

TRANSPORT FOR LONDON

AGENDA

BOARD MEETING

TO BE HELD IN ROOM AG16
ROMNEY HOUSE, MARSHAM STREET, LONDON SW1P 3PY
ON WEDNESDAY 8TH NOVEMBER 2000, STARTING AT 10.30 A.M.

A meeting of the Board will be held to deal with the following business. The public are welcome to attend this meeting, which has disabled access. Please note that members of the press should use the Tufton Street Entrance.

The meeting will be preceded by a short presentation by Kerry Hamilton on
Women's Issues and Travel in London

1. Apologies for absence Oral Item

2. Minutes of previous meetings
 Board meeting held on 3rd October

3. Matters arising Oral item

4. Reports Oral item
 - 4.1 Senior appointments Oral item
 - 4.2 Development of Performance Indicators and Monthly Performance Report – September 2000 Paper by TfL

5. Transport Strategy - short presentation Oral item

6. Procedural items Paper by TfL
 - 6.1 Chair's Actions

7. Any Other Business Oral item

Transport *for* London

Minutes of a meeting of the Board
held on Tuesday 3rd October 2000, starting at 10.00 a.m.
in Room AG16, Romney House, Marsham Street, London SW1P 3PY

Present:

Board members:	Ken Livingstone (Chair) Dave Wetzel (Vice-Chair) Stephen Glaister Kirsten Hearn Mike Hodgkinson Oli Jackson Susan Kramer	Robert Lane Joyce Mamode Paul Moore Tony West
Special Advisors in attendance:	Bryan Heiser Lynn Sloman	
TfL Officers in attendance:	Anthony Mayer Betty Morgan Maureen Nolan Michael Swiggs	Dick Halle (Item 42) Derek Turner (Item 43) Liz Meek (Item 47)
Others in attendance:	Nicky Gavron Rufus Barnes (item 36) Suzanne May (item 36)	

36/00 Presentation by the London Transport Users Committee (LTUC)

A short presentation was made by Rufus Barnes and Suzanne May of the LTUC, describing the operation of LTUC and earlier LRPC contributions to discussion and development of issues such as the Travelcard, the South London Overground study and the Who Goes Home study. It was **noted** that the LTUC studies on the Cross-Boundary Bus Services and the Perceptions of Disabled people when using the National Rail Network were both nearing completion.

It was **agreed** that the LTUC should be involved at an early stage in consideration of revised policies, including: bus design; penalty fares; and the wider use of conductors on buses.

37/00 The Chair stated that other short presentations would be made by other transport-related groups before future Board meetings.

38/00 **APOLOGIES FOR ABSENCE/ATTENDANCE**

Apologies for absence had been received from Jimmy Knapp, Steven Norris, and David Quarmby.

39/00 It was noted that Nicky Gavron, Deputy Mayor, had been invited to attend TfL Board meetings in her capacity as an advisor on planning matters, but she would not be entitled to vote or participate in any decisions of the Board.

40/00 **MINUTES OF PREVIOUS MEETINGS**

The minutes of the previous Board meeting held on 8th September were **approved** as a true record.

41/00 **MATTERS ARISING**

There were no matters arising.

42/00 **REPORTS**

42.1/00 August Performance Report and Review of Financial Outlook

The monthly Performance Report for August 2000 was considered.

It was **noted** that a seminar on Performance Indicators would take place on 5th October at which it was intended to review high level performance indicators and measures of consumer satisfaction, to be incorporated into future performance reports.

In relation to the financial report, the Chief Executive reminded the Board that when the TfL budget had been established by Central Government, the cost of Highways Agency staff (including IT and accommodation) within the Street Management section of the budget had been underestimated which, with repair obligations for the Blackwall Tunnel, insurance and certain other smaller components, totalled £25m. TfL had requested this amount from Government Office for London but had not received a positive response yet. A further request was being made.

The Chief Executive reported on the results at the five months' stage.

In an extended discussion on bus performance, particularly in relation to customers' perceptions of "leaving early" issues, and on night demand and usage, it was **agreed** that future Board meetings

would address bus service performance, and in particular review the issues of night bus service (and parking restrictions), given changes in the social patterns, traffic levels etc in central London and suburban areas.

It was also **agreed** Performance Reports would seek to highlight five key features of performance for each of the modes and other services, for the Board to consider in more depth.

It was **noted** that no press representatives were present at the Board meeting and it was **agreed** that the TfL Press office should prepare a report after each Board meeting for distribution to the appropriate press.

42.2/00 Progress Report on Best Value

A paper outlining the requirements of Best Value for TfL and the progress being made in meeting these requirements was considered.

It was **noted** that four pilot studies had been initiated. Board members were invited to participate in the Best Value process by contacting Anthony Mayer, as Chair of the Best Value Steering Group.

43/00 **HUNGERFORD BRIDGE UPDATE**

It was **noted** that TfL, supported by legal advice, was in negotiation with Westminster Council on the funding agreement. TfL needed to be satisfied that agreement from English Heritage and Thames Water had been reached. TfL had negotiated total flexibility for the timing of the funding, which could take place at any time over the next three years.

Susan Kramer expressed the following concerns:

- the projects that might have to be cancelled in order to progress the Hungerford Bridge project had not been identified;
- project management was likely to be a significant issue;
- the possible alternative options had not been identified.

The special circumstances surrounding Hungerford Bridge were understood but it was **agreed** that, as a matter of good corporate governance, the standard approach for recommendations to the Board was to provide a clear statement of the alternative options available.

It was **noted** that the bridge is very important to London, particularly given the revitalised South Bank. If the project is not completed, a new pedestrian bridge would be required in approximately three years. This would mean starting from scratch and would require significant project management resource from TfL.

It was **noted** that TfL would not lose identified schemes by making the contribution and that there was more likely to be slippage to schemes than loss of schemes.

It was **noted** that TfL was not listed on any of the existing signs at the Hungerford Bridge site. The work currently underway at the bridge was minimal, but when the funding agreement had been concluded, TfL would be included in any signs on display at the bridge during work in progress.

44/00 **CONGESTION CHARGING**

It was **noted** that the majority of organisations approached had responded to the discussion document Hearing London's Views. The response had been broadly positive; none had rejected congestion charging in principle, though some had raised points of detail.

45/00 **EAST THAMES BUSES**

A paper outlining the decisions made by the Management Board on 21st September in relation to London Buses Limited (trading as East Thames Buses) was considered.

It was **noted** that Oli Jackson had declared an interest through his office as Senior Regional Officer of the Transport and General Workers Union. The Board **agreed** that Oli Jackson could remain present during the discussion but should not participate in it. Steven Norris, who had also previously declared an interest in East Thames Buses, did not attend the meeting.

The Board **noted** the following decisions taken at the Management Board meeting held on 21st September:

- Jeff Chamberlain had been appointed as temporary Managing Director of London Buses Limited for a period of up to six months;
- the membership of the board of London Buses Ltd would be changed to create a board which would be independent from London Bus Services Ltd;
- London Buses Limited and London Bus Services Ltd would operate at arms length;
- tendering would not be ruled out at the end of three months;
- all issues and future options would be reviewed at the end of three months.

46/00 ACCEPTANCE OF ONE DAY TRAVELCARDS ON NIGHT BUSES

A paper proposing that One Day tickets would be valid on Night Bus Services was considered.

The Board **agreed** that Night Buses should accept One Day Bus Passes, Travelcards and LT cards until 4.30 a.m. on the following day. It was anticipated that this initiative would come into effect before Christmas but, before the launch date, operating staff would be consulted and apprised of the new arrangements.

47/00 TfL'S ROLE IN THE FUEL CRISIS

The Mayor congratulated TfL for its role in maintaining bus services throughout the fuel crisis and a tribute from the police was **noted**.

The following points were **noted**:

- TfL had been successful in persuading Government to add taxis to the list of essential users during the crisis;
- a report had been commissioned on the lessons to be learned from the fuel crisis. This report will be circulated to Board members;
- contingency plans were being drawn up for the future, based on the lessons learned;
- BAA had offered to share its experiences in this area with TfL; and
- although a survey had not been carried out on travel statistics during the crisis, general figures showed an increase in usage of the Underground and a smaller increase in usage of buses; further details would be circulated to Board members when available.

48/00 ANY OTHER BUSINESS

48.1/00 Hutton Report

Board members had received a copy of the Hutton Report (The London Underground Public Private Partnership: An Independent Review by The Industrial Society) from the Mayor's Office.

The Rail Services board would be asked to include a consideration of Public Private Partnership (PPP) issues in its remit.

48.2/00 Appointment of TfL representative on the ALG Transport and Environment Committee

The Board **noted** the decision made at the Management Board meeting on 21st September to appoint Paul Moore as TfL's representative on the ALG Transport and Environment Committee.

There being no further business, the meeting closed at 11.55 a.m.

TRANSPORT FOR LONDON

BOARD PAPER

**SUBJECT: DEVELOPMENT OF PERFORMANCE INDICATORS AND
MONTHLY PERFORMANCE REPORT – SEPTEMBER**

MEETING DATE: 8 NOVEMBER 2000

1. WORKSHOP ON 5 OCTOBER

1.1 Many Board Members, advisers and outside experts attended the special Workshop on 5th October on Performance Indicators for TfL and the individual modes, and the Board Performance Report. A note of the principal conclusions from the Workshop is attached as **Appendix 1**. This sets out the key points raised during the discussion, and the requirements to be addressed in developing the performance framework.

2. MONTHLY PERFORMANCE REPORT – SEPTEMBER

2.1 In the meantime, the performance report is continuing to be produced on the basis of the format and content used in previous months. The attached Executive Summary (**Appendix 2**) summarises the key issues arising for September on service delivery, organisational health and financial performance. In addition, a copy of the full Performance Report for September has been circulated to Board Members.

3. RECOMMENDATIONS

The TfL Board is asked to

- NOTE the results of the Workshop on 5 October and
- NOTE TfL's current performance as set out in the Performance Report for September

Bob Chilton
Acting Shadow Commissioner for Transport

WORKSHOP ON PERFORMANCE INDICATORS AND THE BOARD PERFORMANCE REPORT

Thursday 5 October 14:00-17:00, Romney House

Key points raised:

- There was a need for a monthly report covering key indicators, together with less frequent reporting of other aspects in more depth (perhaps every 6 months).
- The monthly report should focus on the main modes (i.e. largest elements of the business), with limited reporting of smaller elements. There is no specific requirement to have directly comparable modal indicators – they should be appropriate to each mode.
- Reporting should cover the following key dimensions:
 - community level performance (the network as a whole)
 - customer level performance (the customer experience)
 - an understanding of the TfL business (usage, revenues, costs, staff etc)
 - exception reporting
 - measures of how well the business is being managed.
- Modal reporting should seek to avoid system-wide averages, and should reflect as closely as possible the service as experienced by the customer. Line by line information for the Underground, and area based information for London Buses, would be of interest.
- Measures of customer level performance could include crowding, safety, waiting time probability, average vehicle speed, lift and escalator availability, asset failure rates.
- Reporting should link to measures used for managing each of the businesses to ensure an integrated approach.
- Indicators should be clearly explained, to avoid misunderstandings over terminology, and will need to try and balance the objective of both transparency and comprehensiveness.
- In the short term, reporting will need to be based on data sources already available, but plans for other measures must be developed to fill gaps (which clearly exist) in the existing set of indicators.
- It was noted that the modal satisfaction surveys currently carried out are sound, given the objective of measuring user satisfaction (in the light of expectations) at the point of service delivery, in order to identify action to improve services. However, broader surveys around perceptions, aspirations, and expectations, need to be explored.
- The best value regime will include an independent annual external audit of data collection for reported PIs.

- Benchmarking is needed, and there is much scope to carry out internal benchmarking exercises using available data.

Actions:

- LUL and London Buses to prepare mock-ups of their contribution to a revised monthly TfL Board report covering their own specific businesses, to include reporting as described above (including exception reporting on key specific problem areas). This would draw initially on existing data sources.
- Richard Meads and team to develop propositions for other indicators, building on existing work and comments received during the workshop.
- Richard Meads and team will draw the propositions together and develop a mock-up for review with the Board in a further half-day session.

EXECUTIVE SUMMARY

This report is the TfL Board monthly performance report for September 2000, summarising the key issues arising out of the month on :-

- Service delivery
- Organisational health, and
- Financial performance

It is expected that the format and content of this report will be the subject of further development over the coming months to ensure that it meets the needs of the new organisation. We would therefore welcome any feedback or comments on any aspect of the report, and this should be addressed to Richard Meads on 020 7941 4132 or Leslie Gilbert on 020 7918 3774, or by e-mail to 'lesliegilbert@tfl.gov.uk'.

Service Delivery Performance Indicators

TfL is developing a Performance Framework that cascades the vision and the key strategies of the organisation through a hierarchy of performance indicators. The draft conceptual framework features three levels of performance indicator :-

- Integrated Transport Strategy and Total Network Performance Indicators – these measure performance at London / TfL-Wide level for the network as a whole
- Modal Service Delivery Performance Indicators – these measure the key aspects of mode level performance
- Best Value Indicators – these indicators relate to the corporate health and any other best value indicators set for TfL

Below these are the local performance indicators, which are used at a detailed level within business units to drive or monitor specific actions.

The Integrated Transport and Total Network Performance measures are still in the process of development. They will be informed by the work that is currently underway in preparing the Mayor's Transport Strategy, which will be subject to public consultation during 2000/01.

The TfL Board is currently considering the objectives behind the performance framework and the indicators to be included in it. On an interim basis, the report will contain performance on modal measures only.

The existing modal measures for customer and business performance included in the TfL performance framework have been categorised under the headings of :-

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- * User Satisfaction,
- * Volume of Demand,
- * Reliability of Service,
- * Safety and
- * Cost & Efficiency

and business units have been evaluated against these criteria.

Monthly Performance Indicators

London's buses operated 29.5m kilometres in September (including the effects of traffic congestion), almost precisely in line with budget and representing 95.1% of the schedule compared with 95.4% of schedule recorded in August. Staff shortages remain the key problem facing the bus network, with an estimated 2.6% of scheduled kilometres lost through the impact of staff shortages in September, and a further 1.8% from the effects of road congestion.

The performance of night buses departing on time again improved in the month from 70.6% in August to 72.0%, while buses departing early fell by 0.6% points to 4.2% and was lower than budget for the first time this year. Due to seasonal trends however, excess waiting time across the network worsened to 2.3 minutes from 1.8 minutes and the percentage of buses departing on time fell to 64% from 72% last time, both significantly worse than budget.

Passenger journeys on the Docklands Light Railway fell slightly in September to 2.9m, 7% lower than expected in the budget, but sufficient to maintain journeys forecast for the year as a whole at the budget level of 37m. The number of delays over 20 minutes also fell from 7 in August to 4 this month and this helped ensure that adherence to schedule remained above budget at 96%.

River Services passenger journeys recorded a significant increase in September of 40% to 264,000 assisted by healthy tourist traffic, although the percentage of departures operated fell slightly to 98.9% due in part to the withdrawal from service of White Horse Ferries.

Coach Departures from Victoria Coach Station continued to exceed budget expectations in September and as a result the full year forecast has been increased to 185,500 departures, 4% higher than budget, while visitors to the Museum fell back from the exceptionally high level recorded in August to 15,100, still higher than budget and 35% ahead of admissions in September 1999. Finally, performance on the Woolwich Ferry in September was significantly affected by the closure of the service each weekend in the month to allow for essential road maintenance, reducing average passenger journeys from 60,900 in August to 39,200 this time.

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Quarterly Performance Indicators

In September, most of the quarterly performance indicators include data for the second quarter of the year. Improvements in customer satisfaction ratings were recorded on the overall perception of bus services (65% vs 62%) along with bus service reliability (52% vs 47%), satisfaction with Croydon Tramlink services, which increased by one percentage point to 92%, and with Docklands Light Rail services which increased from 88% for the first quarter to 91% this time.

The areas with performance falling in the second quarter of the year include passenger satisfaction with cleanliness of buses, information at bus stops, and services provided by the Victoria Coach Station and Travel Information Centre, all falling by one percentage point compared with the first quarter. The rating for passenger information at bus stops fell by two percentage points to 61%.

Corporate Health Indicators

The month of September recorded a further increase in working days lost due to illness across TfL with 0.80 days lost per person compared with 0.77 recorded in August. The main increase in September occurred within Street Management where the 0.73 days lost per person represented an attendance rate of 93.3%. For TfL as a whole, the attendance rate was 94.7% with the management of sickness absence continuing to be a high priority in all divisions.

There were no early retirements across TfL recorded in September, while 9 staff left voluntarily, compared with 6 in August, and representing 0.5% of the workforce.

The percentage of women filling senior management posts and staff declaring a recognised disability remained broadly unchanged this month at 14.7% and 0.3% respectively. There was a slight decrease in the number of staff classified as a member of an ethnic minority group from 19.6% in August to 18.7%, largely the result of a continuing exercise to refine the classifications being used in this indicator. TfL is committed to achieving a diverse workforce and is setting in place initiatives to attract and retain staff with diverse backgrounds through the advertising of vacancies in Voice and Disability Now as well as the more routine media, in addition to building links with local communities and charities.

The percentage of invoices paid within 30 days fell slightly to 75% in September compared with 79% last month.

Financial Performance

With six months of the year gone, TfL's net cost of service totals £101m and is £6m lower than had been expected at the time the budget was prepared. The favourable budget variance continues to include improved operating margins on bus contracts (£5m) and the rephasing of costs into the second half of the year in central TfL Directorates (£7m). These favourable variances are partially offset by increased net expenditure in Street Management road maintenance and traffic management costs (£5m), and in lower operating margins at DLR and East Thames Buses (£2m).

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The full year forecast indicates a £242m net cost of services for the year as a whole, £5m higher than the full year budget and £8m higher than forecast in August. The change to the forecast this month and the main reason for the full year budget overspends is a reclassification of £8m traffic management expenditure from capital to revenue within Street Management.

The forecast also includes the benefit of higher ticket revenues in London Buses of £3m, albeit at a lower level than expected in last months forecast due the application of new Travelcard apportionment factors which this quarter have favoured rail over bus. In addition, a £2m reduction in TfL Centre's cost forecast, reflecting underspends to-date, has brought costs back in line with the full year budget.

TfL's cumulative capital expenditure totals £78m after six months of the year and is now £20m (20%) less than budget. Underspend in Street Management's programme has increased to £16m, due in part to lack of information available at the time the phasing of the budget was prepared. The main areas affected include bridge renewal (£5m) land purchases (£10m) and traffic management & safety systems (£8m). These variances are partially offset by higher levels of expenditure on routine road maintenance of £6m.

Changes in the phasing of expenditure into the last half of the year have also led to underspends occurring within DLR's capital programme (£1m), in the expansion of travel information systems (£1.5m) and on the Croydon Tramlink project (£0.5m).

The new forecast indicates capital expenditure will total £211m for the year as a whole, a reduction of £7m compared with last month's forecast, and £3m less than the full year budget. As mentioned above, the change in the forecast is largely the result of a reclassification of £8m expenditure from capital to revenue within Street Management. The September forecast also contains an increase in DLR expenditure, reflecting the acceleration in the spending on new cars, along with the additional costs of ensuring their compliance with the Disability Discrimination Act. The forecast continues to include higher than budget expenditure on bus shelters and stands of £3m.

For the Street Management programme, the Director of Street Management has forecast total revenue and capital expenditure of £242.2m, which exceeds the forecast figures shown in this report by £24.7m. The Chief Executive has written to GOL regarding this shortfall, which represents underfunding in the current budget. Much of TfL Street Management's expenditure is planned to be incurred later in the year, and in the event that additional funding is not forthcoming projects can be delayed to ensure that expenditure slips into future years.

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Transport for London Performance on Key Modal Measures For September 2000									
	User Satisfaction		Volume of Demand		Reliability of Service		Safety		Cost and Efficiency
	Sept	Trend	Sept	Trend	Sept	Trend	Sept	Trend	Sept
London Buses	65%	↑	117m	↑	95.1%	↓	15	↓	14.8p / km
Docklands Light Rail	91%	↑	2.9m	↓	96.0%	↓			£1.2m
Street Management			112	↔	98.4%	↓	11.0k	↔	£10.4m
Victoria Coach Station	74%	↓	15.8k	↓					£112k
Croydon Tramlink	92%	↑	1.4m	↔	98.8%	↓			
London River Services			264k	↑	98.9%	↓			48.1p / trip
Dial-a-Ride			96.2k	↓					£10.43/ trip
Public Carriage Office			20.7k	↑					£29.5k
Museum	80%	↔	15.1k	↓					£174k
Woolwich Ferry			39.2k	↓	78.0%	↓			
Group Transport Services	91%	↓	412k	↑	88.0%	↑			£956k
TfL Centre									£744k
Underground	78%	↓	73.0m	↓	93.3%	↑	12	↑	

Key :

	Adverse to budget / target by more than 5%
	Favourable to budget / target by more than 5%
	On or within 5% of budget / target
	Not applicable
↑ ▭	Trend shown compares September with last month /
*	Data not available in September

See following pages for explanations of the measures

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EXECUTIVE SUMMARY – LEGEND	August 2000	September 2000	Budget / Target
London Buses			
Satisfaction – overall satisfaction rating (%)	62	65	*
Demand – passenger journeys (m)	109	117	115
Reliability – bus km's operated (incl effect of congestion -%)	95.4	95.1	95.2
Safety – major passenger injuries (per million miles)	16 ‡	15 §	N/A
Cost – subsidy per bus km (pence)	16.7	14.8	18.0
Docklands Light Rail			
Satisfaction – service performance (%)	88.4	90.7	83.5
Demand – passenger journeys (m)	2.99	2.90	3.11
Reliability – service reliability (%)	98.0	96.0	95.0
Cost – subsidy on franchise & Lewisham contracts (£m)	1.9	1.2	1.4
Street Management			
Demand – index of traffic levels on GRN roads (morning peak)	112	112	*
Reliability – traffic signals working (%)	98.5	98.4	95.5
Safety – rolling 12 month total number of injuries (000's)	11.0	11.0	N/A
Cost – net cost of services (£m)	11.4	10.4	6.6
Victoria Coach Station			
Satisfaction – with service provided (%)	75.0	74.0	72.0
Demand – coach departures (000's)	18.5	15.8	14.8
Cost – operating margin (£'000)	226	112	110
Croydon Tramlink			
Satisfaction – with service provided (%)	91.0	92.0	*
Demand – passenger journeys (000's)	1,350	1,360	2,170
Reliability – tram km operated (%)	99.0	98.8	98.0
London River Services			
Demand – passenger journeys (000's)	188	264	240
Reliability – journeys operated (%)	100.0	98.9	99.5
Cost – operating costs per passenger journey (pence)	79.3	48.1	52.5
Dial – a – Ride			
Demand – number of trips (000's)	100.4	96.2	102.6
Cost – operating cost per trip (£)	10.63	10.43	10.47
Public Carriage Office			
Demand – number of Taxis licensed (000's)	20.6	20.7	19.8
Cost – net cost (income) of services (£000's)	24.0	29.5	(10.0)
Museum			
Satisfaction – visitor satisfaction (%)	80.0	80.0	82.0
Demand – total number of visitors (000's)	43.5	15.1	12.0
Cost – operating loss ('000)	101	174	147
Woolwich Ferry			
Demand – average passenger journeys per week (000's)	60.9	39.2	*
Reliability – hours of service compared with planned hours (%)	95.0	78.0	*

* Data currently not available

‡ 4th quarter 1999/00 data

§ 1st quarter 2000/01 data

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EXECUTIVE SUMMARY – LEGEND (cont)	August 2000	September 2000	Budget / Target
Group Transport Services			
Satisfaction – helpfulness of TICC operator (%)	92.0	91.0	91.0
Demand – total calls (000's)	368	412	*
Reliability – TICC calls answered compared to total calls (%)	84.0	88.0	90.0
Costs – net costs (£000's)	79	956	1,115
TfL Centre			
Costs – net costs (£000's)	1,005	744	2,680

* Data currently not available

	Period 5 2000/01	Period 6 2000/01	Budget / Target
London Underground			
Satisfaction – customer satisfaction with overall service (%)	79.0	78.0	79.0
Demand – passenger journeys (000's)	73.9	73.0	71.3
Reliability – train kilometres operated (%)	93.1	93.3	95.2
Safety – major passenger injuries (per million miles operated)	11	12	N/A

TRANSPORT FOR LONDON

BOARD PAPER

SUBJECT : CHAIR'S ACTIONS FOR ENDORSEMENT

MEETING DATE : 8th NOVEMBER 2000

1. INTRODUCTION

Under the Standing Orders, the Chair of the Management Board has the power to take actions, subject to endorsement by the Board.

2. BACKGROUND

Since the previous meeting, the Chair has taken the following actions:

Date	Action	Taken By
12 th October	Authorisation for London Bus Services Ltd to execute Leases and Tenancy relating to Richmond Bus Station, Edgware Bus Garage, Fulwell Bus Depot and Golders Green Bus Station.	D. Wetzel
13 th October	Provision of letters of comfort to the directors of London Buses Limited	D. Wetzel
19 th October	Scheme of Delegation: application to Acting Shadow Commissioner and Acting Deputy Commissioner.	D. Wetzel
23 rd October	Authorisation for London Bus Services Ltd to enter into a lease in relation to Unit 11, Stratford Office Village, for a term of 5 years at an annual rental of £37,440.00	D. Wetzel
2 November	Option to purchase 12 new rail cars for DLR	D. Wetzel

3. RECOMMENDATIONS

The Board is asked to endorse the Chair's actions listed above.

Michael Swiggs
Director, Corporate Services