



MEETING NOTES

GOTA & Transport for London
 Friday 30 April, 09:30 – 10:30
 Virtual – Hosted by TfL via Teams

In attendance:

Paul Rogers
 Leni Jones

Property Manager – Transport for London
 Managing Director - Guardians of the Arches

Speaker	Notes	Action
Leni Jones	I'm curious to know more about like you said you. This is like the first public body role?	
Paul Rogers	<p>I'm happy to share. My original beginnings were born in London, born in Peckham, and then basically started works as an apprentice, so at 16 working in a small business in Bermondsey. I was electrician, by trade, and then went into, I suppose the project management side after a while, and ended up in, in a bigger business. But then, what I found was, I had a bit of a knack of starting businesses and doing things like that. So I started a business from scratch, three of us, and we grew it to about 50,000, with 500 people. And then, prior to joining TfL, I spent probably 11 years doing business turnarounds. So it's a mixed bag. And people have different approaches to things like that. And a lot of it is cut jobs, cut costs, all the horrible stuff. But actually, it's about making savings and doing investment. Because if you have to, there's a reason why a business gets in that situation, and it could be poor customer service, it could be, poor commercial decisions, or whatever, whatever. But it could also be that the markets drying up. And so now a lot of what I was doing was going into businesses, and I'm working with the teams looking at strategy, and really helping them to see a different way forward. And that's what we were doing. So, those businesses that I was involved with are all still around, and they're all still thriving. And that's I did that for 11 years, but it was a lot of time away from home, because they tended to be national businesses, the last one, talk about really bad experiences. So it was a company called intake, which was part of a big European group. And the bit I was responsible for was, was actually quite small part of the UK business. And then we did, we did what we did, and got it all going quite well. And then the European business went into administration. And so what they've done is they've taken all their cash, so, so we had no cash, we had PwC. So we're in pre administration, we work in administration, and complete hand to mouth staff. And so, people don't often live through those sorts of scenarios. But, we, we had 800 people working for us, and I went out, I met every single one of them, and looked them in the eye. And the question I was getting was, I'm not going to get paid this week. And, it's, yeah. And I think I think it's important that for everyone, and unless you are in a particularly small business that, you are entering, you can, are you going to make payroll, are you going to be in play your supply chain, as well, generally will be small leave businesses as well. And all of the impact of all of that stuff is huge. And I it was the worst one I've been involved with and it drained me completely.</p> <p>So I got to the end of it, and we, we got private equity involved. So, we, we sold the business on almost, and I could have, I could have stayed and</p>	

decided not to, just because I had enough to be honest like some time off. And about a week into that someone who was a client of mine basically was working in TfL as a consultant and said, they're looking for someone to do some cover for somebody who's long term sick, in projects and facilities management side of them. I'm happy to meet them and then chat with them, I thought was quite This is quite different. And, I thought, actually, I'm going to add a bit of value here because It's not serving London really in a lot of ways. I went in there, but that was four years ago. So I was in that department. So the department that I went into was. Dan Lovett was involved at that time, role was very much what I'd done before, so a little bit of, the team needed help to, to form the work, they were working very much in silos and didn't see didn't see the customer. And, that were internal customers, but they are still customers, and you've got to have that mindset to be successful. I did that for a while. And then what I saw was, particularly with the retail side, you would have experienced this, with TfL, that, the property management side in particular, some of the tenants didn't even know, the property management was, and, they hadn't seen anyone and, they just, people renew their lease, or they didn't renew their lease, and it just carried on and everyone ignored them. I really couldn't, just let this carry on. So it wasn't my decision, there was a decision quite high up within TfL. To look at retail differently. And originally, what was going to happen was retail lock stock and barrel was going to be put more into one of the operational businesses, which happened to be LU.. And main reason was TfL work in a very siloed way. So you have a property management team, which was a department then you had a different team that was asset development. So looking at expansion on stations and that sort of thing, and anywhere else.

We didn't have was anything looking at how you work with how you work with tenants, to help them to improve their businesses. So that was almost like it was a, once they're in the unit they were left alone approach. And that is not the right approach and So when I got an opportunity to, to look at this, and as I say, ended up being watered down in as much as it was the stuff around stations. And we spent quite a lot of time trying to get this to happen. This is why hurts me a little bit what's going on. The focus for me is very much around, treating tenants as customers, rather than treating them as tenants. And they're also about having a way of developing more space, and quickly, because what happened traditionally with commercial development is that, the year before we were formed, which was the beginning of last year, literally just before the pandemic, they developed 12 new spaces on stations. And, there's a huge opportunity to create a lot of space. So, anyway, so my, my responsibility for last year was to form a team, which was an integrated team of project property management, development people and what we call account managers, which are the people who work very closely with the tenants and lettings, obviously, as well.

So my target for last year was to create 107 new spaces, on stations, which was combination of small number of really expensive units, like we've got nine new units in canary wharf, so there's about 15-16 expensive units, then the rest were going to be affordable units, right? We've got loads and loads of space, which is in a really poor condition. It's not been it's not been let for, for 10 years, sometimes 15 years. So we needed to refurbish that as well. And get that stuff back to where it was. But there's also quite a lot of space outside of station. So you we got a thing called Small format. And what we did, despite the pandemic was we we've created about 127 new spaces. And I'd say about that 15 - 16 of

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	those are more expensive units. But the rest are affordable. So what we've been doing is working with a lot of smaller tenants. But it's really diverse, what we tried to do, but quite a lot of people who had been made redundant as part of the pandemic. So they've started to take quite a lot of this space. So out of the 70 spaces that we created, we'd let 70 and they're gradually opening now.	
Leni Jones	Is that letting them before the pandemic or during the pandemic	
Paul Rogers	during the pandemic	
Leni Jones	That's incredible - all 70 units during the pandemic	
Paul Rogers	You'd be quite surprised. And I'm really happy to share quite a lot of information with you that even on the units, so the units that we've been refurbishing, the rental value of them range, somewhere in the £30s, I think the lowest value one we've got is about £5k per annum. And then generally, I suppose, as an average, you'd say, around £15k, something like that. And then, you've got a range in between. So some are £10k, but some between the £20k, etc. And it depends on locations. And most of the focus has been on small and medium businesses rather than large businesses. And, you can imagine what's happened with the large businesses. So the only one that's really active at the moment is G***** out of all of them.	
	So in Canary Wharf we've got nine new units that we developed. And it was a bit of a battle to be honest as it's a big investment. Out of the nine we have let 5 so far and you will see we have one flagship chain but the rest of medium sized businesses. So I think what they are very bespoke. And I think they'll be really successful there because different than not the traditional big brands that are in the shopping centers that are part off grid. So our focus has been very much around that. So when you get something like this letter it's a bit of a kick in the teeth because, we have worked very hard.	
Leni Jones	I can hear like Yeah, you've you're obviously working really hard to try to and But I think I hear what you're saying in that, how much you put into kind of growing and developing the estate. [leni gave some background career history] I think everything you were saying about how small business is potentially the way out of this economic crisis? I think that's because of the flexibility that they have. And it's not lack of intention, by the biggies. I think it's just because they're bigger machines and slower to react. And right now, protecting those smalls is critical for national economy. But the biggies will catch up as long as we try to give them the supply chain routes that they need with the smalls. If we lose the smalls, then literally the whole stack will fall. And also with employment, because the biggies are having to cut drastically. The smalls hopefully, we'll be picking up that, Fallout, so where they need to recruit, but they haven't been able to perhaps previously because salary demands were too high. Suddenly, they're in a position now that, it's an employer's market again, and so, hopefully, the economic cycle will re-grow, but it does require a really careful approach to those smalls. And I hear what you're saying in that as a target, or what you identified for TfL was that maybe they weren't benefiting enough from the estate by just popping tenants in and leaving them to it in a way that can	

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	<p>be sustainable, and it has been in to a degree, but it doesn't necessarily give the growth because if you can support a small business to develop, and you can take them through a journey of development, if they want to, so this is a bit where I kind of get a bit, but if they want to, you can have a kiosk owner ending up with a with a chain of 12 shops, within a period of five years, if you're working in partnership, potentially, and it's that mutual profitability piece that is so critical that we recognize as tenants, if we could have that relationship with our landlord, everybody's a winner, but it feels like sometimes that message is falling on deaf ears. Because it's like an, the way the system is and has historically always been, the power imbalance is there for sure, where the landlord certainly has greater power. And I think there's almost like a rigid mindset to maximum rent models. I have the ability to increase your rent, therefore, I will, without the long term view of but actually, where's that going to leave me in five years time as a landlord?</p> <p>And also, I think there is an element of this, especially within the public sector, that it depends who is in those positions of responsibility at that time. Because there are always failings blamed on predecessors and future problems left to successors, without us the people, tenants and civil servants ensuring they are held accountable to their promises and correct policies are in place to deliver those promises there are risks that short term wins result in long term losses.</p> <p>In respect of the estate as it is and why it is the way it is. I'm curious to know, why do you think in your view, tenants are so frightened, they are petrified? They're not speaking to you directly? Why am I involved?</p>	
Paul Rogers	To be honest, I really don't know.	
	<p>So I'm, playing quite different to the typical public sector approach that you would have seen before. And one of the reasons why I think, given the job that I've been given is because of that, because actually, we are very agile, I can make decisions. Sometimes I get told off for them, but I still make decisions. And, but I'm also very approachable. I've worked with a number of tenants this week, where, they feel confident enough that, they can approach me directly. So the, so the owner of chopsticks, I've met a number of times, and they've taken some more space with us. There are lawyers working on things with them too yet twice this week I've been able to make two separate deals, decisions quickly, which just unlock it.</p> <p>And where there have been disputes over levels of support, I've been able to get involved because people have the confidence in me to do that, there is different levels of management, even in my own team. So we have the property managers who are dealing with things on a day to day basis. And they work for senior property manager, Dan Harrison</p>	
Leni Jones	With my legal background, I write shorthand. And I also audio type. So I go through my notes and I'll send you a copy of the notes of the meeting, by the way, but my notes tend to be word for word, because that's just how I write them. So I remember the name Dan Harrison, that's Rehans superior mentioned in the last meeting.	
Paul Rogers	So Dan reports to me. But basically, we operate in a really flat structured way. So I, I work quite closely with the whole team, So again, they talk to me directly. And, I'm sure we get it wrong. And I don't I don't understand why there's any level of fear. The event that was mentioned on the call the	

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	other day was i-Smash. Well, that was mentioned. So for example, the director from I smash, I've spoken to a lot of times, and I don't understand why that would be been raised.	
Leni Jones	Think I think it's probably in reference to ongoing support.	
Paul Rogers	<p>That was because I think, they're, they they've asked for support, but they've been given less support than other people. Because when you look at their numbers, they still traded, and they're not done fantastically, but they've done recently. And so we've given them slightly less support than we would others. And Cards Galore was mentioned to administration as well now. So, I've spoken to regularly, over the years, really, for different reasons. And, we on that an example when I asked you not to share this, but when they will, they're coming up, he was desperate. I think if he were to, you could raise questions about, he never tried to diversify. Lots of similar businesses went mail order as well, and things like that. But he didn't, he didn't do that. But that was his choice at the end of the day. But what he'd done, he got himself into a position, which I thought was really good that he had gone out, worked with another company that identify what grants they could get. And they went out to all their landlords, and said, that, we're not going to be able to pay you all of the money we owe you. But we can pay you this. And they divvied it up really well. And, basically, that discussion took place with me, rather than anyone else. And, I was able to agree with the terms that he proposed, which would have kept him out of administration. And other length, he can do that. And we're working with him now. Because I think if he gets his way, he will buy the business back from the administrator. Right. And apart from one unit, which wasn't doing very well, we've accepted one unit back. But in principle, what we've agreed is that we can support him in the short term, until he gets back on his feet again, in the way that we work with anyone really, but what, we can do that even though, he's in the situation he's in?</p> <p>You could take a really hard view, which is, well, these are really valuable units. So why don't we just go and try and let them that isn't the answer. The answer is, he's got people that he employs, and he's got a business model that works, successfully over the years. There's a loyalty on both sides, I think. And that's the way it should be. So that's an example of where it probably works well. But you've obviously got examples where it isn't. And we've got to deal with that.</p>	
Leni Jones	I think it's It is, it is strange, how different the perspective is on both sides, it's so vastly different, that it warranted a letter to City Hall. We're not hearing completely polar opposite perspectives across any of our other estates and landlords, it and it's not just one or two cases here, either, Paul, I mean, this is this is on a large scale. That is, it's showing that there's something fundamentally falling down within that relationship. And, it can be baffling. But I think, like you say, I think it is about identifying what you can do differently and Tried to repair what occurred?	
Paul Rogers	I will give you that commitment, I'll do that.	
Leni Jones	think I think my view after our meeting the other day, and I had a little Think about this, and I think it, I think I Well, in a way, what I what I'd like to see is a reaction, I suppose to see, you respond in a very positive way to the letter that has come out. And I think that I think what would be very helpful in that response, it doesn't have to be an admission of failure, as I think that might be difficult given the disparity in perspectives here.	

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	<p>But I think that, fundamentally, the message we're getting from the tenants is that they haven't experienced that support that they feel they should have experienced, they felt very isolated, they feel under attack, I try not to mention names, because obviously, these people aren't in the room. And I don't want to speak on their behalf inaccurately. But, looking at one tenant who has about 12 units, as an example, there, we've got an owner that's been in TfL property for a significant amount of time, We've got owner that has probably been in occupation longer than most TfL staff assigned to his units have been employed. There is a good chance the owners know almost every other tenant within your retail estate and you would assume they're very well connected. They're very business savvy. So how could it be, given the wonderful picture you have presented in how you manage the estate, a tenant like that they're in crisis? How could a tenant of this standing be feeling isolated or feeling vulnerable and they are having to give up units, and describe feel backed into a corner. So what's actually going on there?</p> <p>We appreciate this pandemic has exasperated lots of scenarios; there are businesses out there that unfortunately won't survive, with the best will in the world. They might not make it out of this. There's also businesses out there that there's a limit to how far they can diversify, looking at my own family business, without the pandemic, and just looking at market trajectory. Our family business is one mechanic and I do the bookkeeping so there's a limit to how far we can go, there will be a point in which it is a tipping point that we can't earn enough to keep up with the market and what happens at that stage.</p> <p>And there are businesses like that, too, that have to be treated in a different way, you have to look at what the community value of helping retain that business, and what does also the property value and asset mean, to the landlord. And it's, that very careful balance that, takes understanding the business to be able to get it right.</p> <p>These businesses don't feel that they've had that contact with you, as they needed right now, and continue to need, and they don't feel that you understand the full the holistic picture of what's going on for them. And that frightens them truly frightens them. And so I, from my view, I think the solution could be at this very immediate point is if you would be happy to agree to send out some further comms, to all your tenants?</p>	
	<p>I would suggest just belting and bracing this because I know you've said you've sent letters and emails out but as they saying that they haven't received it or that you haven't been proactive. So let's get something out to everybody to say, look, if you are in crisis, if you need financial support, if you are struggling to pay your rent, or you have other challenges, please make contact with us so that we can discuss the details of your case.</p>	PAUL
Paul Rogers	<p>I think it's a good idea.</p>	
Leni Jones	<p>But if we can also put in that letter, to contact Guardians of the Arches as an independent Tenants Association and I know that that's gone out in the past with Tom's communications. It's purely because we want to tackle that fear piece, if there's people out there that do need the help that do want to speak, but they don't know who to speak to, or they don't feel comfortable speaking directly with your team, to give them that alternative means that, they can't complain to say that they haven't been given</p>	PAUL

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	<p>another independent route for advice or support.</p> <p>Like you say, you've got nothing to hide that you're trying, but most importantly, you're giving them every opportunity to reach out now, that I think would be really positive. You need to be taking an action to remedy this scenario.</p> <p>I think this business health check is really important. And I don't know how you've been tackling that, because you did say that you've been reaching out to tenants individually. It does get tricky when a lot of these conversations are verbal, obviously. And from our perspective, it or anecdotal evidence is like all it only really holds any weight if it's in multiple cases.</p> <p>And so, it gets a bit tricky, sometimes, a lot of things are done over the phone. But again, backing stuff up with emails to say, following our phone call today, if you can get your team to start doing a bit of that, which would be really helpful too. Tenants and Landlords need to ensure they keep an audit trail as to what conversations or support has been offered especially to ensure we are all behaving in accordance with Government Guidance right now. So, that would be great. If that's possible.</p>	
Paul Rogers	I need to do need to seek advice on is whether we can actually mention third parties in our letters.	
	RENT REVIEW DISCUSSION	
Leni Jones	<p>I appreciate there will be an approval process or anything like that. But, the, the point is to identify how we fill that gap, where we cross that bridge of potential fear or certainly, that's how it's how I'm understanding it.</p> <p>We need to get that out ASAP; I don't know how quickly something like that can happen. That would be amazing. And then in the meantime, whilst we've done that, us get a gauge of how do we go forward in respect of addressing the more broader issues in respect of support, the pinnacle one for me is the rent reviews which I can't understand.</p> <p>And I know we covered it briefly in the meeting this week. I get That you've invested in the asset as a company, that that value needs to be recouped plus some that I understand that how critical it is for you, especially in your role and position in that, I'm sure you've come into this role as you said, to develop the estate to be more profitable for the landlord, But now the pandemics pretty much screwed your targets. So I could kind of see there's a serious challenge there. But how do we go about it so that I understand it better, because we've got this scenario here, which is really damaging to both London Underground and TfL. And to be fair, the government's approach, if you've got one group of assets, being treated differently to the other group of assets under the same government landlord. And that's an issue that we need to understand.</p>	
Paul Rogers	Yeah, I think is a little bit different. In as much as I think, again, the history is the rent reviews, and these reviews weren't done. And they weren't done for 5-10 years. So obviously, there was a catch up. And, and what has happened is it that we do need to address that, it's a bit of an elephant in the room thing, really, that it needs to be addressed at some stage. But you can't do it in the middle of a pandemic, and you can't do it as you recover either. But what you can do, I think, is that, you can look at it, and you can agree something, but then that's a managed process. So, you	

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	don't implement it, you review it at a later date when things recover, and you do it on should do on almost like an open book basis that, when the time is right, you do that.	
Leni Jones	So just in practical sense, you are suggesting that you could potentially look at the rent review go through the process of determining what the market value is so looking at Mel's case, he's got a 2015 rent review with a proposed £8K increase. And that's data based on 2015. Has that market valuation gone through negotiation in identifying whether it's accurate to market? Or is that still at indicative level? Has evidence been provided by way of comparable?	
Paul Rogers	<p>I don't know, to be honest, I don't know the detail of that case but I can give you a scenario, it's probably a good way of doing it. So my view is you, let's just say we can evidence it and they can't afford to pay the backlog or the increase going forward? I think what you should do is take a view on the history, and maybe, write-off some or write off all of it. And in this case, I've just said to the team come up with some recommendations along those lines. So, we need to do something which works for both sides, and then the increase can be deferred until a time when I think, the recoveries in place. And if it is still unaffordable we need another conversation, in Fresh Collection we asked for their business plan. And, they, they didn't have one and they've really struggled with this. And, there's a nervousness around this I think which makes it difficult as we've got to make some of those decisions as well.</p> <p>It's the same for new people coming into the estate, it's not about looking at the highest bidder because their business plan may be flawed, and they might not be able to afford it.</p>	
Leni Jones	So like, if you identify a business plan that not just look flawed, but is even if it's weighted in your favour, what you're saying is that, you would inform the tenant, and that it's not in your interests to be predatory about securing them. And you would reach out to those tenants and say, Look; actually, this needs to be reconsidered.	
Paul Rogers	Yes, I think the decision you've got to make is you need to look at the viability of the business in that location. You don't want to cannibalize the sales.	
Leni Jones	Managing the estate diversity and over saturation is another point we need to cover, e.g. having Dunkin Donuts next to Krispy Kremes, it's very frustrating. At bank at the moment, there's advertising for another dry cleaner?	
Paul Rogers	We don't advertise for specific business types so unsure where that narrative has come from?	
Leni Jones	Okay, so that's anecdotal that you're trying to get another dry cleaner into the unit bank.	
Paul Rogers	We wouldn't do that, because we have those discussions quite regularly as you can imagine. It's madness if we do that. And I think it's historically what would have happened is that, what would have been said were public sector, we have to accept the highest offer. And that's not the, that's not the way you go about it. So when, if you were to look at some of the analysis that we do on when we get bids back on units, we look at the	

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	business plans properly. And we don't always accept the highest offer. So we all do that. But I've got to say to you, it's not perfect, because I'm sure that things are going on that can be improved.	
Leni Jones	Our intention, ultimately, is that is to make ourselves redundant, we shouldn't really be required, if the landlord and tenant are working in a in a productive equitable relationship.	
	<p>We don't want to be in an adversarial place; we were saying and shouting out for landlords and tenants to be working in partnership before the Government Code of the COVID. And so in a, in a sense, that's hopefully going to be a positive thing that comes out of this, that both parties have been basically put on their knees and forced into a scenario where we have to look at our long term plans for everybody concerned, and how does the entire property estate or even for the smaller landlords too to step back and review how they're approaching their investment, and whether they're even viable now, and it has to be done in partnership.</p> <p>It can't be power over; it's got to be working together. And I passionately believe that, but I think that there is there are challenges about how in how we achieve that, obviously, and the only way we can is to be transparent and honest with each other, as to kind of our goals and aims and intentions with our businesses. And also we could pocket it is, and so I think moving forward, I what I'd like to do with yourself or you and your team is put together a meeting a working group, to hopefully try to get these tenants to start actually building that relationship.</p> <p>We haven't quite got that, we The best thing to do with any of these scenarios is really put everybody in the room and allow the opportunity to be heard, to be listened to, for them to equally hear how challenging it is for you, perhaps in your management roles when they haven't been in correspondence or, they haven't been timely in responding to things, or they're not sharing enough information about their business, like you said, business plans and, and such, this burden and risk really has to be in a place now. Where it's shared. But it's not it's knowingly shared, like I understand the risk that you're taking on board.</p> <p>Now, you might not put that over there headlines in the newspapers, but it doesn't mean that you can't communicate those aims and goals with your tenants and saying, look, we're trying to achieve x y Z it's difficult for us because we have to account for every dime we spend and we wonder pressure to buy government, we have limited funds that that conversation isn't one you'd necessarily want to put in a letter but For tenants to have that reassurance to understand that you're not trying to back them in a corner, you're not trying to force them out. That's how they feel right now they feel that they are being forced out. And they can't understand why. Because they're saying exactly the same as you saying the same thing, they're saying what the long term view is to work together, tenants are not trying to scam the landlord, we just want to pay a fair rent, and we're just being overwhelmed with pressure. We feel forced into giving up units, when there's, we just need more time, we need more space, we need more support for a longer period.</p> <p>And I hear what you're saying as well about; every, every case is a little bit different, especially in respect of their viability. But it's, it's also about having that process being a transparent one, so that they feel part of that review of their business viability that they don't feel out that they're not in</p>	

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	<p>control. And that generates fear, if they don't feel like they, they've got a voice, that they feel that they then it has that element of power over. And that irreparably damages a relationship. And it can present a scenario where, like you said, you feel that, you've done everything you possibly can to help people like why are they attacking you?</p> <p>Or why are they being negative about this, it's about transparency and feeling that they are consulted and understand what's going on, much of what was being shared with me stems from a history of poor communication, that they feel duped, there wasn't a tenant in the estate, that hasn't felt misled at some point while they've been there.</p> <p>That might be a legacy that you've picked up. But it's a fundamental issue that tenants feel that, where surveyors have said, Oh, yeah, this unit is going to be better for you, or you should move out, we're going to move you here, and this is how it's going to work and blah, blah, blah. And then two weeks later, that station ends up getting closed, or there's an engineering work on the escalator, and nobody's walking past their shop anymore. And all that stuff would have been in the pipeline, that, unless it's obviously in the circumstances are unforeseeable, but most of most things, there's planning around what's going to be going on within each station. And it could be that the surveyor didn't know that there's a lack of joining up in communication across, different departments. I think we're going forward isn't necessarily purely about blame. This is about identifying where things have gone wrong, and looking at what can be done differently to prevent that.</p>	
Paul Rogers	<p>I think, again, one of one of the benefits of making the decision that was made making us part of the operation business is that actually, we get that information firsthand. Because what you had, I mean, you can imagine, TfL is a monster in size and operations with lots of departments. But we know of examples where we've let units, and then like, months later, the operational businesses say, we actually need that space for x. So we can compensate the tenant, but actually, you can't really compensate them enough for the losses and disruption for that business, they got to start again!</p>	
Leni Jones	<p>Churn and relocation appears to be much more dynamic in station than then perhaps, on the high street, it it's about joining up those departments and having some oversight across the whole piece.</p> <p>It's really important that tenants feel they have a forum to speak with you and be presented with your longer term overall plans for the estate. They need to feel part of this process with you, they are invested in the future of the estate in a far greater way that any employee could be, they need to be respected and given the audience with TfL that they deserve.</p>	
Paul Rogers	<p>That that was a one of the reasons why we did what we did in separating the estate, so that for us, it's improved. Obviously there is these other areas that we've obviously got an address, I get that. And, all I can say to you, We absolutely do what you've suggested, because I think it's a really good idea. And I'm happy if we can get some, we'd have to do virtually. But, if we can get something together with, as wide a group of tenants as we can, then, I'm happy to present to them, on what we want to do, and we can have our team there. What we've done, for different reasons with different group was, where some people, sometimes people don't like being asking open questions in meetings like that. We can look at how we</p>	PAUL

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	<p>do it so they can actually ask the questions confidentially, as well. But the question gets asked in the meeting and gets answered in the meeting, or if it can't be answered in the meeting, you can actually go back afterwards. But normally, you would be able to nine times out of 10, you better answer the question. But that might give people confidence as well, because I just want to get this stuff out on the table and understand it and do something about it.</p>	
Leni Jones	<p>There is an element of misconception where the responsibility has been put upon the tenant to make contact with the landlord about the financial difficulties. And I think, again, that responsibility should really be equally shared, because you guys are just as at risk with having a massive vacancy issue as the tenant is at risk for their livelihood. The tenants say they felt literally abandoned, and almost actually, conversely, that they've been reaching out to, to the team and not getting responses, or getting responses about things that are not really in relation to their priority concern, such as asking about what's going on with COVID support and getting replies about compliance certificates!</p> <p>I think it's building those relationships is critical. The comms piece and pushing the responsibility on the tenant to be trying to reach out to you for making a deal hasn't worked. And I believe that this can be resolved. But I think what we have to do is identify those tenants out there that don't know how to or understand the route to communicate. And it's difficult to reach those people sometimes. And they'll always be some that, like you say, you can do that in the best will in the world. And again, that's that it's just as long as we're doing our damndest. That's really critical.</p> <p>I think really, though, what we have to do is look at almost every single case where they have reached out for support, and just review to see if there anything we've missed? Does that tenant genuinely feeling that they've in a relationship or partnership with us? Or does that tenant feel differently? Or negatively? And that's, that's the kind of way we need to look at what's happened, I think, to identify the gaps. Please can you share these with me?</p> <p>So that when I'm dealing with these cases to really understand your strategies and your policies, Like you said, things were signed off differently for you. And you're working within the remit that you've been provided. I'm just bewildered by the continued action to increase rents.</p>	
Paul Rogers	<p>I think from my side of the table, from TfL perspective it's the right decision but that can be challenged. And I think it's obviously been highlighted. So it needs to be challenged. But that's, that is the way it is I checked, because obviously, you mentioned about it being a policy decision by Ken Youngman the other day, so I actually phoned him. I think I didn't get him until the evening of the day we met. But I just asked him direct question, really? And he said, it's not the case so,</p>	
Leni Jones	<p>What's not the case?</p>	
Paul Rogers	<p>That there is no policy that he agreed to? What he agreed to within commercial development is that we would do Nil, rent reviews because there was such a backlog, that, it was becoming unmanageable. So that was done, and it wasn't really linked to support in the way that we're looking at support. Now.</p>	

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Leni Jones	It's about regulating the estate?	
Paul Rogers	Yeah. So that decision was made for different reasons. But then the impact of that, so it doesn't matter how you look at it, you can do that but it has fairly significant implications or what you can do is you can agree something, but then carry on with the support. So it doesn't impact the trading of the of the business.	
Leni Jones	I think that makes sense to come up with some kind of format, that's going to work for the business so that it doesn't cripple them immediately. I'm just trying to understand and don't want to misunderstand. So Ken said that the nil increases are only applicable to CD, so we've got that wrong?	
Paul Rogers	It's not even as far as he was concerned, because, because he questioned what I said. And again, I've been open with you, so I basically I asked him on the call, if he had signed off a policy for Nil rent increases. And, I suppose what was questioning my own mind at that time, because I was quite clear on where I've been directed to go. He said no, and he didn't quite understand why anyone would have said there is a policy.	
	someone sent me a link for some comms sent by GOTA that that actually mentioned nil rent increases as a policy by TfL.	
Leni Jones	We would have done because that was how things were explained to us. We didn't, didn't realize the difference in this aspect and assume this approach for support was universal across the estate.	
Paul Rogers	I've looked at this, and I think we probably should have done it differently. So I've looked at and I put my hands up to it., I think the way that commercial development did, it was probably better than us in the implementation side of it. So I absolutely accept that. But whether it's 100% 50%, or, tailored to suit the particular businesses, tenants, that were consistent. And that's why I was a bit taken aback when I saw this.	
	In a few minutes, yes. I just cannot just summarise if it's okay. The comms thing, I think is a really good idea. So I'm going to kick off today. It's going to take a week or so.	
	And the only bit questions to say is, well, we can link third parties into a question. And I think if we can work together on setting up this forum, whatever we want to call it, so that the tenants get hurt. So I think that will be a really good thing to do. And we just need to make sure that, obviously, it's the ones that you're dealing with, but equally we need the invitation to go out. Broader than that. Yeah. So it'd be good to actually send that invitation out	PAUL
Leni Jones	I think but our remit ultimately. And people in crisis, people find us like religion; we're not always going to get the full picture. I'm sure there are lots of very happy tenants within the estate, but they're not looking for us because they're getting on with it, they're fine. And so, I am, I'm not naive, to the fact that the, our representation is sometimes genuine, it's generally those in crisis, but hopefully, we'll be able to help them, but I appreciate that. If it's on,	
Paul Rogers	I suppose the offer, if we can't get you included in the comms we can do what we like to the forum. So, it will be quite good. And any people you	

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	can be there, what you how you participate, what you, you want to say, it's completely up to you,	
Leni Jones	I just really want to facilitate those local organisers that I've got there to be able to speak, I'm not a tenant, my I'm only an advocate at this point. And they need to speak and that's a priority for me. So that's, that's quite critical.	
Paul Rogers	We will obviously arrange for you to get a response to the letter that you've sent from Jamie and, and I think it will be quite good if we can get it to almost say what we've agreed to move forward.	
Leni Jones	The other thing that I would like, I'd like to get copies of those strategies and policies that you have got that you said you've got in place, that would be really, really helpful. The other thing that I was thinking of is an you can take this away, think about working with tenants to create a checklist for your asset managers and tenants to mutually sign off on for covid support conversations and any lease event to ensure that all required aspects of information are covered and also enable the opportunity for the tenant to ask questions about what things mean. This would be something that would evolve potentially over time, where, we'll, we might think that there's, there's more on it than we need, or it's not complete, just an idea.	PAUL
	I will send you a response after the meeting with Mel, with my minute and I, and again, I write my minutes are I like I said, I've got a legal background. So don't be you probably is like 15 pages, I think my notes from the meeting with now. But, we'll send them over and, but also with it, my kind of wish list of all the things that if you could send share with me, that would be great. Because Mel needs some of that data on footfall and such to do his business plan.	
	Arranged a follow up meeting	

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