

MAYOR OF LONDON

Tony Arbour AM

Chairman of the London Assembly
City Hall
The Queen's Walk
More London
London SE1 2AA

Date: 07 JUN 2016

Tony Arbour

Confirmation Hearings – London Fire and Emergency Planning Authority (LFEPA) and Transport for London (TfL)

Further to your letter of 31 May, I have set out further details on the roles of the Chair of the London Fire and Emergency Planning Authority (LFEPA) and the Deputy Chair of Transport for London (TfL) ahead of your meeting on 9 June 2016. I have also included information on the priorities of both bodies moving forward.

London Fire and Emergency Planning Authority

In terms of the role and responsibilities of the Chair of LFEPA, you will be aware that the legislation sets out very little by way of the duties involved. It is clear that the Chair should preside over full meetings of the Authority. Beyond that, it would seem to rely, at least in part, on what other LFEPA Members are prepared to allow the Chair to do on their behalf.

For my part, I would look for the Chair to:

- Lead on the review of resourcing for the capital's fire service which I have commissioned;
- Brief me on the key issues arising in the fire and rescue field; and
- Work constructively with all partner bodies, especially the Home Office, to ensure that LFEPA has constructive and effective relationships with them.

In terms of the key issues and priorities for the fire service for 2016/17 and beyond, I would highlight the need to:

- In line with the provisions of the Policing and Crime Bill, make preparations to move to a new governance structure in April 2017, a structure which will better reflect the Mayoral model in place in London;
- Gain stakeholder agreement for the key aspects of the Sixth London Safety Plan (LSP6), balancing the need for efficiencies with Londoners' legitimate concerns about fire response times and public safety; and

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- See what scope there is for further shared service arrangements in the light of the new structures coming into place and of the likely level of resources available for the fire service in the future.

Transport for London

The roles and responsibilities of the TfL Board are set out in the GLA Act and Standing Orders. The Board discharges these largely through its Committees and Panels as well as at full meetings of the Board. Specifically the Board:

- Sets policy, approves the budget and business plan, agrees the strategic direction of TfL and oversees the performance of the executive team;
- Ensures effective implementation of the Mayor's Transport Strategy through scrutinising management decisions and approving certain financial decisions; and
- Provides strategic expertise on areas that add value to TfL and provides support to management.

The Deputy Chair is expected to oversee the smooth running of the TfL Board, ensuring that Board members add value through providing strategic guidance and expanding their stewardship role; defined as shaping the business, helping to guide strategy, and contributing to the setting of performance targets within the statutory context the Board and TfL operate in.

My priorities for the Deputy Chair, working with the Board and the Transport Commissioner, will be to ensure that TfL:

- Creates a transport network which offers passengers a world-class and affordable experience;
- Modernises TfL, turning it into a more efficient, public sector organisation;
- Makes London a safe capital for cycling and walking and actively promotes good health;
- Plans and delivers the infrastructure and new capacity for the future;
- Provides better services across the network;
- Keeps London's roads moving;
- Supports the improvements of London's public realm and environment – with a special focus on improving London's air quality; and
- Actively supports the regeneration of London, especially the development of more affordable housing.

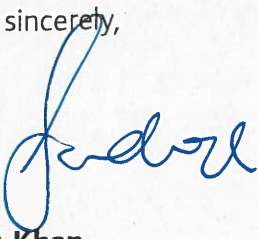
The Deputy Chair will also be involved in recruiting members to the TfL Board and must ensure that, in line with the independent Board effectiveness review (undertaken by Deloitte's LLP specialist Board Advisory Team in 2015), the Board:

- Is more representative of Londoners, specifically through improving its gender and ethnic diversity; and
- Has the appropriate mix of knowledge, skills and experience; specifically IT knowledge and expertise (including big data, data analytics and mobile communications) and expertise in retail and customer service. Other skills could also include urban space planning, train engineering and manufacturing; and treasury and government funding as well as health and safety and change management.

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I look forward to hearing the outcome of the confirmation hearings committee.

Yours sincerely,



Sadiq Khan
Mayor of London

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Dr Fiona Twycross AM – Curriculum Vitae

Political Career

May 2012 to date: Labour Member of the London Assembly

June 2012 to date: Member of London Fire & Emergency Planning Authority

July 2013 to date: Vice Chair of LFEPA & Leader LFEPA Labour Group

May 2013 to date: Labour Economy Spokesperson

May 2015 to date: Chair of the London Assembly Economy Committee

May 2016 to date: Deputy Leader/Whip of London Assembly Labour Group

Other political and community experience

September 2012 to date: Chair of the Governing Body, Lambeth Academy

September 2010 to date: Member, Labour Party National Policy Forum

March 2016 to date: Member, Labour Party Joint Policy Committee

Professional Career

May 2008 – July 2012: Diabetes UK

- Head of Governance & Stakeholder Engagement (2009 – 2012)
- Head of Campaigns & Volunteer Development (2008 – 2009)

September 1998 – May 2008: Labour Party

- Regional Director, Yorkshire & the Humber (2007 – 2008)
- Regional Director, Labour North (2005 – 2007)
- Deputy Regional Director, East Midlands (2003 – 2005)
- Regional Organiser, East Midlands (2001 – 2003)
- Committee Officer, Parliamentary Labour Party (1998 – 2001)

January 1995 – Sept 1998: Royal Norwegian Consulate General, Edinburgh

- Bilingual PA/Administrator to Consul & Consul General

Education

- MA in Public Policy & Management, Birkbeck College, London
- PhD on Use of Norse Mythology in Contemporary Scandinavian Literature, University of Edinburgh
- MA (Hons) in Scandinavian Studies, University of Edinburgh (First class honours with distinction in Oral Norwegian)
- Cheney School, Oxford – A Levels in English (A), History (B), Geography (A)

Supporting Statement – Dr Fiona Twycross AM

Our emergency services in London face unprecedented challenges – from the threat of terrorism to increased risk of flooding. It is vital we have a professional fire service that can play its part in ensuring London and Londoners are kept safe.

Over the past four years, as a member of the London Fire and Emergency Planning Authority, latterly as Vice Chair and Leader of the Labour Group, I have gained considerable knowledge on how the Fire Service is run and an understanding of the challenges ahead. I have engaged with staff at all levels, spoken to fire fighters, FRS staff, control staff, senior officers and their representative bodies. I have also engaged with the public and community groups during formal consultations. I have seen the pressure all staff are under and the extreme professionalism with which they operate. This experience will be invaluable in the context of the Mayor's review of resourcing of the London Fire Brigade and the forthcoming work and consultation on the Sixth London Safety Plan (LSP6). LSP6 is likely to see proposals around greater collaboration between emergency services arising from the ongoing co-responding pilot and I want to ensure that the London Fire Brigade staff and public are not only engaged in the consultation process but feel that their views are reflected in outcomes.

I have been a London-wide member of the London Assembly since 2012. Prior to my election, I was Head of Governance & Stakeholder Engagement for the health charity Diabetes UK and undertook a major review of governance at the charity overseeing the transition to a simpler governance model including an extensive consultation with key stakeholders. This experience will be of considerable benefit during the transition to a new governance and management model here in London and ensuring all parties and all stakeholders are confident that the new approach will increase efficiency as intended but retain the transparency of the authority governance model.

During my time at City Hall, I have served on a range of committees and been the Labour Group spokesperson on Fire, Economy and Welfare. I undertook an in-depth investigation through a rapporteurship in to Food Poverty in London looking for practical solutions to a range of complex issues. The work of the Assembly relies heavily on being able to gain cross-party support for committee positions and reports and the consensual approach is a major strength of our work on the London Assembly. In the context of the former Mayor's repeated use of his power of direction, LFEPA has seen a period of turbulence in which it has sometimes been difficult to gain consensus. I have good and professional relationships with Assembly Members from all parties and am confident that I can work with members across the political divide to use their knowledge and experience to benefit the work of the authority in its final year. I am particularly keen to ensure that there is cross party agreement on the recruitment of a new Fire Commissioner to succeed Ron Dobson which is due to take place this year.

I hope you will feel that my experience to date and my commitment to the fire service will ensure that the London Fire Brigade is equipped to continue to provide a world class service to London and ensure that there is a smooth transition to the new arrangements for governance and management of the Fire Brigade.

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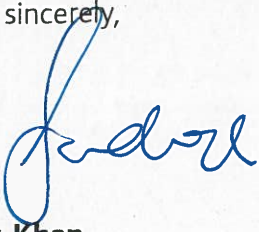
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Yours sincerely,



Sadiq Khan
Mayor of London

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Valerie Shawcross

The Greater London Authority
City Hall
The Queen's Walk
More London
London
SE1 2AA

Qualifications:

BA Hons Degree 2:1 Political Theory and Institutions, Liverpool University (1980)
MA Adult Education London University Institute of Education (1986) by part time study

Honours:

Made CBE in 2002 for services to Local Government

Political experience:

- Councillor, Education Chair, Deputy Leader and then Leader, Croydon Council 1994 to 2000
- Elected Member London Assembly (GLA) Lambeth and Southwark GLA Division (since 2000)
- Deputy Leader and Whip to GLA Labour Group.
- Chair and Leader, The London Fire and Emergency Planning Authority (which runs London Fire Brigade) 2000 to 2008
- Chair London Assembly Transport Scrutiny Committee
- Member of Budget Committee
- Chair of GLA Audit Committee
- Member of Health Committee

Other professional experience:

UK Council for Overseas Students Affairs, Assistant Executive Officer 1981/3
Inner London Education Authority, Further and Higher Education Division 1983/5
World University Service UK (refugee charity) Campaigns and fundraising officer 1985/7
Commonwealth Secretariat, Women & Development Programme, Project officer, 1987/91
National Federation of Women's Institutes, Head of Public Affairs 1992-3 (Short term contract)
The Labour Party, National Women's Officer 1993 (Short term contract) In this role I led forward the work to establish 'All Women Shortlists' for Parliamentary candidate selections.

Voluntary work:

Deputy President **Liverpool University Students' Union** 1980/81
Westminster Foundation for Democracy (research visits to Nigeria and Ghana)
Commonwealth Local Government Forum (Training women Councillors in India)
National Democratic Institute USA, Volunteer Trainer Middle East Programme (2014)
Election Monitor Tunisia Presidential elections (2014)
Patron of **Ebony Horse Club Brixton** (helped with a multimillion pound fundraising programme for a riding centre development for deprived youngsters)
Patron **Norwood Community Group** (Youth organisation)

Knowledge:

An expert in public service issues, particularly the Fire Service, as **Chair of LFEPA (2000 -2008)** I led for the Fire Service nationally in preparing for new terrorist threats. I sat on the Government's Advisory committee on Fire service modernisation and I led a programme of service improvements in London which included a fire prevention strategy still in effective operation. I also led a lobbying programme to persuade the European Parliament to legislate for fire safer cigarettes. Annual Fire deaths in London have reduced by about half as a result of this work.

I was Chair or Deputy Chair of the London Assembly Transport Committee (2008-2016) which is a high profile London-wide role. We have tackled key issues such as pedestrian and cycling safety, London Underground's upgrade programme and London's Transport infrastructure developments. I've also campaigned to improve London's railway system whilst at City Hall.

In 2015 I was awarded the London Cycling Campaign's 'Cycling Champion of the Year' award in recognition of the Transport Committee's work on cycling and transport policy. In March 2016 I was awarded for 'Outstanding Contribution to Transport in London' by Transport Times and Outstanding Contribution to Promoting Accessible Transport by Transport for All (disability access Charity)

I have advised on major planning and regeneration projects and helped win investment from the Mayor on key constituency projects.

My work to bring the Tralink scheme into being in Croydon, as the **Deputy Leader and Leader of Croydon Council (1996-2000)** was widely recognised.

Skills:

- Strategic leadership as Chair and Leader of major public organisations.
- Communication skills, extensive media training and experience in national TV and radio, adept with new media and IT. Experience in dealing with the local, regional and national print media.
- Experienced public speaker, meeting chair, committee/board member.
- Experienced in industrial relations and formal negotiation procedures as an employer.
- Professional experience in an international setting, working with foreign governments, political parties, NGOs and intergovernmental organisations.
- Professionally skilled as a trainer in running educational events, seminars and conferences as well as writing reports, publicity and guidance materials.
- Carrying out casework and community outreach.
- Political campaigning, volunteer motivation and political fundraising. I turned my marginal GLA seat into a 50,000+ majority.

References available on request

MAYOR OF LONDON

Mr Tony Arbour AM
The Greater London Authority
City Hall
The Queen's Walk
More London
London
SE1 2AA

06 June 2016

Dear Tony,

Confirmation Hearing for role of Deputy Mayor for Transport

I'm delighted to have been appointed by the Mayor of London to this vital position, and I ask the Assembly to please confirm my appointment.

My educational, professional and political background;

After graduating from Liverpool University I was a full time Student Union Sabbatical Officer for a year and then moved to London in 1981 to take up a post at a charity - the UK Council for Overseas Students Affairs. I went on to run a small department in the ILEA which made grants to students and during that time took a part time Masters degree at the Institute of Education. After a short period with the World University Service UK (Refugee Scholarship agency) I went on to become a project officer at the Commonwealth Secretariat in the 'Women and Development Programme.' As the National Women's Officer of the Labour Party I instigated, designed and negotiated the creation of the 'All Women Shortlists' system which is still essentially in operation and has been partly successful in promoting gender equality in the UK. As temporary Head of Public Affairs I helped the National Federation of Women's Institutes develop its system of running annual projects and campaigns.

Experience of operating at a corporate level in large scale public organisations

I was elected to Croydon Council in 1994 and became Chair of Education in 1995 and then Leader in 1997. I was essentially in overall charge of the Council's £600 M revenue budget and the oversight of a large property portfolio. I was responsible for instituting a school improvement programme to address the poor performance of the Council Schools at that time and led politically on the Croydon Tramlink project. I helped the business community in Croydon successfully cope with the problematic construction period of Tramlink. I themed the Council's work around economic development and used a town centre Master planning process and the creation of the Croydon Partnership with the local Business and

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Social sectors to help promote the Town's economic growth. I received a CBE for this work in 2002.

In May 2000 I was elected to the London Assembly for Lambeth and Southwark Division and was appointed by Ken Livingstone to offer strategic leadership to the London Fire Brigade. This work was some of the most challenging I have undertaken. We overhauled the entire - completely outdated, dysfunctional resource planning system for the Brigade and persuaded the Government to create a Fire Services Act which would empower Brigades to carry out proper Integrated Risk Management Planning. Our modernisation of the service included instituting really effective fire prevention and risk reduction programmes and the modernisation of much elderly kit and working techniques. We broadened the functionality of the service to bring in the ability to tackle new risks such as dealing with water rescue and prepared fully for the growing terrorist threat. Problems of sexism and racism in the service were amongst the many difficult cultural issues we tackled. I was very pleased to be able to help engender a cross Party approach to this big programme of organisational change which I believe helped with its successful delivery.

In summary, I have successfully held responsibility for leading the financial and resource planning, budget management, and audit processes in two major organisations. In both previous situations I faced significant budgetary challenges but ensured that both organisations planned and delivered sustainable budgets and made decisions which made sense for the short, medium and long term. I have been closely involved with shared services development and commercial management of public sector property portfolios. For example the budget of the London Fire Brigade was around £500 M and the property portfolio included 112 Fire stations and numerous offices and support units, such as the call centre, across London. I also played a role in the corporate management of City Hall as a member of the Mayor's Cabinet, and on the Metropolitan Police Authority. During this time I also continued to support my demanding Constituency and I am glad to say that I enjoyed positive relationships with the Councils, public sector, faith groups, businesses and voluntary organisations in this area.

Involvement in London's Transport

In 2008 Labour lost control of the GLA and since that time I have been an active and visible opposition member of the London Assembly. I have been, alternatively, the Deputy and Chair of the Transport Scrutiny Committee over the last 8 year period and have used my time, largely working on a cross Party basis with colleagues, to scrutinise Transport for London and promote passenger interests in London. The Committee was closely involved with scrutinising the Olympic Transport programme and has been both strategic in its focus on some key issues such as promoting accessibility, and responsive to issues - most recently the mismanagement of the London Bridge station part closure programme (Network Rail

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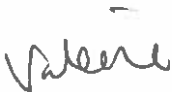
and Train Operators being our principle target). I have assisted TfL in developing its customer services through two influential personal reports. The Mayor initiated a programme of shared services development across the GLA family of organisations and I have been able to assist with driving this process onwards since that time, most recently through my role on the Assembly Budget Committee and recently as Chair of the GLA Audit Panel.

Eight years of active work on the Transport Committee has enabled me to gain a sound working overview of the key transport, environmental and economic issues facing London and enjoy and active involvement with the transport sector, the passengers and voluntary organisations involved in transport as well as gain some hands on involvement in casework and major issues such as the fit for the Future' programme and the issues surrounding the Night Tube. I have a strong sense of what is successful within TfL as an organisation but also what should be improved in its management, culture, systems and operational delivery.

I know that the Confirmation Hearing Committee will want to explore many key transport issues and projects, but I would say that I see my principle responsibility as ensuring the sound financial management of Transport for London, its improved governance by the board and arising from these the solid delivery of the Mayor's entire manifesto. I will aim to ensure that TfL brings excellent service to TfL's customers, and drive greater efficiency and value for money from TfL overall. TfL can be used to help improve the health of London's population and improve our quality of life and urban environment. London's strategic Transport development programme will help deliver other elements of the Mayor's manifesto which are all significantly interdependent, especially the housing programme, the sustainable economic development of London and the improvement and protection of London's environment.

My aim would be to give my entire time and attention to this work, and to serve London without conflict of interest or the distraction of other agendas. I would be sincerely grateful for the Assembly's endorsement and backing.

Yours Sincerely,



Valerie Shawcross CBE
Deputy Mayor for Transport

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