental information.

**The Board:**

- 1 noted the paper;**
- 2 approved the award of a contract of five years nine months duration, for the supply of cleaning services to the Jubilee, Northern, Piccadilly line stations and trains (together with other office accommodation remote from the stations) and security services to operational areas (including depots and sidings with a facility to provide security services at project sites) as described in the paper, to the supplier stated in the corresponding paper on Part 2 of the agenda [TLL to confirm when contractor can be named];**
- 3 delegated to the TfL Officers and the Subsidiaries (as described in paragraph 6 below) the authority to finalise the terms of the contract referred to in paragraph 2 above;**
- 4 authorised the agreement and execution (whether by deed or otherwise on behalf of TfL or any Subsidiary (as appropriate)) any documentation to be entered into in connection with the completion and implementation of the contract referred to in paragraph 2 above (including, without limitation, all agreements, deeds, guarantees, indemnities, announcements, notices, contracts, certificates, letters or other documents); and**
- 5 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 contract referred to in paragraph 2 above.**
- 6 The following Officers and Subsidiaries shall have delegated authority:**
  - (a) TfL Officers: the Commissioner, Managing Director Finance, Chief Executive, Tube Lines, General Counsel and the Chief Finance Officer.**
  - (b) Subsidiaries: Subsidiaries of TfL including Transport Trading Limited and any other subsidiary (whether existing presently or to be forms) of Transport Trading Limited and any of the directors of the relevant company shall be authorised to act for and on behalf of that company.**

## **89/12/12 Police Services Agreement with the British Transport Police Authority**

Mike Brown introduced the paper, which updated the Board on the development of the revised Police Services Agreement (PSA) between TfL and the British Transport Police Authority (BTPA) for the continuing provision of existing policing services from the British Transport Police on the Tube, Docklands Light Railway, London Overground and suburban rail services. The Board was asked to approve the revised terms of the PSA.

Mike Brown continued to work with the Police to reduce costs by greater efficiency, without affecting the level of front line service provision. While the BTP had reduced its costs in recent years, the move to an annual review of costs and services under the Agreement would assist in the drive for further efficiencies, by ensuring greater transparency on the costs.

TfL would continue to pursue the case for greater representation on the BTPA, given TfL's position as primary funder. Mike Brown used his regular meetings with the Chair of the BTPA to ensure that TfL's views were paramount in the BTPA's annual and strategic plans and it was always responsive to TfL's needs.

### **The Board:**

- 1 noted the paper;**
- 2 approved the revised terms of the Police Services Agreement (PSA) between Transport for London and the British Transport Police Authority, as described in the paper;**
- 3 delegated to the TfL Officers and the Subsidiaries (as described in paragraph 6 below) the authority to finalise the terms of the PSA referred to in paragraph 2 above;**
- 4 authorised the agreement and execution (whether by deed or otherwise on behalf of TfL or any Subsidiary (as appropriate)) any documentation to be entered into in connection with the completion and implementation of the PSA referred to in paragraph 2 above (including, without limitation, all agreements, deeds, guarantees, indemnities, announcements, notices, contracts, certificates, letters or other documents); and**
- 5 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 PSA referred to in paragraph 2 above.**
- 6 The following Officers and Subsidiaries shall have delegated authority:**
  - (a) TfL Officers: the Commissioner, Managing Director, Rail and Underground, Managing Director, Surface Transport, Managing Director, Finance and General Counsel.**
  - (b) Subsidiaries: Subsidiaries of TfL including Transport Trading Limited and any other subsidiary (whether existing presently or to be forms) of Transport Trading Limited and any of the directors of the relevant company shall be authorised to act for and on behalf of that company.**

## **90/12/12 London Underground's 150th Anniversary Celebrations – Update on Programme**

Mike Brown introduced the paper, which updated the Board on London Underground's 150<sup>th</sup> anniversary celebrations proposal. A key part of the programme would be to show how innovation and new technology had been essential for the development and enhancement of the Tube and would continue to be in the future. The celebrations also demonstrated TfL's commitment to the London Transport Museum.

**The Board noted the paper.**

## **91/12/12 Board Appointments**

Howard Carter introduced the paper, which asked the Board to appoint a Chair and a Vice Chair to two of its subordinate bodies and to appoint an additional member to the Remuneration Committee, with effect from 2 January 2013, to fill vacancies that would arise shortly.

**The Board:**

- 1 appointed Members to the Committees and Panels, as set out in Appendix 1 of the paper, to take effect from 2 January 2013; and**
- 2 authorised General Counsel to make the necessary changes to Standing Orders to give effect to the revisions described in the paper.**

## **92/12/12 Review of Board Performance and Governance**

Howard Carter introduced the paper, which informed Members of the outcomes of an evaluation of the Board's performance and governance, and that of its Committees, Panels and individual Members and of the actions taken or proposed to address the recommendations made. Members would be updated on progress against the actions as part of the annual governance review.

**The Board:**

- 1 noted the outcome of the review of its own performance and governance; and**
- 2 noted the progress against the recommendations and agreed with the further steps set out in the paper.**

## **93/12/12 Report of the meeting of the Remuneration Committee held on 22 November 2012**

The Chair of the Panel, Baroness Grey-Thompson, gave an update to the Board on the meeting of the Remuneration Committee held on 22 November 2012.

**The Board noted the report.**

## **94/12/12 Report of the meeting of the Finance and Policy Committee held on 27 November 2012**

The Chairman of the Committee, Peter Anderson, gave an update to the Board on the meeting of the Finance and Policy Committee held on 27 November 2012.

**The Board noted the report.**

## **95/12/12 Report of the meeting of the Audit and Assurance Committee held on 7 December 2012**

As provided for under section 100B(4)(b) of the Local Government Act 1972, the Mayor considered that the Report should be considered, as the meeting of the Committee had been held after the statutory deadline for the dispatch of the Board papers. Copies of the paper had been circulated to Members in advance of the meeting and copies had been made available to the public at the meeting.

The Vice Chairman of the Committee, Patrick O’Keeffe, gave an update to the Board on the meeting of the Audit and Assurance Committee held on 7 December 2012.

**The Board noted the report.**

## **96/12/12 Any Other Business the Chairman Considered Urgent**

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

The next scheduled meeting would be held on Wednesday 6 February 2013 at 10.00am.

## **97/12/12 Exclusion of Press and Public**

**The Committee agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the exempt appendices to the papers on the Deep Tube Programme – Feasibility Phase, the Tube Lines Cleaning and Security Services Contract and the Report of the meeting of the Audit and Assurance Committee held on 7 December 2012.**

There being no further business, the meeting closed at 11.35am.

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

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