

TRANSPORT FOR LONDON

AGENDA

BOARD MEETING

**TO BE HELD IN ROOM AG16
ROMNEY HOUSE, MARSHAM STREET, LONDON SW1P 3PY
ON TUESDAY 5th FEBRUARY 2002, STARTING AT 10.30 A.M.**

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

1. Apologies for absence
2. Minutes of the previous meeting held on 27th November 2001
3. Matters arising, not covered elsewhere
4. Commissioner's Report
5. Finance and Performance Report
6. Transport Policing Initiative
7. Congestion Charging
8. Review of provision for Walking, Cycling and area Based Schemes
9. Crossrail and East London Line Projects
10. Safety, Health and Environment Committee Report
11. Any Other Business
Appointment of CFO

Transport *for* London

Minutes of a meeting of the Board
held on Tuesday 27th November 2001, commencing at 10.00 a.m.
in Room AG16, Romney House, Marsham Street, London SW1P 3PY

Present:

Board Members:	Dave Wetzel (Chair)	Susan Kramer
	David Begg	Joyce Mamode
	Stephen Glaister	Paul Moore
	Kirsten Hearn	David Quarmby
	Mike Hodgkinson	Tony West
	Oli Jackson	

Special Advisor Bryan Heiser
Lynn Sloman

Others

in attendance:	Ian Brown	Maureen Nolan
	Colin Douglas	Michael Swiggs
	Peter Hendy	Derek Turner
	Robert Kiley	Jay Walder
	Betty Morgan	

66/01 **PRELIMINARIES**

It was **noted** that a private briefing for Board Members on congestion charging would be held immediately following the Board meeting.

67/01 **APOLOGIES FOR ABSENCE**

Apologies for absence had been received from Ken Livingstone.

68/01 **DECLARATION OF INTERESTS**

The Chair reminded Board Members of the requirement to declare any interest in matters under discussion. Oli Jackson declared an interest in agenda item 6 (Review of Dial-a-Ride).

69/01 **MINUTES OF PREVIOUS MEETINGS**

25th September 2001.

The minutes of the meeting held on 25th September were **agreed** as a true record.

24th October 2001.

The Commissioner proposed an amendment to bullet point 6 on page 4 of the minutes of the meeting held on 24th October, as follows:

- The *limited* priority given to cycling and insufficient definition of walking *programmes* in the Budget and Business Plan. (The Commissioner would review this area further, involving key stakeholders, as the budget was developed).

Subject to this amendment, the minutes were **agreed** as a true record.

70/01 **MATTERS ARISING**

There were no matters arising.

71/01 **COMMISSIONER'S REPORT**

The Commissioners introduced his written report.

During discussion, it was **noted** that:

- The findings of the recent Commission for Integrated Transport report commissioned by the Government highlighted the extent to which the UK had fallen behind other major European cities. Board Members **agreed** that TfL's range of policies was appropriate to achieve a closing of the identified gap between London and other European cities. Board Members will be provided with a copy of the CFIT report;
- The precise timescale for the transition of London Underground into TfL had not been determined, although the Secretary of State had recently suggested it might take place between April and mid Summer 2002. Working groups were being established with London Underground to progress the integration. The Rail Services Advisory Panel and the TfL Board will be advised of progress on a regular basis;
- A briefing for Board Members on the Thames Gateway River Crossings will take place early in 2002;
- The effort to work with the Boroughs as key deliverers of transport services in London was welcomed.

The report was **noted**.

72/01 **FINANCE AND PERFORMANCE REPORT**

Jay Walder gave a presentation outlining key points in his Finance Report for the six months to September 2001.

The desirability to even out spending over the fiscal year was **noted**. Spending over the next six months will have to increase significantly to meet the forecast for the current fiscal year.

During discussion, the following points were **noted**:

- Work was underway to revise the current measures of customer satisfaction in order to compare the measures consistently and historically. It was targeted that new measures would be in place by the start of the next fiscal year;
- The effect of September 11th was not reflected in the latest data but it was anticipated that there might be a further fall in ridership figures for LUL (to be reflected in the next period's figures). It was **noted** that a decline in off peak travel into London was apparent (before the terrorist attack) with the Train Operating Companies, and it was anticipated that this trend would be reflected in central London;
- The slippage in respect of DLR's introduction of new rolling stock was largely due to strikes at Bombardier's factory in Europe. The existing commitment to deliver the new rolling stock by 1 June 2002 remained;
- It was anticipated that the adjudication process for the guidelines for the Transport and works Act powers for the City Airport extension would be completed by mid December 2001.

It was **noted** that Simon Ellis, Chief Finance Officer, had decided to leave TfL with effect from 30th November. Thanks were expressed to Simon Ellis for his work in establishing appropriate financial controls and processes within TfL. The interim appointment of Jeremy Howland as TfL's Chief Officer with effect from 30th November 2001 was **agreed**.

73/01 **REVIEW OF DIAL-A-RIDE**

Peter Hendy introduced a paper which proposed changes as a result of a Best Value review of the London Dial-a-Ride service. He said that this initial review of the supply side of door-to-door transport through Dial-a-Ride would be followed by the commencement of a review of eligibility for door-to-door services, as committed in the Mayor's Transport Strategy.

The review recommended that the six Dial-a-Ride operations be unified into one directly delivered service in order to make improvements to the efficiency and effectiveness of the service.

The Board welcomed the report. It was **noted** that continuing consultation with users and potential users would be integral to the review arrangements. Thanks were expressed to those who had served on the existing boards.

The report was **noted**. The changes outlined in the report were **agreed**.

74/01 **TfL'S SOCIAL INCLUSION AGENDA**

Alice Maynard introduced a paper outlined TfL's proposed approach to taking social inclusion issues forward across the organisation. It was **noted** that the paper reflected discussions at the Advisory Panels.

During discussions, the following points were **noted**:

- Board Members welcomed the paper and the proposed approach;
- The Access and Mobility Unit would form part of the proposed Social Inclusion Unit;
- The Social Inclusion Unit would need to plan its own "exit strategy" after a specified period;
- It was anticipated that regular updates on progress would feature in the Commissioner's Report;
- Performance measures will be included, when these have been established.

The report and the approach outlined were **noted**.

75/01 **PROCEDURAL ITEMS FORMAL DIRECTIONS FROM THE MAYOR**

The Mayor issued formal directions to TfL and LRT on 7th November 2001 to implement the fares revision in January 2002.

These were **noted**, subject to confirmation by Officers that points of detail regarding services and time eligibilities were correctly described.

76/01 **ENDORSEMENT OF CHAIR'S ACTION**

It was **noted** that a Chair's Action had been signed on 30th October which enabled TfL to promote a joint Bill with Westminster to introduce decriminalisation of non-endorsable traffic offences.

The Chair's Action was **endorsed**.

77/01 **SAFETY, HEALTH AND ENVIRONMENT COMMITTEE REPORT**

David Quarmby, Chair of the Safety Health and Environment Committee, introduced a report of the last meeting of the Committee on 9th November.

In addition, it was **noted** that:

- A consultation with Counsel would be held shortly to attempt to clarify TfL's responsibilities for contractors and franchisees. A report will be made to the Board in 2-3 months' time;
- A report on safety performance, statistics and trends, which had been circulated since the Committee meeting, highlighted the increased levels of fatality and serious injury involving powered two wheelers. The cycling

strategy would be a subject at a future SHEC meeting with particular reference to the level of attention given to the safety of cyclists on roads, through means such as education, traffic management or road layouts.

The report was **noted**.

78/01 **ANY OTHER BUSINESS**

It was **noted** that Colin Douglas, Director of Communications and Public Affairs, would be leaving TfL in December 2001. He was thanked for his contribution and the Board wished him well in the future.

There being no further business, the meeting closed at 11.35a.m.

Chair

Date

TRANSPORT FOR LONDON

TfL BOARD

SUBJECT: COMMISSIONER'S REPORT FOR FEBRUARY 2002

MEETING DATE: 5 FEBRUARY 2002

1. PURPOSE

This is the Commissioner's written report for February 2002. This report:

- Provides an overview of issues and developments since the November Board meeting;
- Informs the Board of major projects and initiatives being undertaken by TfL; and
- Updates the Board on actions that the management team is taking.

2. INTRODUCTION

Since the Board agreed TfL's business plan and budget bid in October we have been heavily involved in Budget negotiations with the Mayor and Assembly. The Assembly's role in the budget setting process will not be complete until the end of February when a final GLA group budget is agreed. Although we will update Board members at our February meeting of the latest position, there will be a separate TfL Board meeting in March to finalise and agree the TfL budget.

The coming months will be important to the long term future of TfL. Firstly, the Government is due to make its decision on the PPP for the Underground in late March. This brings to a head a procurement process that has been going on for over four years. We will be doing all we can over the next few weeks to press our case for a better way forward.

Secondly, the consultation on the congestion charge scheme has now been completed. The Mayor is due to make his decision in late February on whether or not to proceed with the Scheme. Finally, we are close to the start of the new financial year. Much hard work has gone into the preparation of our first full business plan, but a great deal more effort will be required to deliver this programme.

3. TfL OPERATIONS

An overview of our operations is included in the separate finance and performance report. There are some particular issues to draw to your attention.

3.1 *Bus performance*

Lost mileage due to staff shortages has dropped progressively over the last three periods, despite a progressively higher overall scheduled mileage. However, lost mileage due to traffic congestion is higher than a year ago. We continue to focus on poor performing operators. The worst large company performer – Arriva – is improving largely through higher investment in training although they still have much ground to make up.

Raising training standards for front line and supervisory bus staff is key to improving service delivery. We are developing a BTEC qualification for Drivers, Conductors and Service Controllers. TfL will set the syllabus and assessment criteria with the training delivered through bus companies and third parties. Once agreed TfL will set mandatory target dates for achievement of these qualifications by new drivers and supervisors whose skills are particularly necessary to improving reliability.

3.2 *Fare changes*

The January fares package has further simplified bus fares and seeks to further encourage off-bus ticketing and faster boarding. Cash fares have again been frozen at 70p and £1 and the Bus Saver ticket provides a 65p fare for any bus journey. One day bus passes have been frozen in price and Z1234 period bus passes have been reduced. All Travelcards are now valid in any zone.

3.3 *Taxi and private hire vehicles*

Following the increase of night fares in November, we are continuing to monitor the availability of taxis at night. Indications to date are that taxis are available at survey locations during the night. There were no earlier surveys of taxi availability, but anecdotal evidence points to greater availability. We will continue with the survey work during the coming year.

The Mayor and I witnessed a successful police exercise targeted at unsafe and illegal minicabs in January. Of the 48 vehicles inspected, 10 were seized. A total of 5 arrests were made for a range of offences and £3,000 of uncollected fines recovered. The establishment of the Transport Police Initiative will provide more dedicated resources for future minicab and taxi enforcement, particularly as private hire licensing extends to drivers and vehicles.

3.4 *Rail projects*

There is a separate paper on the agenda updating the Board on progress with the Crossrail and East London Line projects.

A “London Programme Committee” has been set up between TfL, the Strategic Rail Authority (SRA), Railtrack and DTLR to oversee all London rail projects. The Programme Office will ensure that any proposed rail projects are realistically deliverable and can be implemented consistently in terms of planning assumptions, technical inputs and operational aspects. The Committee will promote resolution of any conflicts between the partners and advise the High Level Group (comprising of the Mayor, Minister of Transport and the Chair of the SRA) on a course of action where resolution is not obtained.

The London Programme Office will comprise representatives of TfL, the SRA and Railtrack and will be located in TfL offices.

4. TfL PRIORITIES

I would like to draw your attention to the following.

4.1 *London Underground and the PPP*

There will be an intensive period of activity around the PPP contracts over the next few months. We have been told that the LT Board will meet on 7 February 2002 to recommend on whether to proceed with the PPP contracts. They have stated that they will make their decision on the twin tests of safety and value for money. TfL should receive copies of the PPP contract documentation on 7 February which will mark the start of the formal consultation period lasting 15 working days.

The Secretary of State has stated that he will release the Ernst & Young opinion on the PPP value for money issue on 8 February. This is apparently unrelated to the formal consultation process.

The Secretary of State has said that he will announce his decision on the PPP on 20 March 2001.

Our position on the PPP is unchanged. The proposed system is fatally flawed. Our primary concerns remain around:

- The safety of the Underground for passengers and staff;
- The poor value for money offered by the PPP compared to TfL's alternative proposals;
- The extensive "descoping" of the PPP contracts after the selection of the preferred
- bidders; and
- The lack of transparency around the capital programme, financial projections and incentive payments.

4.2 *Congestion charging*

The period of consultation on the proposed amended scheme order ended on 18 January 2002. Approximately 500 responses were received, compared with 2,300 in the first round of consultation. Few new issues arose, although several of the responses were very detailed. The report to the Mayor will be submitted on 6 February 2002 with the Mayor's decision scheduled for 20 February 2002.

Capita was selected as the preferred bidder at the Board on 18 December 2002 and has commenced limited work on scheme development under the Call Option Agreement.

If the Mayor decides to confirm the Scheme Order, the TfL Board will be asked to decide on entering into the contracts for the delivery of the Congestion Charging scheme. A special meeting of the Board would be convened for this purpose.

4.3 *Bus priorities*

London Buses has taken over the client role for all bus priorities in London. We are reviewing the bus priorities associated with congestion charging and will be reporting on this to the Board in March 2002.

4.4 *Transport policing initiative*

We have been working closely with the Metropolitan Police Service (MPS) over the last few months to develop the details of the Transport Policing Initiative. There is a separate item on the Board agenda giving details of the Transport Policing Initiative.

We were concerned at the decision taken by the MPS in early January to reallocate traffic police and wardens to Borough policing and anti-terrorist operations. We have had a number of discussions with the Metropolitan Police Commissioner and his senior staff and have secured their commitment to restoring these resources to traffic operations by 1 April 2002.

4.5 *Thames Gateway River Crossings*

The Transport and Works Act Order for the extension of the DLR to London City Airport is still awaited. This is significantly overdue and will delay the opening of the new railway to 2005. We continue to press DTLR on this matter.

The Mayor has confirmed that he intends to proceed first with an extension of the DLR under the river to Woolwich Arsenal. DLR has completed much of the engineering design work and will submit an application for powers under the Transport and Works Act procedure during 2002. The target opening date is 2007.

A project manager has been appointed to work on the two other Thames River Crossings. He is currently reviewing the work undertaken to date and drawing up a work plan in preparation for a consultation on these crossings in the Autumn of this year. This is being done in conjunction with the London Development Agency and GLA. TfL Board members will be briefed and invited to comment on the issues and way forward for this project well in advance of the proposed consultation.

4.6 *Strategic Rail Authority*

The SRA's Strategic Plan was launched on 14 January 2002. The Plan gives a greater commitment to a number of major schemes, including Thameslink 2000 and East London Line Extension, which are scheduled as priorities to be delivered by 2010. However, of concern for TfL is the fact that Crossrail and the South London Metro projects are both outlined as schemes for further development and do not therefore have any robust commitment at this stage.

A welcome factor in the Plan is that it recognises the need to focus on London and South East. The Plan states that there will be longer trains, longer platforms and increased capacity for London operations and three major franchise renewals (Chiltern, South Central and SWT) listed as priorities.

There is a specific recognition of the role of the Mayor in the Plan where the forthcoming issue of Directions and Guidance is stated to be a fundamental part in enabling prioritisation of improved integration of heavy rail with tube and bus services and the implementation of increased services, particularly for the off-peak.

Of more fundamental interest to TfL is the proposal to unify the franchises serving Liverpool Street, thus allowing better use of scarce capacity. We are keen to see the number of rail

franchises in London reduced to avoid fragmentation of operations and enable improved integration of services. Our aspirations extend beyond those of the SRA to establishing a London Commuter Rail Authority. We are developing the details of this concept in parallel with improving our working arrangements with the SRA.

4.7 *Social inclusion*

We are developing Social Inclusion Action Plan which will set out how TfL will deliver on the commitment made at the board meeting in November. The plan will be firmly based on the TfL business plan. All of the business units are involved in these discussions. We intend to have completed the action plan in advance of the start of the next financial year. This will also ensure that we make the necessary resourcing and staffing adjustments that are necessary to the delivery of the social inclusion action plan.

4.8 *Walking and cycling review*

There is a separate item on the board agenda.

5. STRATEGIC ISSUES

5.1 *Delivering our programme*

There is a separate report by Jay Walder setting out our progress to date for this financial year. As we have acknowledged before, the past year has been one of transition as we have restructured and refocused the organisation. During this time the Mayor published his Transport Strategy and we have developed TfL's medium term business plan. As such we are all now in a better position to understand TfL's priorities and the critical issues that need to be addressed.

Subject to the finalisation of next year's budget by the Mayor and Assembly, we are programmed to deliver a much higher level of activity than we are currently undertaking. This year to date both our revenue and capital spending are showing a combination of savings and slippage. To address this we are working hard to deliver as much as we can for the remainder of this financial year. In doing so we need to maintain a high level of programmed activity rather than relapsing into an annualised cycle of ramping up spending in the final quarter of each financial year.

Aggressive management at every level of the organisation will be needed to deliver TfL's business plan. We are developing our detailed operational plans for the coming financial year. Internal project management arrangements are being strengthened within the business units and across TfL as a whole. The Panels, Committees and the Board will be a key part of this process. Next year's programme will be a challenge for all of us at TfL but one that we have every intention of meeting.

TRANSPORT FOR LONDON

TfL BOARD

SUBJECT : FINANCE AND PERFORMANCE REPORT : NOVEMBER 2001

MEETING DATE : 5 FEBRUARY 2002

1. PURPOSE

1.1 To inform the TfL Board of the latest position on the financial and operational issues facing TfL for the eight months to November 2001, and other significant items discussed at the Finance & Audit Committee at its 24 January 2002 meeting.

2. RIDERSHIP AND REVENUE

2.1 The economic signals received during November were mixed with growth in retail sales volume increasing by a large 7.1% year-on-year (6% in October) while the trend in central London employment remained weak (growth of just 0.4% in the 2nd quarter of 2001) and overseas visitors continuing to record lower volumes than last year (by 10% in the period to October 2001). This is against a background of annual headline inflation falling to just 0.9% in November compared to 1.6% in October, due to lower motoring costs and the affect of falling interest rates on mortgage interest payments.

2.2 Although the volume of retail sales is normally a strong indicator for ridership on London Underground, passenger journeys have continued to be sharply lower during periods 7 & 8 (eight weeks to 10 November 2001) than for the same period last year. The main reason for this is thought to be the impact on tourism, the weakening of Central London employment and the general unwillingness to travel following the events of September 11. It seems likely that price reductions on bus tickets could also be contributing to this trend, however traffic on the old Network South-East area and on the national railways generally appear equally depressed. As a result, traffic revenues are forecast to be £25m (2%) less than the full year budget in 2001/02, and LUL have estimated a risk of a further £5m deterioration by year-end.

Passenger Journeys – Percentage year-on-year Change

	2000/ 2001	Sep 2001	Oct 2001	Nov 2001	01/02 Year to Nov	
					Actual	Bud Var
London Underground	5.3	-4.0	-4.8	-3.0	-2.5	-2.2
London Buses	4.5	5.3	4.6	5.9	5.0	-2.1
Docklands Light Rail	19.6	6.5	14.1	8.8	11.9	-4.8

2.3 In contrast to the trends on London Underground, ridership on Docklands Light Rail services has recovered to year-on-year average growth of approximately 12% after recording an increase of only 6.5% in September. In addition, passenger journeys on bus services have continued to grow at between 5% and 6% per annum. Although it remains difficult to isolate the causes of the continued growth on buses, it appears likely that the simplification of bus fares in January 2000 and 2001, and increases in service levels are key contributors. In addition, there are no signs yet

of a downturn in bus ridership due to the general weakness of the economy, supporting previous experience that bus services are less sensitive to the economic cycle than rail.

- 2.4 TfL's revenues for the first eight months of the year totalled £348m and this was £3m less than budget, combining a shortfall in ticket revenues at London Buses (£6m) and DLR (£½m) offset by higher recharges to Boroughs and enforcement income within Street Management (£1m), increased bank interest in TfL Centre (£2m), and higher trading revenue in other TfL business units (£1m).
- 2.5 The November forecast anticipates a £2m reduction in TfL's revenues for the year compared with October's forecast to £529m, and this would be £4m less than the full-year budget. The change in forecast includes a further £2m reduction in the expected level of bus ticket revenues leaving total network revenues at £675m, £15m less than budget. Even at this reduced level, the forecast for bus network revenues represents year-on-year growth of over 3% compared to the budget that anticipated a 5% increase.
- 2.6 The shortfall in bus ticket revenues has been driven by the more rapid take up of the new saver ticket and an increase in the sales of daily bus passes. The other area of disappointment is in Travelcards, where a fall in sales and, for buses, adverse movements in the apportionment factors used to allocate income between the different travel modes have affected revenues. As noted above, there is as yet no evidence of any material shortfall in revenues resulting from weakness in the general economy.

Revenue Account

	November 2001		Full Year		
	Year to 30 Nov	Variance to Budget	November Forecast	Variance to Budget	Variance to Oct Forecast
	£m	£m	£m	£m	£m
Expenditure					
London Buses	411	19	649	23	2
Docklands Light Railway	8	1	14		
Street Management	104	11	162	23	5
Borough ITP's	49	19	93	17	
TfL Central directorates	33	25	66	23	5
Other Services	20		31	(1)	
	625	75	1,015	85	12
Income					
London Buses	314	(6)	475	(9)	(2)
Docklands Light Railway	6		10	(1)	
Street Management	11	1	18	2	
Other Services	17	2	26	4	
	348	(3)	529	(4)	(2)
Net Cost of Services	277	72	486	81	10
PFI capital & interest charges	17	1	26	1	
TfL Net Revenue Costs	294	73	512	82	10

3. REVENUE EXPENDITURE

3.1 Savings in TfL's revenue expenditure continued in November to leave the cumulative spend after eight months at £625m, £75m (11%) less than budget for the same period. The main component of this variance remains actions taken to reassess budget expenditure during the early part of the year, including :-

- deferral of staff recruitment in Central Directorates (£2m)
- re-assessment of interchange planning and major project development as part of the 2001 business plan round (£21m)
- deferral of additional conductors for buses with doors pending the results of a pilots study on Route 55 (£7m)
- rephasing of local transport work carried out by the Borough's (£19m)
- revised phasing and savings achieved in the cost of introducing bus service improvements and additional service supervision (£12m)
- the settlement of Part 1 claims (£5m) and the re-profiling of work to the bid of the year on the A13 DBFO (£3m)

3.2 The favourable variance in revenue expenditure also includes slippage in various work programmes including :-

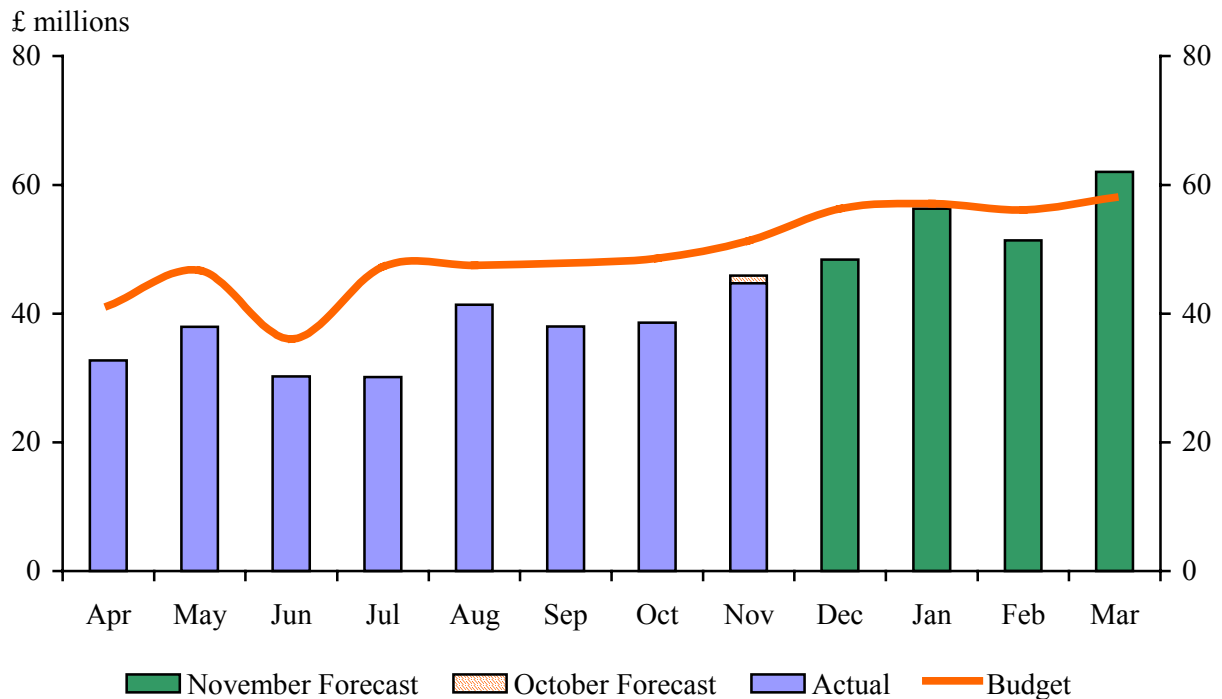
- traffic management and other works within the congestion charging scheme (£7m)
- bus lane enforcement (£7m) work within the LBI programme due in part to the delay in setting-up SLA's with Borough's
- work on traffic control systems, IT and other Street Management strategies (£7m)

3.3 The only material overspend at this point of the year refers to the rate of spend on road maintenance (£16m) which mainly reflects the acceleration of work that took place in the last few months of last year.

3.4 For the full-year, the November forecast indicates a reduction of £12m in TfL's revenue expenditure when compared with the total reported in October. Changes to the forecast this month include a further £2m reduction in payments to bus contractors representing an improved estimate of the impact of service changes, along with a £5m reduction in central directorate costs, mainly recognising the slower progress on Integration, River Crossing and Taxicard schemes that were reassessed in this year's planning round. In addition, the new Street Management forecast includes a lower estimate for borough enforcement of bus lanes within LBI (£3m) reflecting progress to-date, and a reduction in staff costs of £2m.

3.5 On the basis of this forecast, the full-year revenue spend is expected to result in cost savings of £85m (8%) during 2001/02, with delays on LBI work (£11m), land claim settlement (£7m), bus service improvements and initiatives (£25m), local borough transport plans (£17m), the reassessment and reorganisation of central directorates work (£29m), and the reallocation of expenditure as capital within the Congestion Charging budget (£10m) being the main components of the savings. Higher than budget spend on road maintenance (£7m), LUL integration (£3m) and payments to CLRL (£4m) has partially offset these cost savings.

TfL Net Revenue Costs - 2001/02



4. CAPITAL EXPENDITURE

4.1 During the eight months to November 2001, TfL's capital expenditure has totalled £98m, but this is some £41m (29%) less than budget for the same period. Detailed physical and financial progress reports on each of the key capital projects were reviewed by the Finance and Audit Committee on 24th January. However, in summary the majority of this underspend in expenditure continues to represent slippage on :-

- Street and bus improvements within LBI (£9m),
- Red route implementation (£5m),
- Congestion charging operations and traffic management (£3m),
- Trafalgar Square pedestrianisation (£2m),
- Accident reduction, cycling schemes and other minor projects (£4m) all within Street Management,
- The start of mid-life refurbishment for DLR rail cars (£2m), and
- Construction of the Millbank Pier (£1m).

4.2 Currently the only material overspends have occurred in London Buses capital projects, primarily the purchase of land in Hounslow to allow the construction of a new bus garage and other bus infrastructure projects (£3m) along with the phasing of TfL's contribution to the construction of the Hungerford footbridge (£3m).

4.3 In addition, savings to-date have been identified on a number of projects including :-

- Major road improvements inherited from the Highway Agency and, although included in this year's budget were in fact completed during 2000/01 (£8m),
- Bus improvements included within LBI 2 work (£3m),
- The DLR Canning Town sidings project which was also completed before the beginning of the year (£1m),
- New DLR rail cars (£4m) due to problems with construction of the cars bogies which has delayed further payments,
- Delay in the awarding of TWA powers for the London City Airport extension has deferred further spending on the project until 2002/03 (£1m), and
- Budget provision in central directorates that has not been utilised during the year (£3m).

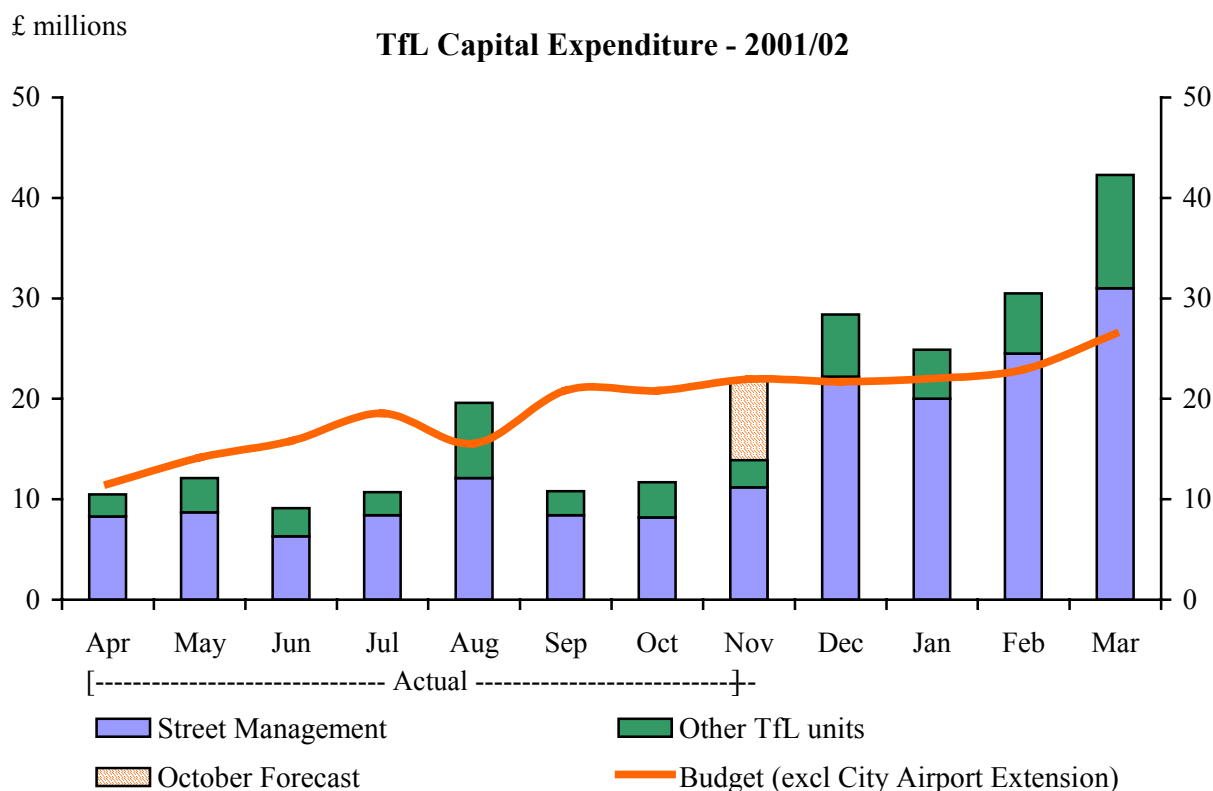
Capital Expenditure Summary

	November 2001		Full Year		
	Year to 30 Nov	Variance to Budget	November Forecast	Variance to Budget	Variance to Oct Forecast
	£m	£m	£m	£m	£m
Street Management	71	31	169	6	8
Docklands Light Railway	8	8	20	34	
London Buses	14	(3)	24	(9)	(1)
Other Services	5	5	11	1	1
Total capital expenditure	98	41	224	32	8
Capital receipts	(2)	(9)	(6)	(9)	
Third party contributions	(3)	(6)	(9)	(6)	(1)
Net Spend on Capital	93	26	209	17	7

4.4 The new forecast includes a reduction of £8m in capital expenditure compared with the forecast in October, with the material changes in Street Management projects. These reductions mainly affect estimates of work able to be completed by year-end for traffic management and enforcement work within Congestion Charging (£4m) and street and bus improvements within LBI (£3m).

4.5 As a consequence, capital expenditure for the year is expected to be £32m (13%) less than the full year budget at £224m. The variance from budget comprises the carrying forward of funding for DLR's City Airport extension (£26m) and payments for the purchase of new DLR rail cars (£7m) to 2002/03, along with savings in expenditure on inherited road improvements (£8m) and the reassessment of LBI 2 work (£6m), and from central directorate budgets (£2m). The forecast also includes higher than budget capital expenditure due to the reclassification of revenue expenditure as capital on the Congestion charging and LBI schemes within Street Management (£8m), and in London Buses (£9m) due to unbudgeted work at Hounslow bus garage, the refurbishment and purchase of Routemasters, the proposed purchase of vehicles for East Thames Buses and additional work on other bus infrastructure projects.

4.6 Capital expenditure in the month of November was again significantly lower than estimated in the previous month (£14m actual compared with £22m forecast in October), largely as a result of lower than expected spend on Street Management projects (£6m). This will mean that expenditure over the remaining months of the year will need to accelerate to an average of £32m a month (compared to the average of £12m over the first eight months), if the forecast is to be achieved.



CASH SPEND

5.1 Cash payment for the eight months to November 2001 totalled £447m (£316m on operational activity and £131m on capital work), and this was £101m (18%) less than the budget for the same period. As shown in the table below, although some switching between operating and capital payments has occurred when compared to budget, the cause of the variance is entirely due to cost savings and slippage in the 2001/02 programme of work. Grant and precept funding of £546m has now been received by TfL, £4m more than assumed in the budget, due to the receipt of CLRL grant funding not being included in the budget and the addition of start-up funding for the commencement of Private Hire licensing received earlier this year.

5.2 The November forecast indicates cash payments will total £703m for the year as a whole, and this is £12m less than estimated in October, largely caused by the lower estimates and savings in 2001/02 work discussed above. As a result, the balance of external borrowing required to finance this year's work has fallen to £7m, which is assumed to be achieved through grants from other GLA functional bodies, and this is now expected to be the only external borrowing required to fund this year's spend.

Cash Summary

	November 2001		Full Year		
	Year to 30 Nov	Variance to Budget	November Forecast	Variance to Budget	Variance to Oct Forecast
	£m	£m	£m	£m	£m
Net revenue costs	(294)	73	(512)	82	10
Movement in working capital	(22)	30	28	9	1
Cash spend on operating activities	(316)	103	(484)	91	11
Net spend on capital	(93)	26	(209)	17	7
Movement in working capital	(38)	(28)	(10)	(9)	(6)
Cash spend on capital activities	(131)	(2)	(219)	8	1
Transport grant	535		707		
CLRL grant	3	3	7	7	
GLA grants			7	(18)	(12)
DETR start-up grants	1	1	1	1	
Precept funding	6		10		
External Borrowing				(62)	
Cash inflow from financing	546	4	732	(72)	(12)
Movement in Cash Balances	98	104	29	27	

6. RISK & OPPORTUNITIES

6.1 The November forecast continues to hold a number of financial risks of increased expenditure and opportunities for further cost savings to be identified before year-end. In summary these indicate a balance toward further cost savings over the remainder of the year as follows :-

Slippage in LBI, traffic management & congestion charging	up to +£20m
To even out TLRN road maintenance in 2001/02 & 2002/03	-£6m
Borough ITP payments	+ £10m
Further savings in bus contract payments	up to +£3m
Slippage in DLR capital projects	+£4m
Savings in Central directorate costs	up to +£5m

However, a great deal of uncertainty still exists around the level of work being carried out by the Boroughs on TfL's behalf in the areas of traffic management, street improvements, road maintenance and local transport plans. Committee members may note that payments to Boroughs created a surge in TfL's expenditure in the last few months of 2000/01, and if this were to occur during the current year, then some of the further savings noted above may not materialise.

7. STAFF NUMBERS

7.1 TfL staff numbers (defined as the full time equivalent number of permanent and temporary agency staff) increased by a net 12 during November to 2,871 with almost all of the net recruitment taking place in TfL's central directorates. The headcount however remains below budget at month-end by 53. The majority of budget vacancies occur in :-

- * Corporate Services (64) due to the deferral of travel information expansion plans during the last few months of last year,
- * Public Carriage Office (17) due to the delayed set-up of private hire licensing, offset by
- * The addition of consultancy staff at Street Management (33) covering for on-going positions but not included in the budget.

7.2 The November forecast indicates a net increase in staff of 28 between November and the end of the year, largely to support the implementation of private hire licensing and Corporate Communications.

Staff Employed

31 March 2001	(increase) / decrease in staff	Month-ended 30 November 2001		Year-ended 31 March 2002	
		Actual	Variance to Budget	Forecast	Variance to Budget
	TfL Corporation				
261	TfL Centre	311	3	319	2
126	Public Carriage Office	145	17	162	
604	Street Management	799	(33)	799	
991		1,255	(13)	1,280	2
	Transport Trading Ltd				
724	London Buses	764	(8)	764	(1)
235	East Thames Buses	225	1	225	
32	Docklands Light Railway	30	6	32	
120	Victoria Coach Station	122		121	
86	Museum	92	6	98	
18	London River Services	18	(1)	18	
4	Dial-a-Ride	4		4	
314	Group Transport Services	361	62	357	(4)
1,533		1,616	66	1,619	(5)
2,524	Total TfL Staff Employed	2,871	53	2,899	(3)
2,130	Permanent	2,390	176	2,532	(120)
394	Agency	411	(53)	367	117
	Consultancy	70	(70)		
2,524		2,871	53	2,899	(3)

8. FINANCE & AUDIT COMMITTEE : 24 JANUARY 2002

- 8.1 At its meeting, the Committee considered the Annual Audit letter from TfL's auditors KPMG, along with the status of the internal audit workplan, noting that no significant issues have emerged since the last Finance & Audit Committee meeting. In addition, the Committee received a report outlining the recent requirements for reporting on corporate governance matters in the accounts for the year ended in March 2002.
- 8.2 The Committee also received its regular report of TfL's financial progress against budget for the eight months to November 2001 and considered separate papers highlighting progress in the key areas of Congestion Charging, Prestige and the DLR City Airport Extension.
- 8.3 For the City Airport Extension the Committee was informed that a decision on the TWA Order (originally planned for October) had not yet been confirmed, but that progress had been made in resolving the financing issues connected with the Local Authority Capital Finance Regulations. Although not yet confirmed in writing, HM Treasury have now offered support in the form of a credit approval for half the estimated NPV of the Extension's cost. TfL is now in the process of considering the impact of this offer and the alternatives funding options available to offset the other half of the projects cost.
- 8.4 The Committee was also informed about progress in the setting of TfL's 2002/03 Budget by the Greater London Assembly. The Assembly had met for its first budget setting meeting on 23 January to consider proposals put forward by the Mayor and had voted a provisional precept for TfL of £18.3m. An oral update will be given at the Board meeting.
- 8.5 The position on Borough ITP payments was also reviewed. The new system for ITP funding, introduced at the beginning of October 2001, is based on payments being made by TfL in parallel with Boroughs' own payments to their suppliers and contractors for agreed areas of work. This replaced the system which provided Boroughs with quarterly funding in advance, based on their estimate of the value of work to be completed in the following quarter.
- 8.6 The new system has proved to be effective. A Borough must have fully utilised the funding advanced to date before a new claim can be submitted and, as a result, only about half of the Boroughs have so far sought payment through the new system, to a total value of £3.4m. However all claims have been met within the target of payment within a day. The remaining Boroughs have yet to submit a first claim, suggesting either they still have access to unused funding advanced in the first two quarters, or are in the process of adapting their own systems.

9. SERVICE PERFORMANCE

- 9.1 Service performance for the main operational business units for the year to November 2001 is shown on the following pages. This information is summarised under the following headings:-
1. Trends in the economy and ridership
 2. Service provision
 3. Service reliability
 4. Safety
 5. Customer satisfaction
 6. Service performance for other TfL business units

10. RECOMMENDATION

- 10.1 The Board is asked to **note** the progress against the 2001/02 Budget and the content of this report.

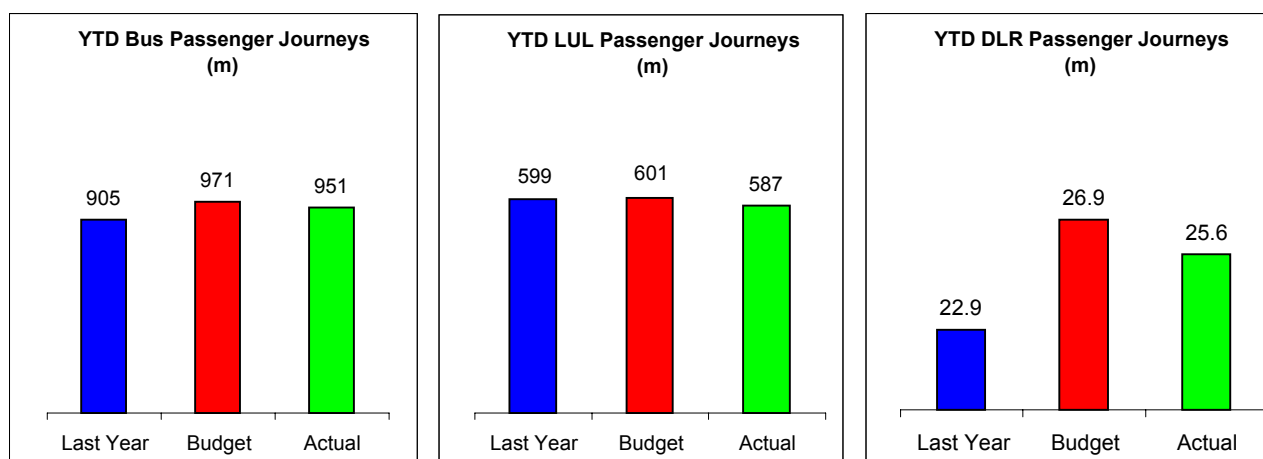
1. Trends in the Economy and Patronage on TfL's Main Services

General Economic Indicators reported in November 2001

Annual RPI (headline) monthly	Base Rates 4 weekly	GDP Growth quarterly	Retail Sales monthly	Avge Earnings in Service sector monthly	Central London FT Employment quarterly growth	Central London PT Employment quarterly growth	Tourist Visitor Nights % year to date	London Population annual
0.9%	4.0%	2.2%	7.1%	4.2%	0.4%	2.0%	-10.1%	0.7% p.a.
Comparative figures for prior period								
1.6%	4.0%	2.2%	6.0%	4.2%	0.4%	2.0%	-11.2%	0.7% p.a.

In November, both the headline and underlying inflation fell compared to the previous month. RPI rose by 0.9% year-on-year in November, down from 1.6% in October. This was mainly the result of lower petrol prices in comparison to increases this time last year, and lower mortgage interest payments following interest rate cuts.

The growth in retail sales volume remained strong rising by 7.1% year-on-year compared to an increase of 6.0% in the previous month. Service sector average earnings rose by 4.2% year-on-year in October. Finally, tourist visitor nights in London remained weak, falling by 10.1% year to date in October compared to a drop of 11.2% in the previous month.

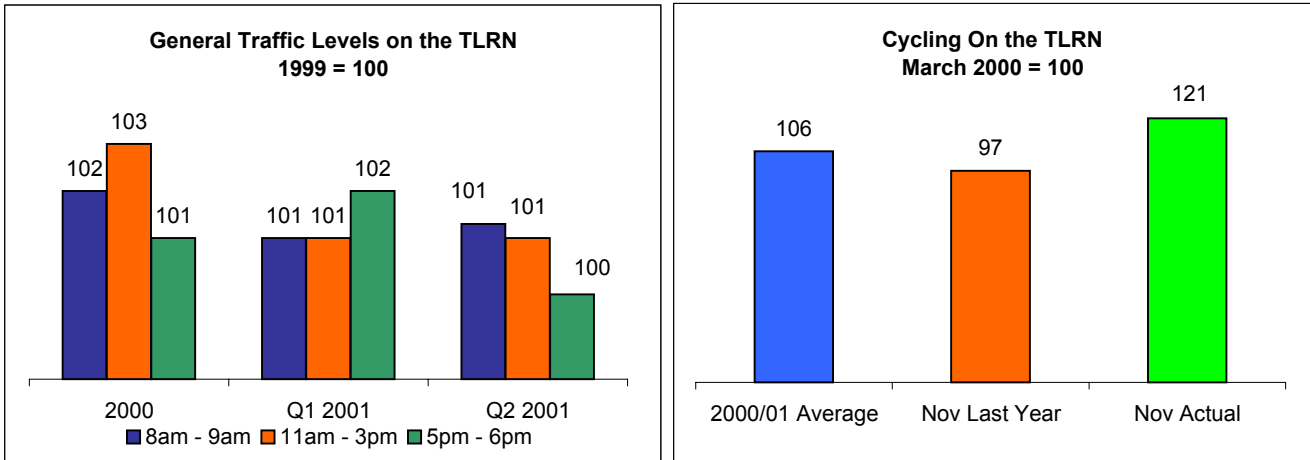


Bus passenger journeys for the eight months to the end of November 2001 are 46 million (5.1%) higher than the equivalent period last year reflecting the policies of expanding mileage, improving reliability and cheaper fares. It should be kept in mind that the original budget anticipated 7% overall growth in journeys and that it was formulated prior to finalising details of changes in fares policy introduced in May and September, this is reflected by the 20 million (2%) variation between actual and budget illustrated above. In addition, the economy has not developed as expected.

London Underground passenger journeys total 587.1 million year to date compared to a budget of 600.6 million and last year figures of 599.2 million. Demand comparisons with last year have, as expected, suffered in reaction to economic trends and recent world events. Currently LUL is forecasting a 2% reduction in passenger journeys compared with last year. Comparing the weeks after Sept 11th with those before suggests that reaction to the attacks reduced the number of journeys in period 7 (Sept 16 - Oct 13) by around 1¼ million. Also, late cancellation of a strike threatened for Friday 12th October is estimated to have caused a further ½ million reduction as many customers changed their travel plans. In period 8 (Oct 14 - Nov 10), passenger journeys were 2.9 million (3.7%) below last year. Journeys on weekly tickets have fallen steadily since the beginning of the year and it seems likely that price reductions on bus passes could be contributing to this trend.

Net passenger journeys on the DLR total 25.6 million year to date, passenger journeys rose to almost 3.1 million in Period 7 and then again to over 3.4 million in Period 8, leaving the total after eight periods 1.3 million under budget albeit nearly 12% higher than over the same period last year.

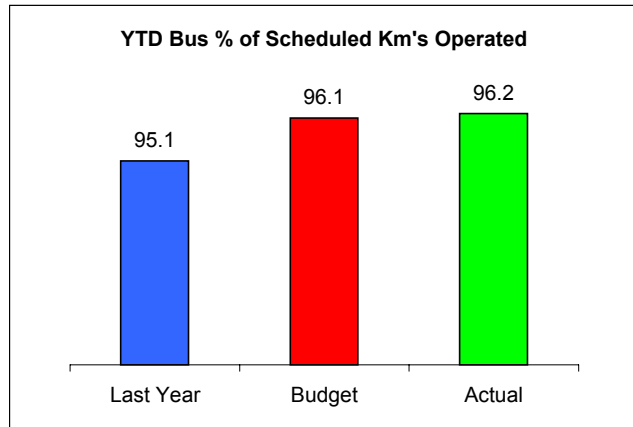
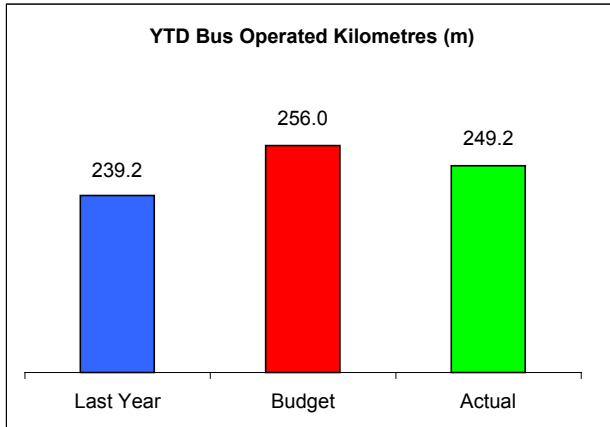
1. Trends in the Economy and Patronage on TfL's Main Services



The index of general traffic levels on the TLRN records the average vehicles per hour per lane weighted by lane. The figures are derived from 23 automatic traffic counters strategically spread over the TLRN. The base line figure of 100 relates to the average for the year 1999 for each time period. Compared to the first quarter 2001 the second quarter 2001 (Jul - Sept) shows a slight increase in the AM peak (8am-9am) 0.4%, whilst there has been a slight decrease in the Inter Peak (11am-3pm) 0.4% and a larger decrease in the PM peak (5pm-6pm) of 1.4%.

The index of total cycle flow is derived from 51 automatic counters spread over the TLRN. The base line figure of 100 relates to demand in March 2000 when monitoring began and is used as a comparison with the latest data. The level of cycling in November 2001 of 121 is almost 25% higher than the November 2000 value of 97, perhaps reflecting the relatively mild weather conditions that have been experienced. This is now the eighth successive month in 2001 that the cycling index has been higher than the equivalent month in 2000. Consequently the rolling annual average for the year to date (Dec 00 - Nov 01) continues to show a steady increase.

2. Service Provision



Reasons for lost mileage in

Traffic congestion
Staffing
Mechanical

November 2000

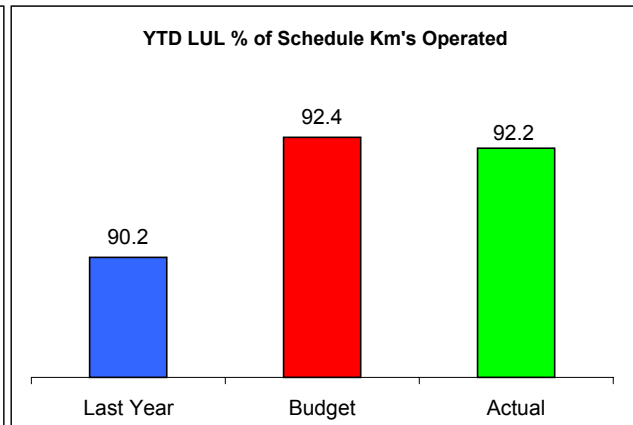
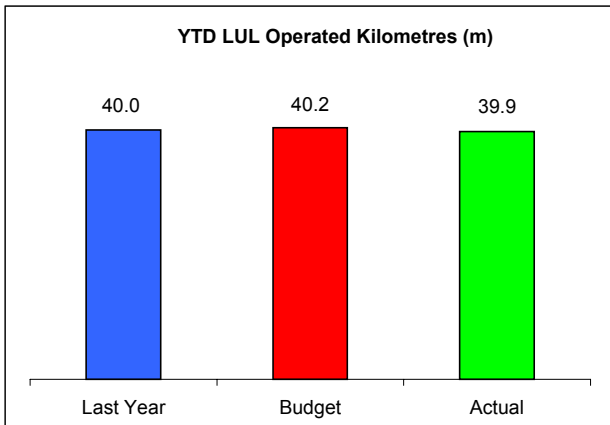
41%
46%
13%

November 2001

51%
32%
17%

Bus operated kilometres during the year to November totalled 249.2 million, 6.8 million (2.7%) less than budget, but 10 million (4.2%) higher than last year. Mileage lost due to staff shortage improved compared with October (in line with seasonal expectations) and continues to be significantly better than the same period a year ago. Reliability also continues to do well compared with a year ago, although some deterioration in QSI results is to be expected at this time of year as traffic conditions worsen in the lead up to Christmas. Night Bus services did particularly well in terms of punctuality in November.

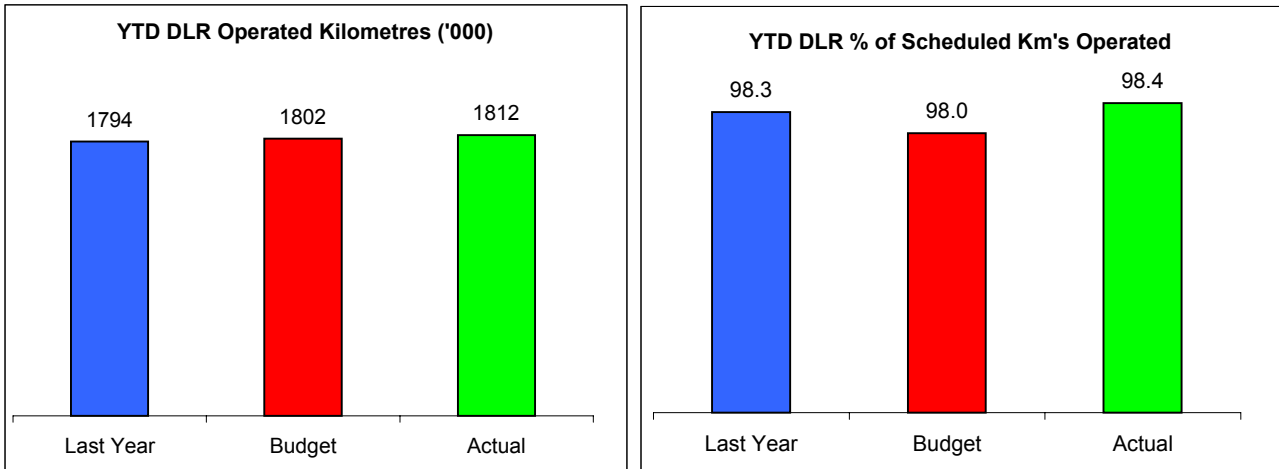
Bus percentage of scheduled km's operated total 96.2%, this is 1.1 percentage points above last year and in line with budget. A range of measures continue to be taken to alleviate staffing problems and improve reliability. Amongst the latter, incentivised supervision schemes should now also be starting to have a positive impact on service quality. In addition to the normal seasonal deterioration in traffic conditions, factors causing significant delays to buses included long-term roadworks at Kings Cross, New Cross and Barking, and a large demonstration in Central London on 18/11.



London Underground operated kilometres totalled 39.9 million in this year to November, in line with last year and the budget, while the schedule of km's operated (year to date) is 92.2%, which is 2 percentage points above last year and in line with budget. After a reasonably good first week in which 93.8% of scheduled kilometres were operated, performance declined to give an overall result of 89.4% in period 7. Industrial action over the issue of remote booking on and off, which affected the District and Piccadilly lines from 26th September to 11th October, was the main cause of lost service, its effect being estimated at almost 0.3 million kilometres or some 5% of the period's schedule.

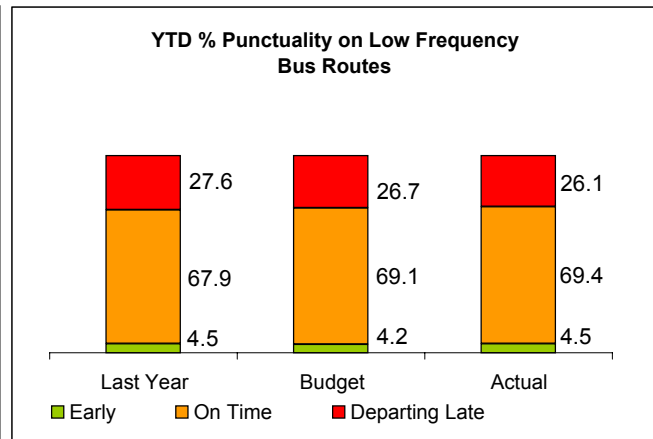
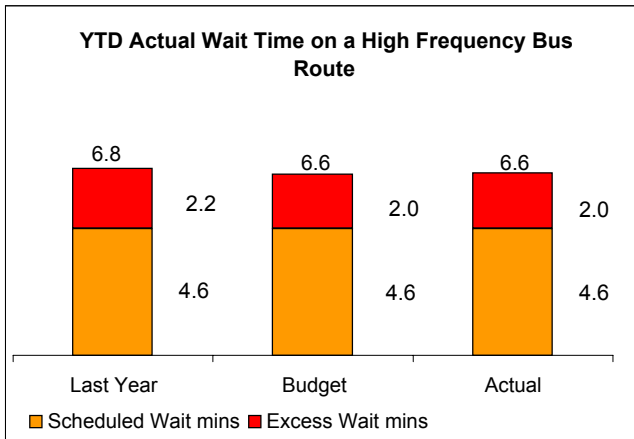
In period 8, the percentage of schedule improved to 92.2%, but fell short of the 93%+ achieved earlier in the year. This was mainly due to events in the second week of the period, when the Jubilee line was hit by a succession of signal failures, the District suffered from train operator shortages and the Piccadilly was disrupted by various incidents including a tree blocking the track near Osterley. Results were also affected by a persistent positive earth fault on the Metropolitan line and discovery of a suspected unexploded WW2 bomb near Whitechapel. The Northern remained the best performing line and the Bakerloo showed steady improvement, achieving its best period result for three years.

2. Service Provision



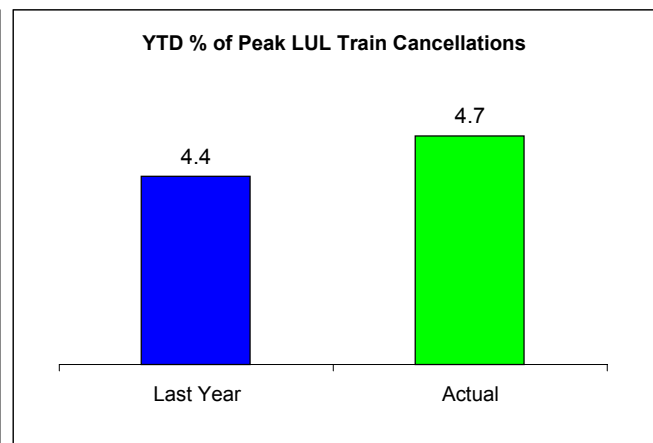
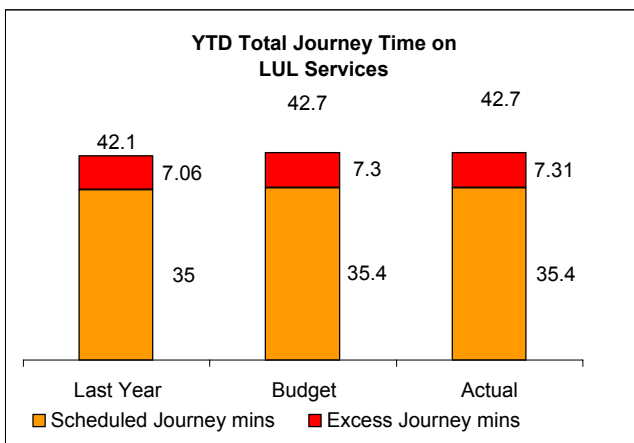
Year to date operated kilometres on DLR services totalled 1,812,000 and were in line with budget. While the percentage of scheduled service operated again exceeded budget by 0.4% at 98.4%, this is broadly in line with the previous year's performance. Continuing high performance levels and very few substantial delays mean that the target is being beaten every period.

3. Service Reliability



Actual wait time on a high frequency bus route between April and November totalled 6.6 minutes compared with 6.8 minutes for the same period last year. As referenced in section 2, lost mileage from traffic congestion continues to be worse than last year. Despite this, waiting times on high frequency routes improved when compared to last year, with the excess wait time decreasing from 2.2 minutes to 2.0 minutes year to date which is in line with the budget as shown above. This suggests a positive impact of measures being taken to alleviate staffing problems and improve reliability.

The same issues that affect high frequency services apply to low frequency services, with an improved staff situation having a greater influence on the percentage punctuality on low frequency routes than the worsening situation of traffic congestion. This is reflected in the percentage of on time services to 69.4% for November year to date from 67.9% over the same period last year.



Cause of Excess Journey Time :

	YT p 8 00/01	YT p 8 01/02
Station	2.41	2.49
Train	4.31	4.43
Closure	0.34	0.39
Total Excess	7.06	7.31

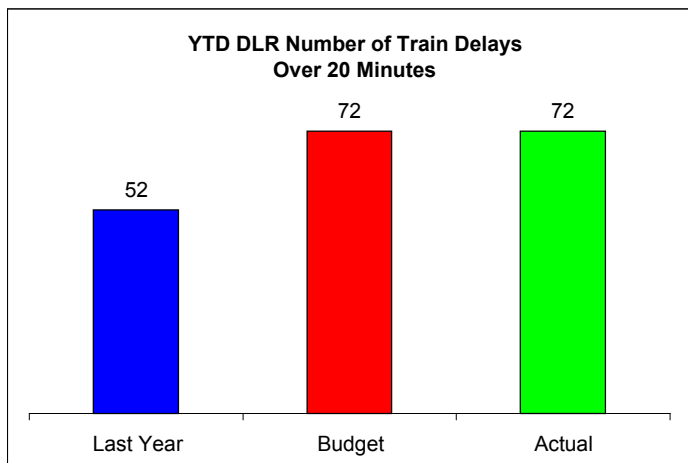
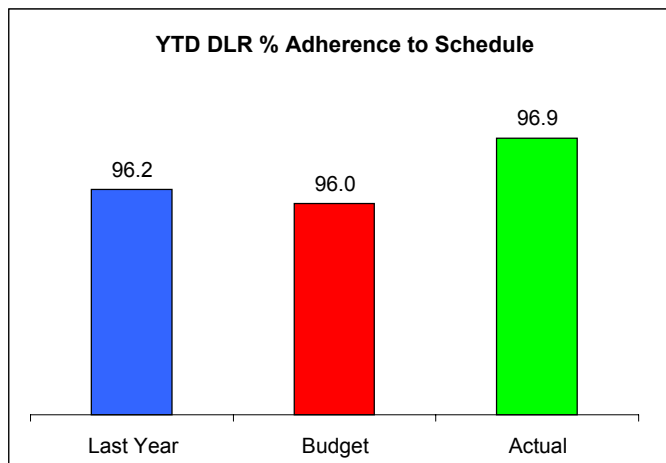
Cause of Peak Train Cancellation :

	YT p 8 00/01	YT p 8 01/02
Operator not available	30%	20%
Defective or no rolling stock	19%	30%
Signal or track defect	9%	22%
Other	42%	28%

Total Journey time of 42.7 minutes (year to date) is in line with budget but has increased by 0.6 minutes when compared to last year. Excess journey time increased to 7.31 minutes in period 7. It is estimated that industrial action on the District and Piccadilly lines accounted for 0.35 minutes of the 0.69 minute rise in the period's trains excess. The temporary imposition of an emergency timetable on the Metropolitan line due to signal cable degradation in the Harrow area accounted for approximately 0.03 minutes of the Network excess. In period 8, an increase in the impact of asset related incidents accounted for 0.14 minutes of a 0.25-minute rise in trains excess, while two incidents involving defective rolling stock on the Central line accounted for a little over a quarter of the period's 0.48 minutes of train closures. The impact of operator not available (ONA) cancellations increased due mainly to a rise in the number recorded on the District line.

The percentage of peak Train cancellations has seen an increase of 0.3 percentage points compared to the same period last year. Industrial action over the issue of remote site facilities for staff booking on and off, which affected the District and Piccadilly lines from 26th September to 11th October caused over 900 peak train cancellations respectively on these two lines in period 7. On the Metropolitan line, signal cable degradation in the Harrow-on-the Hill area limited weekday services to Saturday timetable levels between 24th September and 2nd October, resulting in 204 peak train cancellations. There was an improvement in period 8, although performance was still below the levels achieved earlier in the year. Cancellations due to operator not available (ONA) rose to 190 with the District line accounting for 156 of these due to a high number of vacancies that exacerbated previously known training difficulties. This has been addressed and subsequent results have shown an improvement.

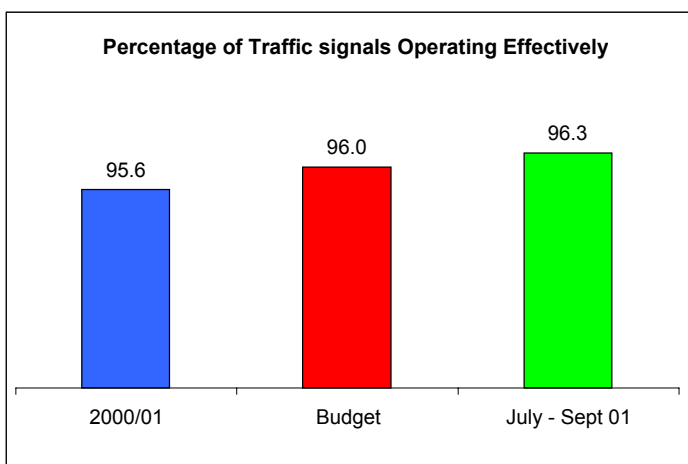
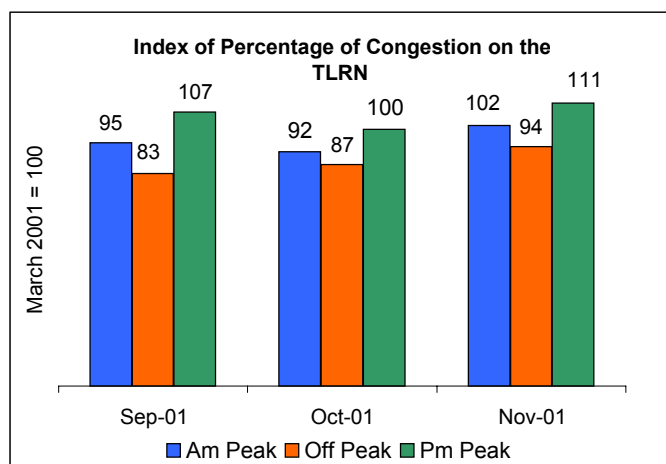
3. Service Reliability



Causes of Delays :-	YT pd 8 00/01	YT pd 8 01/02
Vehicle	10	12
Track	13	9
External	29	51

For the year to November adherence to schedule is currently 96.9%, 0.7 percentage points above the same period last year. Periods 7 and 8 again saw the franchisee beat the reliability target, by 1.2% and almost 0.8% respectively. The year's achievement therefore remained at 96.9% against a target of 96%. This excellent achievement is largely due to the fact that very few major delays have been occurring on the railway. There have been no contractual Quality Exclusions granted this year, which means that the quoted figure is the actual performance experienced by the travelling public.

The total number of delays over 20 minutes has risen to 72 at the end of period 8. The number of delays fell to 9 in period 7 but rose to 14 in period 8. However, in each period only three were due to factors under the railway's control. The overall year to date figure is exactly as per budget albeit 20 higher than last year. This reflects the large number of security alerts and station closures directly impacting upon the railway.



The index of congestion on the TLRN is a new performance indicator that is being developed using the ASTRID database to analyse 157 traffic controlled junctions across the TLRN. This monitoring sample comprises approx 7% of such site available on the TLRN and encompasses all types of location and all differing road types found on the TLRN. Currently data is available for 10 months and work is now underway to determine how robust the data collection process is and what, if any, relationships exist with the levels of traffic on the TLRN. In general, the index appears to agree with expectations showing a decrease in each time period for August, the holiday season, followed by an increase in September, and a further increase in November.

Traffic control junctions are defined as having four second intervals during a green period when a detector is occupied by stationary traffic. The data is indicative in nature (not absolute) and is intended to reflect changes in congestion, for this reason the data has been indexed to March 2001, (a neutral month for traffic flows).

This performance indicator represents traffic signals that are operating effectively. Having exceeded the target of 95% for the previous year, the target for the percentage of traffic signals operating effectively was raised at the beginning of 2001/02 to 96%. Since this time performance has remained above target for the first two quarters of the year. It should be noted signals that are out, stuck, have no or a short or long right-of-way or have detector faults are reported as not operating effectively.

4. Safety

London Buses Fatalities and Injuries									
	Fatality			Major Injury			Total		
	2000/01	Last Yr YTD	Actual YTD	2000/01	Last Yr YTD	Actual YTD	2000/01	Last Yr YTD	Actual YTD
Passengers			2	37	19	39	37	19	41
Staff				141	99	85	141	99	85
Public	15	9	13	87	43	66	102	52	79
Total	15	9	15	265	161	190	280	170	205

London Underground Fatalities and Injuries									
	Fatality			Major Injury			Total		
	2000/01	Last Yr YTD	Actual YTD	2000/01	Last Yr YTD	Actual YTD	2000/01	Last Yr YTD	Actual YTD
Passengers	7	4	3	137	88	75	144	92	78
Staff	1	1		10	6	2	11	7	2
Total	8	5	3	147	94	77	155	99	80

TLRN Roads Fatalities and Injuries									
	Fatality			Major Injury			Total		
	2000/01	Last Yr YTD	Actual YTD	2000/01	Last Yr YTD	Actual YTD	2000/01	Last Yr YTD	Actual YTD
Pedestrian	33	10	6	377	134	104	410	144	110
Cyclist	7	2	1	115	45	43	122	47	44
Motorcyclist	20	7	11	373	119	116	393	126	127
Car User	22	7	4	588	193	162	610	200	166
Other	4	2	1	114	37	47	118	39	48
Total	86	28	23	1567	528	472	1653	556	495

The upward trend for passenger / public major injuries on Bus services compared to last year, can be attributed to the provision of AICS (Accident Incident Collection System) refresher training to Bus Operators during the latter half of 2000. This helped reinforce correct procedures in recording major injuries statistics. Trained operatives subsequently visited garages to retrieve a backlog of injury statistics and there is an ongoing review of reporting criteria as well as a re-issue of guidelines to Bus Operators during 2001. Also, access to CIRS (Centrecomm Information Retrieval System) allows improved monitoring of incidents and subsequent follow up with Bus Operators. The facility has identified incidents which were not otherwise reported.

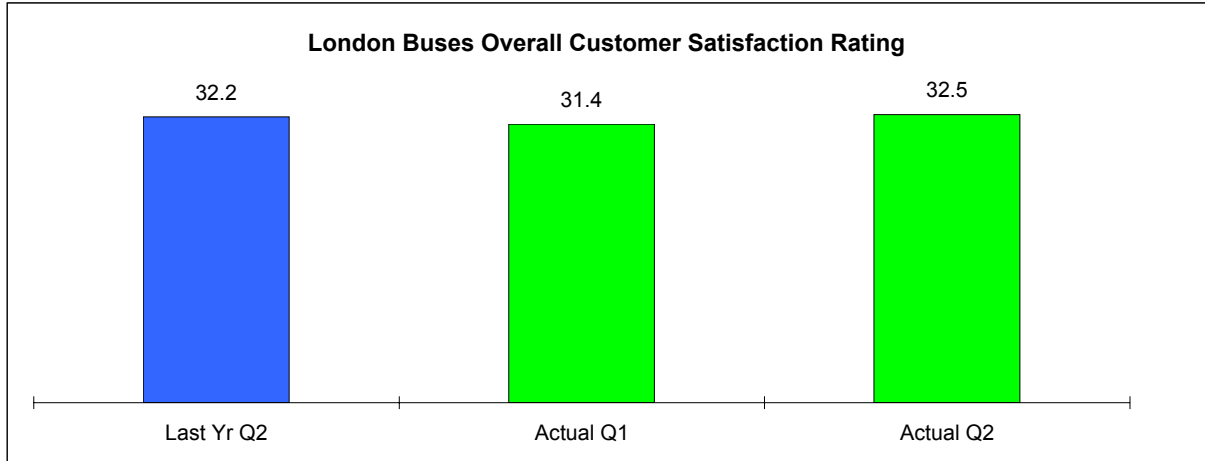
There was one customer accidental fatality on London Underground, during the eight weeks covered by this report. On 26th September at Victoria station, a drunken male passenger fell on the stairs leading to no. 3 subway, incurring a cut to the back of his head. An ambulance conveyed him to hospital where he subsequently died as a result of his injuries. This incident brings the total number of accidental fatalities so far this year to three. There were 19 accidental major injuries to members of the public during periods 7 & 8, bringing the year to date total to 75. LUL's internal target for 2001/02 is based on 110 customer major injuries, compared with 137 in 2000/01. There have been no major injuries to LUL or InfraCo employees since the last report.

Whilst figures for the year to date show slightly fewer fatal and serious casualties occurring on the TLRN there are still areas of concern, most notably the increase in motorcyclist fatalities.

The annual figures are based on a financial year - April to March. The last year year to date figure is the equivalent last year to date for the previous financial year, in this case April to July 2000. Actual year to date is the running total for the year to date, in this case April to July 2001.

For London Buses comparisons cannot be made between injuries for passengers, staff and members of the public as different criteria are used. Passenger / public major injury is when the person is taken to and detained in hospital. Staff major injury is when the member of staff is absent from work for 3 days or more.

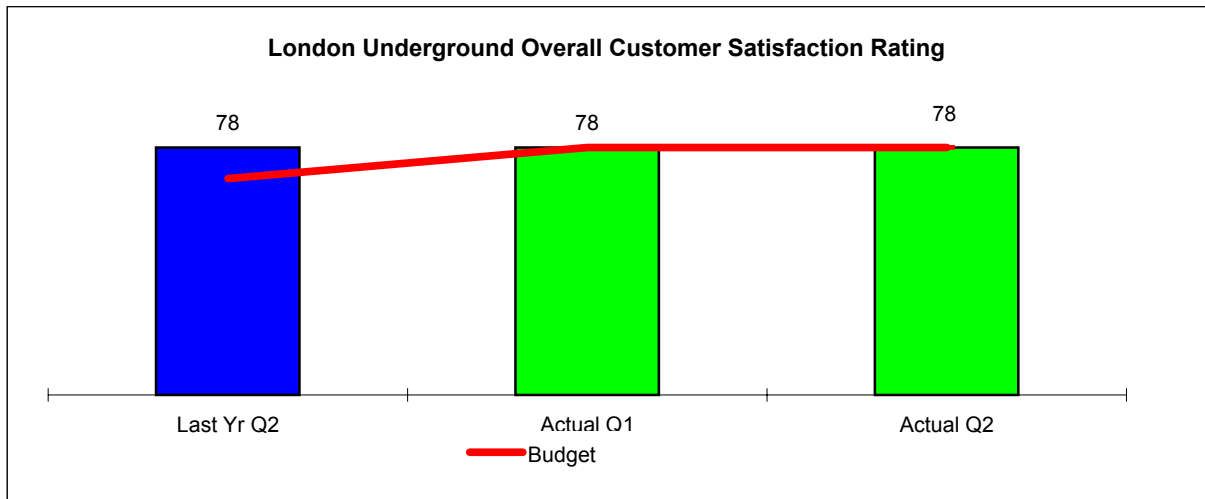
5. Customer Satisfaction



The bus service overall measure has again increased slightly and this reflects the movements in the other measures as below.

The proportion of very satisfied customers (giving ratings of 9 or 10) has increased for ten measures, decreased for two and stayed the same for one since the last quarter. The state of repair, information on buses and cleanliness on the bus have all increased by +4% points and it should be noted that these also showed the biggest improvement when compared to the same quarter last year. Possible explanations for increases in these three areas could include the introduction of more new vehicles, the roll out of new bus notices and the focus on cleaning involving the production of league tables etc. Compared with the corresponding quarter in the previous year, the proportion 'very satisfied' has increased for six measures, decreased for five and stayed the same for two.

Definition - Level of satisfaction (as rated on a scale of 0 to 10) with the overall service experienced on a bus journey starting from the bus stop. Zero being extremely unsatisfied and 10 extremely satisfied. The overall satisfaction measured above is the percentage of those score the service at a 9 or 10.

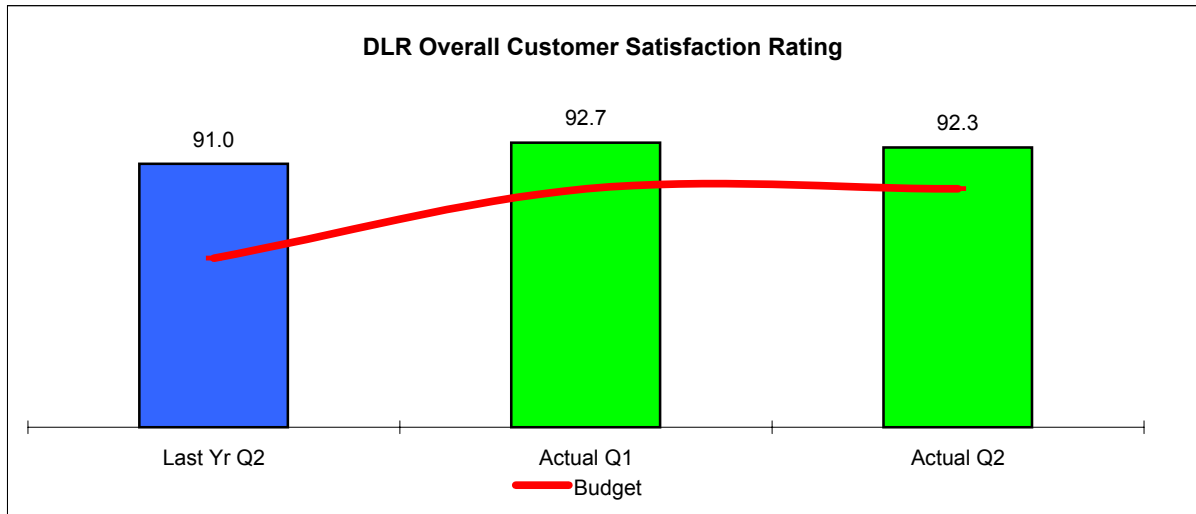


For London Underground, the overall evaluation (78) was the same as both last quarter and the corresponding quarter of last year. As anticipated, the score for the Train Service grouping improved reflecting recent improvements in train service reliability. Cleanliness retained the two-point improvement seen last quarter. However, there were falls in two service groupings – Information by one point and Station Staff Helpfulness & Availability by two points. This latter result was a little surprising in view of the improvement in station staff attendance that has been achieved this year.

Definition - Customers are asked to rate the current level of service (ie. Of the journey they have just completed) on a scale of 0 to 10 for one overall evaluation question.

'Thinking of this particular Underground journey as a whole, from beginning to end, how satisfied were you with the service experienced today, as a score out of ten. The measure above is the average score from this question (x10).

5. Customer Satisfaction



Customer satisfaction in the second quarter of 2001-02 showed good results in nearly all areas - overall service performance ranking 92.3% against the previous quarter's 92.7%.

The three factors making up DLR's overall service performance are comfort of journey, speed of journey, and reliability of the DLR service. The relevant figures are then weighted by the number of respondents to give an overall figure. Comfort of journey showed a 0.23% decrease against the previous quarter, Speed of journey showed a 0.64% increase and Reliability of the DLR service showed a 1.66% decrease. However, the figure achieved is still almost 9% above the fixed target level, with every aspect of the survey showing achievement above its target level.

Definition - A rolling quarterly survey throughout the system asking passengers to rate twelve categories as Very High, High, Satisfactory, Low or Very Low. Around 3,000 respondents are surveyed every quarter and the measure above is the percentage sum of the Very High, High and Satisfactory scores. The overall satisfaction figure is the weighted average of three categories comfort of journey, speed of journey and reliability of the DLR service.

6. Modal Performance Indicators for other TfL Business Unts

2000/01 Actual	2001/02 Budget	2001/02 Forecast	Monthly Indicators	October Actual	November Actual	November Budget
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PATRONAGE								
13,300	-	-	Croydon Tramlink	Passenger Journeys	000's	1,630	1,220	-
190.6	185.1	187.5	Victoria Coach Station	Coach Departures	000's	15.0	14.4	14.5
2,200	1,800	2,000	London River Services	Passenger Journeys	000's	126	91	90
1,223.0	1,298.8	1,266.5	Dial A Ride	Trips	000's	113.6	118.1	116.9
20.9	20.8	20.8	Public Carriage Office	Taxi's Licensed	000's	20.5	20.6	20.6
231.1	186.3	183.0	London's Transport Museum	Visitors	000's	15.0	14.1	11.7

SERVICE PROVISION								
99.2	-	-	Croydon Tramlink	Percentage of Schedule	%	99.4	99.3	-
97.5	98.5	97.0	London River Services	Journeys operated	%	97.0	97.0	98.5
23.9	24.2	24.3	Public Carriage Office	Taxi drivers licensed	000's	24.2	24.2	24.1
0.0	1.5	1.5	Public Carriage Office	Private operators licensed	000's	0.5	0.6	0.8

SERVICE RELIABILITY								
99.0	-	-	Croydon Tramlink	Headways Achieved	%	98.6	99.2	-

2000/01 Actual	2001/02 Budget	2001/02 Forecast	Quarterly Indicators	1st Qtr Actual	2nd Qtr Actual	2nd Qtr Budget
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CUSTOMER SATISFACTION							
69.0	-	-	Croydon Tramlink	%	59.0	70.0	-
80.0	77.0	-	London's Transport Museum	%	77.0	77.0	-

Croydon Tramlink passenger journeys figures currently exclude trips originating from Feeder Buses as feeder bus ETM data is currently unavailable for November. Therefore these figures are estimated to increase by 70-110k trips for the month.

London River Services passenger numbers have improved in recent months, partly as a result of Travelcard usage, and have exceeded the budget. However, November saw a decrease in use of the service partly due to seasonality, it is believed the service has also been affected by tourism having suffered recently from the international situation, reducing traffic to budget levels.

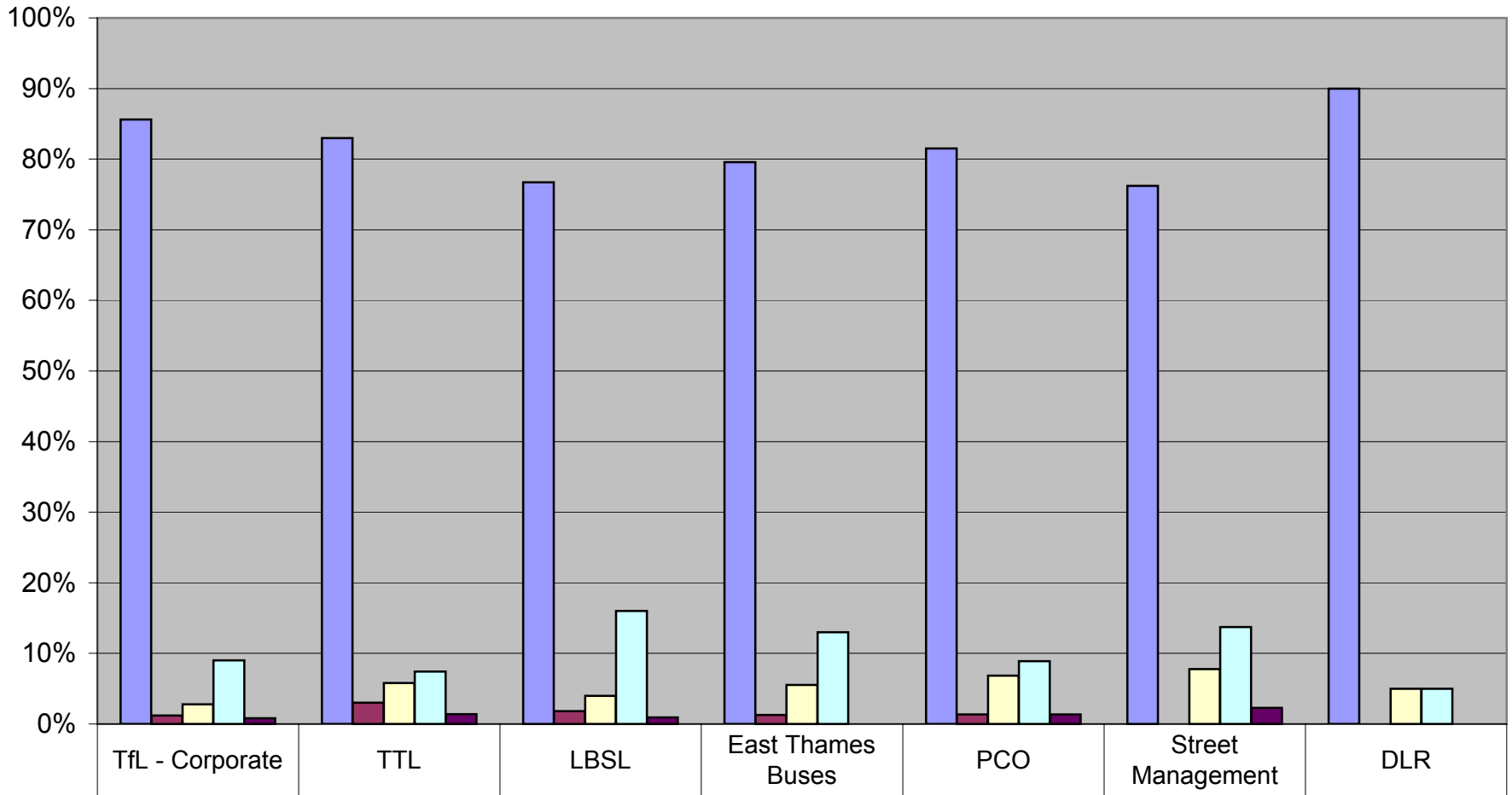
Public Carriage Office total number of private hire operators licensed at the end of November was 632 against a full year budget of 1,500. The forecast has now been reduced to 1,500.

Transport *for* London
Human Resource - Board Papers
October Information

Transport for London - Workforce Composition - by Gender

Percentage

Workforce Composition

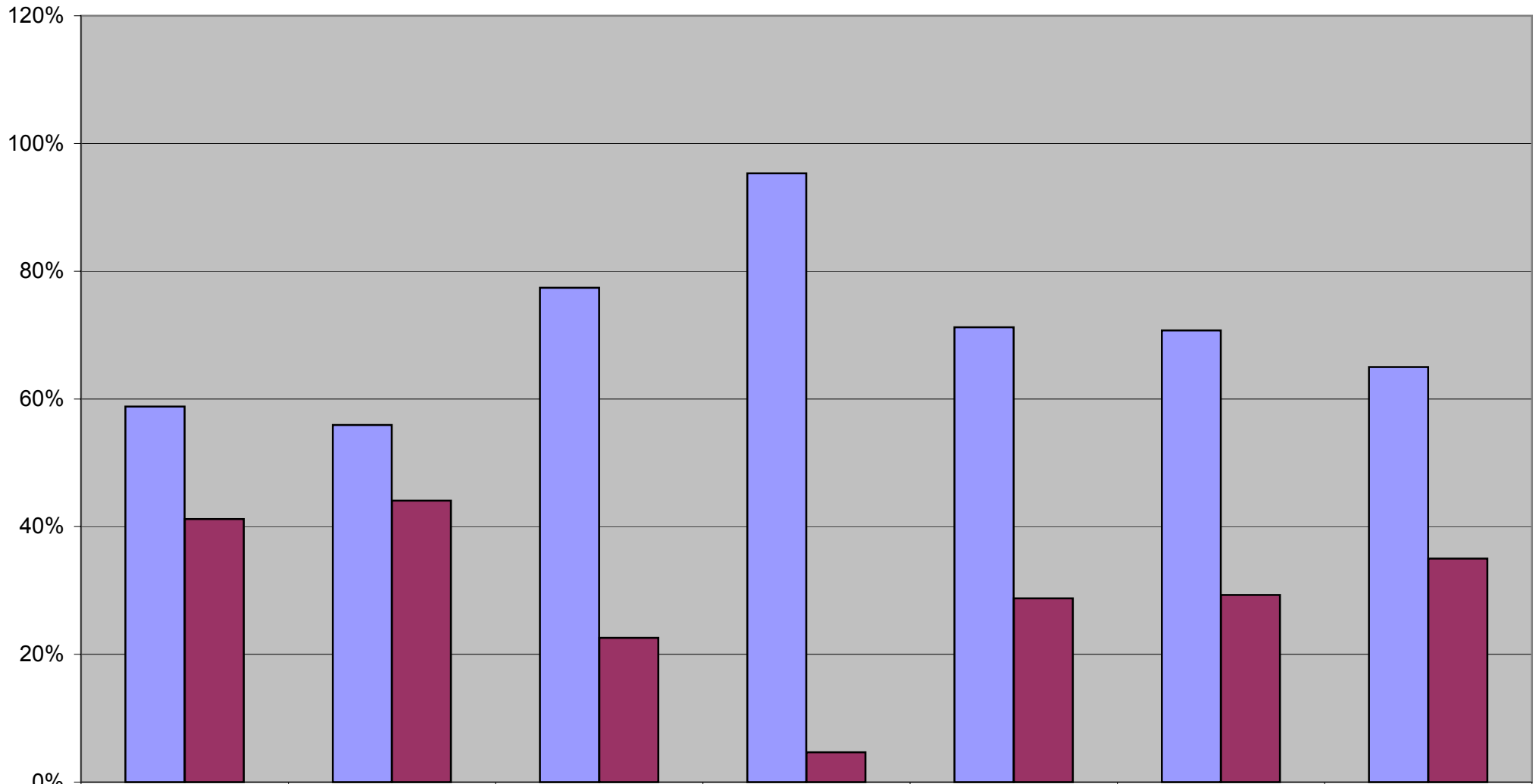


White	86%	83%	77%	80%	82%	76%	90%
Mixed Race	1%	3%	2%	1%	1%	0%	0%
Asian or Asian British	3%	6%	4%	6%	7%	8%	5%
Black or Black British	9%	7%	16%	13%	9%	14%	5%
Chinese or other ethnic group	1%	1%	1%	0%	1%	2%	0%

Transport for London - Workforce Composition Breakdown - by Ethnicity

Percentage

Gender Breakdown



Male	59%	56%	77%	95%	71%	71%	65%
Female	41%	44%	23%	5%	29%	29%	35%

**Transport for London
Workforce Composition Breakdown**

As at 31st October 2001

Employee Numbers - by Ethnicity								
Division	TfL - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
White	214	355	754	187	119	333	18	1980.00
Mixed Race	3	13	18	3	2	0	0	39.00
Asian or Asian British	7	25	39	13	10	34	1	129.00
Black or Black British	24	32	163	32	13	60	1	325.00
Chinese or other ethnic group	2	6	9	0	2	10	0	29.00
Totals	250.00	431.00	983.00	235.00	146.00	437.00	20.00	2502.00

Employee Numbers - by Gender								
Division	TfL - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
Male	147	241	761	224	104	309	13	1799.00
Female	103	190	222	11	42	128	7	703.00
Totals	250.00	431.00	983.00	235.00	146.00	437.00	20.00	2502.00

Employee Numbers - by Disability								
Division	TfL - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
No. of employees declaring a disability	12	20	19	0	2	9	0	62.00

Employee Percentage Figures - by Ethnicity								
Division	TfL - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
White	86%	83%	77%	80%	82%	76%	90%	79%
Mixed Race	1%	3%	2%	1%	1%	0%	0%	2%
Asian or Asian British	3%	6%	4%	6%	7%	8%	5%	5%
Black or Black British	9%	7%	16%	13%	9%	14%	5%	13%
Chinese or other ethnic group	1%	1%	1%	0%	1%	2%	0%	1%
Totals	100%	100%	100%	100%	100%	100%	100%	100%

Employee Percentage Figures - by Gender								
Division	TfL - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
Male	59%	56%	77%	95%	71%	71%	65%	72%
Female	41%	44%	23%	5%	29%	29%	35%	28%
Totals	100%	100%	100%	100%	100%	100%	100%	100%

Employee Percentage Figures - by Disability								
Division	TfL - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
% of employees declaring a disability	4.80%	4.64%	1.93%	0.00%	1.37%	2.06%	0.00%	2.48%

Figures are calculated as a headcount and do not FTEs.

Transport for London
Workforce Composition Breakdown

As at 31st October 2001

TfL - Corporate - Directorate Employee Numbers - by Ethnicity				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
White	96.0	31.0	78.0	9.0
Mixed Race	2.0	1.0	0.0	0.0
Asian or Asian British	5.0	1.0	1.0	0.0
Black or Black British	11.0	3.0	10.0	0.0
Chinese or other ethnic group	1.0	0.0	1.0	0.0
Totals	115.0	36.0	90.0	9.0

TTL - Directorate Employee Numbers - by Ethnicity		
Finance & Planning	Communication & Public Affairs	Corporate Services
13.0	113.0	229.0
1.0	3.0	9.0
0.0	2.0	23.0
3.0	4.0	25.0
0.0	2.0	4.0
17.0	124.0	290.0

TfL - Corporate - Directorate Employee Numbers - by Gender				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
Male	75.0	21.0	43.0	8.0
Female	40.0	15.0	47.0	1.0

TTL - Directorate Employee Numbers - by Gender		
Finance & Planning	Communication & Public Affairs	Corporate Services
12.0	66.0	163.0
5.0	58.0	127.0

TfL - Corporate - Directorate Employee Percentage Figures - by Ethnicity				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
White	83%	86%	87%	100%
Mixed Race	2%	3%	0%	0%
Asian or Asian British	4%	3%	1%	0%
Black or Black British	10%	8%	11%	0%
Chinese or other ethnic group	1%	0%	1%	0%
Totals	100%	100%	100%	100%

TTL - Directorate Employee Percentage Figures - by Ethnicity		
Finance & Planning	Communication & Public Affairs	Corporate Services
76%	91%	79%
6%	2%	3%
0%	2%	8%
18%	3%	9%
0%	2%	1%
100%	100%	100%

Directorate Employee Percentage Figures - by Gender				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
Male	65%	58%	48%	89%
Female	35%	42%	52%	11%

Directorate Employee Percentage Figures - by Gender		
Finance & Planning	Communication & Public Affairs	Corporate Services
71%	53%	56%
29%	47%	44%

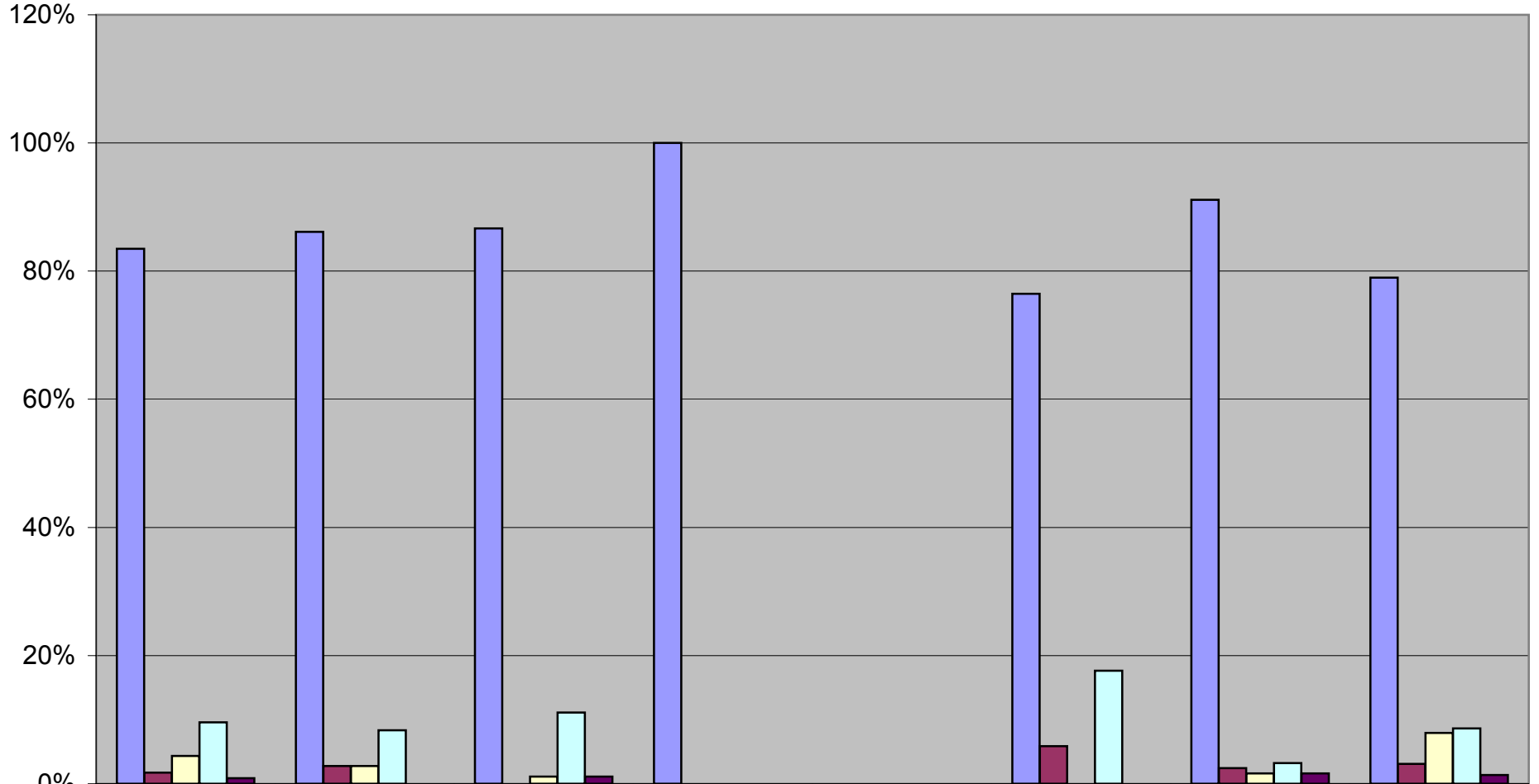
Transport for London - Directorate Information

Ethnicity Breakdown - October

Percentage

Transport for London

Transport Trading Limited



	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services		Finance & Planning	Communication & Public Affairs	Corporate Services
White	83%	86%	87%	100%		76%	91%	79%
Mixed Race	2%	3%	0%	0%		6%	2%	3%
Asian or Asian British	4%	3%	1%	0%		0%	2%	8%
Black or Black British	10%	8%	11%	0%		18%	3%	9%
Chinese or other ethnic group	1%	0%	1%	0%		0%	2%	1%

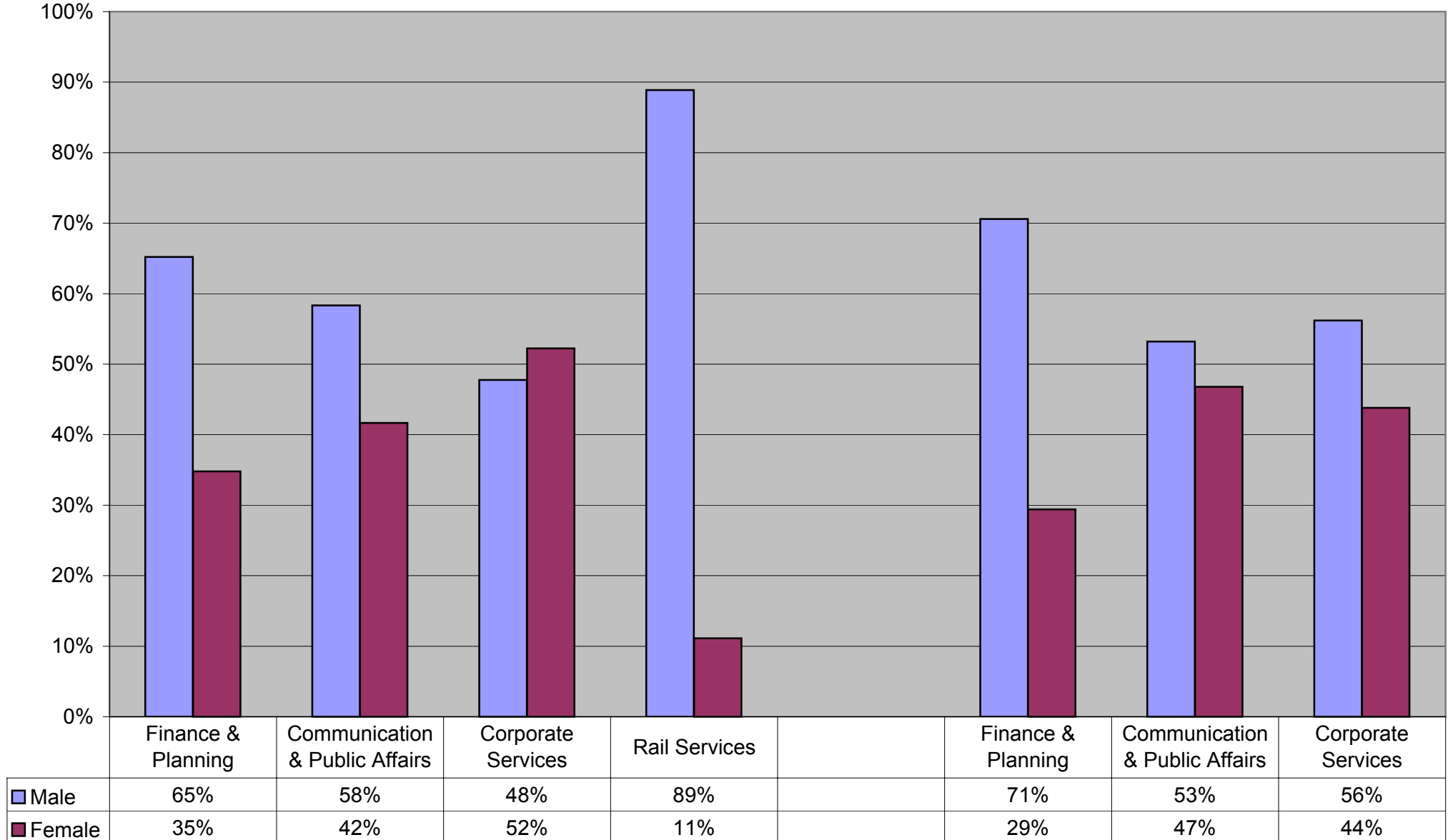
Transport for London - Directorate Information

Gender Breakdown - October

Percentage

Transport for London

Transport Trading Limited

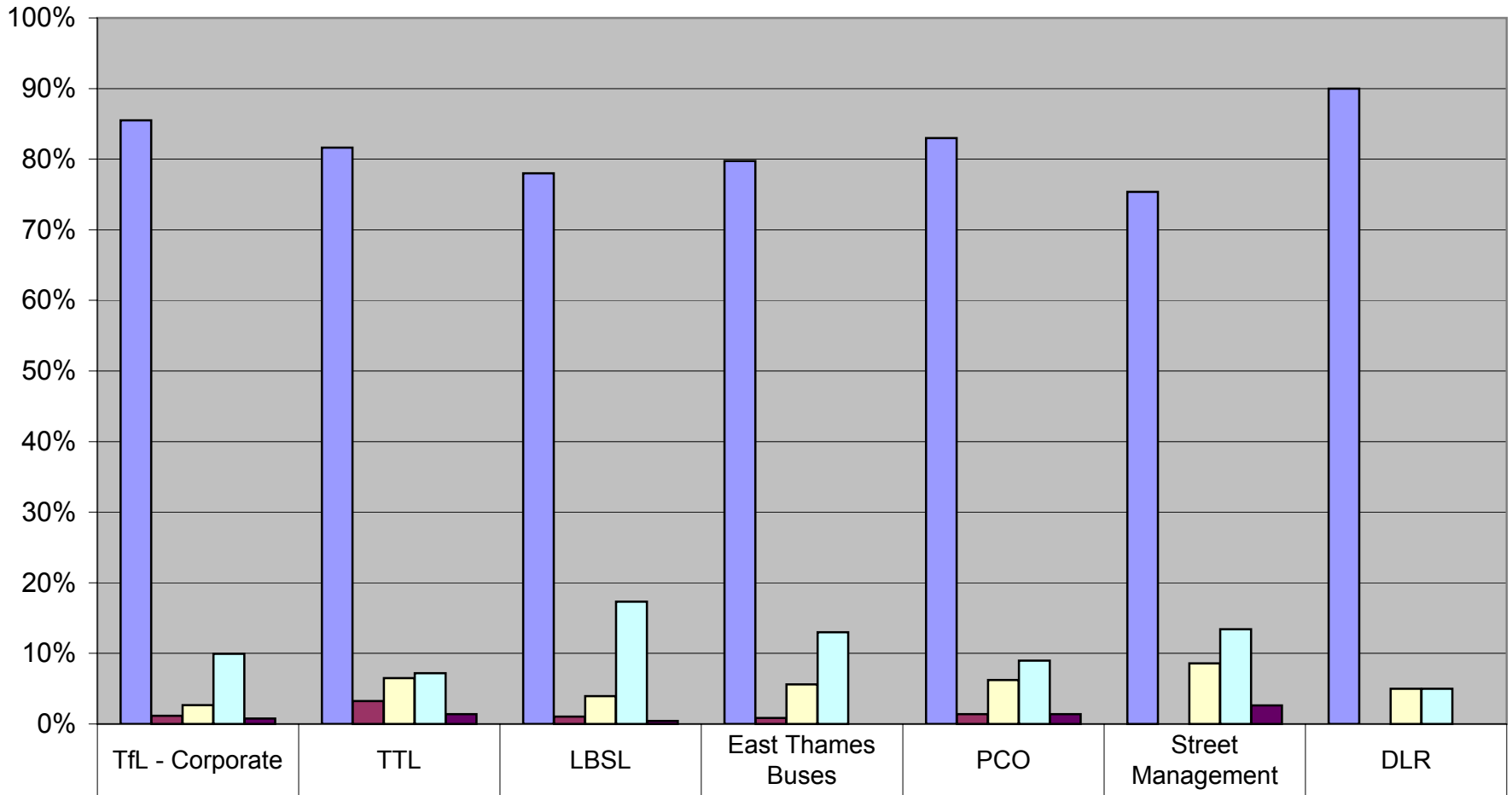


Transport *for* London
Human Resource - Board Papers
November Information

Transport for London - Workforce Composition - by Gender

Percentage

Workforce Composition

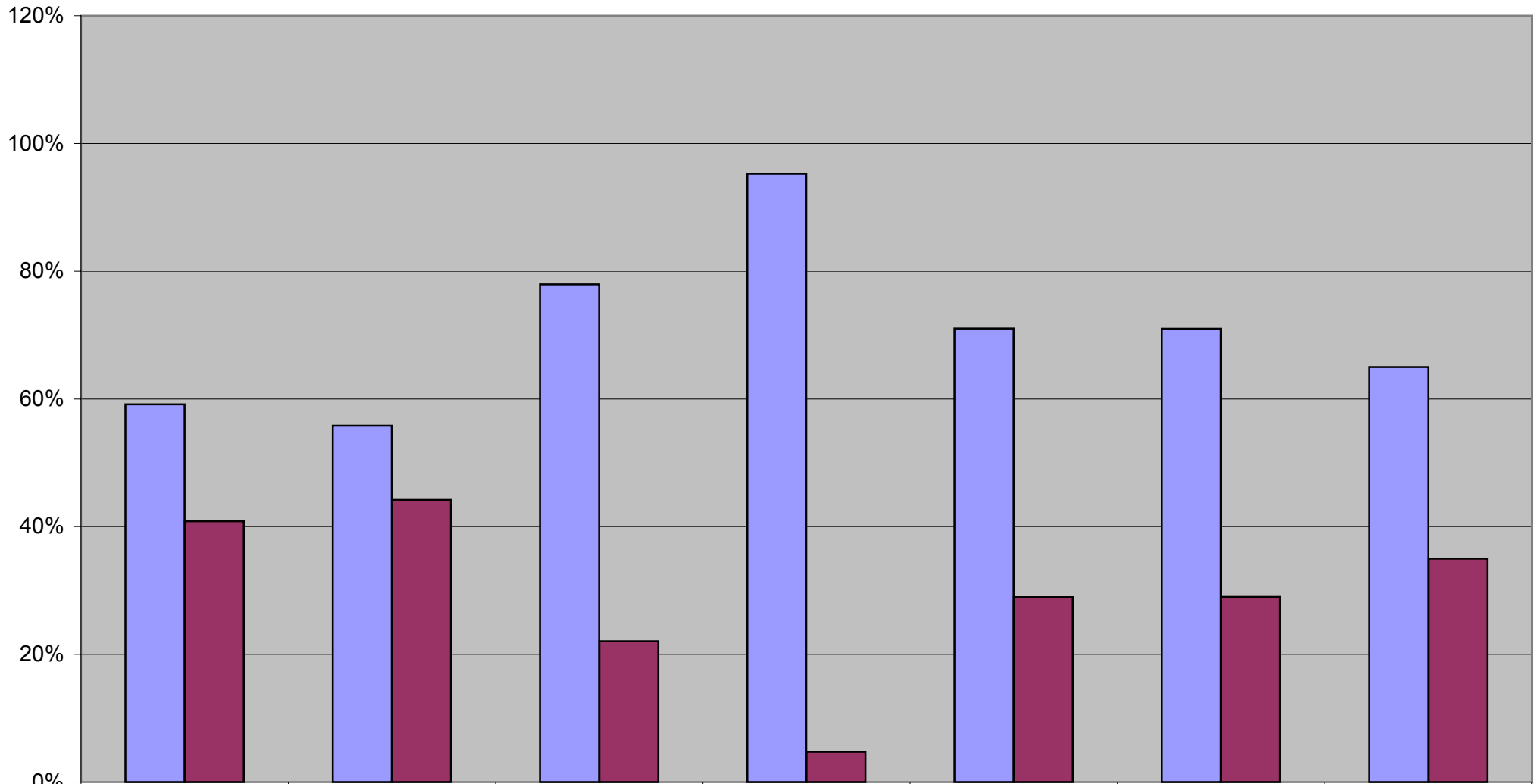


White	85%	82%	78%	80%	83%	75%	90%
Mixed Race	1%	3%	1%	1%	1%	0%	0%
Asian or Asian British	3%	7%	4%	6%	6%	9%	5%
Black or Black British	10%	7%	17%	13%	9%	13%	5%
Chinese or other ethnic group	1%	1%	0%	0%	1%	3%	0%

Transport for London - Workforce Composition Breakdown - by Ethnicity

Percentage

Gender Breakdown



Male	59%	56%	78%	95%	71%	71%	65%
Female	41%	44%	22%	5%	29%	29%	35%

**Transport for London
Workforce Composition Breakdown**

As at 30th November 2001

Employee Numbers - by Ethnicity								
Division	TfL - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
White	224	351	746	185	119	343	18	1986.00
Mixed Race	3	14	10	2	2	0	0	31.00
Asian or Asian British	7	28	38	13	9	39	1	135.00
Black or Black British	26	31	167	32	13	61	1	331.00
Chinese or other ethnic group	2	6	4	0	2	12	0	26.00
Totals	262.00	430.00	965.00	232.00	145.00	455.00	20.00	2509.00

Employee Numbers - by Gender								
Division	TfL - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
Male	155	240	752	221	103	323	13	1807.00
Female	107	190	213	11	42	132	7	702.00
Totals	262.00	430.00	965.00	232.00	145.00	455.00	20.00	2509.00

Employee Numbers - by Disability								
Division	TfL - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
No. of employees declaring a disability	12	22	23	0	2	9	0	68.00

Employee Percentage Figures - by Ethnicity								
Division	TfL - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
White	85%	82%	78%	80%	83%	75%	90%	80%
Mixed Race	1%	3%	1%	1%	1%	0%	0%	1%
Asian or Asian British	3%	7%	4%	6%	6%	9%	5%	5%
Black or Black British	10%	7%	17%	13%	9%	13%	5%	13%
Chinese or other ethnic group	1%	1%	0%	0%	1%	3%	0%	1%
Totals	100%	100%	100%	100%	100%	100%	100%	100%

Employee Percentage Figures - by Gender								
Division	TfL - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
Male	59%	56%	78%	95%	71%	71%	65%	72%
Female	41%	44%	22%	5%	29%	29%	35%	28%
Totals	100%	100%	100%	100%	100%	100%	100%	100%

Employee Percentage Figures - by Disability								
Division	TfL - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
% of employees declaring a disability	4.58%	5.12%	2.38%	0.00%	1.38%	1.98%	0.00%	2.71%

Figures are calculated as a headcount and do not FTEs.

Transport for London
Workforce Composition Breakdown

As at 30th November 2001

TfL - Corporate - Directorate Employee Numbers - by Ethnicity				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
White	102.0	29.0	83.0	10.0
Mixed Race	2.0	1.0	0.0	0.0
Asian or Asian British	5.0	1.0	1.0	0.0
Black or Black British	12.0	4.0	10.0	0.0
Chinese or other ethnic group	1.0	0.0	1.0	0.0
Totals	122.0	35.0	95.0	10.0

TTL - Directorate Employee Numbers - by Ethnicity		
Finance & Planning	Communication & Public Affairs	Corporate Services
14.0	116.0	221.0
1.0	3.0	10.0
0.0	2.0	26.0
3.0	5.0	23.0
0.0	2.0	4.0
18.0	128.0	284.0

TfL - Corporate - Directorate Employee Numbers - by Gender				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
Male	80.0	20.0	46.0	9.0
Female	42.0	15.0	49.0	1.0

TTL - Directorate Employee Numbers - by Gender		
Finance & Planning	Communication & Public Affairs	Corporate Services
13.0	69.0	158.0
5.0	59.0	126.0

TfL - Corporate - Directorate Employee Percentage Figures - by Ethnicity				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
White	84%	83%	87%	100%
Mixed Race	2%	3%	0%	0%
Asian or Asian British	4%	3%	1%	0%
Black or Black British	9%	11%	11%	0%
Chinese or other ethnic group	1%	0%	1%	0%
Totals	100%	100%	100%	100%

TTL - Directorate Employee Percentage Figures - by Ethnicity		
Finance & Planning	Communication & Public Affairs	Corporate Services
78%	91%	78%
6%	2%	4%
0%	2%	9%
16%	3%	8%
0%	2%	1%
99%	100%	100%

Directorate Employee Percentage Figures - by Gender				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
Male	66%	57%	48%	90%
Female	34%	43%	52%	10%

Directorate Employee Percentage Figures - by Gender		
Finance & Planning	Communication & Public Affairs	Corporate Services
72%	54%	56%
28%	46%	44%

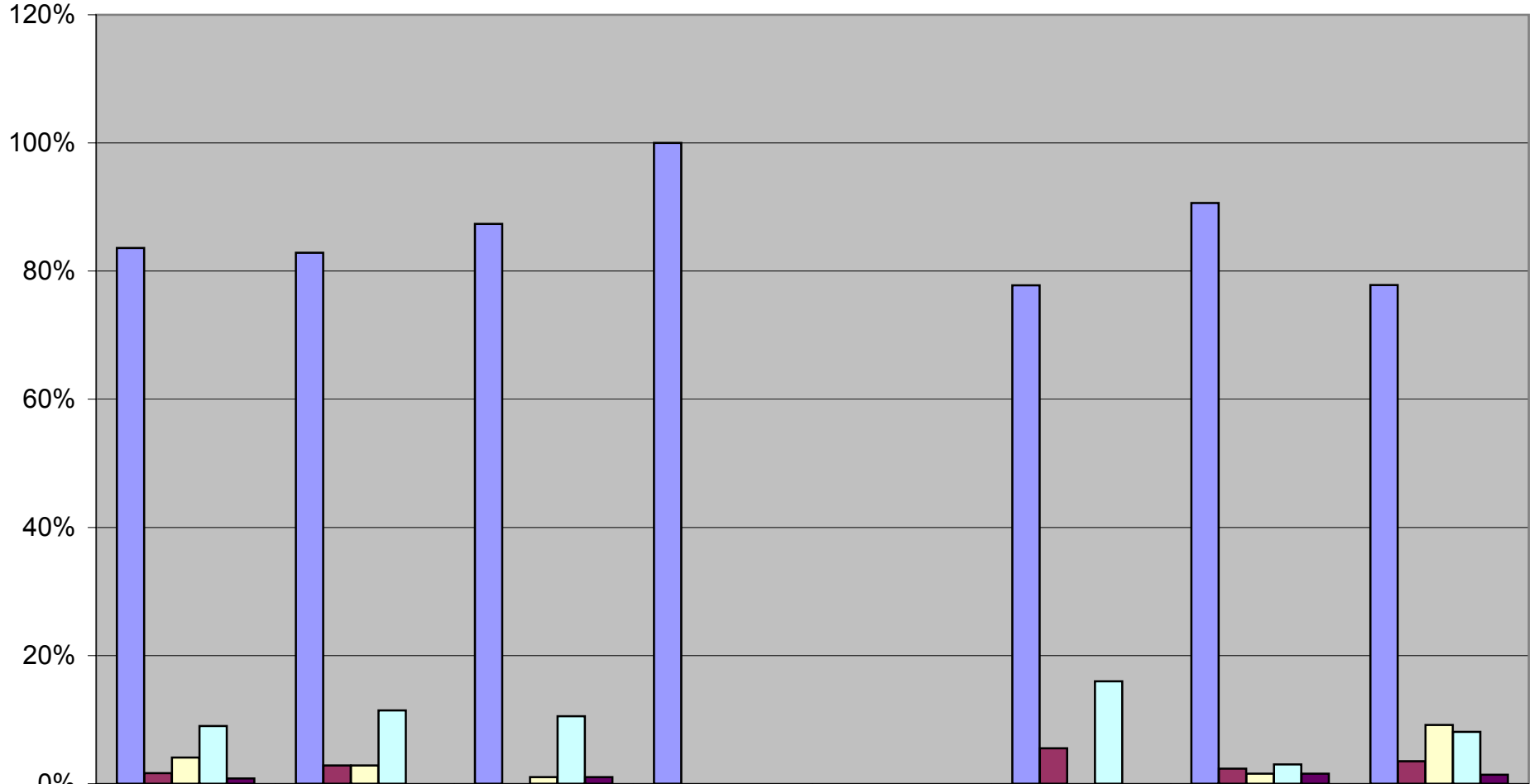
Transport for London - Directorate Information

Ethnicity Breakdown - November

Percentage

Transport for London

Transport Trading Limited



	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services		Finance & Planning	Communication & Public Affairs	Corporate Services
White	84%	83%	87%	100%		78%	91%	78%
Mixed Race	2%	3%	0%	0%		6%	2%	4%
Asian or Asian British	4%	3%	1%	0%		0%	2%	9%
Black or Black British	9%	11%	11%	0%		16%	3%	8%
Chinese or other ethnic group	1%	0%	1%	0%		0%	2%	1%

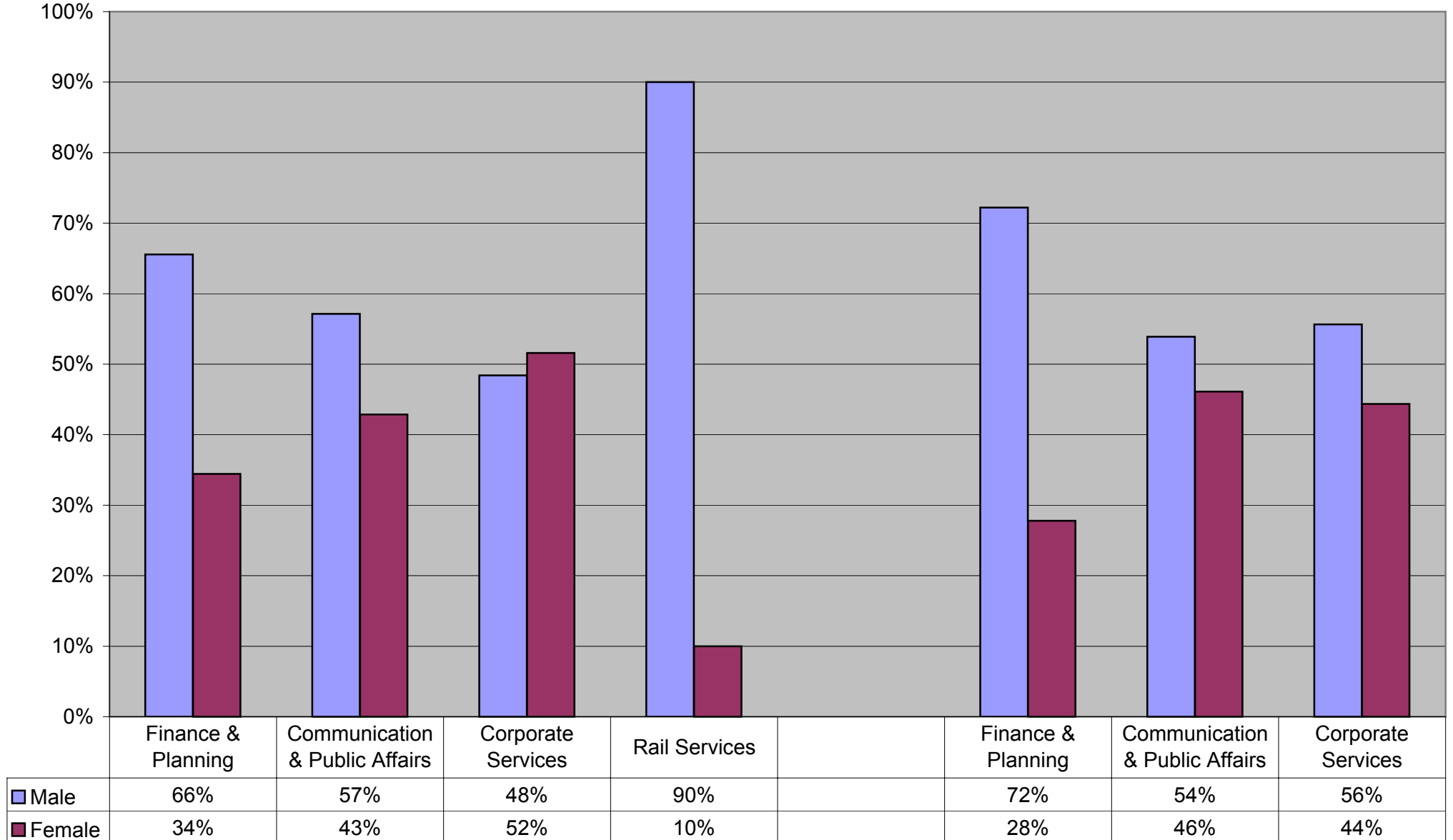
Transport for London - Directorate Information

Gender Breakdown - November

Percentage

Transport for London

Transport Trading Limited



TRANSPORT FOR LONDON

TfL BOARD

SUBJECT: TRANSPORT POLICING INITIATIVE

MEETING DATE: 5 FEBRUARY 2002

1. PURPOSE

This report provides an update of the current situation with regard to the discussions with the Metropolitan Police Service (MPS) in relation to transport policing in London.

2. INTRODUCTION/ BACKGROUND

The Commissioner of the Metropolitan Police and the Commissioner for Transport *for* London (TfL) have agreed to the setting up of a Transport Operational Command Unit (OCU). The unit will have specific responsibility for policing agreed corridors on the London bus network and enforcement of the law relating to taxi and private hire licensing.

The following objectives have been set for the OCU:

- The efficient movement of buses on agreed bus corridors.
- Making the public and staff feel safer using bus services, policing the local waiting/ alighting environment and the roads on agreed corridors.
- The enforcement of the law relating to taxi and private hire licensing.

Detailed discussions have been taking place between the MPS and TfL since November 2001 to take this project forward.

3. PROJECTED TIMESCALES

- 14th to 25th January 2002 - Pilot on two routes in Lambeth and Croydon (see Appendix A for preliminary results)
- February 2002 – Budget agreed
- March 2002 – SLA/ Contract signed
- June 2002 - First route goes live
- March 2003 - All agreed routes up and running

Appendix B sets out a more detailed roll out plan.

4. IMPACT ON FUNDING

The Transport OCU is considered to be new business for the MPS, as such TfL will pay the estimated start up cost and the estimated annual running cost of the OCU on an ongoing basis. The services provided by the OCU will be set out as part of the contractual/ SLA relationship between TfL and the MPS, this will also govern payment for the services.

The latest estimate of costs for the project in 2002/ 03 stands at £25m (an indicative breakdown can be seen below) as details of the scheme are worked up, these costs will be further validated and amended. Appendix C provides more details of some of these components as calculated by the MPS, this information was also provided to the Metropolitan Police Authority on 17th January 2002. Current cost estimates for this unit are as follows:

Initial start-up costs (2002/ 03)	£m
MPS staffing	15.0
Accommodation	1.0
Control room	0.4
Intelligence Unit	0.4
Vehicles	1.3
Equipment & radios	1.0
Training	1.1
IT and other start-up costs	6.0
TfL staffing	0.8
Less: service already provided (e.g. red routes)	-2.0
Total cost to TfL	25.0

This estimated cost of £25m is contained within the draft consolidated budget produced by the Mayor in December 2001 and considered by the Greater London Assembly on 23rd January 2002.

At the current time it is estimated that full year costs of the unit (2003/ 04 onwards) will be in the region of £25m per annum. Estimates of annual costs are detailed below:

Full year costs	£m
MPS and TfL staffing	23.0
Accommodation	1.0
Vehicles	0.4
Training, repair and replacement of equipment and other costs	2.6
Less: service already provided (e.g. red routes)	-2.0
Total cost to TfL	25.0

5. STAFFING

The most recent figure for MPS staffing is as follows:

Police	231
TWs/ Auxiliaries	276
Civilian staff	47

MPS staff will be ring fenced for this activity. Apart from a small number of staff who will be transferred into the unit (as their functions will be encompassed by the activities of the new OCU) all posts in the MPS will be newly created and fully funded by TfL. If these new posts are filled by existing staff then the necessary recruitment activities will be undertaken to fill any vacant positions and ensure the establishment is maintained.

The TfL staffing component for this initiative is currently estimated to be in the region of 80 staff. A number of these staff will be existing postholders who are currently undertaking related activities, the costs of additional staff are included in the summary costs above.

6. COMMAND AND CONTROL

The OCU will be managed by a Superintendent who will be answerable to Commander pan-London units, who is responsible for the MPS Traffic OCU.

Once formed the OCU will take over responsibility for the existing successful Operation Seneca (a combined TfL/ MPS exercise dealing with fare evasion on buses) and illegal taxi touting exercises on a pan London basis.

The OCU will have its own control room, which will be linked with TfL and the MPS Traffic Control and will be a combined unit. In addition, an intelligence unit is being developed which will combine the intelligence units of SENECA, cab enforcement, Traffic OCU, London Buses and the Transport OCU and lead to the delivery of an intelligence led service.

Appendices D and E sets out some additional information on the routes.

7. ISSUES THAT HAVE BEEN RESOLVED

- Overall objectives of initiative
- Initial identification of routes
- Command structures
- Joint project implementation structure
- Outline project plan
- Outline deployment plan for operational resources
- Scope of pilot - January 2002
- Initial range of performance measures in connection with the pilot

8. OUTSTANDING ISSUES

The following issues are still to be resolved:

1. Funding package in 2002/ 03 and subsequent years
2. SLA/ contract (with performance measures) for the scheme
3. Range of enforcement activities that should be undertaken on yellow line and LBI routes by police officers/ Traffic Wardens
4. Human rights and double jeopardy implications of police officers issuing parking tickets on BLEC and Borough enforced roadways
5. Intelligence information gathering and processing procedures, including how TfL and the London boroughs will feed in data.

9. CONCLUSION

This initiative will achieve high visibility policing and enforcement in some of the busiest parts of London. It will improve the efficient movement of buses, the public and staff's perception of safety and has the potential to assist in the reduction of crime levels both on and around bus services.

If considered to be successful by TfL, consideration will be given rolling it out from the initial 20 corridors into the rest of London.

We will be re-visiting Appendix D to ensure the quoted figures are accurate.

10. RECOMMENDATIONS

The TfL Board is asked **NOTE** the content of this report.

PETER HENDY
Managing Director of Surface Transport

For detailed enquiries on this report please contact:
Name: Steve Burton
Telephone: 07956 326783

Appendix A

As part of the proposal to introduce a new transport policing initiative to 20 corridors across London, a pilot has been operating on routes 109 and 159, between Croydon and the south side of Westminster Bridge for the fortnight commencing 14th January 2002.

There has been a great deal of activity along the route with police officers, traffic wardens and revenue protection officials creating a high presence. The table below summarises the preliminary results for the first week of the operation (Monday 14th January –Friday 18th January).

	Mon	Tue	Wed	Thu	Fri	Totals
Parking Tickets	94	111	101	91	149	546
Verbal warnings	185	206	178	250	247	1066
Vehicles removed	1	4	8	0	7	20
Tax disc offences	16	7	12	13	5	53
Code Red Calls to Centrecomm	56	54	51	65	19	245

* - Note, figures from the week before (7th-11th January 2002) are shown in brackets.

Communication between and within the various organisations has been excellent. In addition, bus operating staff have been enthusiastic about the initiative with good levels of input from them. This input from staff has provided valuable intelligence.

It is difficult to draw any conclusions at this early stage, but indications are that the operation is set to be very successful.

Appendix B

Note: the actual bus routes to be rolled out will be agreed as part of further discussions around implementation based on those routes listed in Appendix E

Timescale	Key Milestone	Detail of roll out activity
January 2002	Pilot on two routes in Lambeth and Croydon	
12 th -15 th February	Budget Agreed	
March 2002	SLA/Contract signed for T(OCU) SLA signed for other MPS enforcement activities	MPS advertise roles in T(OCU)
April 2002		Selection process starts
May 2002		Training starts
June 2002	<ul style="list-style-type: none"> ➤ First route goes live ➤ Control room Operational ➤ Transtat operational ➤ T(OCU) takes over pan-London taxi enforcement activities 	Roll out of routes 1, 2 and Area Task Force plus Transtat/ control room (88 MPS staff)
July 2002		Roll out routes 3 and 4 (34 MPS staff)
August 2002		Roll out routes 5,6,7 and task force (72 MPS staff)
September 2002		Roll out routes 8,9 and 10 (36 MPS staff)
October 2002		Roll out routes 11, 12 and task force (71 MPS staff)
November 2002		Roll out routes 13 and 14 (34 MPS staff)
December 2002		Roll out routes 15, 16 and task force (71 MPS staff)
January 2003		Roll out routes 17 and 18 (34 MPS staff)
February 2003		Roll out routes 19, 20 and task force (71 MPS staff)
March 2003	All routes up and running	

Appendix C

Financial Implications (Excerpt from MPA Paper)

Control Room

- Option 1 - The Control Room becomes part of the planned TfL Control Room at Eccleston Place SW1 that will monitor traffic CCTV cameras.
- Option 2 - The Control Room is set up as a separate entity.
- Option 3 - The Control Room merges with London Buses Control Room at Baker Street.
- Option 4 - The Control Room merges with the MPS Traffic Control Room.

Intelligence/Management Information Unit

A combined intelligence and management information unit is required to ensure that:

- Fast time information is actioned through the Transit Control Room
- The morning management meetings are appropriately briefed
- That the Area tasking units are well focused and evaluated via the weekly tasking and co-ordinating meetings
- That the monthly management meetings are supported with appropriate data on achievement against performance indicators and the annual business plan

Option 1 - Set up a stand alone unit

Option 2 - Merge with existing MPS Traffic Intelligence Unit and the existing MPS Seneca intelligence unit

(Both options will link into current TfL and bus company information)

Annual Running Costs

In determining the staffing levels for the OCU the following parameters have been set. A police sergeant will be responsible for meeting the strategic objectives on each route. One police inspector will be responsible for meeting the objectives on each operational area, including corridors/routes and other specified locations. There will be at least one PC responsible for each Borough crossed by one or more routes. The job of the PC will be to use a problem solving approach to ensure the three objectives are met on that Borough.

To calculate the number of staff necessary to meet the objectives, the OCU was split into sections of personnel needed to staff:

- the Routes
- a Task Force
- a Control Room
- a Senior Management Team
- Support functions

The Routes

Initially each route was assessed separately by the MPS and TfL. MPS assessment was of crime and road casualty hotspots. The TfL assessment was of congestion and general problems faced

by bus drivers and passengers which was based on discussions with a number of stakeholders. The team considered MPS and TjL data together on every route to establish where policing would be beneficial. This allowed the team to determine how many police staff would be necessary on the route to deal with an 'average' day. It was decided the routes would be policed by the officers dedicated to a route from 7am to 7pm by overlapping shifts starting at 6am and 12 noon with the Task Force providing 24 hour cover as required.

Task Force

The main job of the Area Task Force would be solving emerging issues beyond the scope of individual route sergeants, but also to provide a fast response to major and critical incidents on the corridors. There will also be limited scope for using the task force forces in other agreed specified locations. A task force would be expected to work between 7pm and 7am when necessary. Each Area Task Force will consist of two police sergeants, twelve constables, six traffic wardens/auxiliaries, six revenue protection inspectors and one vehicle removal unit. In general an Area task force will work under the control of the Area Inspector. However, the weekly Tasking & Co-ordinating meeting can deploy a task force to operate in another area.

Control Room

This has been assessed on the basis that there was the need to allow for skeletal coverage during the night when necessary, but the bulk of the staff would be needed from 7am to 7pm. The function of the control room would be to provide the communication link between TjL and the MPS, manage radio traffic, deploy staff and provide limited investigative support (e.g. PNC checks). The relationship between the new TjL London Transport Control Centre, Transit Control Room, London Buses Centrecomm, AVL, BLEC and the MPS Traffic Control Room needs to be resolved.

Senior Management Team

Day to day running of the Transport OCU will be the responsibility of the Chief Superintendent who will be supported by a senior management team.

Support Functions

Support functions will be kept to a minimum by using local Criminal Justice Units where offences are committed. This will alleviate the need for the Transport OCU to set up its own unit.

Other Annual Costs

Whilst staff basic pay accounts for the lions share of annual costs, other costs identified were overtime and bank holiday payments, rental of accommodation, and annual maintenance of the vehicle fleet and training other than initial training.

Overtime and Bank Holiday Payments

These are subject to the control of the OCU Commander, but some overtime costs are inevitable. The number of staff that will work on Bank Holidays will need to be determined. There are eight bank holidays most years.

Accommodation

Using MPS building costs the average annual cost for accommodation would be approximately **£1,000,000**.

Vehicle Maintenance

A contractor, Vensons, maintains the MPS fleet. Actual costs per vehicle are subject to commercial confidentiality because of the regular bidding process. However, the average cost per vehicle is approximately £2,500pa for cars/motor cycles and approximately £1,000 for scooters. This accounts for all regular maintenance, replacement of tyres etc, but not collision damage. Adding other costs including fuel would make the annual cost for all vehicles approximately **£400,000**.

Appendix D

Background information is presented below on bus routes/ corridors provisionally selected as the initial focus for dedicated policing and enforcement services to be provided by the new MPS Transport OCU. The routes and corridors are detailed in Appendix E.

The 20 corridors, 26 routes account for

- 11% of all scheduled kilometres run on the London Bus network;
- 15% of all bus journeys made by passengers on London Bus services.

The quality of services on the 26 routes is seriously affected by traffic conditions, including delays and disruption caused by illegal parking and use of bus priorities and, congestion.

Scheduled kilometres which are not run by buses on the routes because of traffic conditions

- Total around 1.2 million each year
- Represent 18% of all scheduled kilometres not run across the whole route network for these reasons

a level of “lost” service around twice the average for the whole London Bus network.

The 26 routes also experience high levels of criminal acts and anti-social behaviour accounting for

- Over 30% of all assaults on bus staff (Drivers, Conductors, Revenue Protection Inspectors)
- Over 11% of all robberies (involving staff and passengers)
- Over 20% of all disturbances on buses (fights, arguments etc)
- Over 17% of incidents of criminal damage (including graffiti)
- Over 18% of incidents of missiles being thrown at buses

which are reported to London Buses.

A further 100 bus routes each operate for at least two kilometres of roads used by the 26 selected routes. These (100) routes will also benefit directly from the enhanced level of policing and enforcement activity.

All in all the initiative will bring direct benefit to 470 million bus passenger journeys each year, some 35% of all bus passenger journeys made on the London Bus network.

However, all the above excludes the impact of existing LBI enforcement initiatives, TfL’s camera enforcement programme as well as the increased policing and enforcement activity on and around roads which will form the congestion charging inner ring road.

Appendix E

Route No.	Journey	Boroughs
9/10	Hammersmith to Archway	Hammersmith & Fulham Kensington & Chelsea Westminster, Camden, Islington
16/32	Victoria to Edgware	Westminster, Camden Brent, Barnet, Harrow
18	Sudbury to Euston	Brent Westminster Camden
25/86	Romford to Oxford Circus	Havering, Redbridge Newham, Tower Hamlets City of London Camden, Westminster
28/328	Wandsworth to West Hampstead	Wandsworth Hammersmith & Fulham Kensington & Chelsea Westminster, Camden
36	Queens Park to Lewisham	Brent, Westminster Lambeth, Southwark Lewisham
38/73	Stoke Newington/Clapton to Victoria	Hackney, Islington Camden, Westminster
53	Plumstead to Oxford Circus	Greenwich, Lewisham Southwark, Westminster
82	North Finchley to Victoria	Barnet, Camden Westminster
109/159	Croydon to Marble Arch	Croydon, Lambeth Westminster
137	Streatham to Oxford Circus	Lambeth, Wandsworth Kensington & Chelsea Westminster
149/279	Waltham Cross to London Bridge	Enfield, Haringey Hackney, Islington City of London
168	Hampstead Heath to Elephant & Castle	Camden Westminster Southwark
185	Lewisham to Victoria	Lewisham, Southwark Lambeth, Westminster
207	Uxbridge to Shepherds Bush	Hillingdon Ealing Hammersmith & Fulham
211	Hammersmith to Waterloo	Hammersmith & Fulham Kensington & Chelsea Westminster Lambeth
220	Wandsworth to Harlesden	Wandsworth Hammersmith & Fulham Brent
253	Aldgate to Euston	Tower Hamlets Hackney, Islington Camden
267	Fulwell to Hammersmith	Richmond Hounslow Hammersmith & Fulham
	Central London Corridor	

TRANSPORT FOR LONDON

TfL BOARD

SUBJECT: CONGESTION CHARGING – PUBLIC CONSULTATION

MEETING DATE: 5 FEBRUARY 2002

1. PURPOSE

- 1.1 This paper seeks to update the TfL Board on the responses on the second round of consultation on the proposed Scheme Order for the introduction of the Central London Congestion Charging Scheme.

2. BACKGROUND

- 2.1 The public consultation on a number of proposed charges to the Scheme Order commenced on 10 December 2001 and closed on 18 January 2002. The proposed amendments included significant extensions to the discounts and exemptions policy and a change of the operating hours of the Scheme to 7am – 6.30pm. These changes were outlined to the Board on 27 November 2001. TfL decided that the scale of these changes was such that a second period of stakeholder and public consultation on the modifications to the amended Order was necessary.
- 2.2 A total of 499 responses were received compared with some 2,300 during the initial consultation. The breakdown of respondents for the two periods of consultation is shown below.

Respondent	RESPONSES	
	January 2002	July 2001
Stakeholders	83	149
Other Organisations	85	232
Individual Members of Public	331	1,893
TOTAL	499	2,274

- 2.3 The responses are being reviewed by TfL. TfL is preparing a report on the proposals, an update of the information pack which was sent out with the first consultation and importantly the responses to the two consultations. The update includes a review of the proposed public transport improvements which are programmed to be in place before go-live to accommodate those trips that change mode as a result of the charging scheme. The report is programmed to be provided to the Mayor on 6 February 2002. The report will include any further amendments to the Scheme Order recommended in response to the consultations. The Mayor will review the report and where appropriate the individual representations prior to taking a decision whether or not to confirm the Scheme Order, with or without modification, or to hold a Public Inquiry. Should he confirm the Scheme Order in mid-February, then the earliest revised go-live date would be mid-February 2003 to coincide with the half term holiday.

2.4 Subject to the Mayor's confirmation of the scheme order the Board will meet to consider exercising the call option of the Combined Services Agreement as agreed at the Board Meeting of 18 December 2001.

3. RECOMMENDATIONS

3.1 The board is recommended to note the contents of this report.

TRANSPORT FOR LONDON

TfL BOARD

**SUBJECT: REVIEW OF PROVISION FOR WALKING, CYCLING
AND AREA BASED SCHEMES**

MEETING DATE: 5 FEBRUARY 2002

1. PURPOSE

- 1.1 This paper reports on key recommendations by TfL officers based on the work undertaken by the 'task force' assembled to review provision for walking and cycling, prior to reporting back to the TfL Board in February. The review has also considered area based schemes, which contribute to improving conditions for pedestrians and people who cycle, including town centres, streets for people and interchanges. The paper focuses on the programme of proposals for 2002/03 in order to meet requirements for finalising the 2002/03 Budget.

2. BACKGROUND

- 2.1 A review process has been established in order to provide recommendations on the most effective means of improving conditions for walking and cycling. The need for the review is recognised in the light of the constraints on budgets and the belief that not all measures implemented to date have achieved significant improvements.
- 2.2 The review is being taken forward in two stages. The first phase of work is largely complete and has the aim of enabling informed decisions to be made during the finalisation of the 2002/03 budget – this is the subject of this paper. It is proposed that the first phase results will be reported to the TfL Board on 5 February and then to ALG Environment and Transport Committee.
- 2.3 The aim of the first phase of the review is to deliver:
- a provisional set of objectives for the development of walking, cycling and area based schemes in London
 - criteria to enable the re-assessment of current schemes and bids against these objectives
 - a list of current schemes and bids to take forward in the 2002/03 business plan

- a set of further proposals encompassing assessment, research and pilot schemes to inform future decisions
- proposals as to how the 2002/03 programme should be funded and managed
- recommendations to inform the production of the 2003/4 Borough Spending Plan (BSP) Supplementary Guidance.

2.4 The second phase of the review will follow from this and take a more strategic longer-term emphasis in developing new proposals and a programme for delivering improvements to walking and cycling from 2003/04. This work will complete in autumn 2002, with the early years programme given in September 2002. A provisional Phase 2 programme is included in **Appendix 1**.

3. SUMMARY OF KEY RECOMMENDATIONS

3.1 Key recommendations of the 1st phase of the review on the 2002/03 programme:

- There will be a change of approach in taking forward the London Cycle Network (LCN), based on a slimmed-down network focused on direct high demand, high quality routes reflecting key strategic commuter routes. The revised network will be re-branded as LCN+. It is estimated that the LCN+ network will be about one-third of the length of the planned full LCN.
- A programme of junction and site specific treatments is required which complements the LCN+ network, providing improved priority and safety to encourage more people to cycle. The programme must address collision ‘hotspots’ and important junctions which act as a severe obstacle or disincentive to people cycling. There is limited scope for additional works to be added to the TLRN junction improvement programme for 2002/03, however where works are already programmed for 2002/3 at key cycle ‘hotspots’ Street Management will seek to ensure that appropriate provision is made for cyclists.
- Other cycle initiatives to include:
 - improved cycle parking at key destinations
 - cycle training
 - promotion campaign and information initiatives
- Enhanced priority for pedestrians and cyclists (in addition to LCN+ complementary junction treatments) at signalised road junctions and crossings to be incorporated into the on-going signal modernisation programme, integrating with, and taking account of, the impacts on other road users particularly buses.
- Greater support for area treatments and town centre schemes which give more priority to pedestrians, cyclists and people with disabilities.
- Monitoring and on-going review of pedestrian and cycling initiatives will have a much larger role, particularly where innovative schemes are being introduced.

- 3.2. Some members of the review ‘task force’ have raised strong concerns that the overall budget available – in 2002/03 and beyond - is significantly less than what is required for delivering the objectives identified in the Mayor’s Transport Strategy and in the review. The issue of funding for schemes in the 2002/03 programme is detailed in section 6 of the request. The issue of overall budget requirements, including the next five years, will also be considered during the second phase of the review.
- 3.3 In consideration of scheme delivery, 2002/03 should be regarded as a transitional year in which the programme will largely comprise schemes for which bids have already been received and which offer a best fit with the aims and strategy developed in the review. As part of this, capital and revenue funding is required to ensure schemes offer an acceptable journey standard including funding for project management staff.

4. THE REVIEW PROCESS

- 4.1 The review has been taken forward in consultation with key partners, who have been involved in all key stages including agreeing the terms of reference for the review, agreeing the criteria and objectives for assessing proposals and identifying the key proposals to be taken forward. The group includes the Association of London Government (ALG), London Borough of Camden (as the lead borough on cycling), London Borough of Wandsworth (as the lead borough on walking), Living Streets (formerly the Pedestrians Association), the London Cycling Campaign (LCC) and representatives of TfL Street Management and Finance & Planning.
- 4.2 A stakeholder event for over 80 people was held on 19th December which included representatives of the boroughs, the ALG, and user groups including the LCC and Living Streets. The event was generally well received and the information provided by attendees at the event has been used in the development of the programme of proposals. Discussions with key stakeholders will continue through both phases of the review. The discussions will lead to the development of a programme for 2002/03 and help inform the development of the 2003/4 BSP Supplementary Guidance.
- 4.3 The second phase of the review will involve further and more detailed consultation with key stakeholders and comparison with best practice in other cities to identify improvements and new ideas, and will also develop stronger linkages with area-based schemes. The second phase will also improve linkages with other programmes, such as the programme of public transport interchange improvements. The key outputs of the second phase of the review will be challenged and agreed through the involvement of the stakeholders to ensure a successful delivery of the flagship programme. Consideration will also be given to the role of a programme manager and client to take responsibility for delivery of the overall programme of walking, cycling and area based schemes.

5. OBJECTIVES AND CRITERIA

5.1 The key underlying principle is to invest in measures that will work. Where there is insufficient evidence for what works, piloting and monitoring will be carried out. The overall aim is to establish a coherent, consistent programme of works, measures and campaigns, with the following objectives:

- Make London one of the world's most walkable cities, and encourage more people to walk.
- Make London safer and more convenient for cycling, and encourage more people to cycle.
- Make London's town centres, residential areas, business areas and interchanges attractive, safe and secure, encourage more people to travel on foot or by bicycle and enhance the quality of public space
- Make London more pleasant by reducing trips by private motorised vehicles.

5.2 Consideration has been given to setting specific targets, however these will not be established at this stage due to insufficient information about existing walk and cycle travel, and lack of appropriate modelling tools and predictive information. The setting of specific targets for increasing walking and cycling will be kept under review as the issues set out above are addressed.

5.3 Because it was necessary to draw on existing work, projects submitted as part of the Borough Spending Plan submissions for 2002/03, schemes submitted by sub-regional area partnerships and proposals being developed by TfL Street Management are the basis of the 2002/03 programme developed by the review. However, the Boroughs submitted bids for schemes on the basis of guidance that had been issued by TfL in July 2001 for the 2002/03 bid process, before the need for a review was identified. Therefore the submissions are not in a common format which is suitable for project-by-project comparison against a comprehensive appraisal framework. In order to establish a rationale for scheme prioritisation within the short timescale required for the 2002/03 programme, a framework of strategies was established. These strategies are described in **Appendix 2**.

5.4 Objectives and criteria, including identification of performance monitoring measures and other management, co-ordination and streamlining initiatives, will be further developed through phase 2 of the review.

6. PROGRAMME FOR 2002/03

The programme for 2002/03 is based largely on schemes for which bids have been received which meet the review criteria and which can be delivered. The bids were reviewed against the framework referred to above (shown in Appendix 2).

As a result of this review, the programme was developed as follows:

- The original submission from boroughs for the LCN would have required a total budget of £17 million. Bids which did not improve journey time or did not reflect 'desire lines', including indirect routes, have been excluded from the recommended LCN+ programme, reducing this part of the programme to £5 million.
- Proposals submitted by boroughs were reviewed and schemes were identified which met the review criteria and were ready to take forward. There is scope for including additional area schemes in the shortlist which meet the aims of the review, and which could be taken forward following further discussion with the bidders.
- The list of schemes submitted by Street Management have been revised to bring it into line with the review criteria. Schemes which have been removed from the Street Management bid include maintenance projects and walk/cycle access improvements at tunnels.

6.2 Initiatives recommended for inclusion in the 2002/03 programme are set out in **Appendix 3** and are summarised below.

Cycling

- Promotion – including cycle maps and complementary promotion programme
- LCN+ – based on network of high demand, direct high quality routes
- Junction and site specific improvements – includes measures to complement LCN+ and remove existing barriers
- Accessibility improvements – removing barriers to cycling
- Training – pilot programme and monitoring effectiveness
- Parking – secure cycle parking at key destinations
- Green corridor routes – implementation and studies
- Access improvements at Wimbledon, Surbiton and Waterloo – cycle measures

Walking

- Promotion – including education and promotion campaigns
- Information on walking routes - mapping
- Junction improvements and pedestrian crossings – TLRN and borough roads
- Borough walking schemes – support for on-going schemes
- Access improvements at Wimbledon, Surbiton and Waterloo – walking measures

Area based schemes

- Based on schemes submitted by boroughs and area partnerships
- Other TfL area schemes
- Connectivity to other programmes and initiatives, such as the LCN+ routes and the Mayor's 100 spaces programme
- 2002/03 budget requirements are set out below.

- 6.3 The full Business Plan approved by the Board on 24 October 2001 included a total of £43 million for walking, cycling and area based schemes, but about £12 million of this is still dependant on extra funding being made available.

Table A: Summary of Walking, Cycling and Area Scheme Budget 2002/03

<i>Schemes to be undertaken by boroughs and area partnerships</i>	
	£ million
Cycling	8
Walking	2.1
Area based	13
Sub-total Borough and Partnerships	23.1
<i>Schemes to be undertaken by TfL</i>	
Cycling	2.69
Walking	4.16
Area based	1.15
Establishment costs for Cycling Centre of Excellence and Walking Unit	0.33
Sub-total TfL	8.33
Total schemes to be released following TfL Board approval	31.43
<i>Additional recommended schemes to be taken forward if full budget is approved by Assembly</i>	
Walking	2.6
Area based schemes	2.0
Sub-total additional schemes	4.6
Total schemes to be released if budget is approved	36.03
Additional scope for schemes to be developed if full budget is approved	7.3
Full 2002/03 Budget	43.33

Note: The schemes to be taken forward by the boroughs and area partnerships are covered by the £120 million BSP funding announced in December 2001; this included a specific allocation of £8 million for cycling.

- 6.4 TfL has also set aside a separate budget for monitoring to meet proposals set out in the Mayor's Transport Strategy. Within this programme funding has been allocated to monitoring walking and cycling. The programme of interchange schemes being taken forward by TfL in 2002/03 has a budget of £9 million and includes measures which will benefit walking and cycling. Also £19 million is being spent on the World Squares project in 2002/03.

7. **BUSINESS COMMENTARY**

- 7.1 Submissions for 2002/03 have now been reviewed. Their value, their practicality, and their consistency with a framework of overall strategies have now been assessed in developing the recommended programme for 2002/03. The general business case for this programme is that the bids accord with the framework of strategies for walking and cycling, and present evident value for money in terms of their cost and impact.

8. **RECOMMENDATIONS**

The Board is asked to:

- 1) Note the findings of the first stage of the review
- 2) Approve the programme of 2002/03 initiatives
- 3) Approve the budget allocation of £31.43 million for 2002/03 and the proposal that this is increased above that level in accordance with the proposals set out in Table A, subject to the outcome of the GLA budget on 13 February 2002.
- 4) Approve continued development of the programme of walking, cycling and area based schemes through phase 2 of the review (to be reported back to the Board).

APPENDIX 1
PROVISIONAL PROGRAMME FOR PHASE 2

RECONCEPTUALISATION OF WALKING AND CYCLING - PHASE TWO

Month	Review Stage	Activity (with completed by dates)	Key Outputs	Milestone
January	Generating and agreeing Terms of Reference (agree the task)	<ul style="list-style-type: none"> - discussion with COG (mid Jan) - discussion with lead stakeholders (late Jan) - discussion and challenge by Ref Group (early Feb) - inform TfL Board (mid Feb) 		
February			- terms of reference	- consideration by Ref Group
March	Establishing baseline information (where we are now)	<ul style="list-style-type: none"> - establish data collection for early performance measures (end Feb) -BSP supplementary guidance (late Feb/early Mar) - borough and TLRN audit covering schemes: in place; under construction; planned (funded and unfunded) (end Mar) - establishment and summary of all other existing critical info including financial, organisational, policy, process, stakeholder (end Mar) - collection and presentation of best practice examples (end Mar) 		
April		<ul style="list-style-type: none"> - draft BSP submission (end Mar) - stakeholder meeting - SWOT + developing themes and issues (mid Mar/early Apr) - generate key themes and issues for further exploration (mid Apr) - generate initial assessment report (end Apr) 		- consideration by Ref Group
May	Explore and analyse (where we need to be in the future)	<ul style="list-style-type: none"> - finalise comparator strategy based on key issues (early May) - finalise consultation strategy based on key issues (early May) - full BSP submissions (end June) - compare with other cities based on key issues (end July) 	- initial assessment report	- review update to COG
June		<ul style="list-style-type: none"> - consult with stakeholders based on key issues (end July) - explore possible programme delivery methods (early July) - generate vision for where we need to be in the future (early Aug) - hold stakeholder challenge event - developing options (early Aug) 		- review update to Ref Group
July				
August	Generate option appraisal report (choose what and how)	<ul style="list-style-type: none"> - generate option appraisal report (early Sept) - feed early financial information into business planning process (early Sept) - early indication of programme for 2003/04 (mid Sept) 		- consideration by Ref Group
September			-option appraisal report	- agreement by COG
October	Generate action plan and business case for submission to bus. plan. process (plan detail and agree)	<ul style="list-style-type: none"> - generate action plan, business case and costed programme (mid Oct) 		- consideration by Ref Group
			-action plan, business case and programme	- sign off by COG - presentation to TfL Board
November				

Appendix 2

BROAD STRATEGIES TO ASSESS WALKING AND CYCLING SCHEMES

Walking

1. Introduce viable new walking routes between popular destinations with significantly reduced walking time.
2. Improve pedestrian priority at junctions and crossing facilities.
3. Improve existing access to popular destinations, including the public transport network in particular, improve sightlines and various aspects of ambience.

Cycling

4. Improve journey time and ambience (taking into account air quality, extent of conflict with paths of other vehicles, etc) for cyclists, with preference given to cyclists' known desire lines and priorities (and consideration also being given to the ability to access such routes from side roads).
5. Improve junction priority for cyclists, providing clearer routes through junctions, and minimising conflicts with other traffic.
6. Introduce measures to improve lane priority for cyclists, ensuring that intended priority is enforceable.
7. Promote cycling to National Rail and Underground stations by improvements in the routes to stations, as well as improvements in facilities at the stations themselves.
8. Improve quantity and quality of cycling parking, providing a level of security commensurate with the typical duration of parking at any given location.

Safety

9. Improve safety and personal security for pedestrians and cyclists.

Local area treatments

10. Make town centres, and other popular, or potentially popular, public spaces more people-friendly by improvements in sightlines, ambience, retailing, entertainments, etc. and traffic controls where necessary.
11. Increase community integration and social inclusion in residential areas, through measures including the reduction of vehicle domination and the creation of social spaces where people feel comfortable throughout the day.

Note. In implementing these strategies, TfL will seek to maximise opportunities for external funding (e.g. s.106, SRB, Neighbourhood Renewal programmes, etc), and minimise any negative impacts on those who may not benefit from the improvements.

APPENDIX 3

DETAILS OF 2002/03 PROGRAMME OF WALKING, CYCLING AND AREA BASED SCHEMES

The budget required for schemes set out adds to the total of £36.03 million (including TfL establishment costs of £0.33 million) in paragraph 6.3 of the main paper, to be released if the full budget is approved.

1. CYCLING

It is proposed that the whole programme of cycling proposals is called the 'London Cycling Programme'. A key conclusion of the first phase of the review is that there is a requirement for a co-ordinated and properly managed London-wide core network of cycle routes, which reflect the main routes that cyclists want to use and are designed to a standard of journey quality likely to attract increased use. A slimmed down version of the LCN is proposed, called LCN+, comprising high demand priority routes. Collision 'hotspots', particularly at major junctions on the principal roads including the TLRN, are a significant barrier to cycling and LCN+ should be complemented by a programme of 'hotspot' treatments. Other measures are also required to increase cycling accessibility and comfort, parking at key destinations, cycle training, travel information and promotion. Sufficient resources are required for joint TfL/lead borough management arrangements to ensure successful delivery of the 2002/03 cycling programme. The 2002/03 programme is summarised below.

Promotion of Cycling

- London Cycle Guides as a joint TfL, LCC, borough initiatives
- Bike Week (to be held in June)
- Car Free day (to be held in September)
- A complementary programme of promotion is under development

It is estimated that a TfL budget of £600,000 is required for cycle promotion in 2002/03.

London Cycle Network

The LCN is a 'brand name' widely known to cyclists. However, it is recommended that a rebranding should be considered (for example LCN+) to indicate that the network being delivered results from a review of the LCN. There is a reasonable basis for concluding that the LCN is not proving to be as effective as it could be in meeting the objectives of increasing the mode share of cycling. There are various reasons for this:

- many routes are indirect;
- standards of implementation and enforcement have varied across London;
- year-on-year financing arrangements have meant that the 'easiest' routes have been tackled to ensure project delivery, with difficult sites being left as significant barriers to cycling.

Research evidence (*The Business Cycle: Study of Cyclists Travel Patterns within Central London*, prepared for the Central London Partnership, April 2000) of the desire lines and actual routes used by cyclists, and evidence of the main concerns to cyclists, showed that cyclists generally use main straight roads for most of their journeys and only choose secondary roads as they approach their destinations. A new approach is recommended where a strategic network is completed on the following basis:

- a strategic network should be developed on the basis of the strategic priority network identified by the LCC, comprising high-demand high quality routes
- appropriate project management resources to ensure delivery to a suitable common standard
- greater budget flexibility is required
- the LCN programme should be complemented by a programme of junction treatments focussing on 'hotspots' where cyclists are most at risk

An initial assessment of bids for routes which form the basis of a priority network has been carried out. Further work will be carried out, in discussion with London boroughs and cyclist user groups, to define the network for implementation in 2002/03. It is estimated that a budget of £5 million should be allocated for implementing a priority network in 2002/03.

In addition there is a need to ensure that sufficient resources are available to project manage delivery of the network, and to carry out studies to guide further development. A budget of £500,000 is proposed for project management and a budget of £500,000 is proposed for further studies.

As noted below, a programme of TLRN junction improvements is already committed for 2002/03, however within this programme TfL will seek to ensure adequate provision for people who cycle.

Junction Treatments for Cyclists

Cyclists feel particularly at risk from other traffic at road junctions. The Central London Partnership study demonstrated that many important junctions, including the approaches to each of the central London bridges, are locations where cyclists feel most at risk. A programme of junction improvements is required in which safer facilities are provided for cyclists, to compliment LCN+ and to remove major barriers to cycling. Users will be involved in the identification this programme, through the involvement of the LCC. Consideration of the impacts on other roads users, particularly pedestrians and buses, will be taken into account at each junction included in the programme.

A programme of TLRN and principal road junction improvements is already committed for 2002/03, including measures to support the proposed Central London Congestion Charging scheme. There is limited scope for additional works to be added to the programme for 2002/03, however TfL Street Management will seek to ensure that adequate provision is made for people who cycle, especially at collision hotspots. A budget of £520K is required for this purpose.

A programme of junction improvements to support the LCN priority routes from 2003/04 and resolving hotspots which present a real or perceived accident risk to cyclists will be developed through phase 2 of the review.

In addition to the programme of TLRN and principal road junction improvements to complement LCN+ noted above, enhanced priority for cyclists and pedestrians will also be

provided on the wider road network – this is addressed below under *Junctions and Pedestrian Crossing Facilities*.

Cycle Accessibility Improvements

Much of London's network is needlessly impermeable for cyclists, including one-way streets and road closures. There is also the opportunity to provide new cycle links, e.g. across parks and open land. A programme will be developed with the aim of removing needless barriers to cycle access. It is recommended that £100,000 be allocated for this work on borough roads.

Cycle Training

Cycle training should be supported to provide cyclists with skills and confidence for safer cycling. A programme will be developed with the following aims:

- research and identify best practice in London
- develop London trainer accreditation
- complement investment in infrastructure facilities
- improve user and trainer skills and confidence
- establish a coherent London-wide strategy for cycle training and education

Boroughs bids for cycle training represent a total of £400,000. It is recommended that a further budget of £80,000 is allocated by TfL for monitoring the effectiveness of training.

Cycle Parking

Cyclists require secure parking at journey destinations, including public transport interchanges and as an integrated part of the area based approach, particularly for commuting travel where cycles are left for considerable periods of time. The cycle parking programme aims to improve the quantity and quality of cycle parking, providing a level of security commensurate with the typical duration of parking at any given location. The aims would be to:

- make cycling a practical transport choice
- improve the attractiveness/effectiveness of rail transport
- attract higher levels of cycling to key destinations

The LCC has recently surveyed rail stations in London and identified deficiencies. Several London Borough have submitted bids for cycle parking schemes, including Bromley, Kensington and Redbridge.

It is estimated that a budget of £300,000 is required for introducing cycle parking in 2002/03. It is recommended that a further £100,000 is required for auditing and developing a system of data on existing provision.

Green Corridor Cycling Routes

Develop potentially high use green routes, including:

- Regents Canal
- Grand Union Canal
- 'Surrey Canal'

It is proposed that a budget of £500,000 is required for 2002/03 for implementation and study.

Other TfL Cycling Initiatives

Additional cycling initiatives to be delivered by TfL Street Management are included in table 1 (attached). The cycling programme and budget requirements are summarised in the table below:

Initiative	2002/03 Budget
Promotion of Cycling, including London Cycle Maps and complementary programme of promotion (<i>TfL Street Management budget</i>)	£600,000
London Cycle Network – to be rebranded LCN+ and to comprise a slimmed-down network of direct high-demand, high quality routes. Budget includes scheme implementation (£5 million), project management (estimated at £0.5 million) and further studies (£0.5 million) (<i>TfL allocation to boroughs</i>)	£6 million
Programme of TLRN junction and site specific treatments to complement LCN+ (<i>TfL Street Management budget</i>)	£520,000
Cycle Accessibility Improvements – removing barriers to cycle access such as road closures and one-way streets (<i>TfL allocation to boroughs</i>)	£100,000
Cycle training	
– Coherent London-wide programme (<i>TfL allocation to boroughs</i>)	£400,000
– Monitoring of effectiveness of training (<i>additional funding sought</i>)	£80,000
Cycle parking	
- Secure cycle parking at key destinations such as rail stations and key commuter destinations (<i>TfL allocation to boroughs</i>)	£300,000
- Auditing a development of information system (<i>additional funding sought</i>)	£100,000
Green Corridor cycle routes – budget required for implementation and studies (<i>TfL allocation to boroughs</i>)	£500,000
Access Improvements at Wimbledon – Surbiton – Waterloo Stations – package of measures to encourage cycle access (<i>TfL allocation to boroughs</i>)	£700,000
Other TfL cycling initiatives (detailed in Table I)	£1.39 million
Overall Budget	£ 10.69 million

TfL establishment costs are £233,000 in 2002/03.

2. WALKING

TfL is aiming to make London one of the most walking friendly cities for pedestrians by 2015 and with developing partnerships with stakeholders to implement all the walking aspects of the

Mayor's Transport Strategy (MTS) across all travel and forms of transport. To this effect a Walking Plan for London is currently being developed for publication by the end of this year.

The Walking Plan for London

The Walking Plan will provide a framework for monitoring and implementing the Mayor's Transport Strategy proposals for walking. TfL is assisted in this task by a reference group of 27 stakeholder *umbrella* organisations chosen to ensure that the London community at large is consulted and has access to shaping the content of the Walking Plan. The development of the Walking Plan will provide a key input to phase two of the review.

The Walking Plan will contain a projects implementation schedule to the year 2015 and its associated year by year funding requirements. In this way both TfL and the London Boroughs will be in a position to forward plan both workloads and resource requirements consistent with the business planning requirements of all concerned.

Particular initiatives included in the programme for 2002/03 include the following:

Promotion of Walking

There are significant benefits to be gained from promoting walking, to encourage more people to walk, especially for short journeys currently being undertaken by car.

TfL is tasked with working with all London boroughs and other organisations in promoting walking. It is perhaps timely that TfL's web page Journey Planner is currently being updated. A link promoting walking (walking@tfl.gov.uk) has now been established.

All of the above tasks are Information dependent. TfL's ability to gather UK/world best case walking-related information is essential in underpinning these tasks.

The London Walking Forum (LWF) has offered to TfL ownership of it's:

- quarterly magazine Walking Matters;
- web page LondonWalking.com; and
- database of members.

An indication of the research and effort needed to generate the content, currency and professionalism of the magazine Walking Matters and www.LondonWalking.com is evident when both are studied. Ownership of these excellent and professional communications tools will enhance TfL's ability, with the boroughs, to co-ordinate, promote and advertise all walking-related activities in implementing the MTS.

In addition to these tasks, there exists the requirement to promote the:

- (currently underway) completion and enhancement of the six strategic walking routes: London Outer Orbital Path, Capital Ring, Thames Path National Trail, Jubilee Walkway, Southeast Green Chain and Lee Valley Pathway (MTS Proposal 4I.6);
- design and development of the two new East/West and North/South strategic routes (MTS Proposal 4I.5);
- providing an information service on the 300 promoted paths in the Capital;
- providing an information service on the many organised walk and event tours available in the Capital;
- mapping, in partnership with GLA, the network of 300 promoted walking paths in the Capital; and
- mapping, in partnership with LUL, walking from and around tube stations.

In addition to these (and future Borough initiatives) many daily events take place (Walk to Work, Strollerthon, Safe Routes to School, et al) to which TfL contributes (time and/or money) and participates. All such activities should also be used to elevate both the borough's and TfL's walking-activity profile throughout the community.

In partnership with the boroughs, TfL has a significant opportunity to grab hold of the enthusiasm for walking initiatives in London, maintain the momentum, coordinate, shape, deliver and promote positive socio-economic issues projects.

The vision for a walk-friendly city will not be realised without positive and dedicated promotion.

Proposals include:

- Appointment of a walking promotion and liaison project officer at TfL from 2002/03.
- A promotion campaign in local press across all London boroughs
- Other targeted promotions campaigns in partnership with all London boroughs and other stakeholders

A budget of £950,000 is proposed for 2002/03.

Junctions and Pedestrian Crossing Facilities (2002/03)

Safe crossings facilities are crucial to the development of a pedestrian friendly London. The Mayor's Transport Strategy (Proposal 4I.7) requires a review to be undertaken at all traffic signal junctions and for pedestrian phases to be implemented wherever practicable, taking account of the impact on priority traffic (particularly buses).

A programme of modernisation for TLRN traffic signalised junctions has already been identified for 2002/3, which includes 43 locations that have either partial or no pedestrian facilities. It is proposed that the modernisation programme is enhanced through the implementation of pedestrian phases wherever practicable. The opportunity will also be taken, where appropriate, to provide cycle advance stop lines (ASLs) and any innovative measures as appropriate e.g. diagonal pedestrian crossing facilities, removal of guard-rail. Monitoring will be undertaken at the sites, particularly where innovative measures have been introduced, to determine the impacts in terms of pedestrian activity, effects on other road users, safety, etc. The cost for introducing the pedestrian and cycle facilities at the 43 locations on the TLRN is estimated at £1.88 million. This funding is contained in Street Management's base funding allocation for walking/cycling/disabilities.

A similar signal modernisation programme is identified for signalised junctions on borough roads in 2002/3. While further discussions are required with the boroughs on the potential for introducing pedestrian phases at the sites in the programme, it is recommended that a similar sum be identified from the Strategic Initiative budget to progress the implementation of pedestrian/cycle facilities at borough signalised junctions. £1.8 million is therefore sought for this initiative on borough roads.

Borough Walking Schemes

A range of initiatives are already underway by London boroughs in support of their walking strategies. Those boroughs that do not have a walking strategy are now required to do so as indicated by the DTLR response to the walking select committee report.

It is recommended that worthwhile schemes should continue through to completion.

£2.1 million was included in the 2002/03 settlement for specific local improvements to assist on-going works and commitments that will ensure delivery of pedestrian routes and walking projects during 2002/03.

Other TfL walking initiatives

Additional walking initiatives to be delivered by TfL Street Management are included in table 1 (attached).

The programme and budget for the main walking initiatives in 2002/03, developed as part of the first phase of the review, is summarised below.

Initiative	2002/03 Budget
Promotion of walking – including campaigns, education and promotion (<i>TfL Street Management budget</i>)	£350,000
Information on walking routes – mapping (<i>TfL Street Management budget</i>)	£600,000
London-wide Junctions and Pedestrian Crossing Facilities (including improvements for cycling)	
- 43 locations on TLRN (<i>TfL Street Management budget</i>)	£1.88 million
- signal modernisation programme on borough roads (<i>Strategic Initiatives budget</i>)	£1.8 million
Borough walking schemes – based on review of BSP bids (<i>TfL allocation to boroughs</i>)	£2.1million
Access Improvements at Wimbledon – Surbiton – Waterloo Stations – package of measures to encourage walk access (<i>Strategic Initiatives budget</i>)	£800,000
Other TfL walking initiatives (detailed in Table I)	£1.33 million
Overall Budget	£ 8.86 million

Note that establishment costs for the TfL walking unit are £100,000 for 2002/03.

3. AREA BASED SCHEMES

Streets are an essential part of people’s lives, and need to be seen as areas which meet the needs of the people who live and work in them. Not only should people be able to travel safely and comfortably, but also to congregate and interact with friends, neighbours and colleagues. High traffic volumes and speeds reduce contact, cause severance and deny independence to local people. Streets can be redesigned to create local public spaces and a sense of community by giving greater priority to people travelling on foot, by bicycle and using public transport.

In order to create ‘streets-for people’ a new balance is required between all road users. Streets have previously been designed with traffic flow being an overwhelming factor. This ignores the role of streets as places and does not reflect the fact that in some situations, particularly in town centres and around public transport interchanges, there are more people on foot than in vehicles. A comprehensive approach is required to redesign the street environment to reflect the various functions.

The 'streets-for-people' objective fits directly with the Mayor's programme for upgrading or creating 100 public spaces for London. This programme aims to create demonstration projects that enhance the value of London's existing network of local public spaces and to show how new public spaces can make a real difference to individual quality of life, community vitality and London-wide liveability. The opportunity will therefore be taken to mesh the programmes for the 100 spaces with the area treatments. Examples of schemes, which could potentially be included in the programme of 100 public spaces for London, include Brixton Central Square, Coulsdon Town Centre, Green Area Schemes in Hammersmith, Ealing and Hounslow, Shorditch Triangle, Newington Green and Finsbury Park. It is proposed that the 100 public spaces for London should be developed as a small scale demonstration programme, which could be developed into a longer-term programme. TfL will work with the GLA Architectural and Urbanism Unit and the London Development Agency to identify projects that can be developed during 2002/03. Potential pilot projects are listed in table II.

The 'streets-for people' concept seeks to ensure that there is multi-modal, multi-agency approach, which involves the active participation of the local community in the development of the proposals. It also presents the opportunity to link programmes of work to maximise value. For example better linkages could be developed between TfL's programmes of work and other funding streams such as Business Improvement Districts (Central Government initiative launched in early 2001), Neighbourhood Renewal (areas covered by New Deal for Communities) and other regeneration programmes (e.g. SRB, S.106, EU projects, etc).

In taking forward the 'Streets-for-People' initiative it is important that TfL does not seek to "spread the jam too thinly". This does not mean that TfL should focus all its resources on large scale projects, however, schemes within the flagship programme must be able to demonstrate that they:

- meet the criteria identified in Appendix 2,
- offer value for money
- maximise the opportunity for leveraging in partnership funding.

Schemes submitted by Boroughs and Area Partnerships

Bids received from Boroughs and area partnerships have been reviewed and a list of schemes has been identified which are consistent with the framework of criteria developed for the review. As stated earlier in the report 2002/3 should be considered as a transitional year as decisions need to be made in respect of borough and partnership bids which were submitted last July. However, the shortlisted programme, which has been identified, is considered by officers to be consistent with the framework of criteria developed for the review. Schemes recommended for implementation in 2002/03 include:

- town centre schemes
- Streets-for-People schemes
- interchange schemes.

It is estimated that a budget of £11 million is required for the programme of recommended area schemes in 2002/03. This funding is within the 2002/03 Borough Spending Plan settlement. Bids have been submitted for other area schemes requiring an additional budget of £4 million, which meet the review criteria but which require further discussion. Further discussions will be held with boroughs and partnerships to refine and extend the approved list.

Access Improvements at Wimbledon – Surbiton – Waterloo Stations

A package of measures is proposed in which the focus is on encouraging walk and cycle access to Wimbledon and Surbiton rail stations, with measures also at Waterloo station as part of a whole journey initiative. The package of measures would comprise comprehensive walk and cycle physical access improvements and provision, including cycle parking, within the catchment areas of the rail stations.

A budget of £1.5 million is recommended for 2002/03. It is also recommended that complementary funding is sought from the Central London Congestion Charging project.

Other TfL area schemes

Additional area schemes to be delivered from the TfL Street Management budget are included in table 1 (attached).

A summary of the area based schemes which are recommended to be included in the 2002/03 programme is given in the table below.

Initiative	2002/03 Budget
Schemes submitted by Boroughs and Area Partnerships – bids from boroughs and area partnerships have been reviewed to produce a list of schemes consistent with the review criteria <i>(TfL Allocation to boroughs)</i>	£11 million
Other TfL SM area schemes (detailed in Table I)	£1.15 million
Proposed extension of borough area scheme programme <i>(TfL Finance and Planning budget for walking and cycling)</i>	£2 million
Other area schemes to be developed in discussion with bidders <i>(Strategic Initiatives budget)</i>	£2 million
Overall budget	£ 16.15 million

Table I: TfL Street Management schemes for walking, cycling and area /disability/town centre/flagship schemes

CATEGORY	PROPOSAL	ALLOCATION (£s)	DETAILS/COMMENTS
Walking	Pelican crossings timings: reduction in pedestrian waiting time at pelican crossings	150,000	Aim to reduce waiting time at 50 sites
Walking	Pedestrian facilities at signal crossings: More 'green' phases and complementary works	1,880,000	43 sites identified
Walking/Interchanges	Finsbury Park: SM led traffic management scheme	350,000	Part of major interchange initiative
Walking	Production of Transport Interchange Walking Maps: Provision of information of walking routes, particularly in central London	600,000	Encouragement of more walking, particularly for short trips in central London
Walking	Walking Promotion – Web/Media/Publicity	350,000	Promotion of walking in the Capital
Pedestrians	Review of guard rail provision: implementation of measures and development of best-practice	150,000	To promote pedestrian safety whilst not providing barriers that encourage speeding and degrade the streetscape.
Cyclists/Pedestrians	Provision of new toucan crossing points on the TLRN	720,000	16 sites
Cycling	Pedestrian and cycling improvement – reallocation of road space to peds/cyclists	900,000	Works at Chelsea Embankment on the TLRN
Town centres/Interchanges	Exemplar schemes: High street/route based improvements to streetscape	800,000	Introduce streetscape improvements – Great Portland Street, Colliers Wood and invite bids
Cycling	London Cycle Guides review, update and distribution	200,000	Production of cycle maps to promote more cycling in the Capital
Cycling	Cycling promotions: incl. Bikeweek, Waterloo Cycle Centre,	400,000	To encourage greater levels of cycling through events and

	Cycle Show		activities
Cycling	Employer programmes: TfL, borough and CLP travel Plans	200,000	To help facilitate cycling to/from and within work
Cycling	Ensuring cycle access is maintained during roadworks	150,000	Development of cycle friendly road work management and signing
Cycling	Trialing new methods of enforcement of cycle facilities	250,000	Examination of innovative methods of enforcement including CCTV
Cycling	Maximising cycle permeability - onto and off the TLRN	200,000	Demonstration projects on side roads adjoining the TLRN
Cycling/walking	Audit/review of TLRN	520,000	To review the 2002/03 programme of schemes to ensure cycling and pedestrian/access facilities on TLRN are to the required standard and priority within schemes
Cycling	Development of cycle parking information system	100,000	Project connected with the provision of cycle parking – to develop a database of cycle facilities across the Capital
Cycling	Monitoring effectiveness of cycle training	80,000	£400k funding is proposed for boroughs to trial cycle training courses – monitoring is required to determine the effectiveness.
TOTAL		8,000,000	

Table II: 100 Public Spaces - Potential pilot projects which TfL has a direct involvement in

Name	Description/comment
Brixton Central Square	Linking and renewal of Tate Gardens and Windrush Gardens. International importance to black history. Also links with community centre and closure of Effra Road.
Coulsdon Town Centre	Ancillary to development of Coulsdon Relief Road.
Green Areas (Hounslow, Hammersmith and Fulham, Ealing)	Improvements to areas outside tube stations in three boroughs
South Kensington	Linking of museums to South Ken Underground (longer term proposal)
Newington Green	Green space, but only served by buses
Finsbury Park	Works to improve area around station and links to the park itself
Lewisham Transport Interchange	Part of redevelopment of transport interchange and links to town centre
Around Trafalgar Square	Improving pedestrian links to Trafalgar Square in conjunction with World Squares 4 All
Euston to King's Cross	Proposal to improve road which will form boundary of congestion charging, as well as space in front of two major termini
Kentish Town Station	Improvements outside tube/rail interchange
St Giles' Circus	Improvements around Centrepoint and tube station
Neasden Town Square	Market and parking space
Wembley Interchange	Gateway space for Wembley Town Centre

TRANSPORT FOR LONDON

TfL BOARD

SUBJECT: CROSSRAIL AND EAST LONDON LINE PROJECTS

MEETING DATE: 5 FEBRUARY 2002

1. PURPOSE

The purpose of this report is to inform the Board on progress on the development of the Crossrail and East London line projects.

2. INTRODUCTION/BACKGROUND

2.1 Crossrail

Key current activities are:

- building the team and developing the project identity
- the development of a long-list of options and the framework for their evaluation
- consultation with key stakeholders.

2.2 Project Identity



The branding of the project has been agreed with the above Crossrail logo as the brand for the Cross London Rail links company and 'Crossrail Line 1' and 'Crossrail Line 2' branding for the former 'east-west' and 'Hackney-Southwest' lines respectively.

2.3 Development of the Options

It has been agreed that Crossrail line 1 will be developed around a core service linking Heathrow to the Isle of Dogs and Stratford. A 'long list' of options both to the east and west of this core is being developed, using different lines and service patterns.

An evaluation framework for the project is under development in two stages. A preliminary framework will be used to sift the long list of options down to a smaller number in a consistent manner by March 2002. The resulting short-list will be then taken through a full evaluation including financial, cost-benefit

and wider multi-criteria assessments. It is intended that the views of the Local Authorities and other key stakeholders will be sought on the short-list over the period April-July 2002.

The preferred scheme will be selected in the Autumn when there will be wider public consultation. By the end of the year the aim is to be in a position to recommend the scheme for taking forward, and the method of funding and procurement. Discussions are taking place with Government on using the Hybrid Bill process rather than the Transport & Works Act procedure to obtain the statutory powers to construct the railway. The former is likely to save some 2-3 years over the Transport & Works process, mainly as it gives much earlier confidence to the private sector that the scheme is to proceed.

2.4 Communications

Initial briefings with all the local authorities (London and beyond) likely to be affected by the proposals has taken place and further briefings with business and other organisations is taking place during January and February.

There was an official launch of the Company on January 17th.

3. EAST LONDON LINE

TfL, the Strategic Rail Authority (SRA) and London Underground (LUL), are co-operating to deliver the extended East London Line project connecting the existing line to the National Rail Network (NRN) both north and south of the Thames. Services are planned to run between Wimbledon, West Croydon and Crystal Palace in the south through to Highbury and possibly Finsbury Park in the north. The plan is to begin operating the new services in late 2006 with a new fleet of purpose built trains.

The SRA have contracted LUL to provide initial works on the northern extension. A formal 'start of works' ceremony attended by the Secretary of State, the Mayor and the chairman of the SRA took place on 6th December.

The SRA intend to 'roll forward' £11m, from the DTLR's overall allocation to the SRA for the project, into 2002/3 to allow the project to continue beyond the initial works stage. The intention is that later this year the SRA let a Design, Build, Finance and Maintain, concession contract for the main construction.

The SRA is finalising the business case for the project with assistance from TfL.

The existing East London line can only accommodate 4 car trains and the original proposal was to extend these services onto the NRN. To integrate such services with the (normally) 8 car train services on the NRN south of river would be very problematic. In addition the developing views on providing a Crossrail interchange at Whitechapel increases the importance and benefits of the ELL extensions, and the need to ensure adequate capacity.

Current TFL/ SRA recommendation is therefore to develop the line for 8-car trains and this option has been evaluated in the business case. The initial indications are that this option is worth pursuing.

Currently LUL have the statutory powers to build the extensions and are contracted by the SRA to undertake the preliminary works and assist with the design process. It is intended to transfer both the powers and the LUL's project staff to TfL Rail Services. This has been agreed in principle by the LUL and LT Boards and the necessary authority from the Secretary of State is being sought.

4. RECOMMENDATION

The Board is asked to note progress being made on the development of the Crossrail and East London line projects.

Ian Brown
Rail Services Director

TRANSPORT FOR LONDON

TfL BOARD

**SUBJECT: SAFETY, HEALTH AND ENVIRONMENT
COMMITTEE REPORT**

MEETING DATE: 5th FEBRUARY 2002

1. PURPOSE

This report provides a summary of the SHEC meeting held on 18 January.

2. BACKGROUND

The Committee (which meets not less than six times a year) is required under its terms of reference to report to the TfL Board.

3. REPORT ON JANUARY 2002 MEETING

The Committee received Safety Reports for 2001/2 Quarter 2 from Rail Services DLR, Street Management, Surface Transport and TfL Corporate Departments and London Underground Limited.

Progress reports were submitted on:

- **Health & Safety Arrangements: Woolwich Ferry** where it was noted that a full report would be submitted to the next meeting, following input from the London Borough of Greenwich.
- **Major/Minor Accidents & Assaults Definition**, where it was noted that a revised set of definitions would be agreed by the end of the 2001/02 financial year.
- **Contractors' Health & Safety Liabilities** where a second meeting with Counsel had been arranged to complete the consultation and briefing.
- **Major Bus Injury Rates Review** where revisions to questions to bus operators within the software package relating to the incident reporting system, would improve the quality of data available for analysis.

The Committee also received an update briefing on the current security concerns, noting TfL involvement in London Resilience work programmes.

4. RECOMMENDATION

The Board is asked to note the report from the Committee. The next meeting will be held on 22 March 2002.

TRANSPORT FOR LONDON

BOARD PAPER

SUBJECT : APPOINTMENT OF CHIEF FINANCE OFFICER

MEETING DATE : 5th FEBRUARY 2002

1. INTRODUCTION

The purpose of this paper is to ask the Board to endorse the appointment of a Chief Finance Officer for TfL.

2. BACKGROUND

2.1 A Chief Finance Officer is required in TfL, under the terms of the GLA Act, to maintain proper accounting records and control systems and to prepare statements of accounts according to best practice.

2.2 The Board agreed the appointment of Simon Ellis as Chief Finance Officer on 3rd July 2000. Following the resignation of Simon Ellis, the interim appointment of Jeremy Howland as Chief Finance Officer with effect from 30th November 2001 was agreed by the Board on 27th November 2001.

2.3 An open advertisement was placed in November 2001, and interviews were conducted by the Managing Director, Finance and Planning, the Director of Corporate Services, and the Internal Audit Director. Board Members have been advised of the selection of Stephen Critchley as the recommended candidate for Chief Finance Officer. Mike Hodgkinson, Chair of the Finance and Audit Committee, also met Stephen Critchley, and has endorsed the view that he would be a suitable Chief Finance Officer.

3. RECOMMENDATIONS

3.1 The Board is asked to **endorse** the appointment of Stephen Critchley as Chief Finance Officer, with effect from 18th February 2002, which is the date he takes up employment with TfL.

Michael Swiggs
Director, Corporate Services