

Board

Date: 8 June 2022

Item: Collective Executive Decision Making

This paper will be considered in public

1 Summary

- 1.1. This paper sets out a proposal for TfL's Chief Officers to be able to make certain decisions collectively and seeks approval to amend Standing Orders to facilitate that and related changes.

2 Recommendation

- 2.1 The Board is asked to note the paper and authorise the General Counsel to implement the changes to Standing Orders as described in this paper.**

3 Background

- 3.1 TfL's governance model, in keeping with other organisations of similar size and complexity, generally authorise individual accountable officers to make decisions, albeit they may choose to do so with the benefit of contributions from a wider group of colleagues and advisers.
- 3.2 TfL's current Standing Orders provide for decisions of Officers to be made individually, rather than collectively so a change to this approach requires an amendment to Standing Orders, which is a matter reserved to the Board.

4 Proposed Changes to Standing Orders

- 4.1 Enabling members of the Executive Committee or groups comprising Chief Officers and other senior staff where appropriate to make decisions collectively, as opposed to individually, is proposed to strengthen collective accountability for strategic issues. This approach will not be appropriate or efficient for all decisions, so a default position retaining individual decision making is proposed, with collective decision making applying where the Commissioner or relevant Chief Officers consider that appropriate.
- 4.2 It is envisaged that decisions made collectively by the Commissioner, Chief Officers and Senior staff will be addressed in the usual cycle of management meetings, including the Executive Committee or appropriate themed strategic meetings and the Commissioner will, from time to time, issue guidance for such meetings to ensure appropriate arrangements are in place.
- 4.3 A change is also proposed to the wording of Standing Order 121 for ease of reading.

4.4 The changes proposed to Standing Orders 121 and 124 are shown in Appendix 1.

Appendices to this paper

Appendix 1: Proposed revised Standing Orders (changes marked)

Background Papers

None

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Proposed revised Standing Orders

121. The Board delegates to the Commissioner the discharge of any functions of TfL, except for functions:
- (a) reserved to the Board; or
 - (b) specifically delegated by the Board to another body or Postholder otherwise than by Standing Orders,
- provided that, where functions of TfL are delegated to Officers under Standing Orders, the Commissioner is not prevented from exercising those functions himself.
122. The Board delegates to the Commissioner the appointment and removal of:
- (a) directors of Subsidiary Entities (but not directors of Subsidiaries of those entities (see standing order 118)) where the approval of TfL is required; and
 - (b) directors of Associate or Joint Venture Entities where the approval of TfL is required (but not directors of an Associate or Joint Venture Entity within the responsibility of a Subsidiary Entity (see standing order 118)).
123. The Board appoints the Commissioner (or, in his absence, General Counsel) to be the shareholder representative of Transport for London in respect of its subsidiaries Transport Trading Limited and London Transport Insurance (Guernsey) Limited.

General delegation to Chief Officers and specified Officers

124. The Board delegates to each Chief Officer, and the Director of Communications and Corporate Affairs the discharge of any functions of TfL in respect of matters for which that Chief Officer or Officer has responsibility:
- (a) across the TfL Group;
 - (b) in a managerial position; and/or
 - (c) in a professional position;

except for functions reserved to the Board or delegated to other bodies or Postholders by Standing Orders or otherwise. Any Chief Officer, or the Commissioner in discharging any function delegated under Standing Order 121, may choose to discharge any such function collectively with other Chief Officers in accordance with any guidance that the Commissioner may issue in accordance with Standing Order 108(c).