

SCHEDULE 17

AGREED POLICIES/PLANS

Part 1 – Agreed Equality Policy

Equality & Diversity Policy for Serco Limited In the Operation and Maintenance of the Docklands Light Railways

Introduction

Docklands Light Railway (DLR) operates in one of the most diverse multi-cultural and multi-racial areas of London. The network extends from the City of London through Tower Hamlets to Canary Wharf and Newham and on to the South London Borough of Greenwich and Lewisham. This area has varying levels of economic prosperity although access to good employment opportunities. Docklands Light Railway, as a transport provider and employer, plays an important role in facilitating equal opportunities for everyone who lives in the area.

Purpose and Scope

This document sets out Serco Docklands' policy on equality & diversity and its intended methods of achieving the objectives set out in this policy. It is designed to ensure that all Serco Docklands employees are made aware of their responsibilities and those of Serco Docklands (Serco) regarding the promotion of equality and diversity.

Policy Statement & Commitment

Serco is committed to promoting equality of opportunity regardless of gender, race, disability, sexual orientation, religion and age. Serco will ensure that all potential, existing and former employees receive consideration appropriate to their needs.

Serco is committed to working towards a constitution of the workforce that reflects, as far as possible, the diverse communities it serves in the Docklands area. The diversity targets it has set for this Franchise will support this objective.

Serco will meet this commitment through engagement with its staff led by example by the senior management team and supported through best practice policies and procedures, methods of communication and training and development plans. Serco will work in partnership with the Relevant Sub-contractors to establish a shared approach to equality of opportunity in employment and the avoidance of unlawful discrimination.

Serco will aim to provide a work environment in which everyone is free from harassment and bullying and is treated with dignity. Serco will ensure that knowledge and understanding of, and respect for, cultural differences will be the basis for promoting equal opportunities in employment and is reflected in the way in which employees respond to customers and the community in general.

Serco will not discriminate on the grounds of race, gender, disability, nationality, religion, age, sexual orientation, family status or any other irrelevant factor. Serco will build further on a culture that values meritocracy, openness, fairness and transparency.

Serco will ensure that this Equality & Diversity Policy will remain in line with current legislation and TfL guidelines and that it will be reviewed on an ongoing basis to reflect changes in the law, demographics and internal business requirements. Each year a report will be produced recording progress made on this policy which will be available for review by the Serco Senior Management Team and DLR Limited. The policy will be reviewed subsequently as appropriate.

Serco's methods to achieve its equality & Diversity objectives and commitment at DLR

In order to achieve its objective Serco will focus on the following areas/methods:

Leadership

Engaged leadership is crucial to achieve Serco's objectives:

- The Managing Director will sponsor the policy throughout the Franchise business
- The Human Resources Director will be the champion within the Franchise for leading the implementation of the policy and its objectives
- Both the Managing director and Human Resources Director will ensure that there is top-level ownership of the policy and that it is devolved within the Franchise business at all levels.
- This policy will be supported through training and communication plans that will cascade a diversity vision, ownership and practice to all managerial staff.

Policy Development

To ensure that this policy remains progressive, based on new developments and research, and representative of the views of key stakeholders such as DLRL, TfL, trade unions and the company council, the following activities will be undertaken:

- Benchmarking of existing policy statements from other organisations and advisory groups.
- Continuous development of human resources and other policies in conjunction with Serco Group (outlining vision, scope, responsibility, accountability and measurements).
- The cascading of new policies with the endorsement of Managing Director through business briefings.

Key legal obligations regarding Equality & Diversity

In order to establish an understanding of the legal obligations regarding Equality and Diversity Serco will focus on continuous communication of the following key messages:

1. Each employee will be encouraged to assist the company in meeting its commitment to provide equal opportunities in employment and avoid unlawful discrimination.
2. Employees will be made aware that they can be held personally liable as well as the Company for any act of unlawful discrimination.
3. That it is unlawful to treat someone less favourably on grounds of disability or to fail to make reasonable adjustments to overcome barriers to employment caused by disability.
4. That it is unlawful to discriminate directly or indirectly in the provision of goods, facilities or services to customers on the grounds of sex (which may include gender reassignment), pregnancy, colour, race, nationality, or ethnic or national origins.
5. That it is unlawful to discriminate, without justification, on grounds of disability or to fail to make reasonable adjustments to overcome barriers to using services caused by disability.
6. That it is unlawful to victimise someone because he or she has alleged unlawful discrimination or supported someone to make a complaint or given evidence in relation to a complaint.

Recruitment & Selection of staff

Serco will target potential candidates for its vacancies in the areas in which the Railway operates, through the following channels:

- Advertising positions vacant in local media with a high readership of people of BAME background
- Where appropriate involve local agencies and utilise unemployment programmes to target potential candidates of BAME background, making sure that any barriers to job application are broken down
- Systems and procedures are in place that will ensure that the entire recruitment process will be fair and void of any discrimination. This will not only be established through the continuation of good practice HR systems and procedures but also through adequate (refresher) training of all Serco staff involved in the recruitment process of Franchisee staff.

Training and education

Training and education will be established through the following methods:

- Serco will provide training in equal opportunities to managers and others likely to be involved in recruitment or other equal opportunity decision-making processes such as preferred supplier arrangements.
- Serco will provide training to current and new employees to help them understand their rights and responsibilities and what they can do to help create an environment free of any form of discrimination and/or harassment.
- Serco will provide additional training to managers to enable them to deal more effectively with complaints of discrimination, bullying and/or harassment.

Serco will review the provision of training on a regular basis and make adjustments to its training programme as necessary.

Communication and Consultation

The responsibility for awareness, compliance and continuous improvement will rest with management, but will also be an element of focus with Employee Forum Representation, in line with the statutory requirement to inform and consult employees. This will be supported throughout the organisation by:

- Ensuring that this policy, including the key legal messages, is regularly communicated to all staff;
- Establishing key lines of communication across the Franchise business through consultation with key stakeholders;
- Ensure that communication imagery and graphics are inclusive, and reflect and reinforce the words within the documentation;
- Distribute a top-level communications plan to senior management for team briefings, and develop feedback procedures.

Measurement

Serco Limited, as Franchisee, will periodically review its procedures to ascertain its effectiveness in establishing its targets for equality & Diversity, which will be updated in accordance with changes in the law. In particular, Serco will monitor the ethnic and gender composition of its workforce and of applicants for jobs (including promotion), and the number of people with

disabilities within these groups, and will review this against the demographics of environment and community within which it operates (taking into consideration employment obligations of the rail industry).

Information provided by job applicants and employees will be used only for these purposes and will be dealt with in accordance with the Data Protection Act 1998.

Measurement through Equality & Diversity Objective

Serco will set annual objectives in order to monitor whether its activities are having a positive impact on its commitment to Equality & Diversity at DLR: this will be a combination of qualitative and quantitative objectives. For the first year of the new Franchise Serco will have the following objectives:

1. The implementation of this policy throughout the Franchise business;
2. the agreement and implementation of a bespoke Equality & Diversity Training Plan;
3. The agreement and implementation of a bespoke Subcontractor Diversity Plan;
4. The agreement and implementation of a bespoke Communication plan;
5. The achievement of a step improvement in representation of staff of BAME background (measured through a KPI);
6. The achievement of a step improvement in the representation of female staff (measured through a KPI);
7. The achievement of a step improvement in the diversity of staff in terms of age (measured through a KPI); and
8. The use of reasonable endeavours to measure the diversity of staff in terms of faith and sexuality having regard to the possibility that staff may be unwilling to disclose the relevant information.

All these objectives will be owned by the senior management team and will form a key of part of their annual appraisals. Furthermore, the policy in general and the objectives in particular will be reviewed regularly at Senior Team Meetings.

Joint implementation of Equality & Diversity Policies and Objectives between Serco and its Relevant Sub-contractors

Serco will work with its Relevant Sub-contractors to establish a suitable approach to equality of opportunity in employment, and the avoidance of unlawful discrimination, through the following method:

- Discuss and agree the way we will work together and achieve our equality and diversity objectives as appropriate

Approval and Amendment

This policy was approved by the Managing Director of Serco Limited's contract to operate and maintain the Docklands Light Railway.

Review

This policy will be reviewed biannually in response to feedback or complaints, or outcome of audits. The next review is scheduled for 2008.

Policy Owner

The Human Resources Director is the owner of the policy.

Part 2 – Agreed Training Plan

DIVERSITY TRAINING PLAN FOR DLR

Training, education and communication are key tools in establishing real understanding of the value of equality and diversity and providing our staff with the knowledge and skills to live these values.

Training initiatives

Serco is committed to the following initiatives:

1. Conducting a training needs analysis relating to the understanding and management of equality/diversity: at the start of the new franchise, and then repeated biannually;
2. Integrate diversity into mainstream training and development programmes: continuously, over the course of the franchise;
3. Establishing education programmes for staff (including programmes that move from awareness to behavioural change): annually, over the course of the franchise;
4. Getting advice on how to integrate diversity competencies into development programmes and assessment and selection processes, with the aim to introduce this during the second year of the new franchise.

Our training and development activities will focus on the following staff:

- **Managers:** Provide training in equal opportunities to managers and others likely to be involved in recruitment, or other decision-making where equal opportunities issues are likely to arise, such as preferred supplier arrangements: in 2006 and then biannually.
- **Managers:** Provide additional training to managers to enable them to deal more effectively with complaints of discrimination, bullying and or harassment: in 2006 and then biannually.
- **Staff:** Serco will provide training to current and new employees and others engaged to work in the Franchise business to help them understand their rights and responsibilities and what they can do to help create an environment of equality and free from any form of discrimination and or harassment: continuously for new starters, and biannually for current staff.
- **Relevant Sub-contractors:** Liaise with its Relevant Sub-contractors to ensure that their managers and staff who work on DLR's premises understand the equality and diversity issues which may arise in the workplace, and in particular, when delivering the Services: in 2006 and then biannually.

Serco will review the provision of training on an annual basis, and make adjustments, including replacing the persons or organisations that provide the equality and diversity training, if necessary.

DELIVERY OF DIVERSITY TRAINING

Following Franchise Commencement Date, Serco will select an equality & diversity training provider that suits its background and is best able to support the objectives of the equality & diversity policy.

Equality & diversity training will centre on the following components:

1. Creating awareness and understanding of the need and benefits of equality & diversity at DLR, including Serco's policy on equality & diversity.
2. Understanding the race equality duty
3. Understanding of the areas and processes in the business where equality & diversity play a major role

4. Overview of our systems and procedures that deal with equality & diversity (i.e. recruitment, communications methods, appraisals and training)
5. Learning how to handle equality & diversity issues and providing our staff with the skills to act effectively and responsibly
6. Creating a culture that positively embraces equality & diversity at DLR, with a focus on long-term behavioural change

Serco will contact one or more of the following providers to discuss equality & diversity training provision (list is not exclusive):

- **Equality Works**, London (NI): strong focus on core business functions such as appraisals, management development and recruitment. Their training programmes focus on: audits, impact assessment, managing change, ending harassment, facilitation, personal skills, recruitment and selection, and service delivery. They have worked amongst others with London Underground, a London Housing association, and a London borough;
- **Diversity International**, London (SE);
- **Norman Broadbent**, London (SW);
- **WWP Training Ltd**, Windsor, Berkshire

ASSESSMENT OF COMPETENCES AND REVIEW OF TRAINING PROGRAMMES AND PROVIDERS

The line management will be responsible for the assessment of competences, supported by the HR department. The HR department will review the training programmes and the quality of the training provision by external parties once a year. Effectiveness will be measured through evaluation forms at the end of training programmes, stakeholder interviews, and staff satisfaction surveys.

Part 3 – Agreed Supplier Diversity Plan

SERCO DOCKLANDS SUPPLIER DIVERSITY PLAN

(to be read in conjunction with the Serco Docklands Procurement Policy attached at Appendix 1)

For the Operation and Maintenance of Docklands Light Railway

PROCUREMENT

In accordance with its Supplier Procurement Policy, Serco Docklands (Serco) will ensure that all procurement activities in respect of the Franchise Agreement:

- Provide best possible value
- Are conducted in a fair, objective and transparent manner
- Are compliant with the regulatory framework of all relevant legislation, standard procedures and Serco Group related policies
- Use best practice in the application of ethical standards

Serco's policy for procurement is to ensure that effective procurement and the benefits that flow from it are delivered. This will be achieved via leadership, knowledge, expertise, strategic positioning and facilitation of the procurement process.

EQUALITY AND DIVERSITY

Serco acknowledges that it should have due regard to the need to:

- Promote equality of opportunity for all persons irrespective of their race, gender, disability, age, sexual orientation or religion;
- Eliminate unlawful discrimination; and
- Promote good relations between persons of different racial groups, religious beliefs and sexual orientations.

SUPPLIER DIVERSITY

Taking into consideration the need to deliver best possible value for its contract and the promotion of equality of opportunity Serco will encourage applications for its supplies from small and medium-sized enterprises and from London's diverse communities particularly those based within five miles of the Docklands Light Railway network.

SUPPLIER DIVERSITY MONITORING

Serco will endeavour to ensure as far as reasonably practicable that each of its Relevant Sub-contractors shall, every twelve months, provide the following information:

Details of its employees who are engaged in the performance of its contract who are:

- Female
- Of non-white British origin or who classify themselves as being non-white British;
- From the local community around the Docklands Light Railway network;
- Disabled.

Serco will, as far as reasonably practicable, carry out an audit or check of the above information and request that its Relevant Sub-contractors keep records of such information and audits for a minimum of 6 years.

DATA PROTECTION

Serco will ensure that it complies with the requirements of the Data Protection Act (1998) in the collection and reporting of the above information to DLR Limited.

APPENDIX 1

Serco Docklands Procurement Policy

For the Operation and Maintenance of Docklands Light Railway

Issue date: December 2005

Effective: December 2005

Index

1.	<u>POLICY STATEMENT FOR PROCUREMENT.....</u>	2
2.	<u>ORGANISATIONAL SCOPE AND COMPLIANCE.....</u>	2
3.	<u>PROCUREMENT GUIDELINES.....</u>	3
4.	<u>ACHIEVE EFFECTIVE GOVERNANCE AND CONTROL.....</u>	4
5.	<u>DEMONSTRATE SUSTAINED VALUE.....</u>	5
6.	<u>APPLY A CONSISTENT AND STANDARD APPROACH.....</u>	5
7.	<u>BUILD AND MAINTAIN SUPPLIER RELATIONSHIPS.....</u>	6
8.	<u>RELATED POLICIES.....</u>	7

1. Policy Statement for Procurement

The purpose of this Policy is to ensure that all procurement activities carried out by Serco Docklands (Serco) in respect of its contract to Operate & Maintain the Docklands Light Railway:

- Provide best possible value.
- Are conducted in a fair, objective and transparent manner.
- Are compliant with the regulatory framework of all relevant legislation, standard procedures and Serco Group related policies.
- Use best practice in the application of ethical standards.

Serco's policy for procurement is to ensure that effective procurement and the benefits that flow from it are delivered. This will be achieved via leadership, knowledge, expertise, strategic positioning and facilitation of the procurement process.

2. Organisational Scope and Compliance

2.1 This Policy applies to all employees engaged in the provision of the Services.

2.2 Only employees with delegated procurement authority are allowed to commit expenditure to third parties. No other employee may conduct any procurement activities unless specifically instructed. In particular, but not exclusively, employees who are engaged in procurement activities are required to familiarise themselves with the content of the appropriate Equality and Diversity Requirements of the Franchise Agreement.

3. [Not Used]

4. Procurement Guidelines - Achieve Effective Governance and Control

4.1 Governance

Procurement activities within Serco will be carried out to the professional standards required by best practice and in compliance with:

- All prevailing legislation including but not limited to EU and UK Procurement Law.
- Serco's code of corporate governance, policies, statements, schemes of delegation and procurement procedures.

4.2 Delegation of Authority

Serco will maintain a documented scheme of delegation for procurement and only those employees with delegated procurement authority will be permitted to make a third party commitment on behalf of Serco.

4.3 Internal Controls

- (i) Serco will put in place a framework of internal controls over procurement activities that will ensure that:

- More than one person is involved in and responsible for a transaction end to end.
 - Transparency is in the procurement process.
 - A clearly documented audit trail exists for procurement activities.
 - The appropriate authorisations are obtained and documented.
 - Systems will be put in place for appropriate equality monitoring and performance measurement.
- (ii) Serco will publish standards and procedures in support of this Policy, which will ensure that Serco seeks best possible value in its procurement activities. These will focus on being relevant and appropriate whilst providing a guideline on how procurement activities within Serco will be carried out.
- (iii) Procurement activities will be carried out in a way that supports employees in meeting their obligation to ensure information of a commercially sensitive or confidential nature is obtained, stored, processed, published (where applicable) in an appropriate manner in accordance with the relevant Serco publications.

4.4 Risk Management

- (i) Guidance will be made available to enable employees dealing with procurement activities to employ Serco's risk management principles.
- (ii) In order to contribute to Serco's position on resilience which includes security and emergency, contingency and business recovery planning, Serco will endeavour to ensure that, where relevant, procurement activities are properly planned and carried out in a manner that will protect and enhance Serco's capability to prevent, withstand and recover from interruption to the supply of goods, services and works.

4.5 Procurement Thresholds and Competition

The selection of potential Suppliers is based on the need to generate effective competition whilst avoiding unnecessary tendering costs for both suppliers and Serco.

Serco will maintain clear guidelines for minimum spend competition thresholds. These will be dependent on the size and complexity of the proposed procurement activity.

4.6 Contract Terms

All contractual relationships must be documented in writing based on Serco standard terms and conditions. Where this is not possible, approval must be sought at General Manager level or above, with advice from Serco Group procurement experts where relevant.

To protect the best interests of Serco, terms and conditions must be settled in advance of any commitment being made with a supplier. Any exceptions must be authorised at General Manager level or above.

4.7 Endorsement

Serco employees must not endorse any products or services. Individual requests received for endorsement must be referred to contract Finance Director Level or above.

5. Demonstrate Sustained Value

5.1 Achieving Best Possible Value

Serco's procurement activities will be carried out on the basis of obtaining best possible value. This means minimising total cost of ownership over the lifetime of the requirement consistent with acceptable quality, reliability and delivery considerations.

This will be facilitated by:

- Developing, implementing and managing procurement strategies that support the co-ordination and streamlining of activities throughout Serco Group.
- Effective use of competition.
- Using centralised contracts and framework agreements where appropriate.
- Identifying efficiencies in the procurement process.
- Developing a more cost efficient tender process including appropriate use of e-solutions.
- Providing competent advice to customers in terms of available products and agreements.
- Working with suppliers to create relationships that are professional and productive, and are appropriate to the value and importance of supplies.

6. Apply a Consistent and Standard Approach

Serco Group may be able to provide effective commercial arrangements covering standard products and standard service provisions across the Serco group of companies to enable employees to "call off" requirements in an efficient manner.

Such arrangements will seek to achieve standardisation of the following across Serco Group:

- Pricing where relevant.
- Processes, Procedures and techniques
- Tools and business systems (e.g. implementing the appropriate e-catalogue arrangements for customers to utilise).
- Utilisation of framework agreements.

7. Build and Maintain Supplier Relationships

Serco recognises the importance of effective and open working relationships with its suppliers, and is committed to the following:

- Delivering tangible savings through the building of collaborative relationships and strategic alliances with key suppliers.
- Managing suppliers via the appropriate development programmes and performance measurements to ensure the benefits are delivered.
- Developing new suppliers and improving the capability of existing Suppliers where appropriate.

8. Related Policies

In addition to the above and where relevant, Serco's procurement activities will be carried out in accordance with the relevant Serco Group Policies, including but not limited to the following:

8.1 *Health, Safety & Environment*

Serco will ensure that all goods and services, and suppliers thereof demonstrate a commitment to HSE and comply with the relevant elements of Serco Group's HSE Policy including Serco Group's HSE management system requirements. This will include the implementation of processes to ensure that HSE risks are identified and managed to an acceptable level during all relevant Procurement activities.

Where possible, environmental benefits will be considered as part of the procurement process, with consideration given to all relevant aspects of whole life-cycle costs of products.

8.2 *Equality and Inclusion*

Serco will require suppliers, where appropriate, to be aligned with its corporate objectives for equality and inclusion

Serco will encourage applications for inclusion in its tendering processes from small and medium-sized enterprises and from London's diverse communities to support this activity particularly those based within five miles of the Docklands Light Railway network.

8.3 *Information Compliance Policy*

All employees will comply with the:

- Data Protection Act 1998.
- Freedom of Information Act 2000.

Part 4 – Agreed Communications Plan

Communications Plan for Serco Docklands for its operation of the Docklands Light Railway 2006/7

1. Background - Equality and Inclusion

London is one of the most ethnically diverse and multicultural cities in the world, with more than 300 languages spoken and more than 14 faiths practised. The unique diversity of London is one of the city's great strengths and is reflected in the diversity of the communities around the Docklands Light Railway network.

- In comparison with England and Wales as a whole, London has a higher proportion of people from non-Christian religions with over 8% Muslim 4% Hindu, 2% Jewish and 1% Sikh,
- There are approximately 395,000 disabled women and 415,000 disabled men of working age in London, representing 17.1% and 16.3% respectively of London's working age population.
- London has the largest lesbian, gay, bisexual and transgender population in the country and these communities make up approximately 10% of the capital's population.
- Population projections suggest that the proportion of London's children who are from minority ethnic communities will increase to nearly 40% by 2011.
- Over the next 15 years a significant growth in black and minority ethnic communities is projected. It is estimated that by 2016, 80% of the population increase is likely to be from black and minority ethnic communities.

Serco recognises its unique opportunity to increase the patronage of London's diverse communities on the Docklands Light Railway and to enhance journey experience by removing or reducing physical, attitudinal and communicative barriers.

In order to address the above issues more specifically Serco will consult on all developments with specific ethnic groups, representatives of and for disabled people and gender based organisations. Such groups and organisations will be represented at meetings to be held quarterly with all customer representatives by the Sear Management team. On the second, fourth and sixth anniversaries of the Franchise Commencement Date Serco will conduct a customer survey to evaluate the effectiveness of its communication activities in respect of these groups and take steps to continuously improve such activities.

2. Stakeholder Communication

The Docklands Light Railway is highly regarded by leading stakeholders in the five London Boroughs in which it operates. Its success and reputation is in no small way the result of the close working relationships that have been developed with councils, transport operators, key employers, tourist attractions and venue operators. Serco intends to build on and develop its partnership approach with all its stakeholders and proposes the attached communications plan to ensure that their views are carefully considered when strategic initiatives are planned.

No.	Stakeholder	Objective	Serco Docklands Director/Manager Responsible	Proposed Frequency & Nature
1.	Docklands Light Railway Limited	Strategic overview of railway operations and regular updates on performance and customer issues.	Managing Director	Frequency, content and responsibilities to be agreed between the parties
2.	Transport for London (Senior personnel)	Improvements to integrated transport	Business Development Director	Every six months. Meetings to be held at TfL Offices
3.	Transport for London (Marketing & Ticketing team)	Ticketing, Marketing and Web-site issues	Marketing Manager	Every four weeks. Meetings to be held at TfL Offices and occasionally at Poplar
4.	Transport for London (Finance & Revenue)	Review of revenue issues in particular Oyster cards (Subject to DLRL not undertaking this role themselves)	Finance Director and Business Analyst	Every quarter. Meetings to be held alternatively at TfL Offices and Poplar
5.	CGLR	To discuss operational issues in respect of engineering performance, first line response and issues relating to the Lewisham Extension	Engineering Director	Every four weeks meeting to be held at alternative venues CGLR and Serco Offices
		To discuss operational issues in respect of control room and passenger service issues with the Lewisham Extension	Service Delivery Director	Every four weeks meeting to be held at alternative venues CGLR and Serco Offices
		To discuss strategic issues relating to the interface between the Lewisham extension and the rest of the railway	Managing Director	Every six months meeting to be held at alternative venues CGLR & Serco Offices
6.	CARE/WARE	To discuss operational issues in respect of engineering performance, first line response and issues relating to the London City Airport extension	Engineering Director	Every four weeks meeting to be held at alternative venues CARE and Serco Offices

No.	Stakeholder	Objective	Serco Docklands Director/Manager Responsible	Proposed Frequency & Nature
		To discuss operational issues in respect of control room and passenger service issues with the London City Airport extension	Service Delivery Director	Every four weeks meeting to be held at alternative venues CARE and Serco Offices
		To discuss strategic issues relating to the interface between the London City Airport extension and the rest of the railway	Managing Director	Every six months meeting to be held at alternative venues CARE & Serco Offices
7.	Tower Hamlets, Newham, City of London Corporation, Greenwich and Lewisham Councils	Represent the DLR at Transport Forums giving details of proposed developments, changes to operations, added value projects and to answer questions received from local councillors. To receive suggestions for operations improvements.	Business Development Director	As appropriate to the relative council – usually quarterly
8.	Canary Wharf Transport Forum	Represent the DLR at this key Forum giving detail of proposed developments, changes to operations, added value projects and to answer questions received from employers and tenants. To receive suggestions for operational improvements	Business Development Director	Quarterly at the offices of various Canary Wharf Employers
9.	Tower Hamlet Business Forum	Represent the DLR at this local business forum, which includes many small businesses based around the network. We would give details of proposed developments, changes to operations, added value projects and answer questions received from attendees. We would also receive suggestions for operational improvements	Business Development Director	Quarterly at Tower Hamlets Town Hall

No.	Stakeholder	Objective	Serco Docklands Director/Manager Responsible	Proposed Frequency & Nature
10.	ExCeL exhibition centre	Review of forthcoming events and operational planning. To consider joint promotional activity	Service Delivery Director & Marketing Manager	Bi-monthly alternate at ExCeL and DLR offices
11.	Tour East/Visit London	Regular review of pan-London marketing activities. The arrangement of joint promotions and travel trade marketing	Marketing Manager	Quarterly formal and ad hoc as required
12.	Greenwich Business Forum	Represent the DLR at this local business forum, which includes many small businesses based around the network. We would give details of proposed developments, changes to operations, added value projects and answer questions received from attendees. We would also receive suggestions for operational improvements	Business Development Director	Quarterly at venues to be agreed with Forum
13.	London City Airport	To discuss operational issues relating to services to and from the airport. To improve operational interface and ensure airport customer needs are met. To consider joint promotional activity	Service Delivery Director & Marketing Manager	Bi-monthly at London City Airport offices
14.	Isle of Dogs Community Forum	To discuss issues of interest to local residents. To receive suggestions for further improvement to DLR operations	Communications Manager	Quarterly at Forum's meeting rooms
15.	Beckton Community Forum	To discuss issues of interest to local residents. To receive suggestions for further improvement to DLR operations	Communications manager	Quarterly at Forum's meeting rooms

No.	Stakeholder	Objective	Serco Docklands Director/Manager Responsible	Proposed Frequency & Nature
16.	Limehouse Community Forum	To discuss issues of interest to local residents. To receive suggestions for further improvement to DLR operations	Communications Manager	Quarterly at Forum's meeting rooms
15.	Custom House & Canning Town Community Forum	To discuss issues of interest to local residents. To receive suggestions for further improvement to DLR operations	Communications Manager	Quarterly at Forum's meeting rooms
17.	Alcatel (Level One)	To discuss strategic issues concerning the operation and performance of the Alcatel signalling system and its development	Managing Director	Six monthly at Alcatel offices in Canada
18.	Alcatel (Contract Level)	To discuss day to day issues concerning the operation and performance of the Alcatel signalling system	Performance Manager	Weekly by conference call to Toronto and monthly face-to-face meetings at DLR offices
19.	Bombardier Transportation	To discuss strategic issues concerning the operation and performance of the Bombardier rolling stock	Managing Director	Six monthly at Bombardier offices at Bruges
20.	Bombardier Transportation UK Ltd	To discuss day to day issues concerning the operation and performance of the Bombardier rolling stock	General Manager Sys & Rolling Stock	Bi-monthly at DLR offices at Beckton
21.	Transys	To discuss strategic issues concerning the operation and performance of the Prestige ticketing system	Business Development Director and Service Delivery Director	Six monthly alternately at Transys and DLR offices
22.	Canary Wharf Group	To discuss operational interface issues with the Canary Wharf Estates Department	Business Development Director	Quarterly at Canary Wharf Estate Offices
23.	One Great Easter, C2C, South Easter Trains, Silverlink	Regular review of integrated transport issues. The arrangement of joint promotions and marketing opportunities	Business Development Director and Marketing Manager	Quarterly formal and ad hoc as required

No.	Stakeholder	Objective	Serco Docklands Director/Manager Responsible	Proposed Frequency & Nature
24.	University of East London	To discuss operational interface	Business Development Director	Annually at UEL
25.	Local Hotels, Museums, visitor attractions	To discuss joint promotional opportunities	Marketing Manager	Ad hoc as required