

TRANSPORT FOR LONDON

AUDIT COMMITTEE

**SUBJECT: IMPLEMENTATION OF THE REVIEW OF COMMITTEES AND PANELS**

**DATE: 15 JUNE 2010**

---

**1 PURPOSE AND DECISION REQUIRED**

- 1.1 The purpose of this paper is to update the Audit Committee on developments since the Review of the Committees and Panels undertaken by the Deputy Chairman, Daniel Moylan last summer and to propose further changes. The Committee is asked to note the report and endorse the proposals for approval by the Board at its meeting on 23 June 2010.

**2 BACKGROUND**

- 2.1 At the Board meeting in February 2009, Members were advised that the Mayor had asked Daniel Moylan to conduct a review of the operation of TfL's Committees and Panels to ensure that they operated effectively and that Members had full opportunity to participate in TfL's work ("the 2009 Review"). In June 2009 the Board approved a number of changes to TfL's Standing Orders, meeting practices and training opportunities to implement the results of the Review.
- 2.2 As a year has passed since the 2009 Review it is appropriate to examine its implementation and to consider whether further changes are required.

**3 STANDING ORDERS**

- 3.1 The 2009 Review recommended a number of changes to Standing Orders, including changes to the terms of reference of the various Committees and Panels. For example, to reflect the additional functions of the Finance Committee (renamed the Finance and Policy Committee) and the Safety, Health and Environment Committee (renamed the Safety, Health and Environment Assurance Committee to reflect its greater role in environmental assurance). These changes have been fully implemented and are working well. The relationships between the Panels and the Committees have also been clarified in Standing Orders and in the diagram of the decision making structure. In addition, papers submitted to a Panel with significant financial consequences are also now submitted to the Finance and Policy Committee or other Committee as appropriate as required by the revised Standing Orders.

- 3.2 The 2009 Review also recommended the following Panel structure and Standing Orders were amended accordingly:
- (a) Surface Transport;
  - (b) Rail and Underground;
  - (c) Environment and Planning; and
  - (d) Corporate.
- 3.3 While the Panels have been operating effectively, there has now been a full annual cycle of the meetings of the Panels, and the Mayor's Transport Strategy and a number of other environmental strategies have been published for consultation. In the light of this experience, it is now proposed that the Environment and Planning and Corporate Panels be combined from 1 July 2010.
- 3.4 It is proposed that the new Panel, called the Environment, Corporate and Planning Panel, be formed with the terms of reference as outlined in Appendix 1.

#### **4 MEETING PRACTICES**

- 4.1 The 2009 Review resulted in various changes to meeting practices which would increase the transparency of decision making. Papers are now explicit as to whether a matter has been considered by another Panel or Committee so that members have a clearer understanding of where issues have been considered and any points raised.
- 4.2 In addition, the Board determined that as many papers as possible should be considered in open session. If a matter is to be considered in closed session, the reason for it must be explicit. This has progressively occurred throughout the year, with papers principally being considered in open session unless there are commercial, personnel or other sensitivities. Papers of open sessions are also placed on the TfL website as soon as practicable after they have been distributed to Members.
- 4.3 The 2009 Review also recommended that the Panels have a greater opportunity to shape their own agendas. There has been regular engagement with the Chairs of the respective panels so that they have greater input into the agendas and forward plans. Members have also requested items to be included on agendas for future meetings. As recommended in the 2009 Review, the Chairs of the Committees and Panels have been asked about the frequency of meetings and additional meetings have been scheduled as required. This has been particularly relevant for the Finance and Policy Committee where a number of additional meetings have been scheduled to address emerging issues.
- 4.4 The Board also agreed to review the membership of the Committees and Panels on an annual basis. A paper proposing changes to the membership, including as a result of the proposed formation of the Environment, Corporate

and Planning Panel, will be submitted to the meeting of the Board on 23 June 2010.

## **5 TRAINING**

- 5.1 The 2009 Review recommended that training opportunities including site visits be provided to Members. During the course of the year, there have been seven visits arranged for Members to obtain a deeper understanding of operational issues. Several of these have been initiated at the request of Members. There are further site visits arranged for the remainder of the year focussing on different projects in the Investment Programme. There have also been opportunities for Members to meet with representatives of other related bodies to further their understanding of TfL. For example, informal meetings have been arranged with the respective Audit Committees of TfL and Crossrail and members recently met with the Chair and Chief Executive of the Olympic Park Legacy Company.
- 5.2 There have also been induction sessions for new chairs of Committees and Panels and the Chair of the Audit Committee has also attended the Best Practice for Audit Committees Annual Conference.
- 5.3 The focus of training opportunities in the forthcoming year will be the opportunity for all Members to participate in voluntary, bespoke training on their role through a whole day facilitated session. It will examine in particular, issues such as governance and Board effectiveness.

## **6 OTHER GOVERNANCE CHANGES**

- 6.1 While not expressly as a result of the 2009 Review, there have been a number of significant changes to TfL's Governance arrangements during the year:
- (a) appointment of Shaun McCarthy to the Safety, Health and Environment Assurance Committee to support the Committee's increased environmental assurance functions and his proposed occasional attendance at the new Environment, Corporate and Planning Panel meetings to ensure consistency on environmental matters;
  - (b) formation of the Special Purpose Committee; and
  - (c) formation of the Investment Programme Advisory Group.

## **7 RECOMMENDATION**

- 7.1 The Committee is asked to NOTE the report and ENDORSE the changes to Standing Orders and other practices for approval at the meeting of the Board on 23 June 2010.

## **8 CONTACT**

- 8.1 Contact: Ellen Howard, Director of Corporate Governance  
Number: 020 7126 4221  
Email: [EllenHoward@tfl.gov.uk](mailto:EllenHoward@tfl.gov.uk)

## ENVIRONMENT, CORPORATE AND PLANNING PANEL

### Membership

<b>Chair</b>	
<b>Vice Chair</b>	
<b>Members</b>	
<b>In attendance</b>	With the Chair's agreement other persons can attend all or any part of a meeting
<b>Secretary</b>	To be agreed by General Counsel
<b>Quorum</b>	Three members

### Frequency of Meetings

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

### Terms of Reference

The Panel will advise on issues relating to planning functions and environmental policy and corporate matters, in particular:

- (a) comment on the development of TfL's strategic, environmental and corporate objectives and monitor their implementation;
- (b) monitor TfL's approach to external communications and stakeholder relations including with the London Boroughs and businesses;
- (c) monitor integration of the Transport Strategy and plans with other Mayoral, national and international strategies and frameworks for transport and related issues such as the environment and sustainability;
- (d) monitor the implementation of Equalities and Inclusion initiatives;
- (e) monitor cross-modal application of corporate matters including policies, accommodation, employment practices, equality and inclusion and Information Management; and
- (f) monitor the development and implementation of GLA Group Shared Services.

## **Procedure**

Where consideration is given by the Panel to a matter with significant financial consequences, a summary of any recommendations will be provided to the Finance and Policy Committee. Similar reports will also be provided to the Audit Committee or the Safety, Health and Environment Assurance Committee if one or both Committees should be made aware of the Panel's deliberations.