

TRANSPORT FOR LONDON

BOARD

**SUBJECT: MEMBERSHIP OF THE BOARD, COMMITTEES AND PANELS**

**DATE: 30 SEPTEMBER 2008**

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**1 PURPOSE AND DECISION REQUIRED**

- 1.1 This report sets out the TfL Committee and Panel structure, proposes changes to the existing Panel arrangements and invites the Board to agree the recommended membership of Committees and Panels following recent Board appointments.
- 1.2 The Board is asked to note the Mayor's appointments and to approve the changes to Standing Orders that implement the proposals in this report.

**2 BACKGROUND**

- 2.1 Under the Greater London Authority Act 1999 the Mayor appoints the TfL Board. If he chooses to be a member of the Board he must also be its Chair. On 3 September 2008 the Mayor determined that he will be remaining as a member and Chair of the TfL Board.
- 2.2 The Mayor has appointed Christopher Garnett as deputy chair of the Board. The London Assembly has completed its confirmation hearing and supported the appointment of Mr Garnett to this role.
- 2.3 At its meeting on 25 June 2008 the Board noted the appointments of Tim Parker, Kulveer Ranger and Steven Norris to the Board together with a number of interim appointments.
- 2.4 On 14 August 2008 the Mayor confirmed the interim appointments and appointed a number of additional Board Members as follows:

Peter Anderson;  
Charles Belcher;  
Christopher Garnett;  
Dame Tanni Grey-Thompson;  
Sir Mike Hodgkinson;  
Judith Hunt;  
Eva Lindholm;  
Daniel Moylan;  
Bob Oddy;  
Patrick O'Keeffe;  
Tony West;  
Keith Williams; and  
Steve Wright.

- 2.5 The Mayor must also exercise his powers of appointment to ensure that at least two Members of TfL are able to represent the interests of persons living, working and studying in areas outside Greater London that are served by railway passenger services in respect of which TfL carries out functions or is likely to do so. The Mayor has appointed Sir Mike Hodgkinson and Charles Belcher to fulfil this function.

### **3 COMMITTEES AND PANELS**

- 3.1 The Board has four Committees established under Standing Order Number One. The Committees of TfL are:
- a) Finance;
  - b) Audit;
  - c) Safety, Health and Environment (SHEC); and
  - d) Remuneration.
- 3.2 TfL also has Panels which provide strategic advice to the Commissioner on the functions and operation of TfL. These are non-decision making. There are currently five Panels:
- a) London Underground Advisory Panel;
  - b) Surface Transport Advisory Panel;
  - c) London Rail Advisory Panel;
  - d) Corporate and Equalities Advisory Panel; and
  - e) Strategic Planning Advisory Panel.
- 3.3 It is proposed that this be reduced to two as this is considered sufficient to adequately address the matters which come before the Panels while minimising duplication and the time commitment of Members. The proposed Panels are an Operations Panel which would cover operational matters in all three of TfL's Operational Modes and a Planning and Corporate Panel to cover non-operational planning and corporate issues.
- 3.4 The Terms of Reference of the proposed Operations Panel and the Planning and Corporate Panel are Appendix 1 to this report. The Terms of Reference of the Committees remain unchanged.

### **4 MEETINGS OF THE COMMITTEES AND PANELS**

- 4.1 Under the current Standing Orders meetings of the Panels are required to occur at a specified frequency (either two times or four times a year depending on the Panel). Due to the pre-election period and the changes in the composition of the Board, these numbers of meetings have not taken place this year. It is proposed that the Board waive this requirement in relation to meetings in 2008.
- 4.2 The frequency of the meetings of the Committees has been consistent with Standing Orders.

- 4.3 A programme of Board, Committee and Panel meetings is produced for each calendar year. Once the Board has agreed on the Panel arrangements and the Committee and Panel Membership, a programme of meetings will be produced for 2009 which will be circulated to all Board Members by mid-October. The intention will be to provide a programme which allows for six Board meetings, one Board Away Day, six Finance Committee meetings, four meetings of the other Committees (except for the Remuneration Committee which will be scheduled as required) and four meetings of each Panel.
- 4.4 Additional meetings of the Board or any Committee or Panel will be arranged as may prove necessary throughout the year. TfL aims to keep the number of changes down to the minimum possible though there are occasions when urgent business or other circumstances (such as quorum) necessitate changes. TfL also aims to avoid scheduling meetings during school holidays and religious festivals and to avoid clashes with meetings of regional government bodies such as Mayor's Question Time and London Development Agency Board meetings.

## **5 COMMITTEE AND PANEL MEMBERSHIPS**

- 5.1 The Greater London Authority Act 1999 provides that only Board Members can be members of a TfL Committee. TfL Panels can comprise a mixture of Board Members and staff and currently comprise a number of Board Members and staff relevant to the function of each Panel. It is proposed that in future the Panels should comprise Board Members and the Commissioner but not other members of staff.
- 5.2 Proposals regarding the membership of the Committees and Panels will be tabled at the meeting.

## **6 RECOMMENDATIONS**

The Board is asked to:

- a) NOTE the Mayor's appointments to the TfL Board;
- b) APPROVE the formation of the Operations and Planning and Corporate Panels and their terms of reference as set out in Appendix 1;
- c) WAIVE the requirement for the Panels to meet at the frequency specified in Standing Orders during 2008;
- d) APPROVE the proposals regarding the membership, chairs and deputy chairs of Committees and Panels as tabled; and
- e) DELEGATE to General Counsel any further changes to Standing Orders arising from this report.

## OPERATIONS PANEL

### Membership

**Chair** Peter Hendy

**Deputy Chair**

**Members**

**In attendance** With the Chair's agreement other persons can attend all or any part of a meeting.

**Secretary** To be agreed by the Board Secretary

**Quorum** 3 members

### Frequency of meetings

1. The Panel will meet at least 4 times a year or at such greater frequency as determined by its Chair.

### Terms of reference

2. The Panel will advise and assist the Commissioner with issues relating to the delivery of TfL's operational activities and, in particular, the following:
  - (a) overseeing the development of TfL's policies in relation to delivering operational services reflecting the Mayor's transport and other strategies, including making recommendations or providing guidance to appropriate bodies on strategic issues including franchising, integration and new project development;
  - (b) preparing the operational services' components of TfL's Business Plan and Budget proposals;
  - (c) monitoring the implementation of the operational services' components of the Mayor's Transport Strategy including reviews of the effectiveness of the Business Plan and key policy initiatives;
  - (d) evaluating overall business performance in relation to operational services;

- (e) supplementary monitoring of the development and implementation of projects as agreed by the Commissioner;
- (f) considering integration proposals and monitoring progress on the implementation of TfL's access, inclusion and transport equality strategies in relation to operational services; and
- (g) considering reports on the evolving needs of passengers and monitoring levels of customer satisfaction.

### **Equalities and inclusion**

3. In carrying out its terms of reference the Panel will have regard to the need to promote equality of opportunity, good relations between different groups, the elimination of unlawful discrimination and provide accessible transport for all.

**PLANNING AND CORPORATE PANEL**

**Membership**

**Chair** Peter Hendy

**Deputy Chair**

**Members**

**In attendance** With the Chair's agreement other persons can attend all or any part of a meeting.

**Secretary** To be agreed by the Board Secretary

**Quorum** 3 members

**Frequency of meetings**

1. The Panel shall meet at least 4 times a year or at such greater frequency as determined by the Chair.

**Terms of Reference**

2. The Panel will advise and assist the Commissioner with issues relating to:
  - (a) supervising the development of TfL's strategic objectives and in particular:
    - (1) monitoring implementation of strategic objectives;
    - (2) monitoring strategic development of TfL access, inclusion and transport equality strategies;
    - (3) monitoring strategic involvement of engagement with boroughs, businesses and other stakeholders;
    - (4) monitoring integration of the Transport Strategy and plans with other Mayoral, national and international strategies and frameworks for transport and related issues such as sustainability;

- (5) monitoring development of TfL ticketing and fares strategies; and
  - (6) monitoring strategic development of integration of different transport modes.
- (b) TfL corporate matters and, in particular:
- (1) overseeing the development of TfL's approach in relation to corporate matters, reflecting the Mayor's transport and other strategies;
  - (2) monitoring the implementation of TfL's Equalities and Inclusion initiatives;
  - (3) monitoring cross modal application of corporate matters including policies, accommodation, employment practices, equality and inclusion and Information Management;
  - (4) monitoring the TfL corporate components of TfL's Business Plan and Budget proposals;
  - (5) supplementary monitoring of the development and implementation of projects as agreed by the Commissioner;
  - (6) evaluating overall business performance and reviewing Best Value plans and performance indicators in relation to corporate management;
  - (7) monitoring TfL's approach to external communications and stakeholder relations; and
  - (8) monitoring the development and implementation of the GLA group convergence framework.

### **Equalities and inclusion**

3. In carrying out its Terms of Reference the Panel will give due regard to the principle of equal opportunity for all people. In particular it will seek to promote equality of opportunity, good relations between different groups, eliminate unlawful discrimination and provide accessible transport for all.

**OPERATIONS PANEL**

**Membership**

**Chair** Peter Hendy

**Deputy Chair**

**Members**

**In attendance** With the Chair's agreement other persons can attend all or any part of a meeting.

**Secretary** To be agreed by the Board Secretary

**Quorum** 3 members

**Frequency of meetings**

1. The Panel will meet at least 4 times a year or at such greater frequency as determined by its Chair.

**Terms of reference**

2. The Panel will advise and assist the Commissioner with issues relating to the delivery of TfL's operational activities and, in particular, the following:
  - (a) overseeing the development of TfL's policies in relation to delivering operational services reflecting the Mayor's transport and other strategies, including making recommendations or providing guidance to appropriate bodies on strategic issues including franchising, integration and new project development;
  - (b) preparing the operational services' components of TfL's Business Plan and Budget proposals;
  - (c) monitoring the implementation of the operational services' components of the Mayor's Transport Strategy including reviews of the effectiveness of the Business Plan and key policy initiatives;
  - (d) evaluating overall business performance in relation to operational services;



- (e) supplementary monitoring of the development and implementation of projects as agreed by the Commissioner;
- (f) considering integration proposals and monitoring progress on the implementation of TfL's access, inclusion and transport equality strategies in relation to operational services; and
- (g) considering reports on the evolving needs of passengers and monitoring levels of customer satisfaction.

### **Equalities and inclusion**

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**PLANNING AND CORPORATE PANEL**

**Membership**

**Chair** Peter Hendy

**Deputy Chair**

**Members**

**In attendance** With the Chair's agreement other persons can attend all or any part of a meeting.

**Secretary** To be agreed by the Board Secretary

**Quorum** 3 members

**Frequency of meetings**

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  - (a) supervising the development of TfL's strategic objectives and in particular:
    - (1) monitoring implementation of strategic objectives;
    - (2) monitoring strategic development of TfL access, inclusion and transport equality strategies;
    - (3) monitoring strategic involvement of engagement with boroughs, businesses and other stakeholders;
    - (4) monitoring integration of the Transport Strategy and plans with other Mayoral, national and international strategies and frameworks for transport and related issues such as sustainability;

- (5) monitoring development of TfL ticketing and fares strategies; and
  - (6) monitoring strategic development of integration of different transport modes.
- (b) TfL corporate matters and, in particular:
- (1) overseeing the development of TfL's approach in relation to corporate matters, reflecting the Mayor's transport and other strategies;
  - (2) monitoring the implementation of TfL's Equalities and Inclusion initiatives;
  - (3) monitoring cross modal application of corporate matters including policies, accommodation, employment practices, equality and inclusion and Information Management;
  - (4) monitoring the TfL corporate components of TfL's Business Plan and Budget proposals;
  - (5) supplementary monitoring of the development and implementation of projects as agreed by the Commissioner;
  - (6) evaluating overall business performance and reviewing Best Value plans and performance indicators in relation to corporate management;
  - (7) monitoring TfL's approach to external communications and stakeholder relations; and
  - (8) monitoring the development and implementation of the GLA group convergence framework.

### **Equalities and inclusion**

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