

UDL Board Meeting – 30 January 2007 (Board Paper & Minutes)

Board Paper – 30.01.07

Agenda:

1. Board membership, Design for London's proposed ordinary membership and new role as facilitator
2. Training program
3. Financial report
4. Staffing
5. General update
6. AOB

Paper 1: UDL executive board membership, constitution and relationship with Design For London

Background

UDL's Executive Board currently consists of 2 places for London Councils, 2 places for TfL, 1 place for CABE, 1 place for the UDL Director (known in the UDL Constitution as the "Chief Executive") and 1 place for the Treasurer. TfL finance officers, UDL's administrator and relevant consultants also attend meetings. Both TfL and London Councils are ordinary members, they have the right to 2 places on the Executive Board, and have signed agreements taking shared liability for any debts UDL may incur. CABE is an associate member as, under its own constitution, it cannot take liability for another organisation. As an associate member it was granted the right to 1 place on the Executive Board. All 3 members give financial support to UDL.

In the past, other organisations have expressed an interest in joining the Executive Board, including English Heritage, RIBA etc. They have been told that to be eligible they must provide UDL with financial support, which they have not been in a position to do. UDL has not actively canvassed for additional members of UDL.

Proposal

The creation and objectives of Design for London, and its willingness to support UDL, make it eligible for UDL membership, and it is suggested that this new organisation would be a very welcome and useful addition to UDL and its Executive Board. Design for London has expressed a wish to join as an ordinary member (the actual legal entity member being the London Development Agency for and on behalf of Design for London). It would provide £70,000 financial support for 2007/8, an administrator post and facilitation to include office space, IT equipment and support, and budgeting, finance and human resource support. In essence Design for London is offering to take over the same in-kind facilitation support that TfL provides at the moment under the Facilitation Agreement between TfL and UDL dated 15 August 2006 (the "Facilitation Agreement"). Design for London is also prepared to sign a side letter, on behalf of LDA, agreeing to joint responsibility for UDL's debts, alongside London Councils and TfL.

TfL propose to continue to offer UDL financial support, pledging £70,000 for 2007/8. However once it's Urban Environment team moves to Design for London, TfL will cease to offer in-kind facilitation support. It is proposed that TfL's rights and obligations under the Facilitation Agreement as facilitator are transferred to Design for London.

As such it is proposed that TfL continues as an ordinary member, and that Design for London becomes a new ordinary member. This will entitle both organisations to 2 Executive Board places each. However, in order to keep the Executive Board to a manageable size, it is suggested that both organisations will effectively use only 1 place unless they request in advance the use of their second place at any given meeting.

These arrangements will not effect London Council's nor CABE's membership positions.

Actions/ Resolutions

The Executive Board agrees:

1. That subject to the necessary documentation being entered into: (i) the London Development Agency (for and on behalf of Design for London) becomes an ordinary member of UDL (therefore enjoying the right to have 2 representatives on the Executive Board); and (ii) that the London Development Agency (for and on behalf of Design for London) takes over TfL's rights and obligations as Facilitator under the Facilitation Agreement.
2. That TfL's and LDA's (on behalf of DfL) legal teams prepare documentation to effect the resolution above and that the relevant parties enter into such documentation.
3. That at the present time the Executive Board will consist of Cllr Daniel Moylan and Cllr Martin Elengorn representing London Councils, Peter Brown representing TfL and Peter Bishop representing Design for London, Caroline Frazer representing CABE and Esther Kurland as UDL's Director. However TfL and DfL may, if they wish, nominate second board members and request that they attend in advance of any meeting.

Paper 2 – Training programme

Background

Our training programme is up and running now. By the Board meeting the first seminars in all 5 regions will have been delivered. David Tittle, from R99 has been very ably managing the programme. Here are some facts, at the time of writing:

- 234 people are booked onto the seminars, 52 in central, 36 in north, 53 in south, 44 in west and 49 in east.
- People attending come from 28 different organisations. Most are from Boroughs, but there are some attending from TfL and strategic partnerships. We are trying to encourage attendees from the GLA and LDA. Hopefully D4L will help us reach these people.
- Most people are booked to attend all 5 sessions. However for some this is not possible and the booked numbers at each seminar range from 32 to 49.
- At the first 3 seminars over 80% of those booked attended. This is a relatively high proportion, and the optimum number for any seminars is 36, six tables of six people for practical sessions. We have overbooked sessions to allow for non showers.
- There is a wide variety of people booked on. The largest group are planners, including DC, policy, transport, appeals, sec 106 etc planners at around 90 individuals, then around 25 highway, transportation or civil engineers, 16 Councillors, 14 Special project officers, 7 housing officers, 6 design and conservation officers, 4 town centre managers and some economic regeneration, tree, crime prevention, access, new initiative, neighbourhood, regeneration officers and valuers.

- Feedback from the first 2 sessions was good. 100% of people thought the seminars were good or very good. Around 70% giving the highest score possible. But we will have to wait and see how feedback pans out over the programme.
- We have only “sold” 4 training spaces. All others have been taken by subscribing or hosting organisations. As such we will not generate any significant extra income from our first round of seminars.
- Our first masterclass will be held on 31 Jan. It is now fully booked.
- We have not arranged any Learning at Work sessions yet, but have some interested takers. We will be organising the first of these sessions over the next 2 months.

Although not part of our program, UDL has been assisting TfL in running in house sessions. TfL has agreed to run 2 full day sessions, provided by IHT, this financial year, which will be held on 23 and 28 March. It is hoped that TfL will continue to run these sessions next year.

The last element of our program is E-learning. We have arranged for RUDI, our web site managers, to video our seminar series, edit the material and make it available on our web site. This will cost £10,350 and, together with the series workbook produced by the seminar trainers, should provide us with core content for a formal e-learning module.

We have asked UDL members, in a newsletter, to try an open an existing similar video to see how well such a resource could be accessed. This can be seen at <http://www.urbanintell.com/contents.htm>.

Proposal

In terms of our planned program, that we continue with current delivery. We will need to consider how best to assess success before designing a second phase, but at this time it is suggested that we concentrate on collecting attendance data and feedback forms.

In terms of e-learning, we seem to getting a clearer picture of what a future module may look like. This could include an information hub, which included the videos of the seminar talks, electronic copy of exercise material where possible, the trainer’s workbook and links to other resources such as on line documents or information sites. This would allow people to refresh what they learnt at seminars, catch up on missed sessions, or start entirely from scratch, at their own pace, and in their own way. Such a hub would need to be combined with formal evaluation sessions, where people log on and answer questions if they are to gain any recognition for undertaking e-learning. For some employers, like TfL, this monitored element of e-learning is very important.

It is proposed that the Director draws up a new brief for e-learning, with a variety of delivery stages, and tries to secure some partnership funding for its development.

Actions

1. That the board notes the delivery of our training program.
2. That the board agrees that the Director draws up a separate proposal for e-learning.

Paper 3 – Financial report

Overview Financial Highlights – Period 10

Background

- TfL has agreed to act as treasurer on behalf of UDL.
- Financial expenditure and funding of UDL has passed through cost centre 30230 and Work Breakdown Structure (WBS) SC.1144 set up specifically for championing Urban Design in TfL.

Year to Date (YTD) Financial Summary

- The year to date results for period 10 show expenditure of £17,966 over income.
- Income has been received from two sources:
 - Subscriptions from London Boroughs' of Enfield, Tower Hamlets, Redbridge, Havering, Croydon, Sutton, Merton, Richmond, Kingston, Ealing, Islington, Camden and Kensington & Chelsea (Hackney have committed but not paid) £51,000.
 - Skills Development Programme – Seminar fees from non-subscribing London Borough of Greenwich £1,800.
- Other funding is from CABE £10,200. This is for their contribution for the Skills Development Programme. Further funding for this Programme is forecasted at £190,000. £175,000 from TfL Urban Environment and an additional £15,000 from CABE – this has not been received yet.

The Source of Funding year end forecast is £258,200.

- The YTD Operating Expenditure which includes staff costs is £47,940.

The Operating Expenditure year end forecast is £62,683.

- YTD Project Expenditure is £33,026. This mainly consists of the Skills Development Programme Manager consultancy costs and UDL Website Maintenance by RUDI.

Due to the Skills Development Programme starting later than originally planned, the forecast for year is now £116,978 (compared to £205,050 previously forecasted). This is largely for the Skills Development Programme £58,624 and Skills Development Programme Manager consultancy costs £40,354.

- Expenditure incurred on behalf of UDL by TfL but which is not re-charged includes secretarial support as well as desk space and computer usage to the value of £35,109. Forecast for the year is £45,642.
- The forecasted year end position for UDL is excess income of £78,539 over expenditure. Thus producing a 2006/07 retained surplus of £151,254 (£78,539 plus the 2005/06 retained surplus of £72,715).

Further information

- The 2007/08 Project Expenditure forecast has been increased by £126,578 to £384,635. This is due to some of the planned 2006/07 Skills Development Programme slipping to 2007/08.
- The 2007/08 Operating Expenditure forecast is £77,535.
- The 2007/08 Sources of Funding forecast is £225,500.
- The 2007/08 forecasted year end position for UDL is expenditure of £236,670 over income. Thus producing a 2007/08 retained deficit of £85,416 (£236,670 minus the forecasted 2006/07 retained surplus of £151,254).

Borough Subscriptions

The forecast is that we will receive £41,000 in subscriptions from boroughs this year. Some boroughs who have said they will pay have not done so, and others could only find part of the fee. No offers were turned away.

Although TfL and CABE have pledged funding for next year, the amounts are less than that received this year. UDL is in a healthy financial position this year, but if we wish to continue with the current level of delivery we will need to secure around £65,000 from Boroughs.

Obtaining income from subscriptions rather than selling individual training sessions is a more predictable and easier to manage method. However for the first series of training this has meant non-paying or hosting boroughs have effectively been excluded from training. These boroughs may be some of those most in need, and the Director has asked TfL Borough Partnerships to consider helping pay for training for Boroughs they are focusing on.

The options regarding next year's subscriptions include:

1. Reducing the subscription to £2,000 in the expectation that all boroughs will pay this amount.
2. Keeping the subscription at £4,000. We would need around 16 boroughs to pay this.
3. Increasing the subscription to £5,000. This would reduce the number of subscribers needed to 13.

It is suggested that even at £2,000 all boroughs would not pay. We could reduce delivery and hope a lower subscription would create more paying UDL members, who could then access training, but this would be a risky strategy.

The director asked the management committee, which includes all sub-regional borough reps, which of the three options they thought most appropriate. Some responded saying that although it might be relatively easy to secure a continuation of existing subscriptions payments, it would be hard to justify an increase, despite the fact that individual officers thought that UDLs training, web site etc represented very good value for money.

As such it is suggested that we retain the £4,000 fee level. However we could consider reducing the number of 'free' training places we offer to subscribing boroughs in the future, so freeing up places we can sell individually and so create additional income. This may become more of a feasible option as our training gets a name for itself.

Actions

1. That the board note the financial summary provided.
2. That the board approve a Borough subscription fee of £4,000 for 2007/8.

Paper 4 – Staffing

Background

Busola Duobu left UDL in December 2007. After interviewing a number of candidates Sheena Jaffar was appointed as our new administrator on a temporary basis.

Keith Mattacks, who helped UDL develop our training program has also finished his contract with us. David Tittle, of R99 is now working for us 3 days a week for 6 months.

Esther Kurland, the current Director's secondment from CABE runs until 31 March 2007. At the time of writing 3 options have been put to CABE;

1. That Esther returns to work for them on 1 April 2007.
2. That the secondment is extended until September 2007 to allow her to oversee all of the current training round.
3. That Esther returns to work for CABE either 2 or 3 days a week and remains at UDL for the remainder of the week from 1 April. This would allow her to oversee UDL's work, but also start work on some of the projects CABE wish to take forward.

If CABE agree to the third option UDL would need to employ a full time program manager. If CABE does not agree to options 2 or 3, and Esther decides to return to her former job, UDL will need to recruit a new director or "Chief Executive."

A verbal report will be made if any new information is available.

Actions

1. Depending on CABE's and Esther's decisions the board agree to the appointment of either a new Director or a full time program manager.
2. That once UDL's (premises and facilitation) transfer from TfL to DfL takes place permanent recruitment to the administrators post is undertaken.

Paper 5 – General Update

- All sub regions are now arranging a forward program of network meetings. The dates and topics are available on the web site.
- Separate meetings are being arranged on design panels and planning appeals in February and March. Approximately 20 people have asked to attend the panels meeting. Kathy McEwan of CABE will talk about regional design panels, David Cox of RIBA will talk about the help they can supply, and the meeting will discuss options available, from sub regional panels, to shared protocols and panel lists. The appeals meeting will be between PINs officers and UDL members. We will discuss perceptions of how design will be dealt with at appeal, and how we can best gather information on this issue, and PINs attitudes to design issues.
- Following the successful event held in October on high density family housing, we have been asked to repeat the session, but this time looking more specifically at the new requirements of PPS3, the need for boroughs to set out housing type profiles, local density ranges and new car parking policies. No date has been fixed for this event yet.
- The director is continuing to give talks on UDLs behalf. Sessions include RIBA London CPD, RTPI CPD, Cityscapes conference etc.
- The web site continues to develop. It has a new diary facility, making it easier to see what is going on. Seminar slides are available and we hope to have the first videos up and available during the next month. It remains hard to get the e-forum going. But there has been a good debate on secured by design and its suitability for LDF policies.
- The newsletter continues to be sent out. It is not at all clear how many people read these, feedback is very low. But they do not take a great deal of time to do and it is possible that people

have a quick look from time to time. If there are any suggestions for these newsletters, they would be much appreciated.

- Web use figures are:

UDL Board Meeting Minutes – 30.01.07, noon – 1:30 p.m.

Circle Room, 55 Broadway
London
SW1H 0BD

The tenth meeting of the UDL Executive Board (the “Board”) was held to address the following:

1. Procedural business

1.1 Election of Chair for meeting

- The meeting was chaired by Daniel Moylan

1.2 Apologies

- Caroline Fraser was unable to attend and was represented by Jonathan Davis who will now be CABE’s representative on the Board.
- Jane Norman was unable to attend and was represented
- David Stacey (Business Controller for Public Corporation, TfL)
- Peter Bishop

1.3 Introductions

- Cllr Daniel Moylan (Deputy Leader, The Royal Borough of Kensington & Chelsea) – UDL Co Chairman
- Esther Kurland (UDL Director)
- Cllr Martin Elengorn (London Borough of Richmond) - UDL Co Chairman
- David Ubaka (Head of Urban Environment, TfL)
- Mike McCrory (Director Road Network Development, TfL) ??
- Sheena Jaffar (PA to Director of UDL) - Observer/Minutes
- Jonathon Davis (Director Learning & Development, CABE) (taking over from Caroline Fraser)
- Peter Brown (Chief Operating Officer, Streets, TfL) – UDL Board Member
- Kevin John (ST) Accounts
- David Tittle – Programme Manager, UDL Training Programme

1.4 Minutes of last meeting

- Minutes of the September 2006 Board meeting were agreed.

2. Business Items

2.1 UDL executive board membership, constitution and relationship with Design for London ("DfL")

- EK and Peter Brown had met with Peter Bishop at GLA, to discuss. DfL is a part of and would be officially hosted by LDA. It was decided that TfL would remain on the Board and will continue to provide funds too. So for 2007/8 - £70,000 would be provided by TfL and £70,000 by TfL on behalf of DfL.
- Move over of UDL (as TfL's Urban Design unit is moving) to DfL at the end of the financial year – 31Mar/beg Apr marks the physical move.
- Board agreed that UDL should continue to be a separate entity to DfL, operating independently.

Board further agreed:

- That subject to the necessary documentation being entered into: (i) the London Development Agency (for and on behalf of DfL) becomes an ordinary member of UDL (therefore enjoying the right to have 2 representatives on the Executive Board); and (ii) that the London Development Agency (for and on behalf of DfL) takes over TfL's rights and obligations as Facilitator under the Facilitation Agreement.
- That TfL's (Rachel Pickup) and LDA's (on behalf of DfL) legal teams prepare documentation to effect the resolution above and that the relevant parties enter into such documentation. Board would also like legal to review and ensure it is made clear in the Constitution that any member can nominate a substitute for any meeting.
- That at the present time the Executive Board will consist of Cllr Daniel Moylan and Cllr Martin Elengorn representing London Councils, Peter Brown representing TfL and Peter Bishop representing Design for London, Jonathan Davis representing CABE and Esther Kurland as UDL's Director. However TfL and DfL may, if they wish, nominate second board members and request that they attend in advance of any meeting.

2.2 Training Programme

2.2.1 Learn at Work

- Board suggested should use existing TfL schemes and one or two boroughs who have projects up and running and are willing to trial the scheme. Elephant & Castle, Wandsworth Town Centre, Purley and Tower Hamlets Merton and Haringey were suggested as possibilities. David Ubaka to pass on other possibilities to David Tittle.
- Board also suggested that should spread case studies around geographically.
- Board agreed that Esther will contact sub-regional contacts about possibilities.

2.2.2 E-Learning

- Board agreed that UDL will not rush into scheme.
- Esther Kurland had a meeting with Elspeth Timmons (Jigsaw Learning) who is currently working with TfL, they are becoming a preferred TfL supplier which will make things easier. They have a strong background. Elspeth is going to draw up a proposal.
- Board suggested that E-Learning is only useful if it is interesting and relevant. It needs to relate to client needs and for some that will mean being able to test people through the system.

- Board agreed that the E-Learning package should be quick, allows user to access from their desk. Should reinforce messages from seminars and masterclasses.
- Board think TfL will be a main client of E-Learning.
- Board also agreed that E-Learning should be designed with a clear point in mind. Needs to be done with a client in view rather than as an abstract package.
- Board discussed if we can we get clients to pilot? EK is asking seminar delegates and trying to get boroughs involved.
- Board suggested that graduate placements should be expected to complete E-Learning once working for TfL/DfL and possibly consultants. Try to get engineers and managers involved as well.
- EK – offering certificates to seminars/masterclass delegates once finished – maybe the same for E-Learning. Only valuable if employers value it. Trying to do the same for E-Learning but becomes more difficult and harder to regulate.
- Board agreed that by next board meeting, need to draw up a firmer proposal– financial and technical side but also want to see how it fits into the bigger picture.
- Board agreed should UDL should do a proposal for E-Learning to be ready at the start of the next financial year, within about 6 weeks (Paper with proposal 2nd half of March).

2.3 Financial Report

2.3.1 Overview Financial Highlights – Period 10

- It was noted that recharges were not included.
- Board discussed whether we are we going to have a formal budget?
- Board noted budget for 2007/8 has increased substantially. EK – the budget for new financial year is likely to be roughly the same as this 2006/7. Should be slightly cheaper as there will be no set-up costs. Half of the seminar costs go onto next year therefore 1½ yrs of costs.
- Board suggested UDL should have a short business plan for next year at next meeting in March. Business plan should state, as far as possible, what business as usual would look like for UDL and should put UDL's prioritised activities at the top of plan.
- Board agreed that a budget surplus for 2007/8 is better so can carry it forward rather than producing plan that shows how all funds are soaked up.

2.3.2 Borough Subscriptions

- Board discussed whether a reduced subscription fee will make more boroughs pay? It was noted that a lot of the final decisions re paying lies with senior staff.
- The following was agreed by the board:
- The fee should be kept at £4000.
- That UDL should not concentrate on intensifying support from existing boroughs but try to pick up new ones. Should aim for 60% of boroughs next year, aim for around 20 boroughs to sign on. 40% of boroughs subscribed this year 2006/7.
- Should do papers on what's been done so far and get quotes from design champions and directors to increase visibility for Transport and Environment Group Meeting at London Council's (13 March meeting) and London Technology Advisory Group.

- EK will send an email asking boroughs to confirm if and who will definitely be paying next year.

2.4 Staffing

- Esther Kurland's secondment is confirmed for another 6 months. Need to make sure LDA is okay with this.
- Board agreed that need to start thinking about a new campaign for someone to take over from Esther. Needs a formal programme manager and administrator. EK – get people from boroughs involved.
- Board agreed that EK will start working 5 days rather than 4 days as agreed previously.

Next board meeting date:

Friday, 20 April 2007