

Transport *for* London

Minutes of a meeting of the Board
held on Tuesday 23rd January 2001, starting at 10.00 a.m.
in Room AG16, Romney House, Marsham Street, London SW1P 3PY

Present:	Ken Livingstone (Chair)	Susan Kramer
Board Members:	Dave Wetzel (Vice-Chair)	Robert Lane
	David Begg	Joyce Mamode
	Stephen Glaister	Paul Moore
	Kirsten Hearn	Steven Norris
	Mike Hodgkinson	David Quarmby
	Oli Jackson	Tony West
Special Advisors in attendance:	Bryan Heiser	
	Lynn Sloman	
Others in attendance :	Robert Kiley	
	Betty Morgan	
	Maureen Nolan	
	Michael Swiggs	
Apologies for absence:	Jimmy Knapp	
	Nicky Gavron	

01/01 WELCOME TO THE COMMISSIONER

The Commissioner was welcomed to his first Board meeting by the Chair. Bob Kiley said that he was pleased now to be in post full time, and reflected on the following key issues facing TfL:

- The outcome of discussions on London Underground was still uncertain, but it was hoped that by the next Board meeting on 13 March, a constructive solution should have been identified;
- The Transport Strategy had recently been published and was receiving wide circulation. Priorities needed to be determined over the next few months to progress the Strategy;
- It was hoped that the remaining senior appointments at TfL would be finalised within the next four to six week;
- TfL presented a unique opportunity to deal with a wide breadth of transport issues; and

- He looked forward to meeting all Board Members in the near future and working with the Board.

Susan Kramer extended a warm welcome to the Commissioner on behalf of the Board Members and considered that his appointment presaged an exciting future.

In addition, although she was a proponent of an alternative plan to the PPP, she wished to put on record that she wished to disassociate herself from any strike action in support of the PPP. The Chair reassured Board Members that they were not being asked to approve strike action and that his objective was to negotiate a satisfactory conclusion to the PPP discussions.

02/01 MINUTES OF THE PREVIOUS MEETING

It was **noted** that current legislation did not prohibit minicab drivers from carrying guidedogs, but it was hoped that, in future, there should be the expectation that minicab drivers will carry passenger's guidedogs (Minute 55/00). It was further **noted** that this topic was due to be discussed at the next meeting of the Public Carriage board on 1st February 2001.

Subject to this, the minutes of the previous Board meeting held on 5th December were **agreed** as a true record.

03/01 MATTERS ARISING

There were no matters arising.

04/01 REPORTS

04.1/00 Development of Performance Indicators and monthly performance reports – November

A paper outlining the progress made to date in reviewing and developing performance indicators was considered. It was **noted** that Board Members had been sent the November Performance Report under separate cover on publication and that the December Performance Report was due to be issued shortly.

The latest drafts of revised London Underground performance indicators and those for bus services were also considered. Board Members were asked to consider whether they wished to receive the same information provided to the Rail Services board, or a summarised form of this information.

The following points were **noted** during discussion:

- Social inclusion: A request was made that mystery shopper surveys should, where possible, include users with disabilities.
- It was **agreed** that the current level of information should be presented to the TfL Board until Board Members had had an opportunity to consider whether they wished to see less information in the Reports. Board Members were requested to comment on this aspect of the information when they had had an opportunity to consider the options. In addition, an exception report was requested to identify key trends.
- The suggestion was made that a timetable should be developed for the business plan and targets, around which the Performance Indicators could be reshaped.

London Underground

It was **noted** that excess weighted journey times had increased and that peak time train services had been reduced due to lack of staff. Susan Kramer stated that she was aware that there were historical problems associated with particular lines and that there was a shortage of staff in key roles within LUL. It was **noted** that no representatives from London Underground identified themselves in order to provide background information.

It was **noted** that a series of transition meetings between the Commissioner and LUL had commenced, with the aim of identifying significant issues and maintaining continuity when the transition occurred. It was anticipated that these meetings would take place every two weeks and the Commissioner would provide reports on these meetings to the Board. Board Members were asked to contact the Commissioner if they wished to discuss issues relating to LUL.

London Buses

It was **agreed** that an analysis of staff shortages and how this is to be addressed within the bus companies should be obtained from London Buses, on a regular basis.

Docklands Light Railway

It was **agreed** that an analysis of the usage of DLR's Lewisham Extension should be provided to Board Members.

Statistical breakdown of the workforce

In answer to a question on the strategies in place within TfL to enable women to reach positions of higher management, the Chair

stated that he expected to see rapid progress in this area since one of the performance criteria for the Commissioner was to advance TjL to an improved profile as an equal opportunities employer.

It was **noted** that equality data on staff employed indirectly and on staff with disabilities should be available at the start of the next financial year. It was **agreed** that footnotes or explanations should be provided for the next set of data on the breakdown of the workforce.

It was **noted** that new bus contracts entered into should incorporate equal opportunity clauses.

It was **noted** that in accordance with best practice, the monitoring of the workforce was carried out on a voluntary basis and that the policies for monitoring should be made clear and explicit to the staff to allay any anxiety about the monitoring process. The Chair said he would consult Angela Mason, the Mayor's Adviser on gay and lesbian issues, to prepare an advisory note to be circulated to Board Members.

04.2/01 Progress report on Best Value

A paper updating progress made on Best Value and the arrangements in place to implement Best Value in TjL was considered.

It was **noted** that "Best Value" was a requirement of the Local Government Act 1999 and secondary legislation made thereunder.

It was further **noted** that a panel of Board Members had been proposed to build on the existing Board Member involvement in the Pilot Best Value Reviews already undertaken.

The Commissioner stated that he believed that best value needed to be strongly linked to the management of the business and embedded in the business planning process. It must be used as a management tool. He would be concerned if the exercises became disconnected from reality. It was important to concentrate on service delivery on the ground.

It was **agreed** that Board Members interested in assisting in the Best Value programme should contact the Commissioner, with an indication of particular expertise or preferred area of involvement.

04.3/01 Safety, Health and Environmental Policy Advisory Group

A paper on the proposed Safety, Health and Environment Policy Advisory Group (SHE-PAG) was considered. It was **noted** that the proposed Group would have two main responsibilities:

- to advise the TfL Board on safety, health and environment matters; and
- to exercise scrutiny on behalf of the TfL Board that all the component parts of TfL are ensuring adequate health and safety for employees.

The Group would aim to take an holistic approach across all modes of transport and safety concerns of vulnerable groups such as women and young people should be included within its remit.

It was **agreed** that Stuart Nattrass and Professor Richard Booth should be appointed as independent advisers to the Group.

It was **agreed** that the Terms of Reference should include scrutiny of the way TfL provides for subcontractors.

It was **noted** that the Group did not have a formal responsibility for safety policy on the national railways.

It was further **noted** that the Group would not have direct responsibility for matters of line management such as education or training. The role of the Group would be to scrutinise, encourage, suggest and challenge line management. The Chair of the Group would draw matters of concern to the attention of line management and the Commissioner, before reporting back to the Board.

The formation of the Group, the membership and the Terms of Reference were **agreed**. It was **agreed** that the name of the proposed Group should be changed to Health, Safety and Environment Policy Advisory Group.

05/01 **THE MAYOR'S TRANSPORT STRATEGY**

It was **noted** that the Transport Strategy had been launched on 11 January and had been distributed widely. It was **noted** that the Board would need to agree a response at the 13 March Board meeting and an informal meeting of Board Members was proposed to be held in late February to discuss comments from Board Members.

In answer to a question on the availability of the Transport Strategy, it was **noted** that every household in London would receive a leaflet on the Transport Strategy, including a telephone number to contact to obtain a copy of the “highlights document”, and that the highlights document was available in a range of formats, including braille and other languages.

06/01 **BOROUGH LIAISON**

A paper recommending a number of options for liaison between TfL and the Boroughs, and the draft Memorandum of Understanding was considered.

The draft Memorandum of Understanding was reviewed and it was **noted** that this would require further consideration. Final decisions on arrangements for liaison with the boroughs would be deferred to a later date.

07/01 **PENSION FUND ISSUES**

A paper providing further details on the proposed new structure of the LRT Pension Fund (LRTPF) and TfL’s role as principal employer was considered.

It was **agreed** that a recent letter from DETR regarding the scope for contractors’ staff to be given entry to the scheme would be circulated.

The Board **agreed:**

1. to enter into a new Deed of Participation in the LRTPF which will come into effect from the date of the re-structuring of the LRTPF (currently planned for 1 April 2001) so as to enable it to participate fully in the new non-associated structure;
2. to give the Commissioner of Transport for London, authority to agree the terms of the new Deed of Participation on behalf of TfL;
3. to assume the role of Principal Employer of the LRTPF in succession to LRT by the time of the transfer of the remainder of LRT’s undertaking to TfL;
4. to note that from the date of implementation of the new structure that TfL should be fully consulted in all LRTPF decisions which will impact on TfL and its subsidiaries ;
5. to authorise the Commissioner to nominate TfL’s representative on the Employer’s Group.

08/01 PROCEDURAL ITEMS

08.1/01 Chair's Actions for endorsement

The following Chair's actions, which had been taken since 5th December 2000, were **endorsed**:

Date	Action	Taken By
7 December	Grant of new rights of way to London Electricity Sub-station at the Public Carriage Office, 15 Penton Street, London N1	D. Wetzel
7 December	Deed of Variation of rights of way at 15 Penton Street, London N1	D. Wetzel
19 December	Approval of lease of 18 th Floor of Windsor House.	D. Wetzel
21 December	Lease of kiosk at Canada Water Bus Station	D. Wetzel
22 December	Advance payment of compulsory purchase compensation payable to London and Continental Railways.	D. Wetzel

08.2/01 Appointments of Robert Kiley and Peter Hendy as Directors of Transport Trading Ltd.

A paper recommending the appointments of Robert Kiley, Commissioner of Transport for London, and Peter Hendy, Managing Director of London Bus Services Limited, as directors of Transport Trading Limited (TTL) was considered.

It was **agreed** that Robert Kiley and Peter Hendy be appointed as directors of TTL with effect from 23 January 2001 by means of a notice in writing from TfL, the majority shareholder of TTL.

It was **noted** that Richard Hallé had resigned as a director of TTL with effect from 23 January 2001.

09/01 ANY OTHER BUSINESS

09.1/01 TfL Corporate structure

It was **noted** that the Commissioner was developing a revised corporate structure for TfL. Kirsten Hearn requested confirmation

of when this might be completed and also asked the Commissioner for an assurance that Board Members are provided with information in a timely manner for proper consideration and to consider how the Board can function in an optimal manner.

The Commissioner replied that he was in the process of setting up meetings with individual Board Members to discuss methods of working together. One possibility under consideration involved a standard format for authorising documents required for decision making. The Commissioner was confident that changes would be implemented by the end of March 2001.

09.2/01 PPP

Board Members asked to be informed of any significant changes that might occur before the next Board meeting on the PPP. The Chair stated that he hoped there could be a more rapid resolution of the problems than had been previously anticipated, but he advised that in all probability the first information anyone would receive would be an early press statement.

There being no further business, the meeting closed at 12 noon.

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