

Board



Date: 19 July 2017

Item: Review of Board Effectiveness 2017

This paper will be considered in public

1 Summary

- 1.1 This paper sets out the proposals for the review of Board effectiveness in 2017.

2 Recommendations

- 2.1 **The Board is asked to note the paper and agree the methodology and focus of the review of Board effectiveness in 2017.**

3 Background

- 3.1 In line with good corporate governance practice, TfL reviews the effectiveness of its Board and its decision making structure every year. In two years out of every three, the Deputy Chair of TfL conducts an informal review and reports back to the Board. Every third year, TfL commissions an external review.

4 Outcome of the 2015 Review

- 4.1 Deloitte LLP's specialist Board Advisory Team led an external review of effectiveness in 2015. The outcome of the review and its recommendations were reported to the Board in December 2015.
- 4.2 A number of the recommendations related to or relied upon the appointment of the new Board, following the Mayoral election in May 2016 and the implementation of a revised decision making structure.
- 4.3 In September 2016, the Mayor made appointments to the new Board. An update on progress against the recommendations from the Deloitte review was reported to the Board on 22 September 2016, which confirmed that most of the actions had been completed, in particular those relating to improving the diversity and skills base of the Board. At the same meeting, the Board approved revised governance arrangements that addressed most of the other outstanding actions. The remaining actions, which followed the appointments process and implementation of the new decision making process have now been implemented.

5 Proposed Focus of the 2017 Review

- 5.1 The 2017 review will be led by the Deputy Chair of TfL, Val Shawcross CBE.
- 5.2 The proposed focus of the review will be on the implementation and effectiveness of the new Standing Orders and decision-making structure. Proposals will then be made for changes to the Standing Orders and to the terms of reference and membership of the Committees and Panels. The review will also look at the quality of the induction process for the new Members appointed in September and October 2016 and Board dynamics.
- 5.3 The proposed methodology is for Members to complete a short questionnaire and to then have an opportunity to discuss their responses with the Deputy Chair at one-to-one meetings. A report drawing out the conclusions from the review and proposed recommendations will then be submitted to the Board for approval. The Board will then be provided with updates on the implementation of those recommendations.

Appendices to this paper

None

Background Papers

15 December 2015 paper to the Board on the Review of Effectiveness 2015
19 July 2016 paper to the Board on changes to the decision making structure
22 September 2016 reports to the Board on revisions to Standing Orders, appointments to Committees and Panels and progress against the recommendations of the 2015 review.

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