

TRANSPORT FOR LONDON

AGENDA

BOARD MEETING

**TO BE HELD IN ROOM AG16
ROMNEY HOUSE, MARSHAM STREET, LONDON SW1P 3PY
ON TUESDAY 27th NOVEMBER 2001, STARTING AT 10.00 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 meetings held on 25th September 2001 and 24th October 2001
3. Matters arising, not covered elsewhere
4. Commissioner's Report Paper by TfL
5. Finance and Performance Report Paper by TfL
6. Review of Dial-A-Ride Paper by TfL
7. TfL Social Inclusion Agenda Paper by TfL
8. Procedural Items Oral Item
 - 8.1 Formal Directions from the Mayor
 - 8.2 Endorsement of Chair's Action
9. Safety, Health and Environment Committee Report Paper by TfL
10. Any Other Business

Transport *for* London

Minutes of a meeting of the Board
held on Tuesday 25th September 2001, commencing at 10.00 a.m.
in Room AG16, Romney House, Marsham Street, London SW1P 3PY

Present:	Ken Livingstone (Chair)	Kirsten Hearn
Board Members:	Dave Wetzel (Vice-Chair)	Mike Hodgkinson
	Professor David Begg	David Quarmby
	Sir Christopher Benson	Joyce Mamode
	Steve Norris	Paul Moore
	Tony West	
Special Advisors in attendance:	Bryan Heiser	
	Lynn Sloman	
Others in attendance:	Robert Kiley	Peter Hendy
	Ian Brown	Susan Fisher
	Betty Morgan	Michael Swiggs
	Colin Douglas	Derek Turner
	Nicky Gavron	Jay Walder
	Richard Smith	

47/01 APOLOGIES FOR ABSENCE

Apologies for absence had been received from Susan Kramer and Professor Stephen Glaister.

A tribute was paid to the late Jimmy Knapp by observing two minutes silence.

48/01 MINUTES OF PREVIOUS MEETINGS

The minutes of the previous meeting held on 17th July were **agreed** as a true record.

49/01 MATTERS ARISING

There were no matters arising.

50/01 COMMISSIONER'S REPORT

The Commissioner gave a presentation, highlighting key points from his written report.

It was **noted** that:

- Papers concerning the development of the Business Plan and Budget for the next fiscal year would be circulated to Members early in October followed by a Special Board Meeting on the 24th;
- There was an increasing likelihood of a global economic downturn, exacerbated by the recent terrorist attacks on the United States which was causing TfL to revise downwards over previous forecasts; and
- Working relationships with the Metropolitan Police were developing well. A proposal for a dedicated transport policing unit was in the process of being formalised.

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

- A report on Social Inclusion would be presented to the TfL Board in November including an implementation programme;
- A Draft Memorandum of Understanding between Metropolitan Police Service (MPS) and TfL was in preparation to establish a dedicated police resource for enforcing strategic transportation corridors. Resource issues such as staffing and finance would be reviewed within the next few weeks;

The Commissioner's Report was **noted**.

51/01 FINANCE AND PERFORMANCE REPORT

Jay Walder gave a presentation on his Finance Report.

It was **noted** that the economic circumstances had changed. London Underground patronage had slowed in recent periods, although London Bus patronage remained strong. Long term projections continue to show growth.

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

- Following the Business Plan discussions in October, TfL would prioritise and decide the timeframes and resourcing priorities for major projects.
- Financial payments to, and relationships with, Boroughs were being reviewed;
- The debate on funding for implementing the Transport Strategy would continue with the Government.

The report was **noted**.

52/01 ANNUAL STATEMENT OF ACCOUNTS

Jay Walder gave the latest position on the TfL Group Statement of Accounts for the period ending 31st March 2001.

It was confirmed that the Auditors had noted the accounts. The Board **approved** the Statement of Accounts and **agreed** that the Chief Finance Officer could make any minor adjustments arising from ongoing audit work prior to publication.

53/01 APPROVAL OF TfL FINANCIAL POLICIES

Jay Walder introduced the details of three Financial Policies requiring Board approval in accordance with Standing Order No. 2.

It was **noted** that the primary purpose was to establish internal approval process and reporting to the Board and that Standing Orders set out the limits of financial authority. KPMG Auditors had reviewed the policies.

The Board **approved** the three TfL Financial Policies; Guarantees and Indemnities, Treasury Management and Borrowing; and Financial Assistance.

54/01 FARES IN AUTUMN 2001 AND JANUARY 2002

Jay Walder introduced a paper detailing the final fares package to be adopted in January 2002.

It was **noted** that the RPI estimate had fallen, hence the Carnet ticket would not increase in price. A formal direction from the Mayor for the fares changes to commence in September has been received. A direction would also be required for the January 2002 fares changes.

The Board **noted** the final package.

It was further **noted** that:

- The Chair requested that the possibility of aligning the fare revision dates and the precept timetable be investigated;
- A presentation or private briefing was requested by Board Members to discuss the LUL transition to TfL;

55/01 LONDON'S TAXI AND PRIVATE HIRE TRANSFORMATION PROGRAMME

A paper setting out the Mayor's proposed package of changes for London's Taxis and Private Hire trades was briefly introduced by Peter Hendy.

It was **noted** in particular that:

- A new fare structure for weekends and evenings was proposed, which it was expected would increase the supply of taxis at these times;
- The distance any driver would be compelled to drive had been extended from 6 miles to 12 miles; and
- There were a number of other proposed requirements, including the development of supply and demand analysis and customer satisfaction information to aid better decision making in the future.

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

- The completed review on conditions of fitness was expected by Christmas but a decision could take longer;
- The required numbers of qualified examiners was being increased. Over 100 people had responded to the recent advertisement for 'Knowledge Examiners'. The number and composition of new examiners would be reported to the next meeting;
- The structure of fees for private hire licencing was relatively inflexible. The increased cost for a private hire operator moving from 2 to 3 cars was noted and the nature of charging this would be investigated;
- The possibility of using 'Purinox' a fuel designed to give lower emissions (already being tested on buses) as one method to reduce vehicle emissions would be examined;
- The TfL review of employee terms and conditions was aimed to be completed before the end of the year and would inter alia deal with pay relativity issues at the PCO.

The Board **approved** the proposed:

- tariff change;
- London Cab Order;
- increase in taxi licence fees;
- new knowledge fee; and
- other policy changes.

The Board **authorised** the Commissioner of Transport for London to sign a London Cab Order on its behalf to bring the relevant changes into effect.

Joyce Mamode had declared an interest in the above and therefore did not participate in the discussion.

56/01 CONGESTION CHARGING

Derek Turner introduced this paper which updated the Members on progress.

It was **noted** that:

- Congestion charging remained on schedule, with an earliest implementation date of January 2003, subject to the Mayor's decision as to whether to confirm, modify, or reject the Congestion Charging Scheme Order after considering the results of the recent consultation on the order undertaken by TfL;
- The procurement process for the primary contract had been reduced to two main bidders;
- Advance discussions had taken place with the DVLA in relation to accessibility of vehicle keepers records by TfL;

Following discussion and it was **noted** that the primary objective of the Congestion Charging project was to reduce congestion in Central London and not to generate revenue.

The Board **noted** the content of this update and required a full briefing on the contractual arrangements and preferred bidder(s) prior to the Board formerly considering the letting of the Core, Retail and Image Management contracts in December.

57/01 SAFETY, HEALTH AND ENVIRONMENT COMMITTEE REPORT

David Quarmby introduced a paper on the Safety, Health and Environment Committee, which met on 14th September.

The Board **noted** the report.

58/01 ANY OTHER BUSINESS

The Chair thanked Richard Smith for his contribution to TfL, specifically to the production of the Transport Strategy, and wished him well for the future.

There being no further business, the meeting closed at 12.25p.m.

Chair

Date

Transport *for* London

Minutes of a meeting of the Board
held in public on Wednesday 24th October 2001, commencing at 10.00 a.m.
in Room AG16, Romney House, Marsham Street, London SW1P 3PY

Present:	Ken Livingstone (Chair)	Susan Kramer
Board Members:	Dave Wetzel (Vice-Chair)	Joyce Mamode
	Professor David Begg	Paul Moore
	Professor Stephen Glaister	Steve Norris
	Kirsten Hearn	David Quarmby
	Mike Hodgkinson	Tony West

Special Advisors in attendance:	Bryan Heiser Lynn Sloman
--	-----------------------------

Others in attendance:	Ian Brown Valerie Chapman Colin Douglas Wayne Hemingway	Peter Hendy Robert Kiley Derek Turner Jay Walder
----------------------------------	--	---

59/01 APOLOGIES FOR ABSENCE

It was noted that David Quarmby would be leaving the meeting early.

60/01 TFL 2002/03 BUDGET AND BUSINESS PLAN

The Chair introduced the meeting which was for the purpose of seeking approval of TfL's 2002/03 Budget and Business Plan for submission to the Mayor and the GLA.

The Commissioner introduced this item to seek approval of the proposed TfL 2002/03 Budget and Business Plan. This had been discussed at the three Advisory Panels and the Finance and Audit Committee earlier in October 2001. He explained that the Budget and Business Plan would be submitted to the GLA on 26th October 2001. The GLA would set a budget in February 2002 following discussions with the Mayor, and Government.

He explained the principles which formed the basis of the Budget and Business Plan including the need to understand the condition of inherited assets and bring such assets back to a state of good repair, improve the existing network and use resources effectively. There were also issues which required further development including

walking/cycling, road maintenance, Transport Policing, fare policy and ticketing, and the need to develop a capital investment plan. It was noted that neither London Underground nor National Rail franchising were included in the TfL Budget and Business Plan.

Surface Transport

The Managing Director, Surface Transport reported details of bus patronage. It was noted that London Buses had the highest number of passengers since 1975, the fastest growth rate since WWII (for September, year on year, 6% passengers and 9% passenger mileage), the highest level of mileage since 1964 and a 50% reduction in miles lost owing to staff shortage. Over 50% of the bus fleet was now low floor/wheelchair accessible (excluding Routemasters).

He gave details of bus contract costs stating that contract costs were rising sharply in real terms owing to higher labour costs, fuel costs and the cost of new vehicles. Bus network development and reliability was being addressed including capacity increases, better schedules, training and cleaning.

London Buses was now acting as client for bus priority schemes, which had been reprioritised in the following order;

- 1 – Supporting Congestion Charging
- 2 – Committed projects including LBI
- 3 – Enforcement and Compliance and Traffic Signalisation
- 4 – Other schemes

There were a number of projects relating to security including CCTV and better transport policing.

He also reported details of the Budget and Business Plan for the Public Carriage Office, Dial-a-Ride, London River Services, Victoria Coach Station, East Thames Buses and Croydon Tramlink.

Street Management

The Managing Director, Street Management reported details of the issues highlighted at the Street Management Advisory Panel on 10th October 2001 including the need to address previous under-investment, maximise value and improve efficiency and details of projects and programmes identified in the base plan and as Strategic Initiatives. He gave details of proposed expenditure between 2001/02 – 2007/08.

The main issues under discussion at the Advisory Panel had been cycling/walking, Road Safety and Maintenance. Other issues included the Disability Discrimination Act 1995,

Thames Gateway Crossings, Woolwich Ferry and the London Bus Initiative and the proposed Intermediate Mode schemes.

He reported that the London Cycle Network was to be reviewed with a development of a flagship programme for walking, cycling, town centres and streets for people. Part of this process would ensure that an appropriate balance was achieved with buses and other traffic.

The Budget and Business Plan provided for increased spending on Road Safety to meet both Mayoral and Government targets. Priorities would include accident remedial schemes, 20-mph zones and increased promotion, education and training. An asset inventory and condition survey would be undertaken in Summer 2002 in respect of Road and Bridge maintenance to identify investment needs and priorities.

Rail Transport

The Managing Director, Rail Services noted the main priorities of his directorate were to manage the DLR, work with the Strategic Rail Authority and the Rail Industry to develop national rail services and implement Major Projects. He also referred to the need to create a Commuter Rail Authority for London to tackle the issues of integration of the national rail network in London in areas such as timetabling, marketing and ticketing.

He gave details of DLR operations and enhancements which would see network extensions and capacity improvements including the London City Airport extension, the Woolwich Arsenal extension, Bank-Lewisham 3 car upgrade and Stratford station safety works. There would also be improvements in respect of safety and security including real time on-train CCTV.

He also gave details of major rail investment programmes including CrossRail and Hackney-Southwest.

Funding

The Managing Director of Finance and Planning referred to the funding issues relating to the Budget and Business Plan. This included the business risks that TfL would face including the rise in bus contract costs, revenue risk, congestion charging, human resources and other risks including insurance costs. TfL would be seeking efficiencies through improved business processes, effective use of resources and a corporate efficiency review across TfL. The plan did not provide for the risks in relation to LUL integration and the contingent liabilities which would come across with LUL.

He gave details of the outcomes on the basis of the Budget and Business Plan being adopted and the additional funding required to achieve those outcomes. Such funding would be required through Additional Transport Grant, GLA Council Tax precept and fares and other operating income. He informed the Board that expenditure on a number of projects/schemes would be reduced or deferred if such funding was not identified.

He noted that should the Board approve the budget, TfL would further develop and refine the plan into a more rigorous budget by completing strategic reviews and preparing detailed budgets to support the plan including targets and deliverables.

Discussion

Board Members discussed a number of issues in respect of the Budget and Business Plan including:-

- Working with the Boroughs to develop programmes.
- The need for a communications strategy in respect of the plan.
- Concern regarding the likelihood of receiving the funding set out in the Budget and Business Plan.
- The need to obtain further Transport Grant.
- The need to ensure that LUL would be transferred to TfL on a zero cost basis.
- The priority given to cycling and lack of emphasis on walking in the Budget and Business Plan. (The Commissioner would review this area further, involving key stakeholders, as the budget was developed).
- The status of the list of projects/schemes in Appendix 3 to the report.
- The possibility of obtaining further capital funding to fund the major DLR schemes in light of the additional towers being built at Canary Wharf.
- The welcome developments in bus service provision in London.
- The fact that the budget focussed on large schemes, that it might not be giving enough profile to the quicker, albeit smaller, results available

Steve Norris expressed concern that the budget included more than was likely to be received by way of transport grant. He emphasised the importance of the Board debating the content of Appendix 3.

There was further debate including the issues referred to above. The Commissioner emphasised that the most critical part of the budget was in the base which dealt with bringing the infrastructure back to acceptable condition.

The Commissioner gave further details of the Budget and Business Plan process and said that Board Members would be informed of any developments.

It was **agreed** that:

1. The Mayor and the TfL Board approve the proposed TfL Budget and Business Plan for submission to the GLA and to use as the basis for TfL's bid for the Government's SR2002 spending review.
2. The Managing Director, Finance and Planning, be given authority to put the budget into the appropriate format to submit it to the GLA.
3. Board Members be provided with a list of key lobbying points in respect of the Budget and Business Plan proposals at the Board Meeting to be held on 27th November 2001.

61/01 **RESIGNATION**

The Chair announced that Sir Christopher Benson had resigned from the TfL Board on 16th October 2001. Following his resignation, he had been appointed Chairman of Cross London Rail Links Ltd.

Board Members thanked Sir Christopher Benson for his time spent on the Board.

It was **agreed** that the Chair would write to Sir Christopher Benson thanking him for his efforts during his time on the TfL Board.

There being no further business, the meeting closed at 12.25p.m.

Chair

Date

TRANSPORT FOR LONDON

TfL BOARD

SUBJECT: COMMISSIONER'S REPORT FOR NOVEMBER 2001

MEETING DATE: 27 NOVEMBER 2001

1. PURPOSE

This is the Commissioner's written report for November 2001. This report:

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

2. INTRODUCTION

Board members have been closely involved in the development of TfL's business plan over the last month. The business plan was submitted to the GLA on 6 November 2001. Some elements of the business plan are being worked on further and will come back to the Board at a later stage. The Board will be asked to approve TfL's budget for 2002/3 in March once the Mayor and Assembly have agreed the overall GLA family budget.

We are moving to the implementation of some of the projects set out in the Mayor's Transport strategy and our business plan. There are a significant number of major schemes that we are seeking to deliver such as congestion charging, bus priority measures, East London Line Extension, DLR City Airport extension, World Squares for All, Prestige, consistent real time travel information services in addition to running and improving our existing services. Much needs to be done to strengthen TfL's ability to manage and deliver this number of complex projects. The Chief Officers will be working with their senior managers to identify skill gaps and strengthen our existing capabilities.

The operational performance of key services is continuing to improve. The bus service in particular has demonstrated strong growth over the past year and ridership levels are now at a level last seen in 1975. However, the economic outlook for London is not as positive. Ridership levels for the Underground and national rail have dropped significantly and forecasts have been revised downwards.

The Mayor announced at our last Board meeting in October that Sir Christopher Benson had been appointed to the Chair of the Cross London Rail Lines company. Sir Christopher has resigned his TfL Board membership as a result. I would like to thank him for his support and contribution to TfL during his relatively short tenure. I look forward to working with him to deliver the Cross Rail programme for London.

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 *Passenger numbers*

Ridership on London Underground services has deteriorated in sharp contrast to the strong growth over the past few years. Passenger journeys on LUL were 4% lower in the 4 weeks ended on 15 September 2001 than for the same period last year. In addition, there is recent evidence of a fall in passenger numbers in National Rail services (estimated at 4% for London and Southeast) and a slower growth on Docklands Light Rail services to 6.5% in September. This is occurring at the same time as evidence is accumulating of the effects on London of the general economic slowdown and the impacts of September 11.

In contrast to the ridership trends on rail, passenger journeys on bus services have continued to grow at between 5% and 6% per annum. The simplification of bus fares in January 2000 and 2001, improved reliability 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.

3.2 *Bus performance*

Although still significantly better than last year, and despite a higher mileage requiring more staff, overall staff mileage losses have increased. Particular attention is currently being focused on dealing with three poor performing operators, including Arriva which has the largest market share of London's operators. There has been Board level contact with each company and all three are now accounting for their adherence to recovery plans to improve performance on a weekly basis.

We are running three pilot initiatives to examine ways of improving the quality of the bus service.

Since 17 October, the W7 service (Finsbury Park - Muswell Hill) has been operating as a "cashless bus" to speed up boarding time. Passengers are now required to have a valid ticket before boarding the bus. The 20% of passengers who used to buy their tickets from the driver now 'Pay Before You Go' at local travel ticket outlets or at ticket machines installed at stops. Early signs are encouraging, and boarding times at busy stops seem to have been reduced.

On 13 October we introduced conductors on route 55 (Leyton - Oxford Circus) which operates modern low-floor double-deck buses. This pilot will examine whether they speed up services and offer further benefits for passengers.

Finally, six continental-style articulated buses were introduced experimentally onto the 207 service (Shepherds Bush - Uxbridge) from 15 October. Operating alongside the existing low-floor double deck buses, the trial provides an opportunity for testing passengers' reactions and getting hands-on experience of operating articulated buses on a busy London route. The initial response has been positive with passengers commenting favourably on the space, speed of boarding and the advantages of not having to go upstairs.

3.3 *Croydon Tramlink*

Board members will be aware of publicity surround the position of the Croydon Tramlink concession company. The concessionaire is seeking changes to the shareholding agreement but we have yet to receive a proposition from the concessionaire that is acceptable to TfL. Our position remains that the risks transferred to the private sector under the original PFI deal should rest there. The system continues to operate normally and we are closely monitoring operational performance.

3.4 *Taxi fares*

The Mayor's decision to increase night-time and weekend licensed taxi fares was introduced on 2 November 2001. This followed the reduction in night bus fares in September which brought them in line with daytime fares. Action to tackle illegal mini cab touting is being stepped up, although police involvement is limited due to their current anti-terrorism activity.

We are monitoring the impact of these measures on the availability of licensed taxis at night. There is some evidence of an increased supply although it will take time for drivers to respond fully.

3.5 *Roadworks – resurfacing of the A501 Marylebone road*

A contract to resurface a part of A501 Marylebone Road and A41 Gloucester Place during a series of night-time closures commenced on 22 October 2001. On 1 November 2001 there was a major failure of the asphalt supply plant and the contingency supply arrangements also failed. The main contractor had not previously tested these contingency provisions. The consequence was a severe delay in reopening A501 Marylebone Road to full eastbound traffic operation until 12:15pm that day resulting in widespread traffic congestion.

We have removed the contractor concerned from all tender lists and will not employ them again for such work for at least two years. There were insufficient penalty clause provisions within this particular contract and we are therefore tightening all our contractual arrangements to ensure that effective penalty provisions are now in place for roadwork related activities. Given the volume of work we are undertaking on the TLRN we must be robust in minimising the inconvenience to the travelling public.

4. TFL PRIORITIES

I would like to draw your attention to the following.

4.1 *Underground integration and the PPP*

I have appointed Maggie Boepple to lead on TfL's work on the integration of LUL. Maggie will be coordinating all aspects of this complex transition. She has established a working group within TfL which is starting to liaise with senior individuals within London Underground.

At this stage we are focusing in particular on financial and legal due diligence in order to identify potential liabilities that will transfer to TfL with the Underground. We are working with outside consultants to assist us in this process. We are starting to look at the wider organisational and operational issues although these are heavily dependent on the eventual outcome of the PPP debate.

4.2 Congestion charging

Possible changes to the Scheme Order are being considered to reflect the responses to the consultation and issues emerging from the Technical Design Study. TfL is due to make recommendations to the Mayor in November 2001. The Mayor will then review the responses and TfL commentary prior to taking a decision on whether or not to confirm the Scheme Order (with or without modifications).

The Technical Design Study and contract negotiations for Core, Retail and Image Management Services are nearing completion. Contract award (subject to TfL Board approval) is scheduled for 14 December 2001, providing the Mayor confirms the Scheme Order. Call Option Deeds have been executed for the Camera Supply, Installation and Maintenance contract, and for the Fibre Optic Telecommunications Network contract. These contracts minimise TfL's exposure in the event that the Mayor does not confirm the Scheme Order.

Press releases were issued on 12 October 2001 announcing that £43m of the £100m budget has been allocated to fund proposals received from London Boroughs and Street Management Area Teams for traffic management schemes to complement congestion charging. Work continues on identifying further suitable proposals, though some £20m will be held back until after go-live to fund future works.

4.3 Cross London Rail Links

I have already referred to the appointment of Sir Christopher Benson as the Chair of Cross London Rail Links (CLRL) a joint TfL and Strategic Rail Authority company. A recruitment process for the Chief Executive is underway. TfL and SRA staff are being seconded to work on the project which also includes the LUL safeguarding team which has already been transferred to TfL.

Preliminary consultation and appraisal of possible options will be undertaken over the winter with a shortlist of options identified in March 2002. These will go into a full evaluation leading to the selection of the preferred route in July 2002.

4.4 Review of TLRN

We have started a comprehensive investigation into the condition of the Transport for London Road Network (TLRN). This encompasses the underlying road infrastructure; bridges and tunnels as well as street furniture and lighting. A separate survey is looking at pedestrian facilities and a wider accessibility review. The investigation into the condition of the TLRN should be complete by Summer 2002 but the investigation will continue to examine the other principal roads in London which are under Borough control. The full review of all principal roads in London should be complete by mid 2003.

This is the first time a comprehensive road condition survey has been undertaken across London and will give us robust information on the state of the network and the cost of bringing it back to a state of good repair.

4.5 Condition of streetworks

Streetworks on Borough roads are still subject to a varying arrangement of practices, with particular problems around abuse of emergency procedures which enable work to be done

with limited prior notice. Some Boroughs are introducing more stringent monitoring of streetworks – especially those undertaken by utilities – and imposing fines for late running works. LB Camden is part of a national trial of “lane rental fees” that will start in early 2002 whereby utilities will be required to pay a daily rate for occupation of the highway.

There has never been a successful approach to street works coordination in London because of the multiplicity of bodies involved (there are 92 statutory bodies that can undertake street works and 34 highway authorities). We will seek to take a more robust approach in April 2002 when a new set of “stewardship” contracts are introduced which will provide a more direct link between TfL and individual utility companies. Early in the New Year TfL will be establishing a StreetWorks Task Force to drive this work forward in targeted areas.

4.6 *Bus priorities*

London Buses – within TfL Surface Transport – are taking on a stronger client role for all bus improvements and priority measures. They are reviewing the prioritisation of the London Bus Initiative programme as well as related bus priority measures. TfL Street Management will contract to deliver the physical priorities and necessary engineering works.

4.7 *Thames Gateway River Crossings*

The Mayor’s Transport Strategy sets out the regeneration and transport case for additional river crossings in the Thames Gateway. There are three crossings which are being examined; a rail/DLR crossing at Woolwich; a road bridge (including a dedicated public transport link) downstream from Woolwich; and a bridge or tunnel near the current Blackwall Tunnel. These crossings need to be seen in the context of the wider regeneration of the Thames Gateway and the development of other major schemes such as CrossRail.

We are working with the London Development Agency to consider the most effective way of taking forward the Mayor’s policy objectives in this area.

4.8 *Walking and cycling review*

Further to our discussion around the business plan, a team is reviewing proposals for a programme of walking, cycling, town centre and other area based schemes to ensure that the most appropriate priorities and most effective initiatives are progressed. The first phase of the review will focus on the 2002/03 business plan, but also set the context for longer term proposals. The boroughs and key pedestrian and cycling user groups will participate in the review. The findings of the first stage of the review will be presented to the Board in February.

4.9 *Economic observatory*

The Mayor has agreed to establishing an Economic Intelligence Unit for London. This unit will provide and report on data on all key measures that accurately portray the trends and composition of the London economy, and forecasts of the London economy, population, and labour force. The Unit would provide economic inputs to TfL strategy development, business planning, demand and revenue forecasting, project planning and economic impact assessment.

It is proposed that the Unit will exist within the core GLA structure, under the guidance of a Steering Committee comprising the Mayor and his designate and the Commissioners of TfL

and LDA. It is expected that the Unit will comprise about 12 staff, headed by a recognised and experienced Chief Economist. We are working with the Mayor's Office and the LDA to identify a Chief Economist to head up the unit.

5. STRATEGIC ISSUES

5.1 *Working with the Boroughs*

Many of our programmes are delivered with and through the London Boroughs. Much of the focus has been on the funds we allocate to the Boroughs for their local transport plans. The Mayor announced yesterday that TfL will allocate £120 million to Borough Spending Plans for the next financial year, with £8 million specifically earmarked for cycling initiatives. In addition, much of TfL's programme is dedicated to activities which directly benefit the Boroughs – such as traffic priority measures and bus improvements.

The Boroughs also have an important voice in the development of TfL's plans and programmes; especially where this relates to implementation at the local level. Across our operations we impact and interact with the Boroughs through a wide range of contacts, partnerships and meetings.

The business planning process has highlighted the importance of managing our working relationships with the Boroughs more effectively. We lack a coherent approach by which we can engage effectively with individual boroughs across the full range of transport issues. Similarly, we need to be more effective in dealing across the board on transport issues with sub-regional groupings of Boroughs and on a pan-London basis.

I have recently met with the ALG Transport and Environment Committee Chair and have started this dialogue. This will need significant development over the next few months and is likely to require changes within TfL as to how our relationships with the Boroughs are handled.

6. UPCOMING EVENTS

Special board meetings to focus on the congestion charging procurement have been organised for December.

The January/February Board meeting will deal with normal TfL business which is likely to include:

- Progress with congestion charging
- Proposals for enforcement and policing of transport in London

TRANSPORT FOR LONDON

TfL BOARD

SUBJECT : FINANCE & PERFORMANCE REPORT

MEETING DATE : 27 NOVEMBER 2001

1. PURPOSE

- 1.1. To inform the TfL Board of the latest position on the current financial and operational issues facing TfL for the six months to September 2001, and other significant items discussed at the Finance & Audit Committee at its 13 November 2001 meeting.

2. REVENUE AND RIDERSHIP

- 2.1 Evidence is accumulating of the effects on London's transport of the general economic slowdown and the events of September 11th. Ridership on London Underground services has deteriorated in sharp contrast to the strong growth over the past few years. Passenger journeys on LUL were 4% lower in the 4 weeks ended on 15 September 2001 than for the same period last year. In addition, there is recent evidence of a fall in passenger numbers in National Rail services (estimated at 4% for London and Southeast) and a slower growth on Docklands Light Rail services to 6.5% in September.
- 2.2 In contrast to the ridership trends on rail, passenger journeys on bus services have continued to grow at between 5% and 6% per annum. 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 and to tourism than rail.

Passenger Journeys – Percentage year-on-year Change

	Sep 2000	Feb 2001	Jun 2001	Sep 2001	01/02 Actual	Year to Sept Bud Var
London Underground	7.7	2.1	-2.2	-4.0	-2.1	-1.7
London Buses	4.6	6.3	5.0	5.3	4.6	-2.2
Docklands Light Rail	18.2	22.1	20.4	6.5	14.1	-4.9

- 2.3 TfL's revenues for the first half of the year totalled £256m, just £1m less than budget, but combining a £3m shortfall in traffic revenues with small increases from property rental, bank interest and other trading income of £2m. The causes of the shortfall in ticket revenues which have occurred largely on the bus network include the rapid take-up of the new saver ticket and increase in sales of daily bus passes at the expense of sales of Travelcards. This appears linked to the bus fares policy introduction in May and September 2001, and was exacerbated by a budget that was prepared before the details of the changes in fares were finalised.

2.4 The September forecast indicates that the cumulative revenue trends will continue over the remainder of the year, with total revenues for the year of £533m comprising lower traffic revenues of £5m, offset by higher trading and other revenues of £6m. Even at this reduced level, the forecast for bus network revenues represents year-on-year growth of over 3% compared to the budget that boldly anticipated a 5% increase.

3. REVENUE EXPENDITURE

3.1 Over the first half of the year, TfL's revenue expenditure has totalled £454m, increasing the favourable budget variance to some £57m (11%) over the same period. From this, the expenditure trends for the year are becoming clearer, with significant cost savings being recorded in most business units of the Group. The largest component of this remains the result of actions taken to defer planned staff recruitment (£2½m) and reassess interchange planning and major project development (£16m) within the central directorates. In addition, payments to the London Boroughs for local implementation plans continue to fall behind budget, with the favourable variance now £13m (26%) lower, as the Borough's push more work into the last quarter of the year.

Revenue Account

	September 2001		Full Year		
	Year to 30 Sept	Variance to Budget	Sept Forecast	Variance to Budget	Variance to August Forecast
	£m	£m	£m	£m	£m
Expenditure					
London Buses	302	15	654	18	2
Docklands Light Railway	6		14		2
Street Management	72	9	164	22	5
Borough ITP's	35	13	93	17	10
TfL Central directorates	18	19	64	10	(3)
Other Services	21	1	45	(1)	
	454	57	1,034	66	16
Income					
London Buses	232	(2)	481	(3)	(2)
Docklands Light Railway	5		10		
Street Management	8	1	17	1	
Other Services	11		25	3	1
	256	(1)	533	1	(1)
Net Cost of Services	198	56	501	67	15
PFI capital & interest charges	12	1	26		
TfL Net Revenue Costs	210	57	527	67	15

3.2 For London Buses, £14m of the £15m cumulative variance represents lower contract payments to bus operators for quality incentive routes, additional conductors and other service improvements, much of which represent budget savings for the year as a whole. The decision to defer the recruitment of additional conductors for buses with doors is pending the results of a pilot study on route 55.

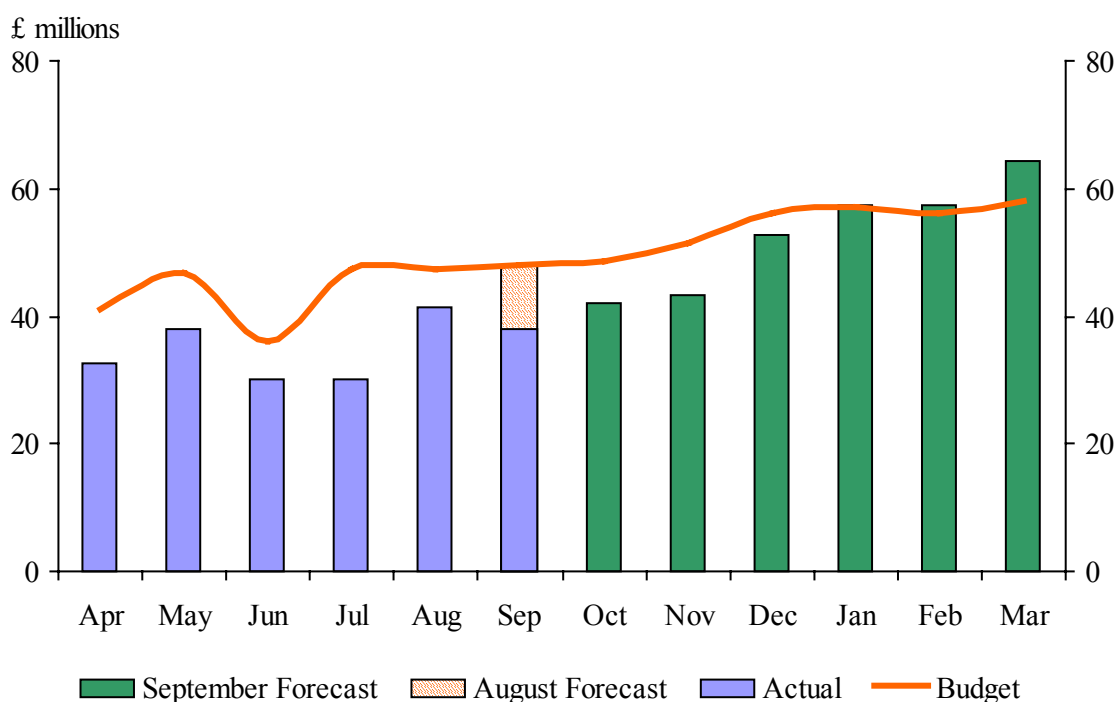
3.3 Street Management revenue costs are now £9m (11%) less than budget, incorporating slippage on :-

- Congestion Charging (£5m), partly caused by the reclassification of work as capital
- on LBI (£4m) due to the delay in implementing street improvements and bus lane enforcement
- the re-profiling of work on the A13 Thames gateway (£2m)
- reduced activity in the settlement of land claims and maintenance of traffic management systems (£6m)
- along with a number of smaller variances in street initiatives and support services (£4m)

The cumulative variance also includes higher than expected expenditure on road maintenance of £12m.

3.4 The full year revenue cost forecast has been reduced further in September by £16m to £1,034m, resulting in full year savings against budget of £66m (6%). The main changes to the forecast include an additional £1m reduction in payments to bus contractors, along with a £1m fall in maintenance costs as a result of the delays to the implementation of AVL / Countdown projects both within London Buses. Street Management have also lowered their forecast for the London Bus Initiative by £9m to reflect slippage on the project to-date, but increased the full year spend on accommodation by £1m and road maintenance by a further £2m, leaving this work nearly £4m higher than budget for the year as a whole. Chief Officers have agreed that given the increased level of funding allocated in the 2002/03 budget, Street Management should work to even out the level of road maintenance spend over the two years.

TfL Net Revenue Costs - 2001/02



- 3.5 Other changes to the forecast include a £2m reduction in DLR costs due to the delayed start on the half-life refurbishment programme for existing rail cars, and a £10m slippage in payments to Boroughs for local transport plans, again reflecting the substantial slippage that has occurred in the first half of the year. The introduction of payments to be made to Cross London Rail Links Limited (£3m) has also been included in this month forecast as TfL's 50% contribution to that company's expenditure over the remainder of the year and following agreement with the Government over funding.
- 3.6 As shown in the chart above, revenue expenditure in September at £38m was £10m less than forecast in August for that month. This is mainly the result of uncertainty over the level of Borough payments for local implementation plans and lower than expected consultancy spend in central directorates. The forecast phasing over the remainder of the year indicates a significant acceleration in expenditure will be required if the forecast is to be achieved. In broad terms, expenditure is planned to average £60m per month over the last quarter of the year, compared to the £40m averaged during August and September.

4. CAPITAL EXPENDITURE

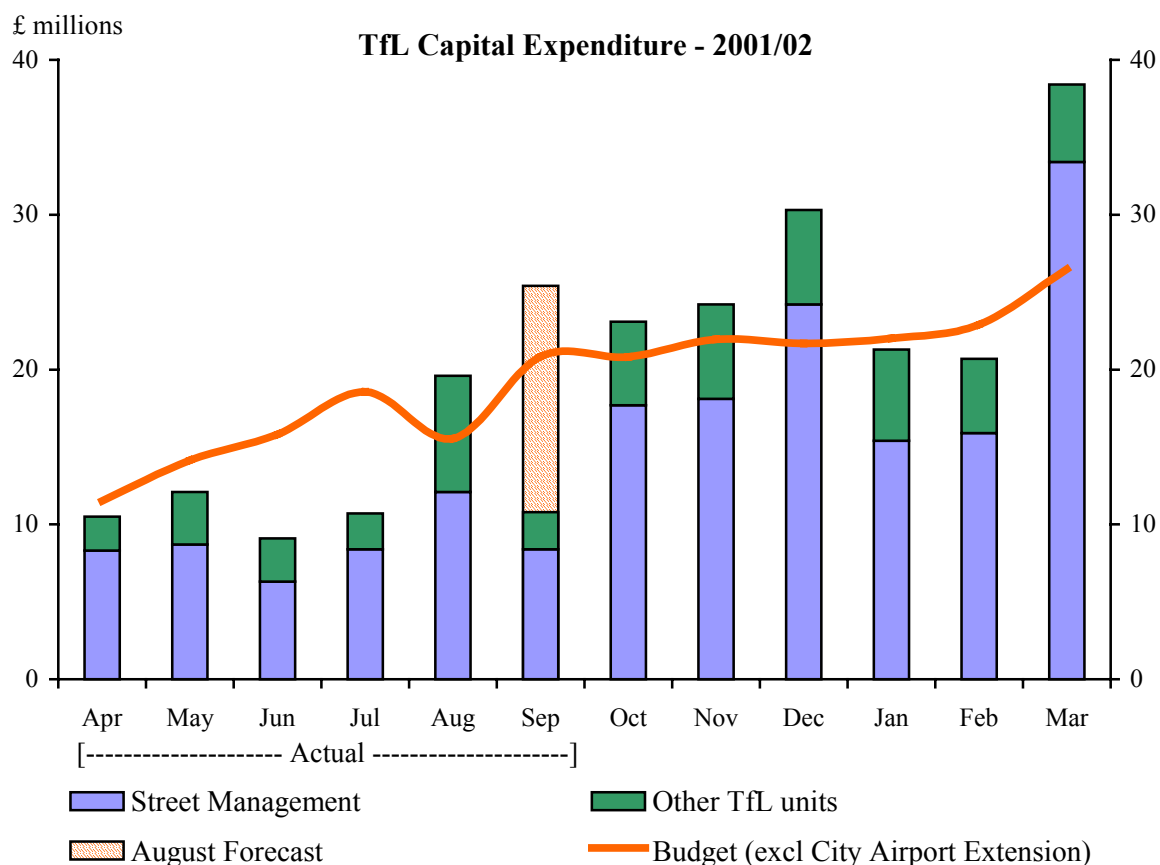
- 4.1 Capital expenditure for the first six months of the year totalled £73m, and this is now £24m (24%) less than budget for the same period. As shown in the table below, the main component of this slippage is within Street Management's programmes (£17m or 24%) with work on LBI (£8m), major road improvements (£5m), Borough traffic signal installations (£2m) Red route implementation (£2m) and Trafalgar Square and other pedestrian and cycling initiatives (£4m) all containing material underspends. However, higher than planned spend has occurred during the first six periods in the phasing of Hungerford Bridge contributions (£3m) and on capital road maintenance (£3m).

Capital Expenditure Summary

	September 2001		Full Year		
	Year to 30 Sept	Variance to Budget	Sept Forecast	Variance to Budget	Variance to August Forecast
	£m	£m	£m	£m	£m
Street Management	52	17	177	(2)	2
Docklands Light Railway	7	5	20	34	30
London Buses	11	(2)	22	(6)	(1)
Other Services	3	4	12		1
Total capital expenditure	73	24	231	26	32
Capital receipts	(1)	(7)	(9)	(6)	(2)
Third party contributions	(3)	(5)	(11)	(4)	
Net Spend on Capital	69	12	211	16	30

- 4.2 Other areas of variance to budget include slippage on almost all of DLR's capital projects, delay to the construction of Millbank pier (£1m) for London River Services and in central directorate projects (£2m). The overspend in London Buses expenditure refers to the purchase of land in Hounslow to allow the construction of a new bus garage (£2m) and on additional bus radio equipment (£1m).

- 4.3 The new capital expenditure forecast includes a reduction of £32m compared with the August forecast to £231m, mainly due to the removal of any further expenditure on the DLR extension to the City Airport, as any up-front payment to a concessionaire will not take place until next year (£25m). In addition, delays in the production of bogies for the new DLR rail cars will now result in the transfer of £7m payments to the manufacturer into next year.
- 4.4 Changes to the forecast spend in Street Management mainly represents a reduction in capital road maintenance of £3m. While London Buses have increased planned expenditure in a number of project areas including the purchase of two second hand buses for use as community vehicles, and expenditure on ticket machines for the cashless bus project, the increase in spend on bus infrastructure again being funded from savings identified in revenue costs.
- 4.5 The forecast also includes a further reduction in the level of capital receipts from Street Management property sales of £2m to £9m reflecting the slow progress in sales during the first six months of the year. As shown in the chart below, expenditure in September was significantly lower than forecast in August (£11m actual compared with £25m forecast) mainly as a result of lower than expected spend in Street Management (£11m) and DLR (£3m), and continues to predict a significant increase in the rate of expenditure over the next few months.



5. CASH SPEND

- 5.1 TfL cash payments for the first half of the years have totalled £319m (£211m on operating activities and £108m on capital activities) and this is £41m (12%) less than budget. This favourable variance comprises underspend in both revenue and capital accrued spend of £69m as described above, partially offset by a change in the phasing of working capital balances mainly in Street Management of £28m. Grant and precept funding of £389m has now been

received from Government and as a result, cash balances have increased by £70m over the first six months of the year.

- 5.2 The new forecast indicates a cash spend of £723m for the year as a whole, £46m less than forecast in August, due mostly to the savings and reductions in revenue and capital accrued spend identified by the business units this month.
- 5.3 The new forecast also includes an increase in Government grant of £7m, recognising the agreement reached on the Government support for the Cross London Rail Links project that will be paid through TfL and the SRA on a 50/50 basis. This has increased grant and precept funding for the year to £750m. As a result, the balance of funding required from external borrowings or other sources, has this month fallen by £52m to just £5m.

Cash Summary

	September 2001		Full Year		
	Year to 30 Sept	Variance to Budget	Sept Forecast	Variance to Budget	Variance to August Forecast
	£m	£m	£m	£m	£m
Net revenue costs	(210)	57	(527)	67	15
Movement in working capital	(1)	1	29	9	2
Cash spend on operating activities	(211)	58	(498)	76	17
Net spend on capital	(69)	12	(211)	16	30
Movement in working capital	(39)	(29)	(14)	(13)	(1)
Cash spend on capital activities	(108)	(17)	(225)	3	29
GLA Transport Grant	383		714	7	7
GLA grants			25		
DETR start-up grants	1	1	1	1	
Precept funding	5		10		
External Borrowing			5	(57)	(52)
Cash inflow from financing	389	1	755	(49)	(45)
Movement in Cash Balances	70	42	32	30	1

6. STAFF NUMBERS

- 6.1 TfL staff numbers (defined as the full time equivalent number of permanent and temporary agency staff) increased by a net 69 during September to 2,756 with 51 of the net recruitment in Street Management and 14 at the Public Carriage Office. TfL's headcount however remains below budget at month-end by 151. The majority of budget vacancies occur in :-

- * Corporate Services (83) due to the deferral of travel information expansion plans during the last few months of last year,
- * Street Management (43) due to slippage in the build-up of staff compared to budget,
- * Public Carriage Office (19) due to the delayed set-up of private hire licensing.

Staff Employed

31 March 2001	(increase) / decrease in staff	Month-ended 30 September 2001		Year-ended 31 March 2002	
		Actual	Variance to Budget	Forecast	Variance to Budget
	TfL Corporation				
261	TfL Centre	308	6	308	6
126	Public Carriage Office	143	19	162	
604	Street Management	707	43	800	
991		1,158	68	1,270	6
	Transport Trading Ltd				
724	London Buses	760	(5)	760	(3)
235	East Thames Buses	225	1	225	1
32	Docklands Light Railway	30	6	32	4
120	Victoria Coach Station	122	(1)	121	
86	Museum	92	6	92	6
18	London River Services	18		18	
4	Dial-a-Ride	4		4	
314	Group Transport Services	347	76	347	76
1,533		1,598	83	1,599	84
2,524	Total TfL Staff Employed	2,756	151	2,869	90
2,130	Permanent	2,335	200	2,447	180
394	Agency	421	(49)	422	(90)
2,524		2,756	151	2,869	90

6.2 The September staff numbers forecast has been amended to reflect the policy established during the Business Plan reviews that as far as possible planned activities will be carried out within current staffing levels. As a result, staff employed is forecast to increase by 113 to 2,869 between 30 September 2001 and 31 March 2002 compared with the 2,901 forecast in August. This planned recruitment is included by business units to reflect :-

- * Street Management (93) - the forecast increase in staffing levels between 30 September and 31 March 2002 reflects both the planned increase in staffing to support the delivery of new services (including Congestion Charging Implementation, Road Safety, Accident Reduction and Cycling & Walking initiatives), together with the delivery of core services including (Traffic Control Systems and Management of the TRLN). Provision for these staff are provided within the approved budget & business plan for 2001/02. The increase in staff also reflects a shift away from the current levels of using consultants and temporary/agency staff towards a balanced permanent staff structure.
- * Public Carriage Office (19) – current staffing levels are 14% below budget levels when expanded Private Hire Licensing will result in a 60% - 70% increase in workload over the next few months.
- * Docklands Light Rail (2) – to allow the replacement of the head of Planning and secretarial support.

7. FINANCE AND AUDIT COMMITTEE : 13 NOVEMBER 2001

- 7.1 At its meeting, the Committee considered the key projects currently being progressed by TfL and in particular individual reports on Congestion Charging, Prestige and the DLR City Airport Extension project, in addition to a paper covering other projects/activities where material slippage from plan has occurred in either physical or financial progress. In addition, the Committee continued its investigation of revenue and ridership trends, and received a regular report of TfL's financial progress against budget for the six months to September 2001.
- 7.2 As a regular part of the Committee's agenda, the status of internal audit reviews was also considered, with the Committee noting that no significant issues have emerged as the result of audit reviews carried out since the last Finance & Audit Committee meeting. Finally the Committee received a report on the recommended process of risk management in TfL and current status of insurance and other risk financing arrangements.
- 7.3 The Committee noted that the meeting was the last for Simon Ellis as TfL's Chief Finance Officer and took the opportunity to thank Simon for his contribution to the establishment of appropriate financial controls and processes in the new TfL organisation.

The Committee also noted that Jeremy Howard has been proposed as TfL's Chief Finance Officer effective as of 30th November 2001.

8. APPOINTMENT OF CHIEF FINANCE OFFICER

- 8.1 The board is requested to **confirm** the appointment of Jeremy Howland as TfL's Chief Finance Officer, effective Friday 30th November.

9. SERVICE PERFORMANCE

- 9.1 Service performance for the main operational business units for the year to September 2001 is shown on the following pages. This information is summarised into the following performance areas :-

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

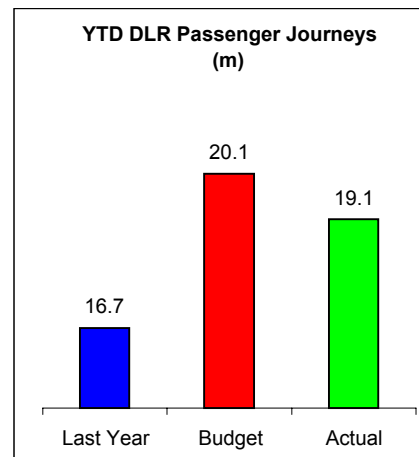
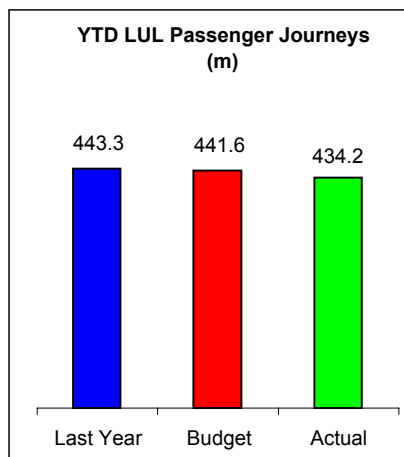
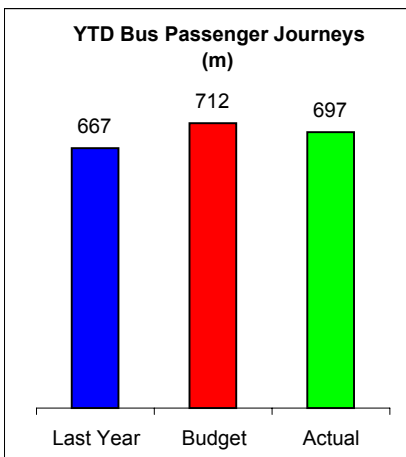
1. Trends in the Economy and Patronage on TfL's Main Services

General Economic Indicators reported in September 2001

Annual RPI (headline) monthly	Base Rates 4 weekly	GDP Growth quarterly	Retail Sales monthly	Avg 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
1.7%	4.5%	2.1%	5.9%	4.2%	0.4%	2.0%	-12.2%	0.7% p.a.
Comparative figures for prior period								
2.1%	4.8%	2.1%	6.3%	4.4%	0.4%	4.0%	-12.4%	0.7%

In September, both the headline and underlying inflation fell compared to the previous month. RPI rose by 1.7% year-on-year in August, down from 2.1% in July. This was mainly the result of lower petrol prices and lower mortgage interest payments following interest rate cuts.

The growth in retail sales volume remained firm rising by 5.9% year-on-year compared to an upward revised increase of 6.3% in the previous month. Service sector average earnings rose by 4.2% year-on-year in August, compared to an increase of 4.4% in July. Finally, tourist visitor nights in London remained weak, falling by 12.2% year to date in August compared to a drop of 12.4% in the previous month.

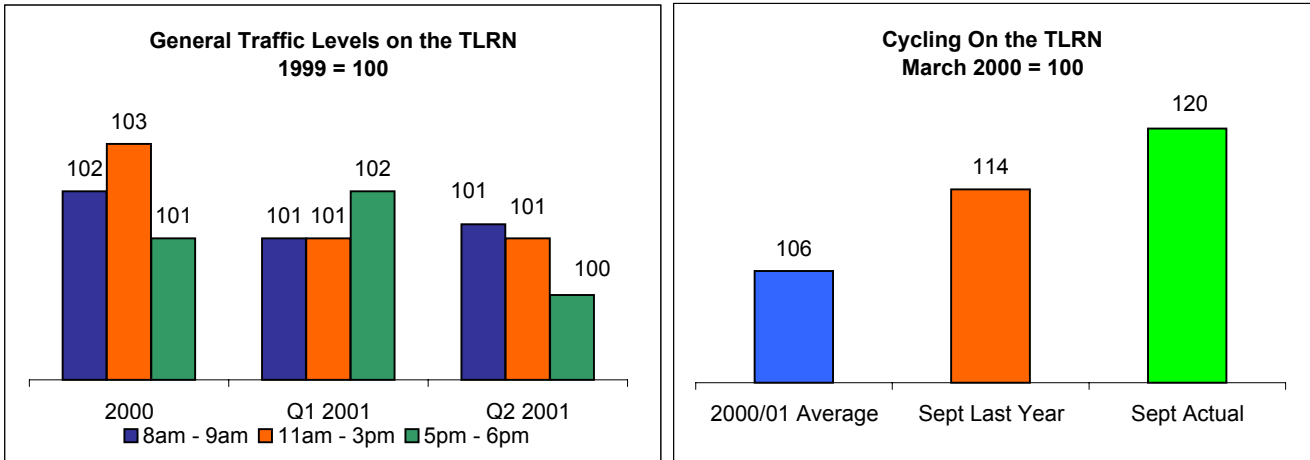


Bus passenger growth continues, reflecting the policies of expanding mileage, improving reliability and cheaper fares. Journeys for the six months to the end of September 2001 are 5% higher than the equivalent period last year. It should be kept in mind that the original budget anticipated 7% overall growth in journeys and that it was formulated prior to finalising details of changes in fares introduced in May and September. In addition, the economy has not developed as expected and as such may have an adverse impact on the demand for bus services.

London Underground's demand comparisons with last year continue to worsen and are expected to suffer further in reaction to world events. Compared with last year, passenger journeys were down by 3.3% in period 5 and 3.8% in period 6. Although spending remains at a buoyant level, with year on year growth of 6% in July, other economic factors have recently become less favourable. Even before the terrorist attacks in America, the level of tourism was effecting ridership, with visitor nights in London down 12.2% between January and August compared to the previous year.

Net passenger journeys on the DLR rose from 2.95 million in Period 5 to just under 3 million in Period 6, leaving the total after 6 periods 1 million under budget. This is in large part due to the fall in tourist traffic compared to the same period last year. Traffic is expected to show an increase now the summer period is behind us, with numbers increasing back to budget levels.

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

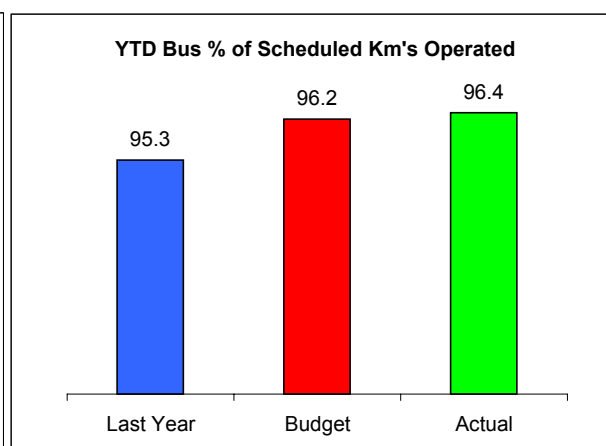
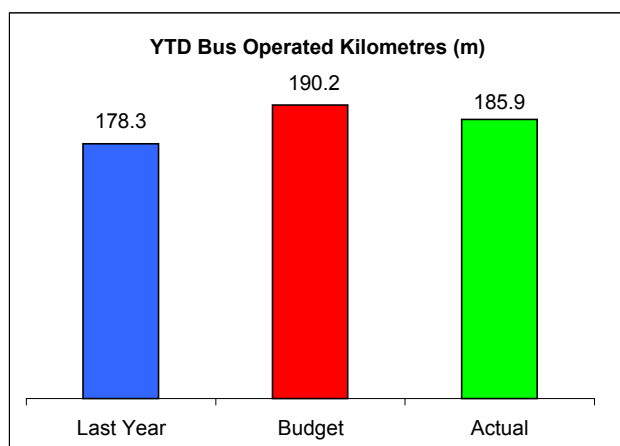


This index records the average vehicles per hour per lane weighted by lane. The figures are derived from 23 automatic traffic counters strategically spread over the TLRN. The base line figure of 100 relates to the average for the year 1999 for each time period. Compared to the first quarter 2001 the 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 September 2001 is 5% higher than it was in September 2000. This is the sixth successive month in 2001 that the cycling index has been higher than the equivalent month in 2000. Only March, when rainfall was abnormally high, has the index been lower than the previous year's value.

It should be noted that these indicators refer only to performance on TLRN roads and not to the complete London road network.

2. Service Provision



Reasons for lost mileage in

Traffic congestion
Staffing
Mechanical

September 2000

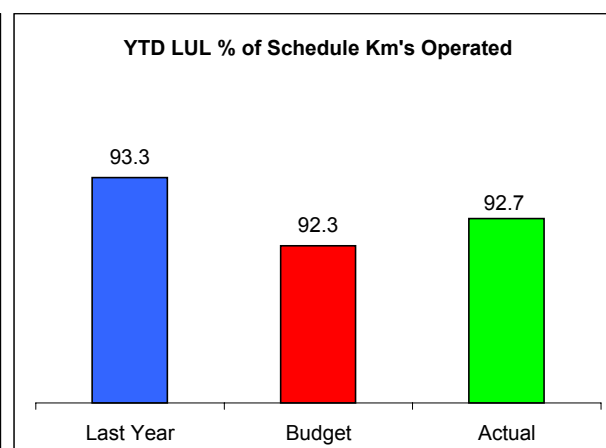
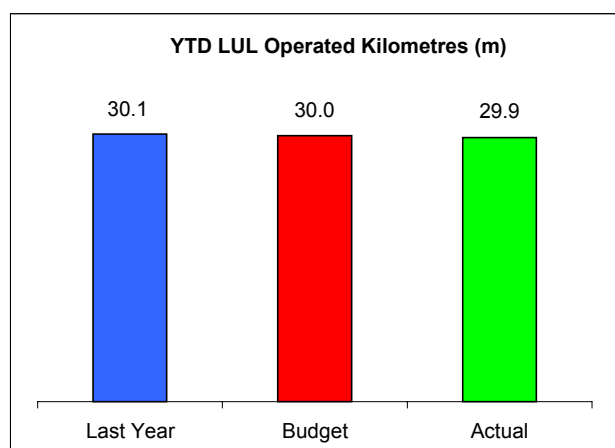
37%
50%
13%

September 2001

47%
35%
17%

Mileage lost due to staff shortages increased slightly this month compared to August, reflecting principally staff shortages in the Arriva Companies. However, the encouraging longer term trend was maintained, with losses significantly less than the level of a year ago. The recent positive trend in most aspects of reliability compared with a year ago was also maintained, providing further evidence of the impact of measures being taken to alleviate staffing problems and improve reliability.

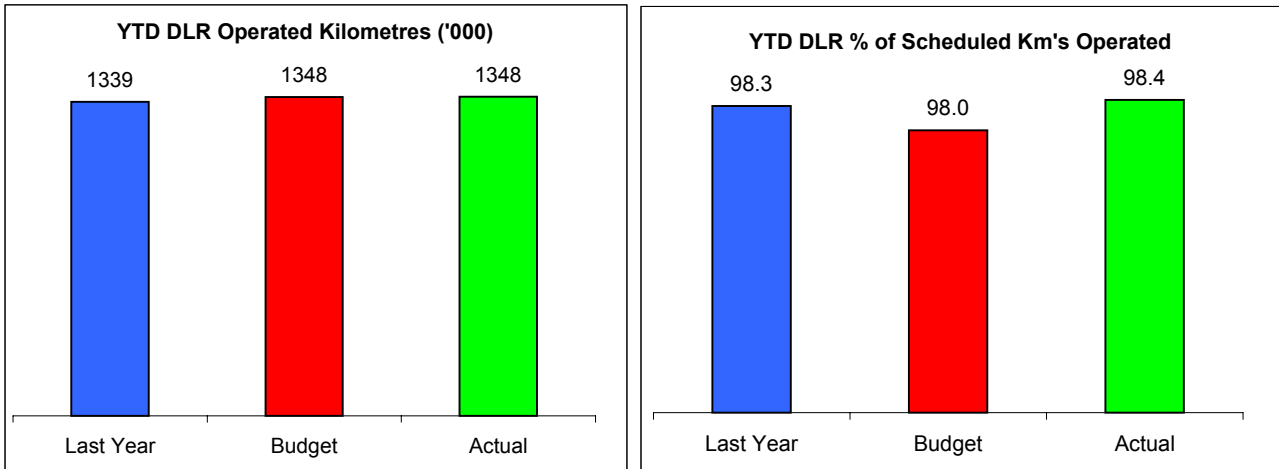
A Work to Rule by staff on the District and Piccadilly Lines from 26/9 led to some additional traffic delays and passenger loadings for buses. Additionally Bus disruptions due to security alerts were at a high level following the terrorist activity in the United States on 11 September. Other factors causing significant delays to buses included long-term roadworks at Kings Cross, bridgeworks at New Cross and defective traffic lights at Elephant & Castle. Traffic diverting away from the roadworks on the A13 in Newham caused problems over a wider area. The level of operated mileage is less than budget as significant expenditure has been put into procuring extra reliability rather than additional mileage, as envisaged in the budget.



Over the first six periods of the year train kilometres operated were within 0.1 million of the 30 million budgeted. The percentage of scheduled kilometres operated in period 5 at 93.4% was the best period result since period 2 of last year, although period 6 saw a slight drop to 93%. The Northern line resumed its position as the best performing line, operating 98.1% of scheduled kilometres in period 5 and an outstanding 99% in period 6. Also notable was the continued improvement in the Jubilee line's results; in period 6 the line operated a new post-extension high of 96.9% of schedule, with the second and third weeks both exceeding 98%.

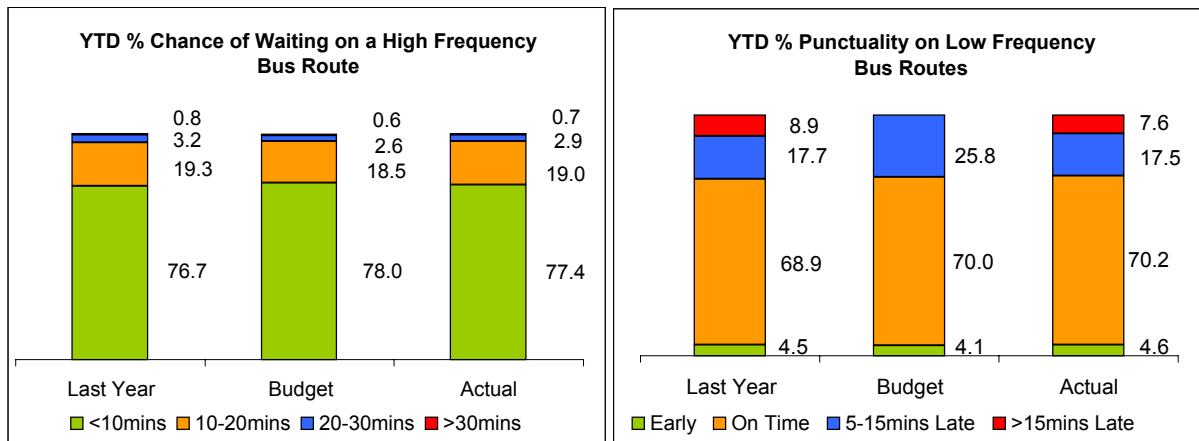
Security alerts continue to cause some disruption to the service. The bomb explosion near Ealing Broadway station early in period 5 did not in itself cause major loss of service although there was the usual increase in security alerts over subsequent days. There was a similar increase at the end of period 6 following the terrorist attacks on America.

2. Service Provision



Year to date operated kilometres were in line with budget at the end of period six. While the percentage of schedule operated again exceeded budget by 0.4 percentage points at 98.4%, this was in line with last years performance. Continuing high levels of performance and minimal delays mean that the franchisee is able to offer record-breaking levels of service compared to the schedule. The target is being beaten every period.

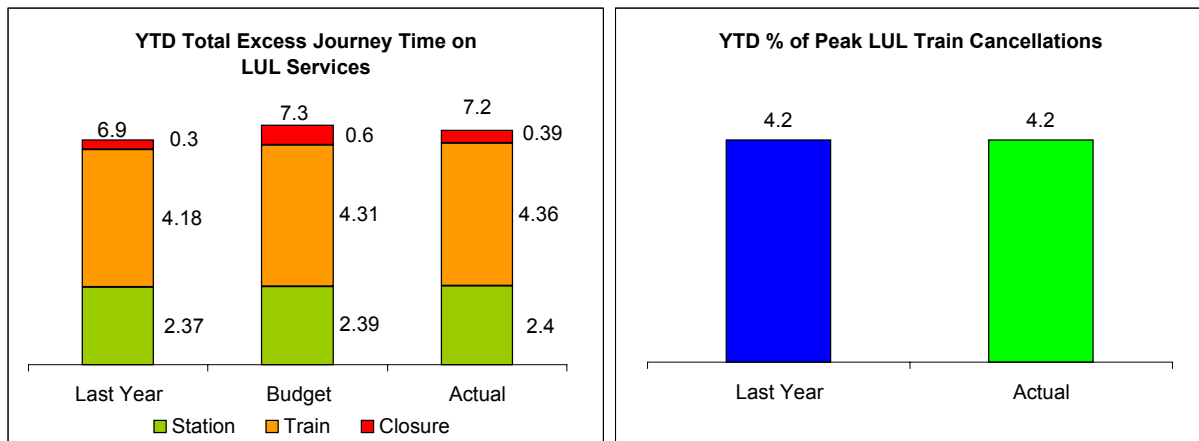
3. Service Reliability



As referenced in section 2, lost mileage from traffic congestion was greater than the same period last year. Despite this, waiting times on high frequency routes improved when compared to last year, with the percentage chance of waiting less than 10 minutes increasing to 77.4% 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 70.2% for September year to date from 68.9% over the same period last year.

Note ! The budget for punctuality on low frequency bus routes includes only one 'late' category.



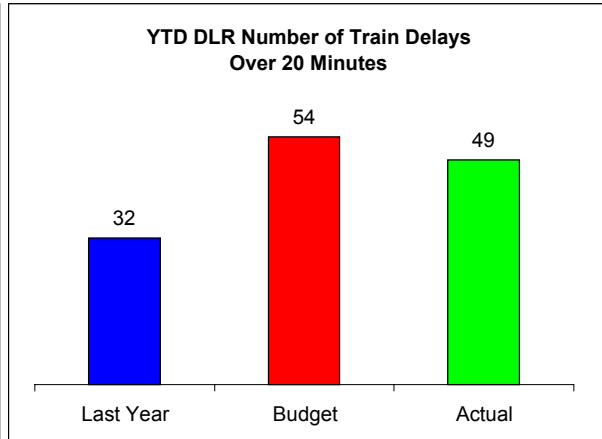
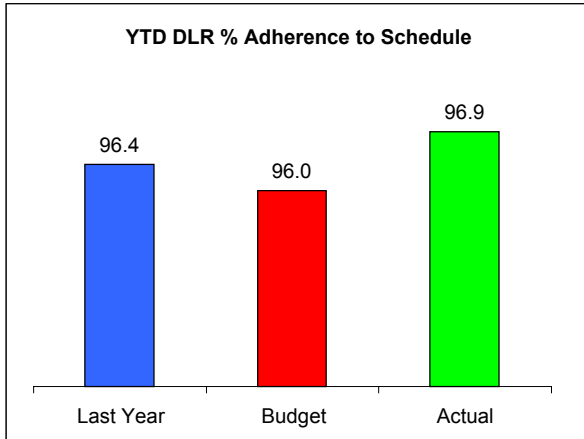
Cause of Peak Train Cancellation :

	YT pd 6 00/01	YT pd 6 01/02
Operator not available	37%	8%
Defective or no rolling stock	29%	35%
Signal or track defect	14%	34%
Other	20%	23%

Excess journey time has shown successive improvements in the two periods since the last report. The period 6 result of 6.49 minutes is the best figure recorded for almost 18 months. Improved availability of train operators has been a major factor, with peak 'operator not available' (ONA) cancellations averaging less than two, and the percentage of headways missed was the low for over a year. Ticket purchase time worsened a little, although in seasonal terms this was much as expected. A relatively high station closures figure of 0.11 minutes was largely due to the closure of Angel station from 30th August to 17th September while tests and remedial works were carried out following discovery of hairline cracks in the escalator steps.

The downward trend in the number of peak trains cancelled due to operator not available (ONA) has continued. In period 6, the number of ONAs fell to 56, the lowest level for more than two years, with all lines except the District maintaining or improving on their previous period performance. Over the two four-week periods since the last report, the network target of a maximum 3 ONA per peak was achieved in 67 out of the 78 peaks (Bank Holiday Monday 27th August is excluded).

3. Service Reliability

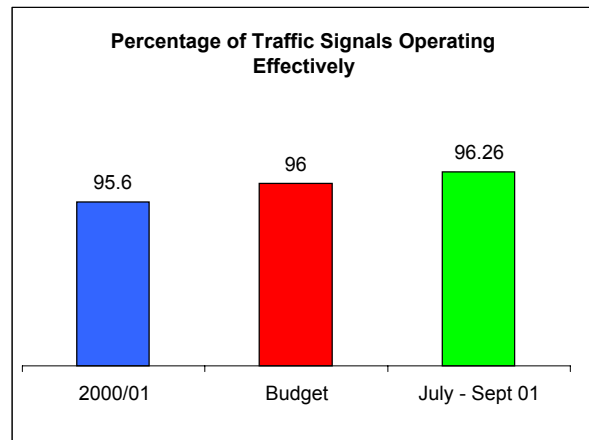
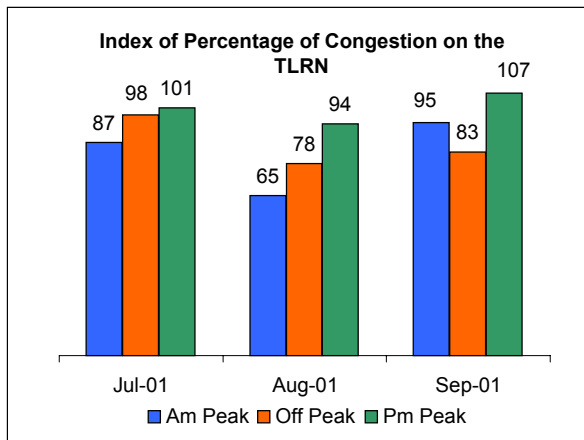


Causes of Delays :-

Vehicle	8
Track	7
External	34

Period 6 saw the franchisee beat the 96.0% target for service reliability by 0.5%, with figures for the year showing a very healthy average achievement of 96.9%. This excellent achievement is due in no small part to the few delays now occurring on the system. The 'contractual' figure is also the figure experienced by the public as Quality Exclusions allowed for external events have not been claimed at all during the year.

The number of delays over 20 minutes rose from seven to ten in period 6, although only three were due to factors under the railway's control. The overall YTD figure is five below budget but 17 higher than in the previous year and is mainly due to factors outside the railway's control like security alerts and Bank station closures.



This is a new performance indicator that is being developed using the ASTRID database to analyse 157 traffic signal controlled junctions across the TLRN. This monitoring sample comprises approx 7% of such sites available on the TLRN and encompasses all types of location and all differing road types found on the TLRN. Currently data is available for 9 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.

SCOOT measures the percentage of 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. 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. Having exceeded the target of 95% for the previous year, the target for this performance indicator 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 that these indicators refer only to performance on TLRN roads and not to the complete London road network

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			1	41	13	31	41	13	32
Staff				172	77	64	172	77	64
Public	18	7	10	102	25	51	120	32	61
Total	18	7	11	315	115	146	333	122	157

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	3	2	137	64	54	144	67	56
Staff	1	1		10	4	3	11	5	3
Total	8	4	2	147	68	57	155	72	59

TLRN Roads Fatalities and Injuries									
	Fatality			Major Injury			Total		
	June 99 - May 00	June 00 - May 01		June 99 - May 00	June 00 - May 01		June 99 - May 00	June 00 - May 01	
Pedestrian	36		32	390		353	426		385
Cyclist	6		7	123		119	129		126
Motorcyclist	12		21	350		383	362		404
Car User	24		19	566		548	590		567
Other	5		4	101		114	106		118
Total	83		83	1530		1517	1613		1600

The upward trend for passenger / public major injuries 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.

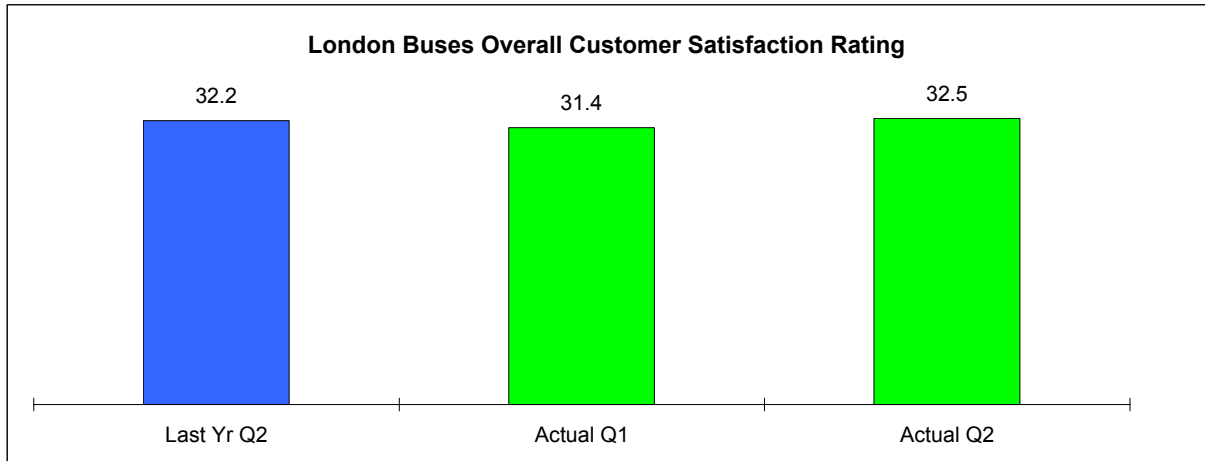
There have been no customer accidental fatalities on the Underground since the last report, so the total for the year to date remains at 2. There were 16 customer major injuries in periods 5 & 6, and the year to date total is 57. LUL's internal target for 2001/02 is based on 110 customer major injuries, compared with 137 in 2000/01.

There has been one LUL employee major injury since the last report. On 30th August at Uxbridge, a Station Supervisor was attacked by a drunken male customer after asking him to alight from an empty train in platform 3 and suffered a fractured left wrist, bites and bruising, cuts to his face, arms and shoulder. There have also been two InfraCo major injuries. A track operative lost the top of his thumb when it became caught in the piston of a saw he was using to cut rails, and a member of staff suffered a fractured knee as a result of a fall from a scaffold deck.

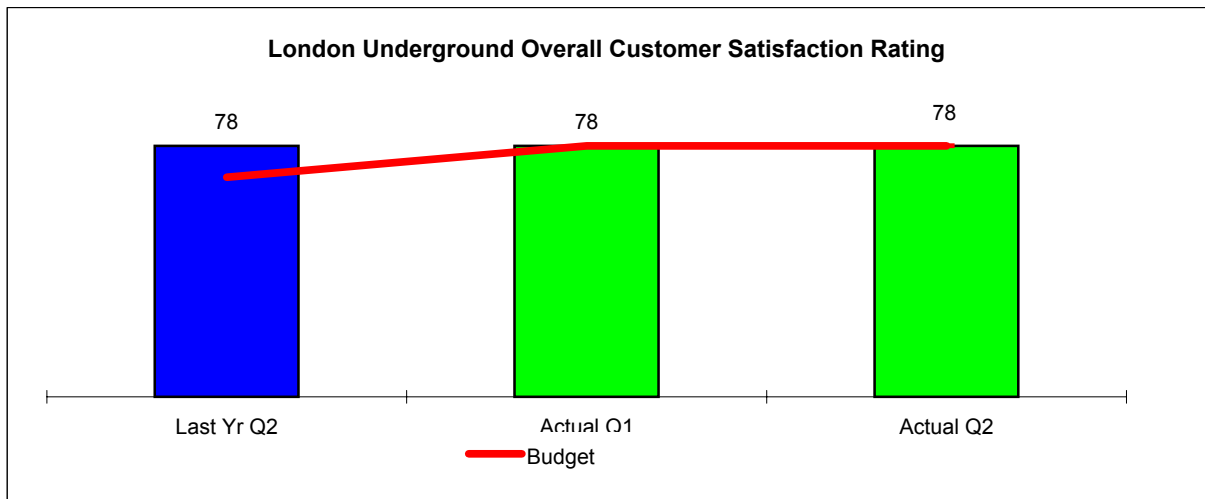
Whilst there have been slightly fewer fatal and serious casualties in total occurring on the TLRN this year compared to the last, there are still areas for concern: most notably the increase in Powered Two-Wheeler (P2W) fatalities, which have increased from 14% to 25% of all fatalities. P2W serious casualties have also increased, from 23% to 25% of the total serious casualties. All figures for the year 2001 are provisional and subject to change.

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

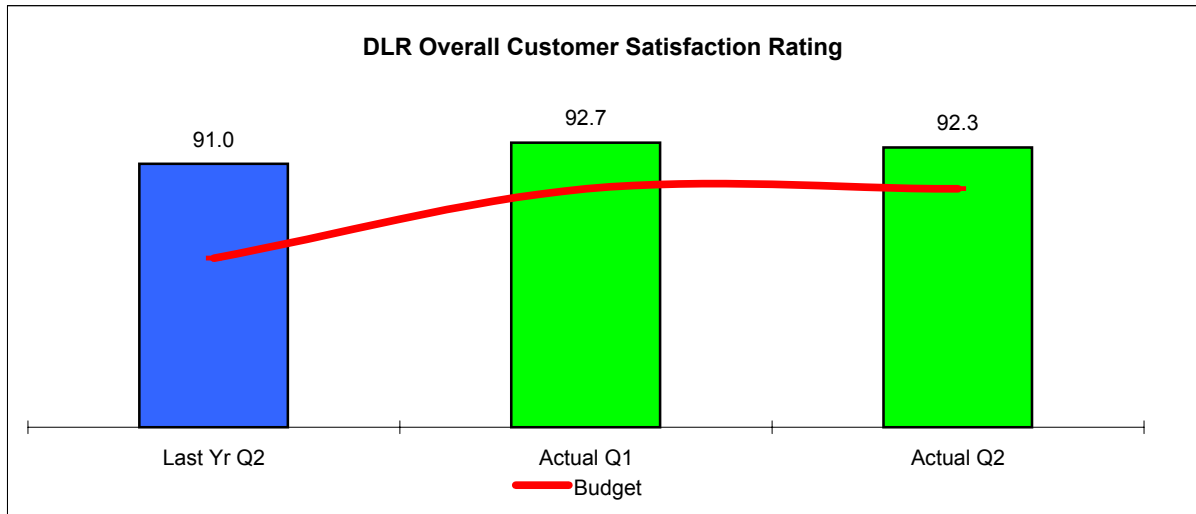


The bus service overall measure has again increased slightly and this reflects the movements in the other measures. The proportion of very satisfied customers (giving ratings of 9 or 10) has increased for ten measures, decreased for two and stayed the same for one since the last quarter. The state of 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.



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.

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.

6. Modal Performance Indicators for other TfL Business Unts

2000/01 Actual	2001/02 Budget	2001/02 Forecast	Monthly Indicators	August Actual	September Actual	September Budget
-------------------	-------------------	---------------------	--------------------	------------------	---------------------	---------------------

PATRONAGE								
13,290	-	-	Croydon Tramlink	Passenger Journeys	000's	1,660	1,290	-
190.6	185.1	185.5	Victoria Coach Station	Coach Departures	000's	18.3	15.6	15.6
2,200	1,800	2,000	London River Services	Passenger Journeys	000's	300	200	210
1,223.0	1,298.8	1,259.6	Dial A Ride	Trips	000's	101.9	100.0	107.4
20.9	20.8	20.8	Public Carriage Office	Taxi's Licensed	000's	20.4	20.5	20.4
231.1	186.3	198.0	London's Transport Museum	Visitors	000's	15.4	21.3	25.7

SERVICE PROVISION								
99.2			Croydon Tramlink	Percentage of Schedule	%	99.0	99.6	
97.5	98.5		London River Services	Journeys operated	%	94.5	95.0	98.5
23.9	24.2	24.2	Public Carriage Office	Taxi drivers licensed	000's	24.0	24.1	24.0
	1.5	1.8	Public Carriage Office	Private operators licensed	000's	0.3	0.4	0.4

SERVICE RELIABILITY								
99.0			Croydon Tramlink	Headways Achieved	%	99.7	99.6	

2000/01 Actual	2001/02 Budget	2001/02 Forecast	Quarterly Indicators	1st Qtr Actual	2nd Qtr Actual	2nd Qtr Budget
-------------------	-------------------	---------------------	----------------------	-------------------	-------------------	-------------------

CUSTOMER SATISFACTION						
89.0			Croydon Tramlink	%	89.0	
80.0			London's Transport Museum	%	77.0	77.0

Croydon Tramlink passenger journeys calculation remains on the basis of the March 2001 survey data and indicates that ridership levels are continuing to follow a growth trend, with an 8% increase achieved year on year in September. However, when the impact of the new ticketing initiatives introduced on 19 August is assessed, it is believed that this will increase the September reported figures by 5 - 10%.

London River Services percentage of journeys operated figure was 95% 3.5 percentage points below budget this is a result of the shortfall in schedule service operated by Catamaran Cruisers.

The Public Carriage Office total number of private hire operators licensed at the end of September was 370, the full year budget is 1,500, the forecast has now been increased to 1,800 to reflect the high level of interest from potential operators.

TfL Workforce Composition Commentary

August-September 2001

The attached paper details the current workforce of the constituent parts of TfL broken down by ethnic group, gender and employees declaring disability.

Summary of Information

The tables show that female employees remain under-represented in East Thames Buses (4%), LBSL (23%), Public Carriage Office (29%), Street Management (31%) and DLR (35%). The male/female ratio is more representative in TTL (44%) and TfL (41%), mainly because of the relatively high percentage of female employees in Corporate Services and in Communications and Public Affairs.

Employees from ethnic minority groups are under-represented across all the divisions in Transport for London when comparison is made with the economically active ethnic minority community in London. Street Management (25%), LBSL (23%) and ETB (20%) have the most representative workforce.

The percentage of staff declaring a disability ranges from a 4.82% in TfL Corporate and 4.76% in TTL to none in DLR and East Thames Buses.

Actions

A series of initiatives are in place to improve the overall representation of the workforce. One of the main issues highlighted, as a result of monitoring undertaken so far, is the TfL does not attract a high number of job applicants from ethnic minority groups. Many of the initiatives are aimed at addressing this issue by both targeting recruitment advertising at underrepresented groups and improving the perception and awareness of TfL as a diversity employer. We aim to be an employer of choice for all groups in the community.

- We continue to place all advertisements in a range of publications and are engaging with organisations which specialise in Executive ethnic recruiting to support our aim of reaching as wide a spread of communities as possible.
- Human Resources is working in partnership with the Greater London Authority (GLA) to develop a joint recruitment strategy, focusing on attracting Asian employees, who are particularly underrepresented in certain sections of TfL and the Greater London Authority.
- TfL is taking part in the GLA review cross cutting– ‘Equalities for All’. The working group has met regularly since June. Frameworks are being set as a result of this.
- TfL is already planning new initiatives for 2002, in particular working with the community, including positive action initiatives to prepare people from ethnic minority communities for “The Knowledge,” and close working partnerships with inner city schools.
- Continuing Disability Awareness Training the next workshop is scheduled for December 2001.
- In partnership with Westminster Job Club, we are developing plans to assist deaf people with access to work – including the provision of mock interviews for deaf people.
- The London to Brighton bike ride for Sickle Cell was a great success.
- We have identified a provider for Equality training to all components of TfL.
- TfL will be represented at the U.K. Roundtable on discrimination and prejudice in Europe.

The initiatives outlined in this paper and previous board papers have resulted in a significantly raised awareness of equality and diversity issues. The foundations are now in place to take forward positive action plans and embed diversity in all our activities.

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

**Transport for London
Workforce Composition Breakdown**

As at 31 August 2001

Employee Numbers - by Ethnicity								
Division	T/L - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
White	214	371	763	186	111	307	19	1971.00
Mixed Race	2	12	19	4	0	0	0	37.00
Asian or Asian British	7	26	39	13	7	32	1	125.00
Black or Black British	23	33	161	33	9	51	1	311.00
Chinese or other ethnic group	3	6	7	0	2	12	0	30.00
Totals	249.00	448.00	989.00	236.00	129.00	402.00	21.00	2474.00

Employee Numbers - by Gender								
Division	T/L - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
Male	146	251	765	225	93	281	13	1774.00
Female	103	197	224	11	36	121	8	700.00
Totals	249.00	448.00	989.00	236.00	129.00	402.00	21.00	2474.00

Employee Numbers - by Disability								
Division	T/L - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
No. of employees declaring a disability	12	22	23	0	2	7	0	66.00

Employee Percentage Figures - by Ethnicity								
Division	T/L - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
White	86%	83%	77%	79%	86%	76%	90%	80%
Mixed Race	1%	3%	2%	2%	0%	0%	0%	2%
Asian or Asian British	3%	6%	4%	6%	5%	8%	5%	5%
Black or Black British	9%	7%	16%	13%	7%	13%	5%	12%
Chinese or other ethnic group	1%	1%	1%	0%	2%	3%	0%	1%
Totals	100%	100%	100%	100%	100%	100%	100%	100%

Employee Percentage Figures - by Gender								
Division	T/L - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
Male	60%	56%	77%	95%	72%	70%	62%	72%
Female	40%	44%	23%	5%	28%	30%	38%	28%
Totals	100%	100%	100%	100%	100%	100%	100%	100%

Employee Percentage Figures - by Disability								
Division	T/L - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
% of employees declaring a disability	5.02%	4.91%	2.33%	0.00%	1.55%	1.74%	0.00%	2.68%

TfL - Corporate - Directorate Employee Numbers - by Ethnicity				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
White	105.0	23.0	77.0	9.0
Mixed Race	2.0	0.0	0.0	0.0
Asian or Asian British	5.0	1.0	1.0	0.0
Black or Black British	11.0	2.0	10.0	0.0
Chinese or other ethnic group	1.0	1.0	1.0	0.0
Totals	124.0	27.0	89.0	9.0

TfL - Directorate Employee Numbers - by Ethnicity		
Finance & Planning	Communication & Public Affairs	Corporate Services
13.0	119.0	239.0
1.0	2.0	9.0
0.0	2.0	24.0
3.0	5.0	25.0
0.0	3.0	3.0
17.0	131.0	300.0

TfL - Corporate - Directorate Employee Numbers - by Gender				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
Male	82.0	14.0	42.0	8.0
Female	42.0	13.0	47.0	1.0

TfL - Directorate Employee Numbers - by Gender		
Finance & Planning	Communication & Public Affairs	Corporate Services
12.0	73.0	166.0
5.0	58.0	134.0

TfL - Corporate - Directorate Employee Percentage Figures - by Ethnicity				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
White	85%	85%	87%	100%
Mixed Race	2%	0%	0%	0%
Asian or Asian British	4%	4%	1%	0%
Black or Black British	8%	7%	11%	0%
Chinese or other ethnic group	1%	4%	1%	0%
Totals	100%	100%	100%	100%

TfL - Directorate Employee Percentage Figures - by Ethnicity		
Finance & Planning	Communication & Public Affairs	Corporate Services
76%	90%	80%
6%	2%	3%
0%	2%	8%
18%	4%	8%
0%	2%	1%
100%	100%	100%

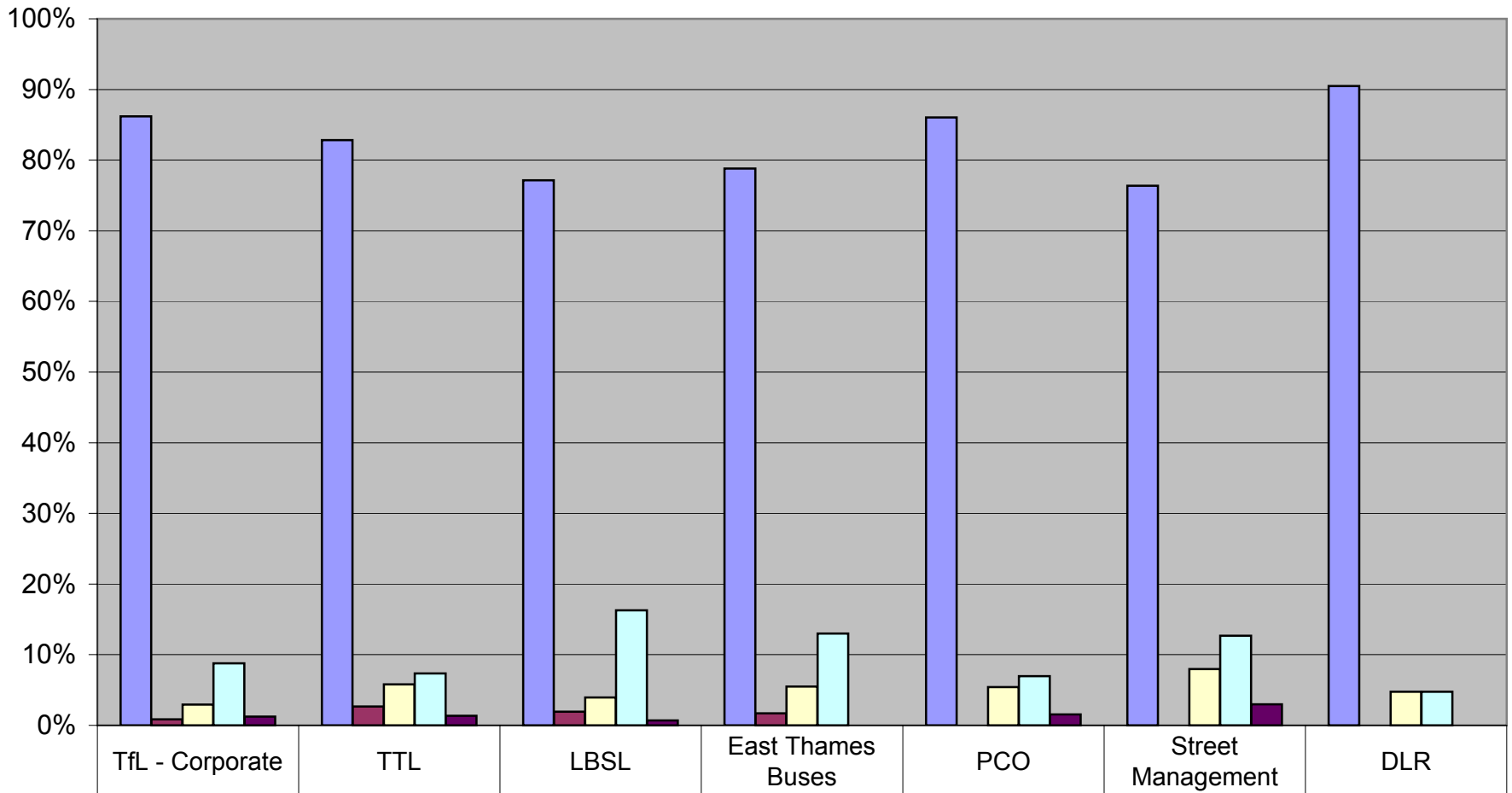
Directorate Employee Percentage Figures - by Gender				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
Male	66%	52%	47%	89%
Female	34%	48%	53%	11%

TfL - Directorate Employee Percentage Figures - by Gender		
Finance & Planning	Communication & Public Affairs	Corporate Services
71%	56%	55%
29%	44%	45%

Transport for London - Workforce Composition - by Gender

Percentage

Workforce Composition

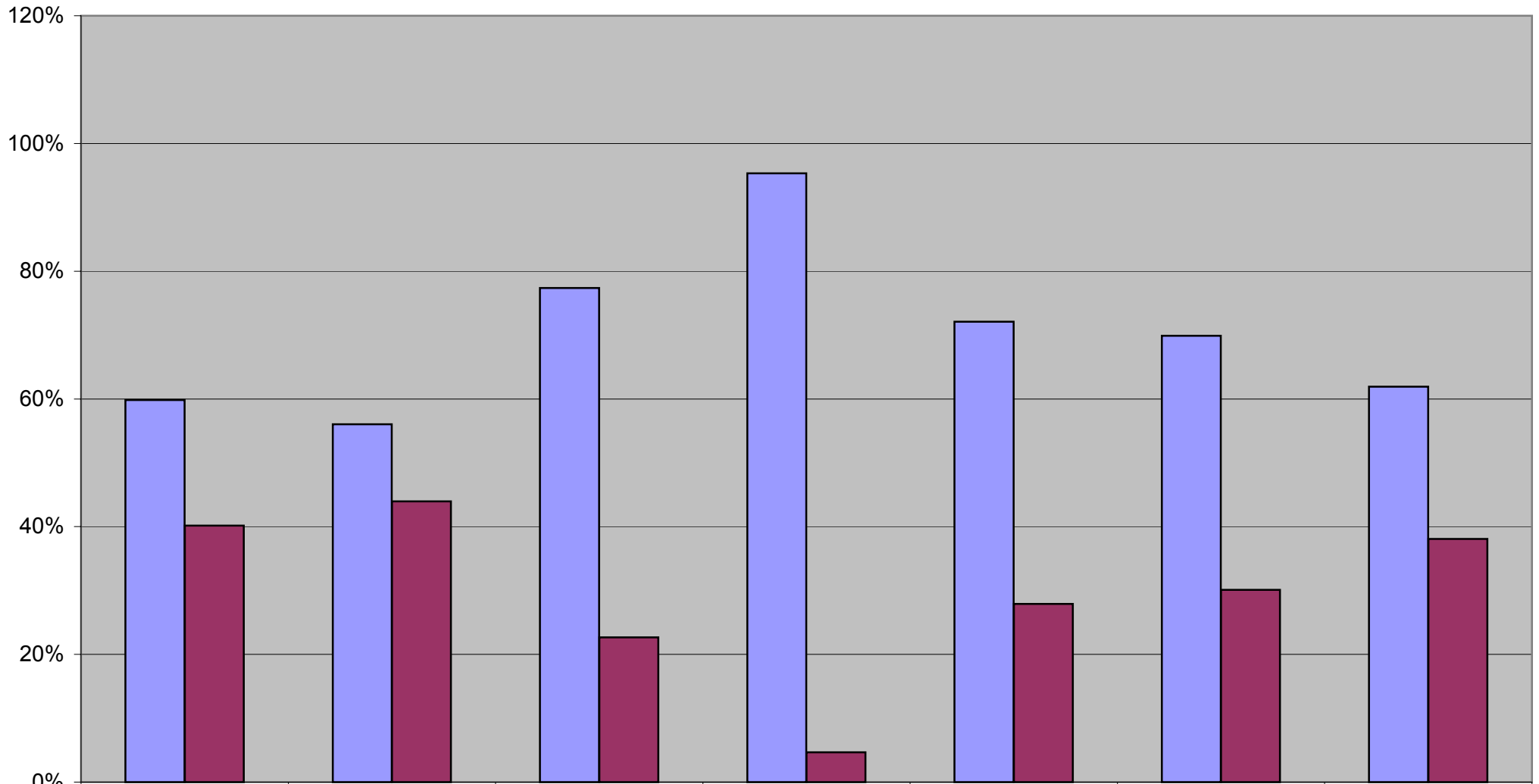


White	86%	83%	77%	79%	86%	76%	90%
Mixed Race	1%	3%	2%	2%	0%	0%	0%
Asian or Asian British	3%	6%	4%	6%	5%	8%	5%
Black or Black British	9%	7%	16%	13%	7%	13%	5%
Chinese or other ethnic group	1%	1%	1%	0%	2%	3%	0%

Transport for London - Workforce Composition Breakdown - by Ethnicity

Percentage

Gender Breakdown



Male	60%	56%	77%	95%	72%	70%	62%
Female	40%	44%	23%	5%	28%	30%	38%

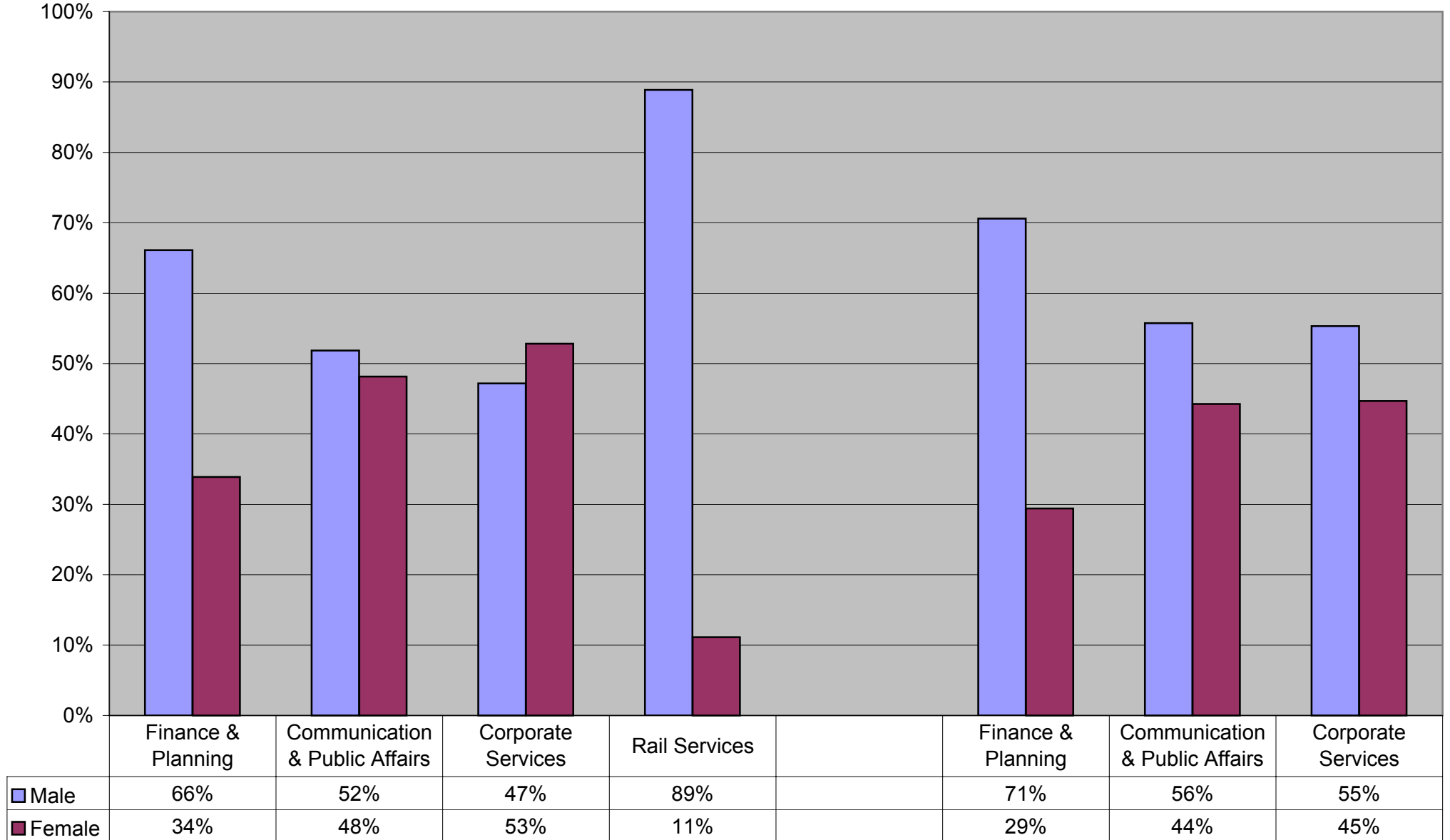
Transport for London - Directorate Information

Gender Breakdown

Percentage

Transport for London

Transport Trading Limited



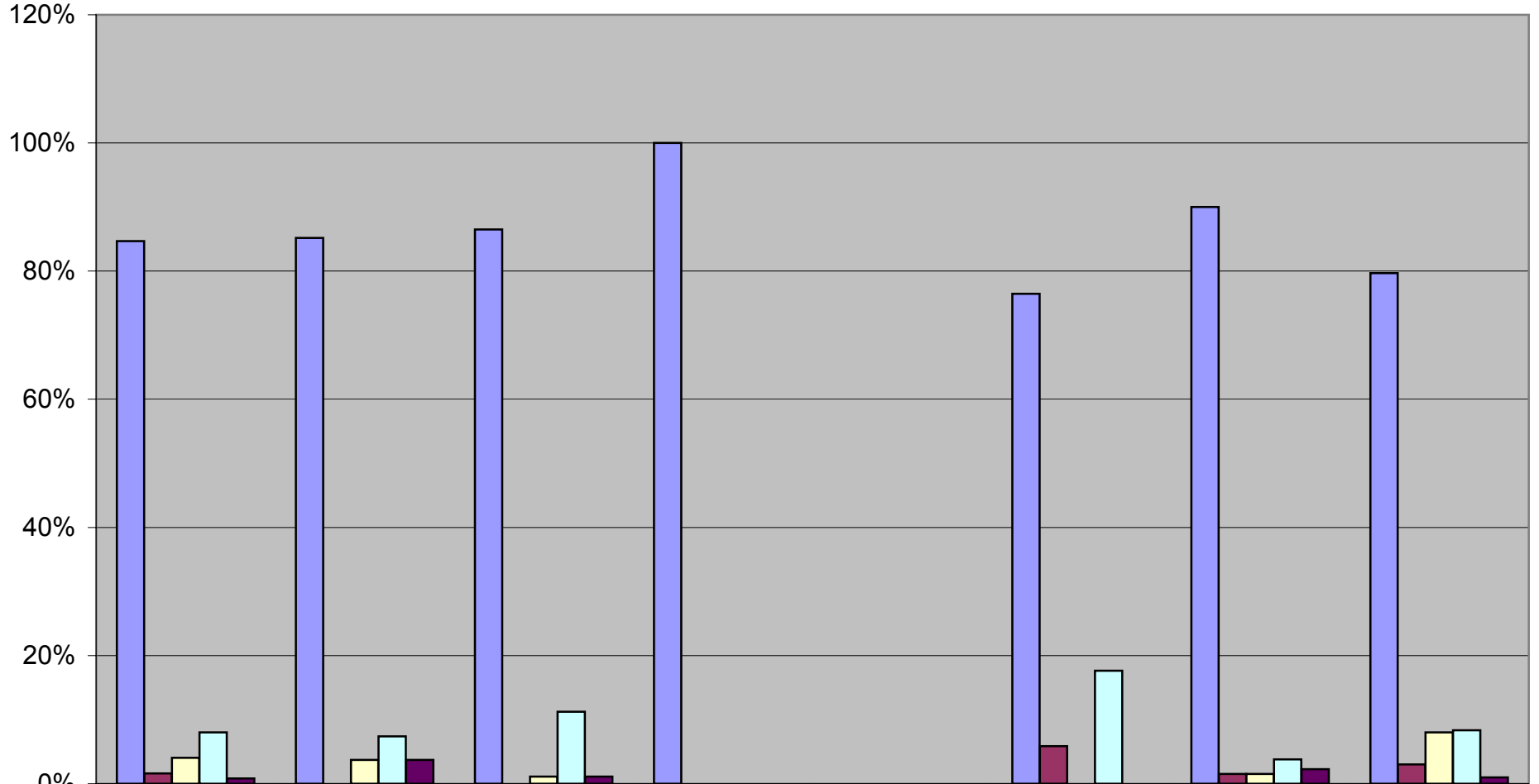
Transport for London - Directorate Information

Ethnicity Breakdown

Percentage

Transport for London

Transport Trading Limited



	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services		Finance & Planning	Communication & Public Affairs	Corporate Services
White	85%	85%	87%	100%		76%	90%	80%
Mixed Race	2%	0%	0%	0%		6%	2%	3%
Asian or Asian British	4%	4%	1%	0%		0%	2%	8%
Black or Black British	8%	7%	11%	0%		18%	4%	8%
Chinese or other ethnic group	1%	4%	1%	0%		0%	2%	1%

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

**Transport for London
Workforce Composition Breakdown**

As at 30th September 2001

Employee Numbers - by Ethnicity								
Division	TfL - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
White	213	364	747	187	115	313	18	1957.00
Mixed Race	3	12	18	3	1	0	0	37.00
Asian or Asian British	7	26	39	15	10	35	1	133.00
Black or Black British	24	32	162	30	12	56	1	317.00
Chinese or other ethnic group	2	7	7	0	2	12	0	30.00
Totals	249.00	441.00	973.00	235.00	140.00	416.00	20.00	2474.00

Employee Numbers - by Gender								
Division	TfL - Corporate	TTL	Surface Transport			Street Management	DLR	Total
			LBSL	East Thames Buses	PCO			
Male	147	247	754	225	99	289	13	1774.00
Female	102	194	219	10	41	127	7	700.00
Totals	249.00	441.00	973.00	235.00	140.00	416.00	20.00	2474.00

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	21	23	0	2	7	0	65.00

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%	6%	16%	13%	9%	13%	5%	13%
Chinese or other ethnic group	1%	2%	1%	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%	77%	96%	71%	69%	65%	72%
Female	41%	44%	23%	4%	29%	31%	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	4.82%	4.76%	2.36%	0.00%	1.43%	1.68%	0.00%	2.63%

Figures are calculated as a headcount and do not FTEs.

Transport for London
Workforce Composition Breakdown

As at 30th September 2001

TfL - Corporate - Directorate Employee Numbers - by Ethnicity				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
White	104.0	26.0	74.0	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	123.0	31.0	86.0	9.0

TTL - Directorate Employee Numbers - by Ethnicity		
Finance & Planning	Communication & Public Affairs	Corporate Services
13.0	120.0	231.0
1.0	2.0	9.0
0.0	2.0	24.0
3.0	5.0	24.0
0.0	4.0	3.0
17.0	133.0	291.0

TfL - Corporate - Directorate Employee Numbers - by Gender				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
Male	81.0	18.0	40.0	8.0
Female	42.0	13.0	46.0	1.0

TTL - Directorate Employee Numbers - by Gender		
Finance & Planning	Communication & Public Affairs	Corporate Services
12.0	74.0	161.0
5.0	59.0	130.0

TfL - Corporate - Directorate Employee Percentage Figures - by Ethnicity				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
White	85%	84%	86%	100%
Mixed Race	2%	3%	0%	0%
Asian or Asian British	4%	3%	1%	0%
Black or Black British	8%	10%	12%	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%	90%	80%
6%	2%	3%
0%	2%	8%
18%	3%	8%
0%	3%	1%
100%	100%	100%

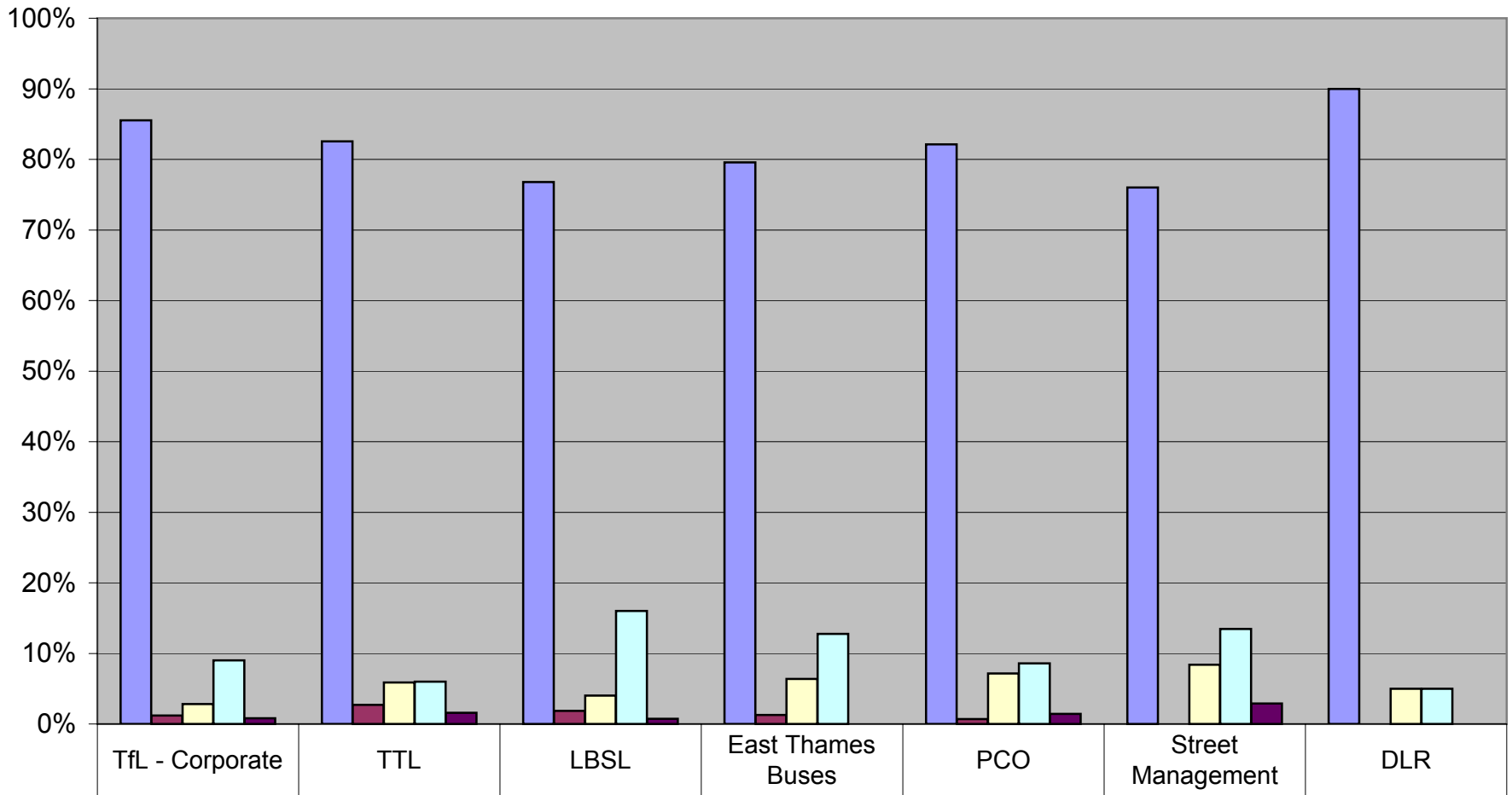
Directorate Employee Percentage Figures - by Gender				
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services
Male	66%	58%	47%	89%
Female	34%	42%	53%	11%

Directorate Employee Percentage Figures - by Gender		
Finance & Planning	Communication & Public Affairs	Corporate Services
71%	56%	55%
29%	44%	45%

Transport for London - Workforce Composition - by Gender

Percentage

Workforce Composition

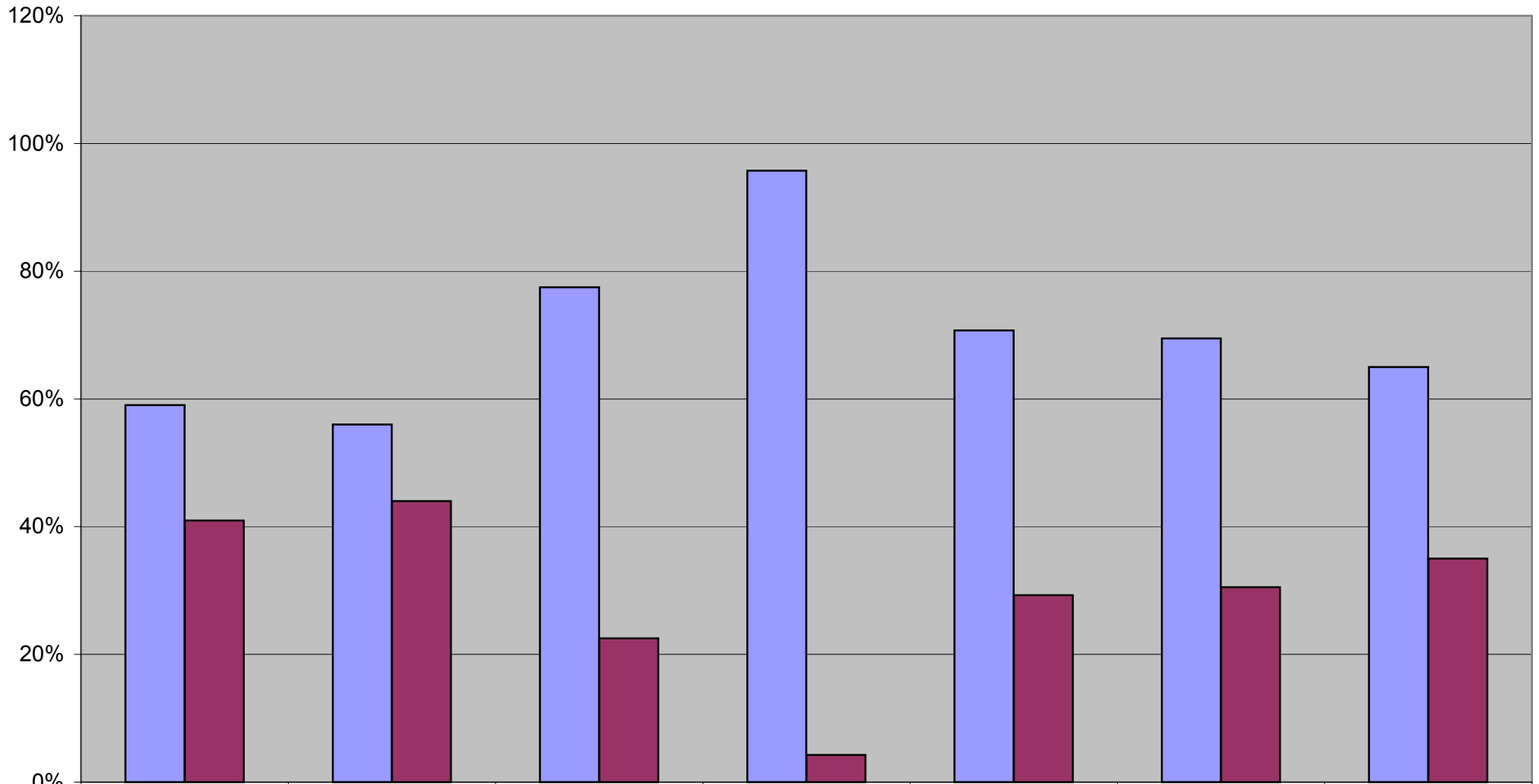


White	86%	83%	77%	80%	82%	76%	90%
Mixed Race	1%	3%	2%	1%	1%	0%	0%
Asian or Asian British	3%	6%	4%	6%	7%	8%	5%
Black or Black British	9%	6%	16%	13%	9%	13%	5%
Chinese or other ethnic group	1%	2%	1%	0%	1%	3%	0%

Transport for London - Workforce Composition Breakdown - by Ethnicity

Percentage

Gender Breakdown



Male	59%	56%	77%	96%	71%	69%	65%
Female	41%	44%	23%	4%	29%	31%	35%

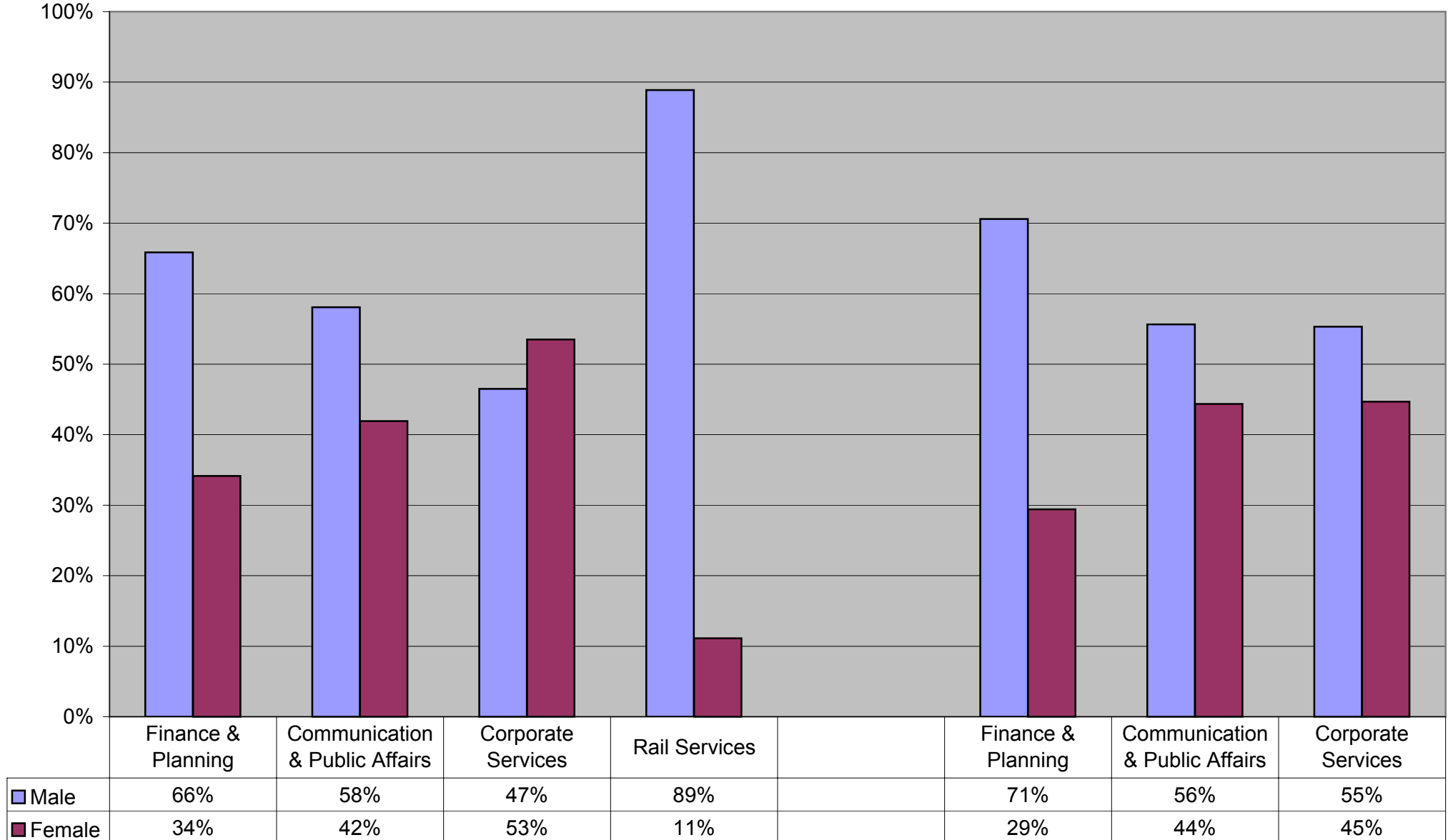
Transport for London - Directorate Information

Gender Breakdown

Percentage

Transport for London

Transport Trading Limited



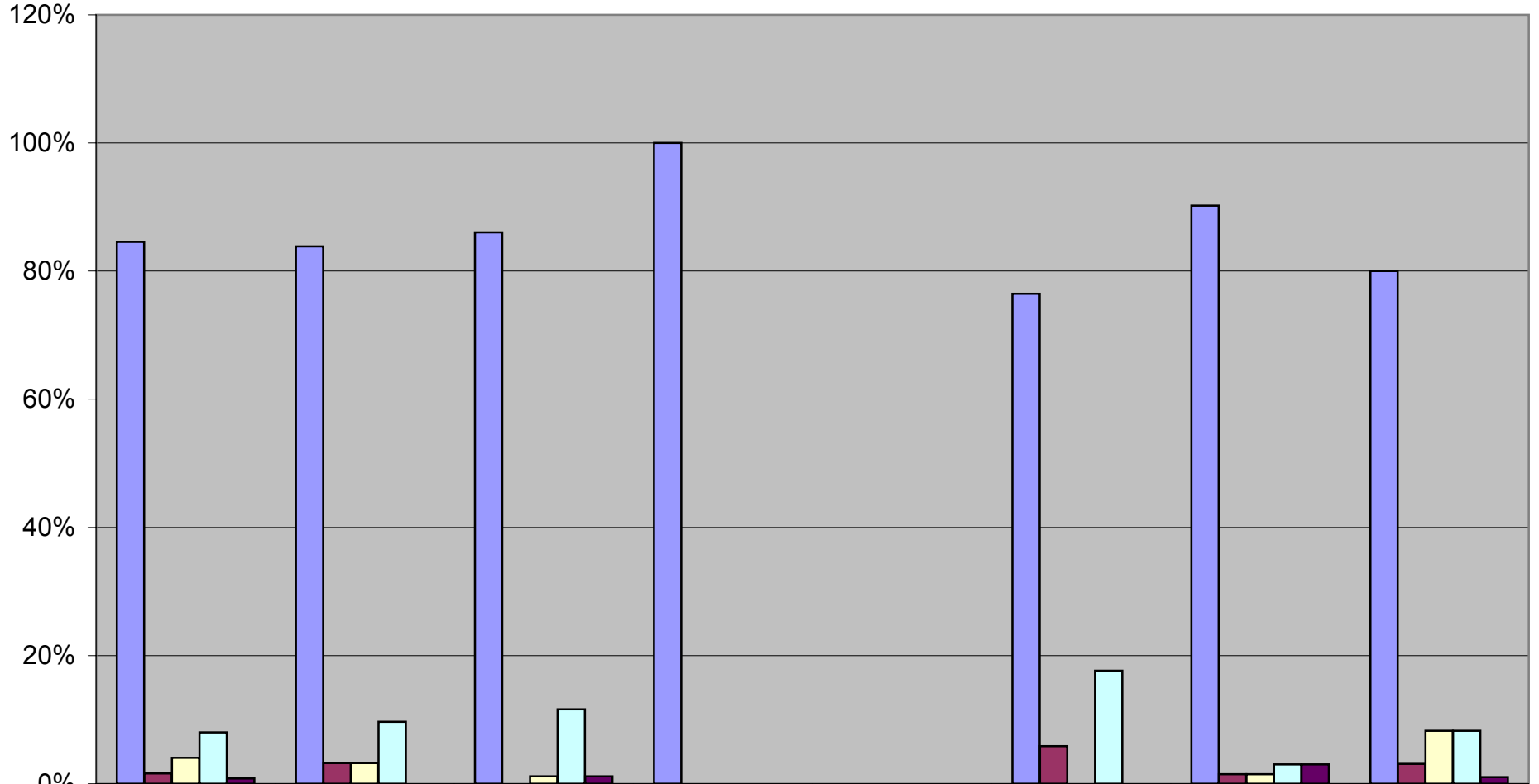
Transport for London - Directorate Information

Ethnicity Breakdown

Percentage

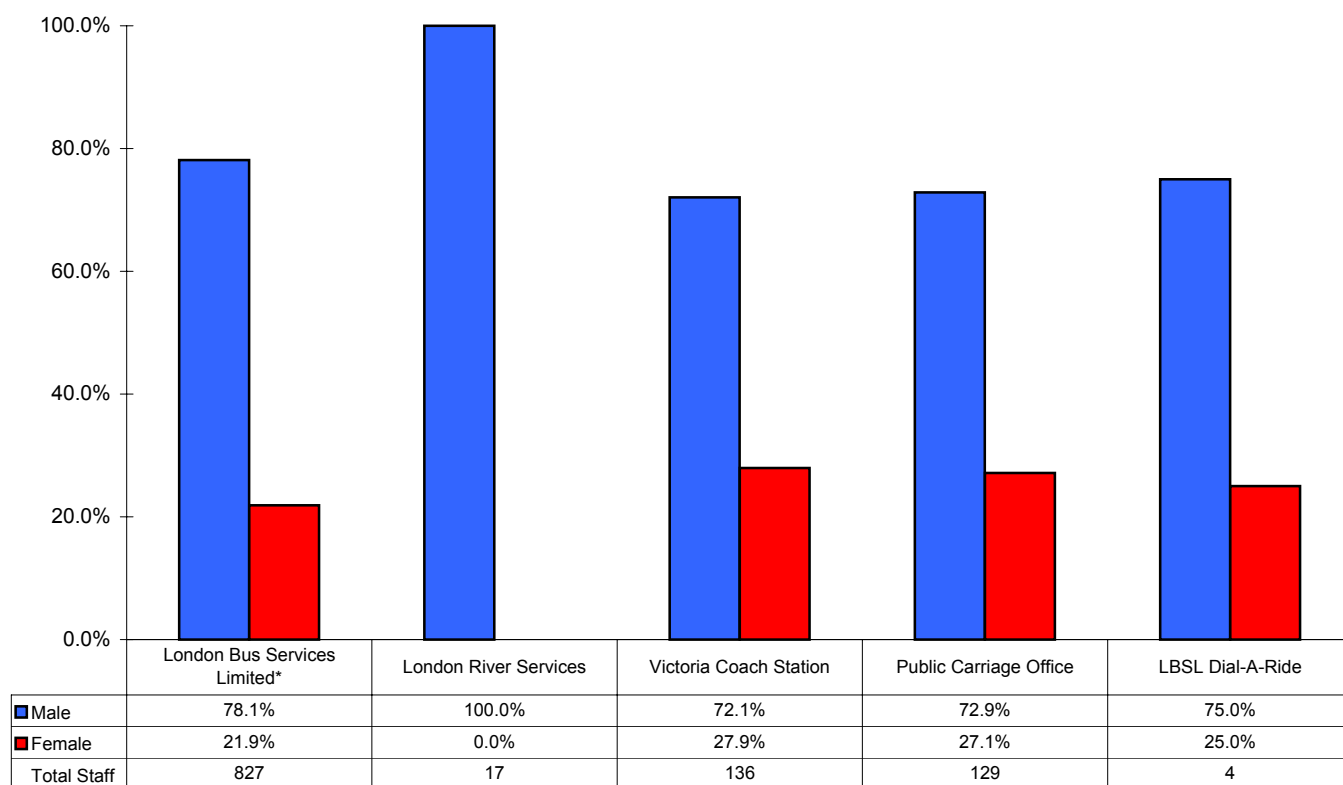
Transport for London

Transport Trading Limited



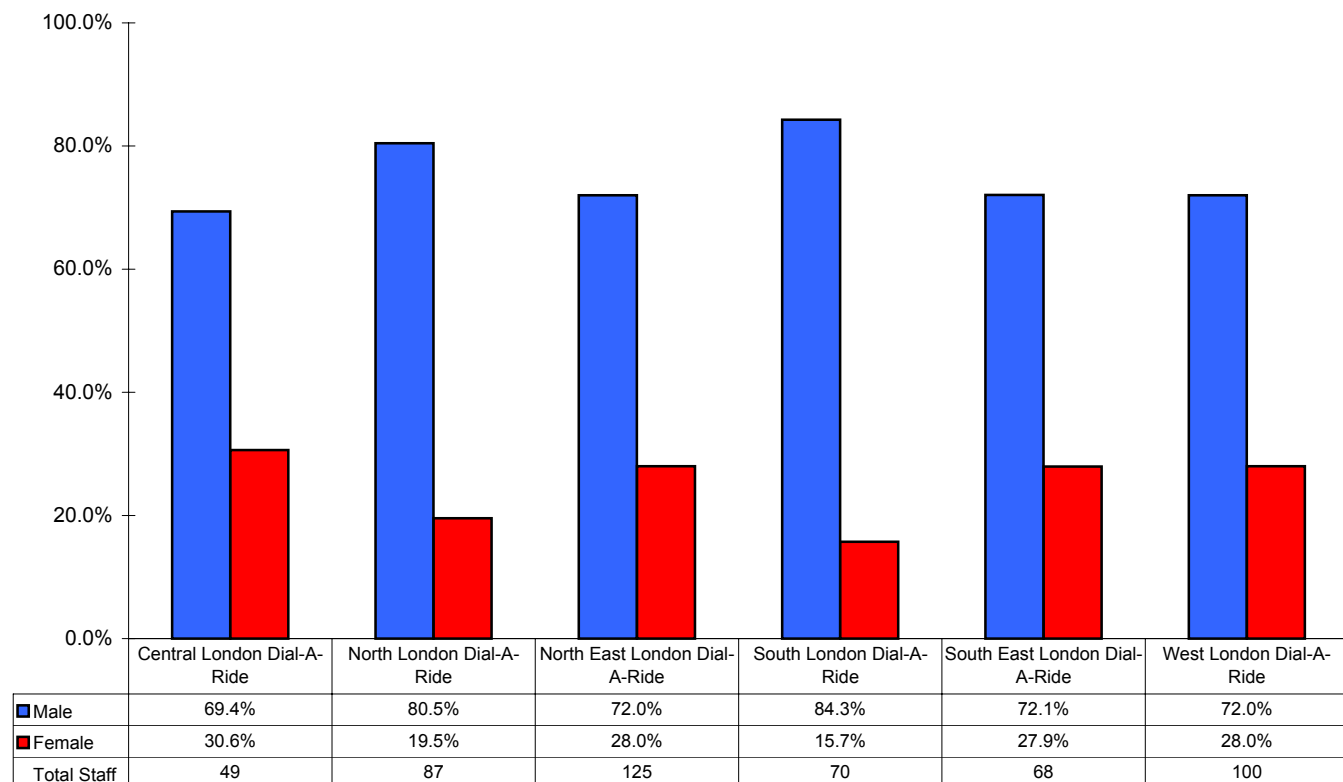
	Finance & Planning	Communication & Public Affairs	Corporate Services	Rail Services		Finance & Planning	Communication & Public Affairs	Corporate Services
White	85%	84%	86%	100%		76%	90%	80%
Mixed Race	2%	3%	0%	0%		6%	2%	3%
Asian or Asian British	4%	3%	1%	0%		0%	2%	8%
Black or Black British	8%	10%	12%	0%		18%	3%	8%
Chinese or other ethnic group	1%	0%	1%	0%		0%	3%	1%

Surface Transport Gender Breakdown September 2001

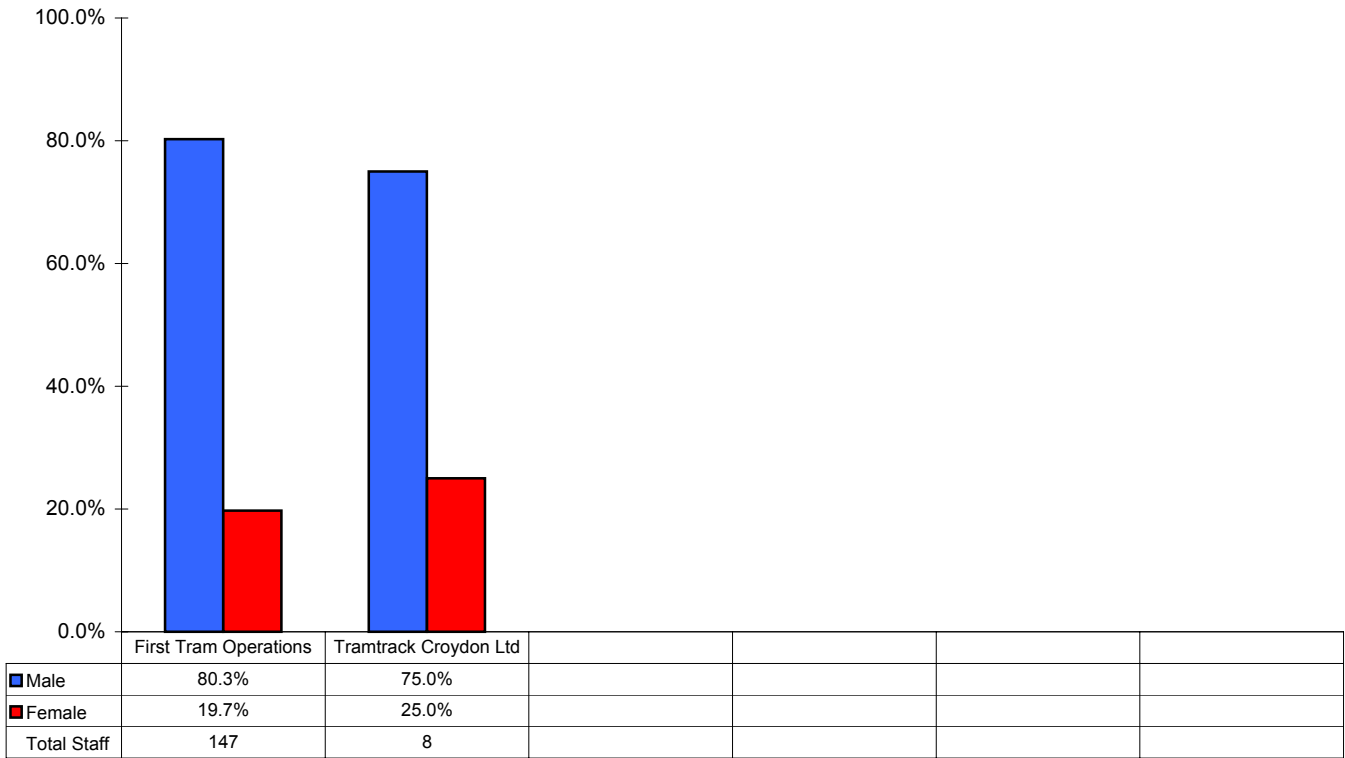


*Includes Casual Staff not reported on headcount - Traffic Recorders.

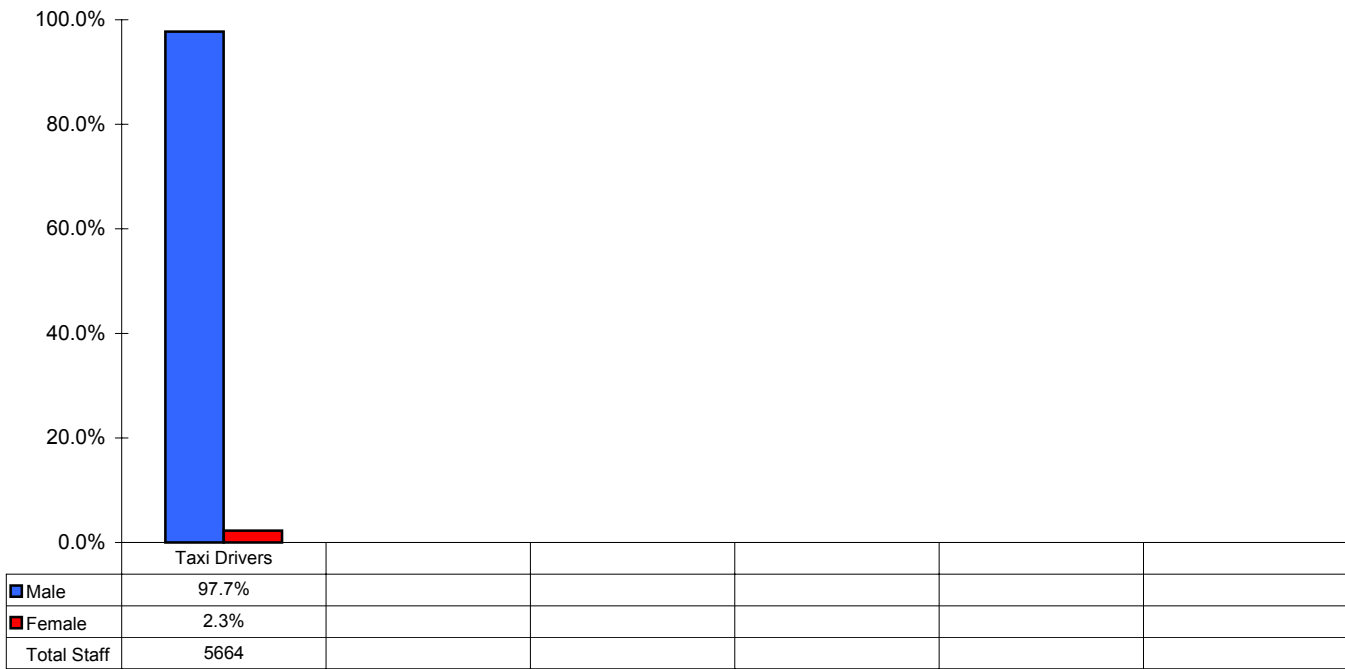
Dial-a-Ride Gender Breakdown September 2001



**Tram Companies
Gender Breakdown September 2001**



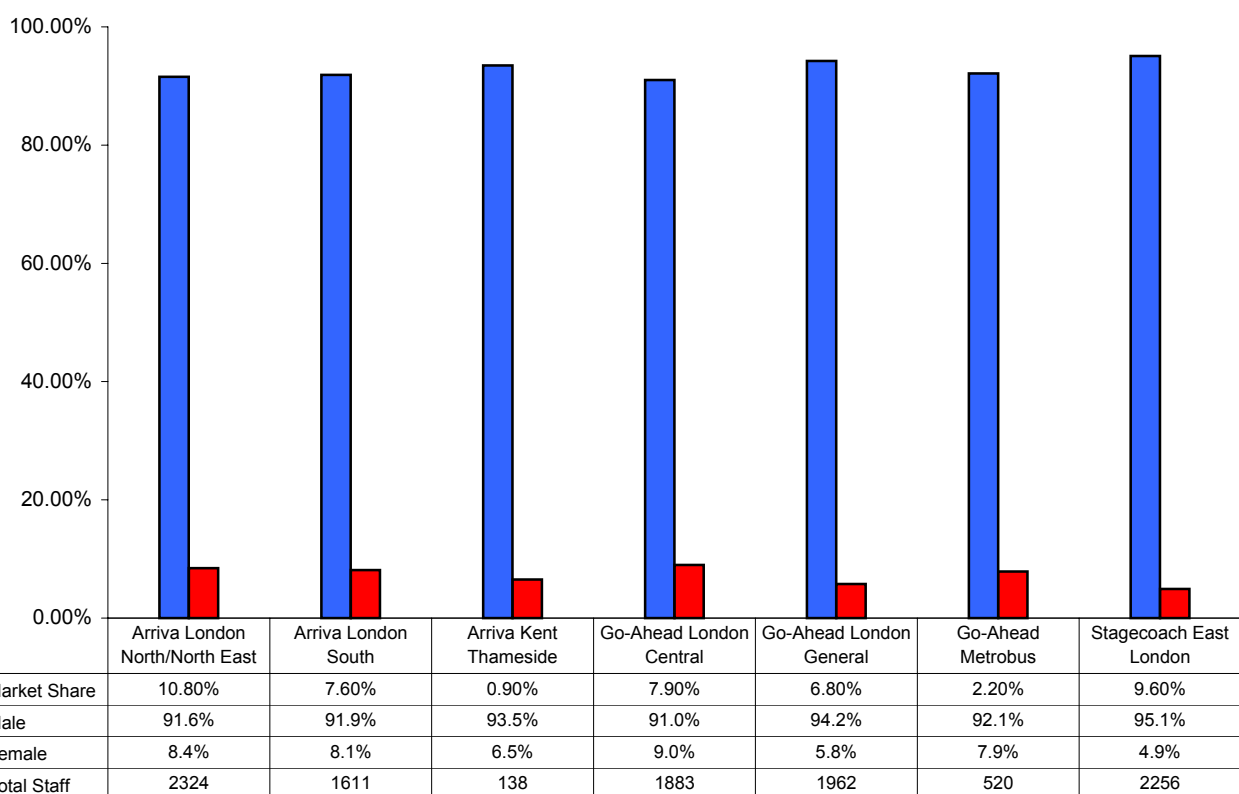
**Taxi Drivers, Proprietors and Knowledge Students
Ethnicity Breakdown September 2001**



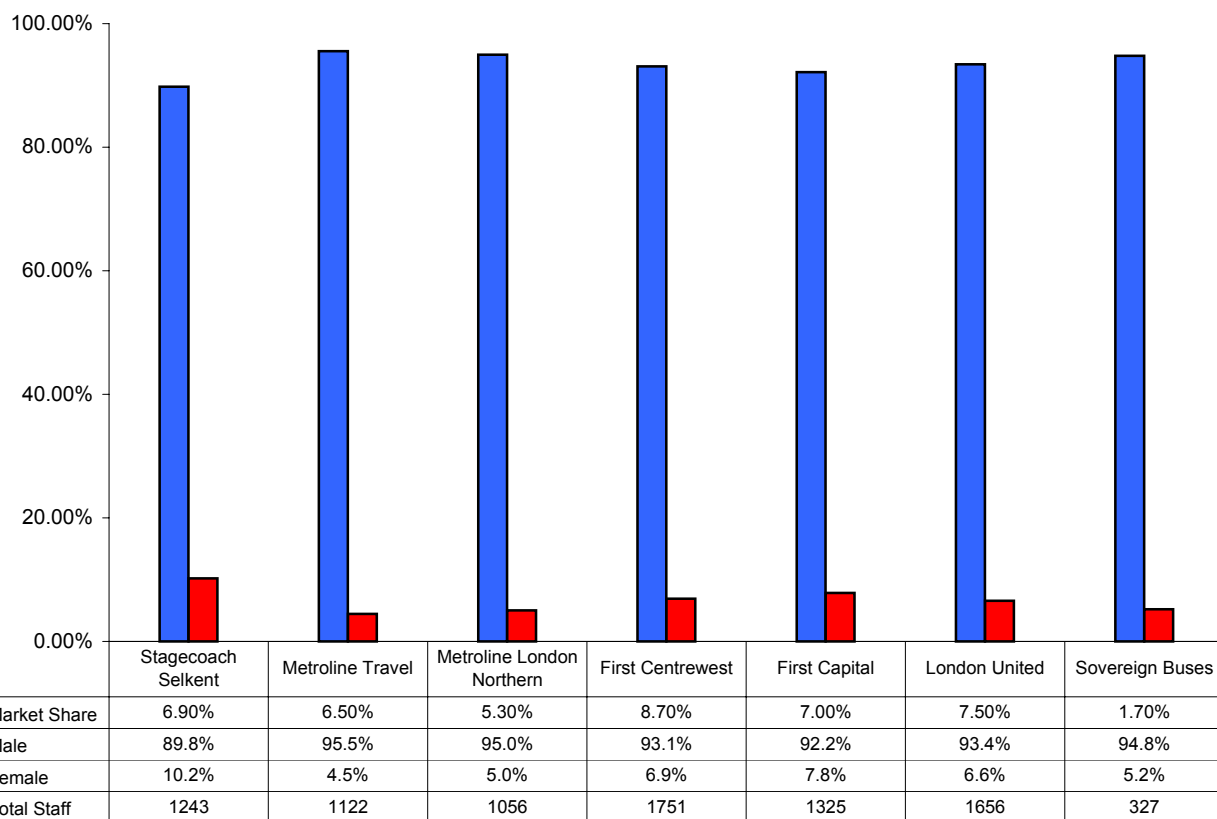
Narrative:

Information is currently being requested regarding ethnic origin, gender and disability from Taxi Drivers and Knowledge Students. This information will be gathered over a three year period and will be obtained at the point of license application or renewal. An initial 'one off' exercise was carried out recently and the results represents 5,664 out of a possible 33,000.

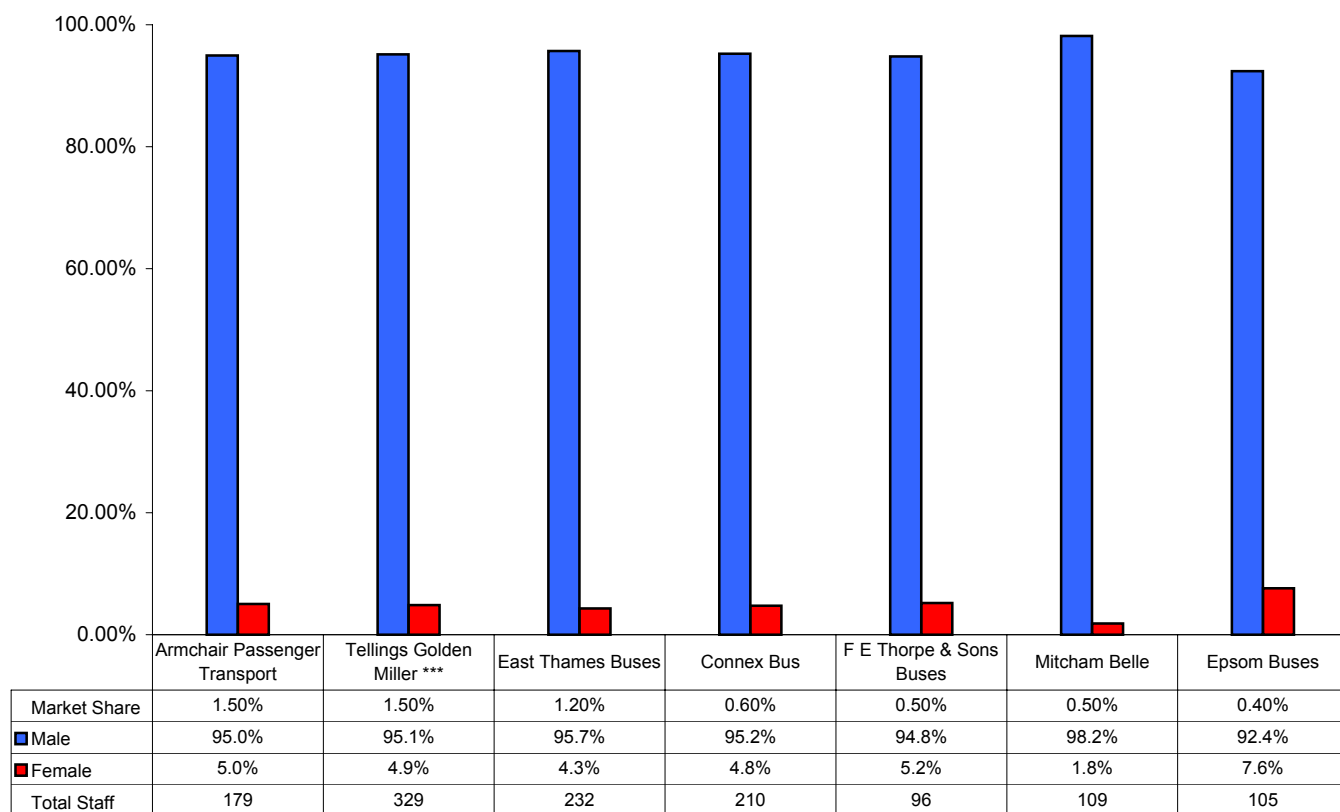
London Bus Companies Gender Breakdown September 2001



London Bus Companies Gender Breakdown September 2001

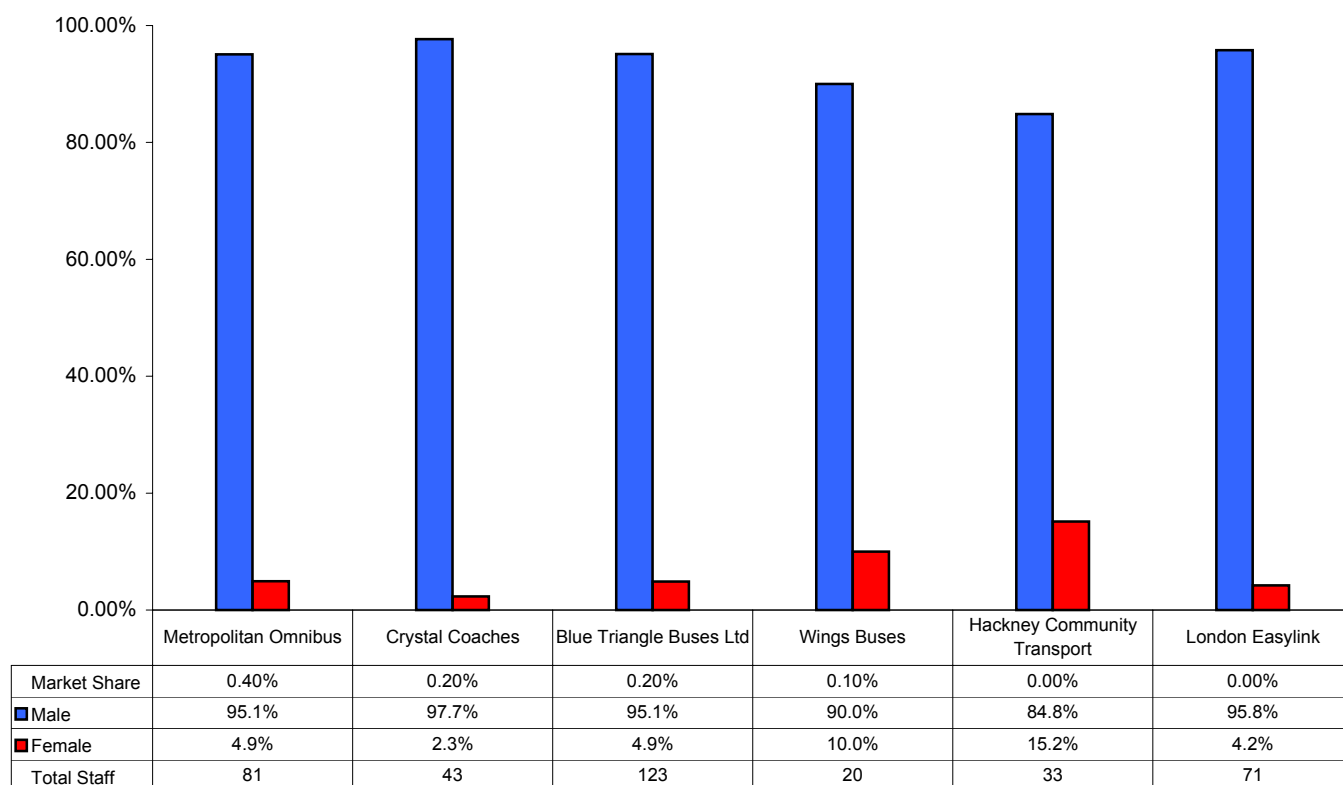


London Bus Companies Gender Breakdown September 2001

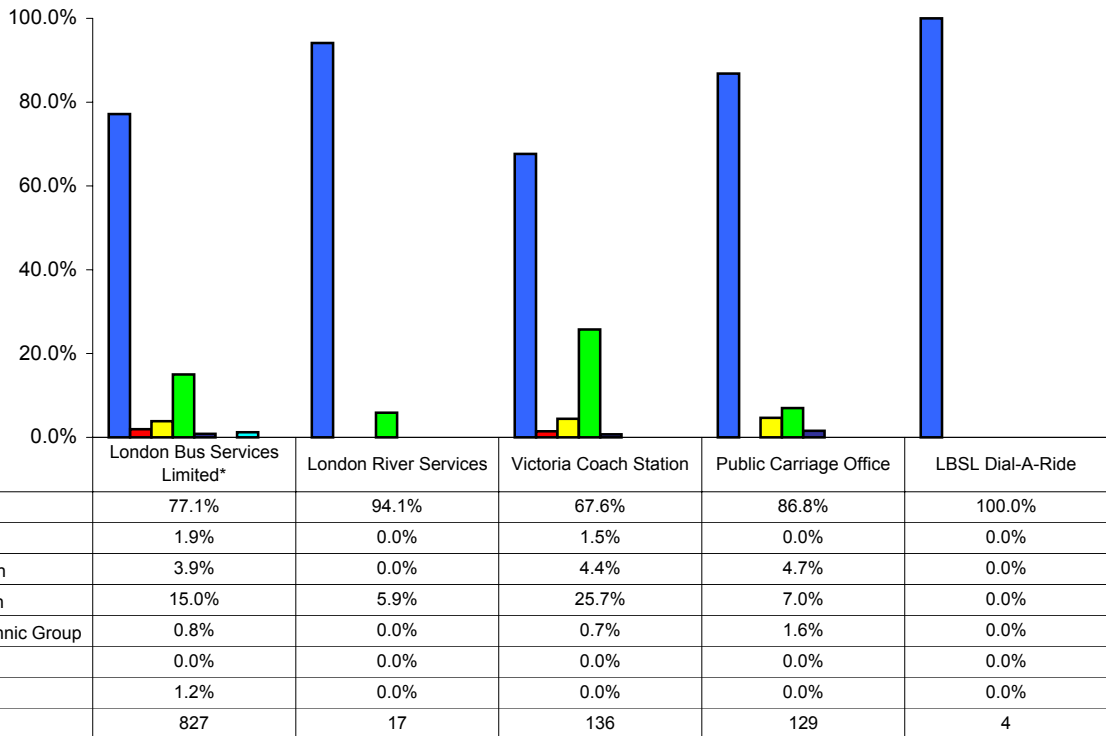


***Data from previous published Surface Transport Report July 2001.

London Bus Companies Gender Breakdown September 2001

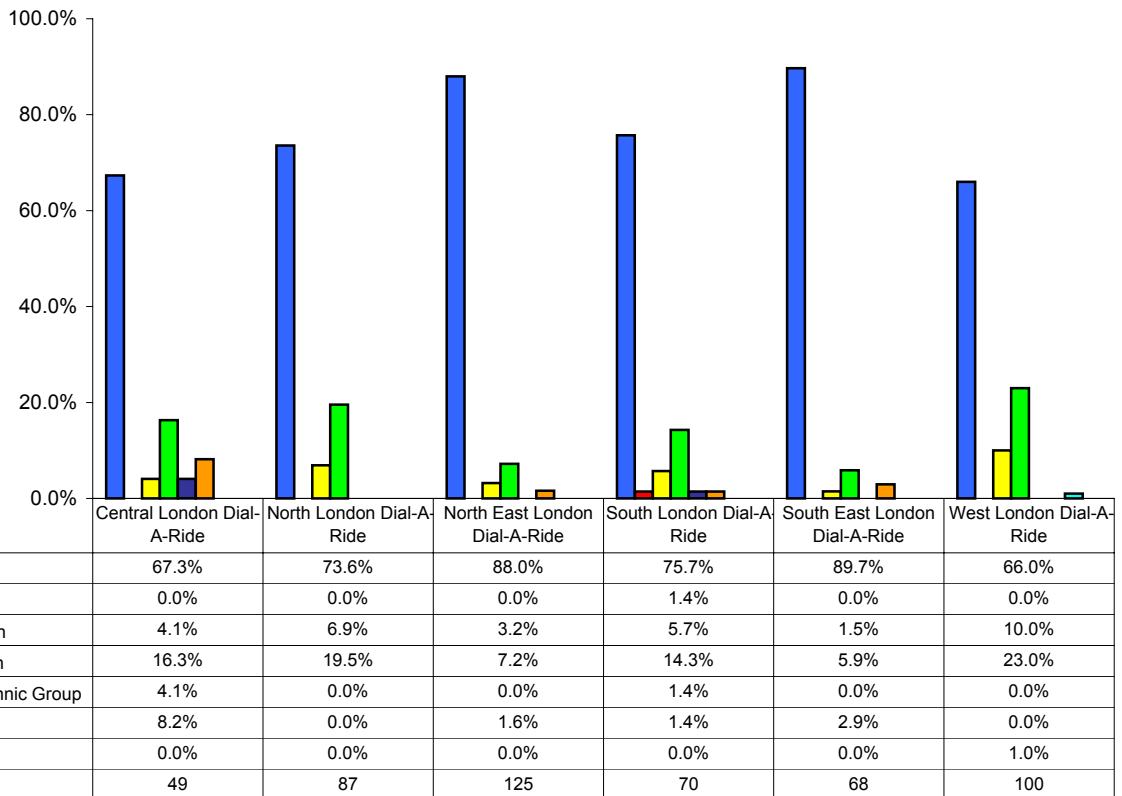


Surface Transport Ethnicity Breakdown September 2001

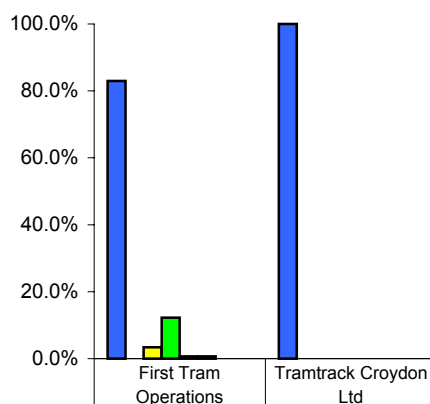


*Includes Casual Staff not reported on headcount - Traffic Recorders.

Dial-A-Ride Ethnicity Breakdown September 2001

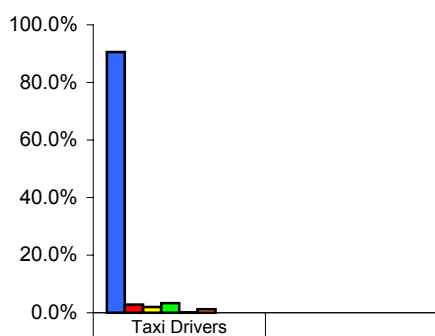


Tram Companies Ethnicity Breakdown September 2001



White European	83.0%	100.0%					
White Other	0.0%	0.0%					
Asian or Asian British	3.4%	0.0%					
Black or Black British	12.2%	0.0%					
Chinese or Other Ethnic Group	0.7%	0.0%					
Other	0.7%	0.0%					
Undefined	0.0%	0.0%					
Total Staff	147	8					

Taxi Drivers, Proprietors and Knowledge Students Ethnicity Breakdown September 2001

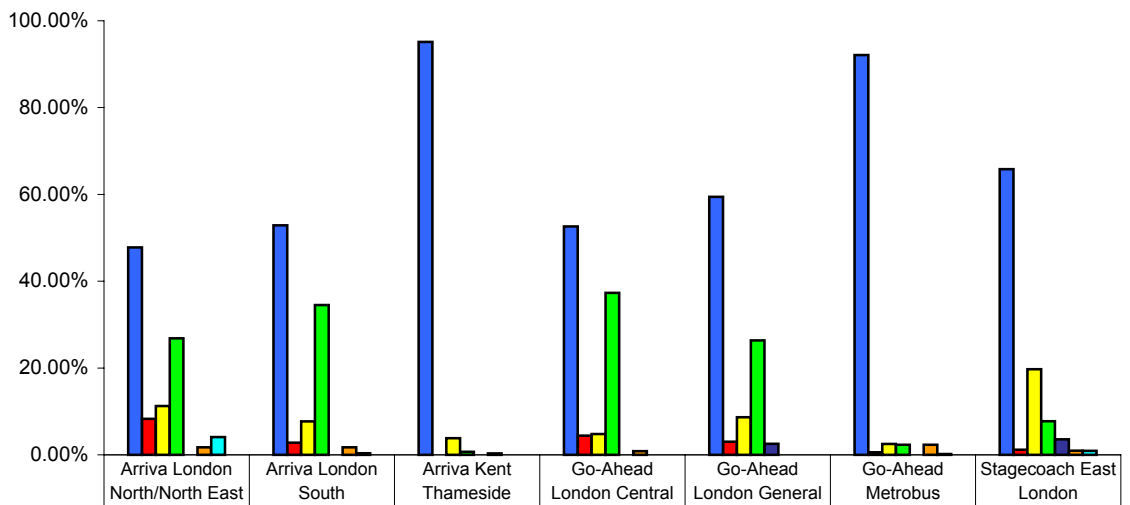


White European	90.6%						
White Other	2.8%						
Asian or Asian British	2.0%						
Black or Black British	3.3%						
Chinese or Other Ethnic Group	0.1%						
Other	1.2%						
Undefined	0.0%						

Narrative:

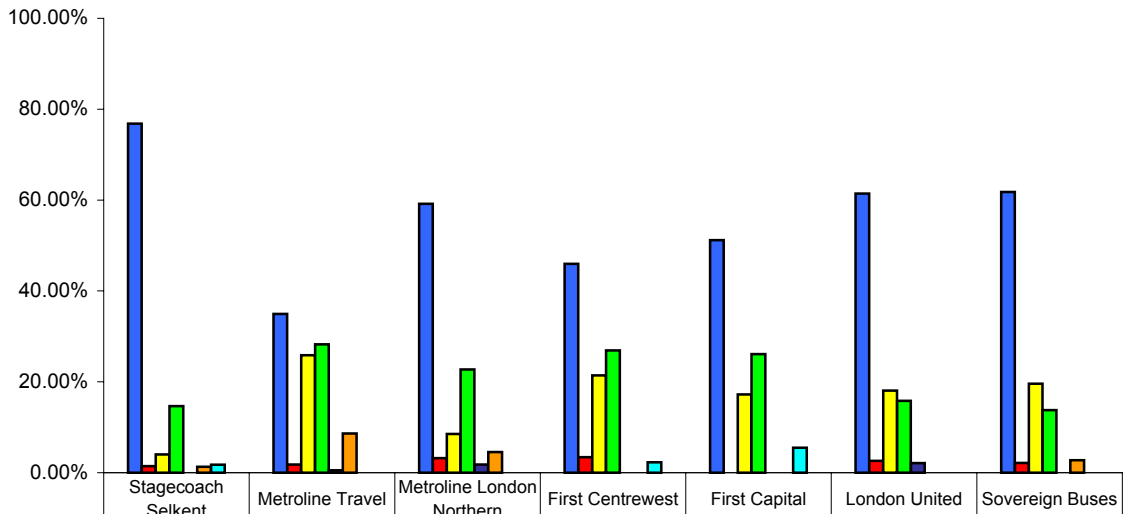
Information is currently being requested regarding ethnic origin, gender and disability from Taxi Drivers and Knowledge Students. This information will be gathered over a three year period and will be obtained at the point of license application or renewal. An initial 'one off' exercise was carried out recently and the results represents 5,664 out of a possible 33,000.

London Bus Companies Ethnicity Breakdown September 2001



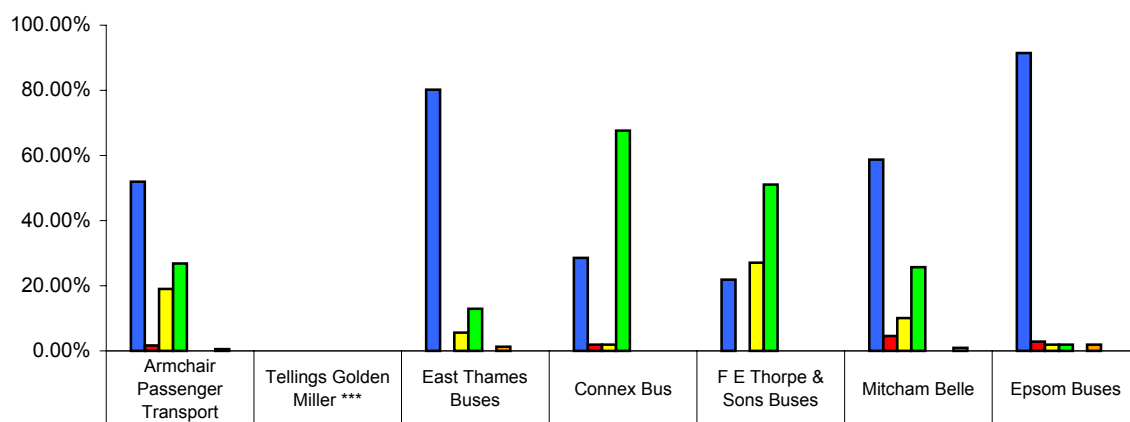
Market Share	10.80%	7.60%	0.90%	7.90%	6.80%	2.20%	9.60%
White European	47.8%	52.9%	95.1%	52.6%	59.4%	92.1%	65.8%
White Other	8.3%	2.8%	0.0%	4.4%	3.0%	0.6%	1.2%
Asian or Asian British	11.2%	7.7%	3.8%	4.8%	8.7%	2.5%	19.7%
Black or Black British	26.9%	34.5%	0.7%	37.3%	26.4%	2.3%	7.8%
Chinese or Other Ethnic Group	0.0%	0.0%	0.0%	0.0%	2.5%	0.0%	3.6%
Other	1.7%	1.7%	0.3%	0.8%	0.0%	2.3%	1.0%
Undefined	4.1%	0.4%	0.0%	0.0%	0.0%	0.2%	0.9%
Total Staff	2324	1611	288	1883	1962	520	2256

London Bus Companies Ethnicity Breakdown September 2001



Market Share	6.90%	6.50%	5.30%	8.70%	7.00%	7.50%	1.70%
White European	76.8%	34.9%	59.2%	46.0%	51.2%	61.4%	61.8%
White Other	1.4%	1.8%	3.2%	3.4%	0.0%	2.6%	2.1%
Asian or Asian British	4.0%	25.8%	8.5%	21.4%	17.2%	18.1%	19.6%
Black or Black British	14.6%	28.3%	22.7%	26.9%	26.1%	15.8%	13.8%
Chinese or Other Ethnic Group	0.0%	0.5%	1.8%	0.0%	0.0%	2.1%	0.0%
Other	1.3%	8.6%	4.5%	0.0%	0.0%	0.0%	2.8%
Undefined	1.8%	0.0%	0.0%	2.3%	5.5%	0.0%	0.0%
Total Staff	1243	1122	1056	1751	1325	1656	327

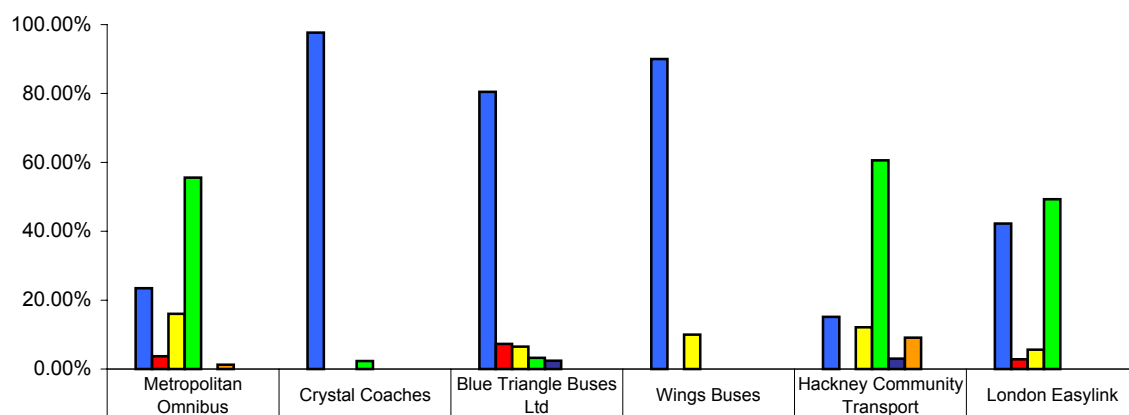
London Bus Companies Ethnicity Breakdown September 2001



Market Share	1.50%	1.50%	1.20%	0.60%	0.50%	0.50%	0.40%
White European	52.0%		80.2%	28.6%	21.9%	58.7%	91.4%
White Other	1.7%		0.0%	1.9%	0.0%	4.6%	2.9%
Asian or Asian British	19.0%		5.6%	1.9%	27.1%	10.1%	1.9%
Black or Black British	26.8%		12.9%	67.6%	51.0%	25.7%	1.9%
Chinese or Other Ethnic Group	0.0%		0.0%	0.0%	0.0%	0.0%	0.0%
Other	0.0%		1.3%	0.0%	0.0%	0.0%	1.9%
Undefined	0.6%		0.0%	0.0%	0.0%	0.9%	0.0%
Total Staff	179	329	232	210	96	109	105

***Current system does not generate ethnicity data but will be available in the future.

London Bus Companies Ethnicity Breakdown September 2001



Market Share	0.40%	0.20%	0.20%	0.10%	0.00%	0.00%
White European	23.5%	97.7%	80.5%	90.0%	15.2%	42.3%
White Other	3.7%	0.0%	7.3%	0.0%	0.0%	2.8%
Asian or Asian British	16.0%	0.0%	6.5%	10.0%	12.1%	5.6%
Black or Black British	55.6%	2.3%	3.3%	0.0%	60.6%	49.3%
Chinese or Other Ethnic Group	0.0%	0.0%	2.4%	0.0%	3.0%	0.0%
Other	1.2%	0.0%	0.0%	0.0%	9.1%	0.0%
Undefined	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Staff	81	43	123	20	33	71

TOTAL ETHNICITY	London Bus Services Limited*	London River Services	Victoria Coach Station	Public Carriage Office	LBSL Dial-A-Ride
White European	638	16	92	112	4
White Other	16	0	2	0	0
Asian or Asian British	32	0	6	6	0
Black or Black British	124	1	35	9	0
Chinese or Other Ethnic Group	7	0	1	2	0
Other	0	0	0	0	0
Undefined	10	0	0	0	0
Total Staff	827	17	136	129	4

TOTAL ETHNICITY %	London Bus Services Limited*	London River Services	Victoria Coach Station	Public Carriage Office	LBSL Dial-A-Ride
White European	77.1%	94.1%	67.6%	86.8%	100.0%
White Other	1.9%	0.0%	1.5%	0.0%	0.0%
Asian or Asian British	3.9%	0.0%	4.4%	4.7%	0.0%
Black or Black British	15.0%	5.9%	25.7%	7.0%	0.0%
Chinese or Other Ethnic Group	0.8%	0.0%	0.7%	1.6%	0.0%
Other	0.0%	0.0%	0.0%	0.0%	0.0%
Undefined	1.2%	0.0%	0.0%	0.0%	0.0%
Total Staff	100.0%	100.0%	100.0%	100.0%	100.0%

TOTAL GENDER	London Bus Services Limited*	London River Services	Victoria Coach Station	Public Carriage Office	LBSL Dial-A-Ride
Male	646	17	98	94	3
Female	181	0	38	35	1
Total Staff	827	17	136	129	4

TOTAL GENDER %	London Bus Services Limited*	London River Services	Victoria Coach Station	Public Carriage Office	LBSL Dial-A-Ride
Male	78.1%	100.0%	72.1%	72.9%	75.0%
Female	21.9%	0.0%	27.9%	27.1%	25.0%
Total Staff	100.0%	100.0%	100.0%	100.0%	100.0%

TOTAL DISABILITY	London Bus Services Limited*	London River Services	Victoria Coach Station	Public Carriage Office	LBSL Dial-A-Ride
Disabled				97	

Market Share	10.80%	7.60%	0.90%	7.90%	6.80%	2.20%	9.60%	6.90%	6.50%	5.30%	8.70%	7.00%	7.50%	1.70%	1.50%
TOTAL ETHNICITY	Arriva London North/North East	Arriva London South	Arriva Kent Thameside	Go-Ahead London Central	Go-Ahead London General	Go-Ahead Metrobus	Stagecoach East London	Stagecoach Selkent	Metroline Travel	Metroline London Northern	First Centrewest	First Capital	London United	Sovereign Buses	Armchair Passenger Transport
White European	1111	852	274	991	1166	479	1485	955	392	625	805	678	1017	202	93
White Other	193	45	0	83	59	3	27	18	20	34	60	0	43	7	3
Asian or Asian British	261	124	11	90	170	13	445	50	290	90	375	228	299	64	34
Black or Black British	624	556	2	703	517	12	175	182	317	240	471	346	262	45	48
Chinese or Other Ethnic Group	0	0	0	0	50	0	81	0	6	19	0	0	35	0	0
Other	40	28	1	16	0	12	22	16	97	48	0	0	9	0	0
Undefined	95	6	0	0	0	1	21	22	0	0	40	73	0	0	1
Total Staff	2324	1611	288	1883	1962	520	2256	1243	1122	1056	1751	1325	1656	327	179

Market Share	10.80%	7.60%	0.90%	7.90%	6.80%	2.20%	9.60%	6.90%	6.50%	5.30%	8.70%	7.00%	7.50%	1.70%	1.50%
TOTAL ETHNICITY %	Arriva London North/North East	Arriva London South	Arriva Kent Thameside	Go-Ahead London Central	Go-Ahead London General	Go-Ahead Metrobus	Stagecoach East London	Stagecoach Selkent	Metroline Travel	Metroline London Northern	First Centrewest	First Capital	London United	Sovereign Buses	Armchair Passenger Transport
White European	47.8%	52.9%	95.1%	52.6%	59.4%	92.1%	65.8%	76.8%	34.9%	59.2%	46.0%	51.2%	61.4%	61.8%	52.0%
White Other	8.3%	2.8%	0.0%	4.4%	3.0%	0.6%	1.2%	1.4%	1.8%	3.2%	3.4%	0.0%	2.6%	2.1%	1.7%
Asian or Asian British	11.2%	7.7%	3.8%	4.8%	8.7%	2.5%	19.7%	4.0%	25.8%	8.5%	21.4%	17.2%	18.1%	19.6%	19.0%
Black or Black British	26.9%	34.5%	0.7%	37.3%	26.4%	2.3%	7.8%	14.6%	28.3%	22.7%	26.9%	26.1%	15.8%	13.8%	26.8%
Chinese or Other Ethnic Group	0.0%	0.0%	0.0%	0.0%	2.5%	0.0%	3.6%	0.0%	0.5%	1.8%	0.0%	0.0%	2.1%	0.0%	0.0%
Other	1.7%	1.7%	0.3%	0.8%	0.0%	2.3%	1.0%	1.3%	8.6%	4.5%	0.0%	0.0%	0.0%	2.8%	0.0%
Undefined	4.1%	0.4%	0.0%	0.0%	0.0%	0.2%	0.9%	1.8%	0.0%	0.0%	2.3%	5.5%	0.0%	0.0%	0.6%
Total Staff	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Market Share	10.80%	7.60%	0.90%	7.90%	6.80%	2.20%	9.60%	6.90%	6.50%	5.30%	8.70%	7.00%	7.50%	1.70%	1.50%
TOTAL GENDER	Arriva London North/North East	Arriva London South	Arriva Kent Thameside	Go-Ahead London Central	Go-Ahead London General	Go-Ahead Metrobus	Stagecoach East London	Stagecoach Selkent	Metroline Travel	Metroline London Northern	First Centrewest	First Capital	London United	Sovereign Buses	Armchair Passenger Transport
Male	2128	1480	129	1714	1849	479	2145	1116	1072	1003	1630	1221	1547	310	170
Female	196	131	9	169	113	41	111	127	50	53	121	104	109	17	9
Total Staff	2324	1611	138	1883	1962	520	2256	1243	1122	1056	1751	1325	1656	327	179

Market Share	10.80%	7.60%	0.90%	7.90%	6.80%	2.20%	9.60%	6.90%	6.50%	5.30%	8.70%	7.00%	7.50%	1.70%	1.50%
TOTAL GENDER %	Arriva London North/North East	Arriva London South	Arriva Kent Thameside	Go-Ahead London Central	Go-Ahead London General	Go-Ahead Metrobus	Stagecoach East London	Stagecoach Selkent	Metroline Travel	Metroline London Northern	First Centrewest	First Capital	London United	Sovereign Buses	Armchair Passenger Transport
Male	91.6%	91.9%	93.5%	91.0%	94.2%	92.1%	95.1%	89.8%	95.5%	95.0%	93.1%	92.2%	93.4%	94.8%	95.0%
Female	8.4%	8.1%	6.5%	9.0%	5.8%	7.9%	4.9%	10.2%	4.5%	5.0%	6.9%	7.8%	6.6%	5.2%	5.0%
Total Staff	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Market Share	10.80%	7.60%	0.90%	7.90%	6.80%	2.20%	9.60%	6.90%	6.50%	5.30%	8.70%	7.00%	7.50%	1.70%	1.50%
TOTAL DISABILITY	Arriva London North/North East	Arriva London South	Arriva Kent Thameside	Go-Ahead London Central	Go-Ahead London General	Go-Ahead Metrobus	Stagecoach East London	Stagecoach Selkent	Metroline Travel	Metroline London Northern	First Centrewest	First Capital	London United	Sovereign Buses	Armchair Passenger Transport
Disabled	2128	1480	129	1714	1849	479	2145		1072	1003	1630	1221	1547	310	179

Market Share	1.50%	1.20%	0.60%	0.50%	0.50%	0.40%	0.40%	0.20%	0.20%	0.10%	0.00%	0.00%
TOTAL ETHNICITY	Tellings Golden Miller	East Thames Buses	Connex Bus	F E Thorpe & Sons Buses	Mitcham Belle	Epsom Buses	Metropolit an Omnibus	Crystal Coaches	Blue Triangle Buses Ltd	Wings Buses	Hackney Community Transport	London Easylink
White European		186	60	21	64	96	19	42	99	18	5	30
White Other		0	4	0	5	3	3	0	9	0	0	2
Asian or Asian British		13	4	26	11	2	13	0	8	2	4	4
Black or Black British		30	142	49	28	2	45	1	4	0	20	35
Chinese or Other Ethnic Group		0	0	0	0	0	0	0	3	0	1	0
Other		3	0	0	0	2	1	0	0	0	3	0
Undefined		0	0	0	1	0	0	0	0	0	0	0
Total Staff	329	232	210	96	109	105	81	43	123	20	33	71

Market Share	1.50%	1.20%	0.60%	0.50%	0.50%	0.40%	0.40%	0.20%	0.20%	0.10%	0.00%	0.00%
TOTAL ETHNICITY %	Tellings Golden Miller ***	East Thames Buses	Connex Bus	F E Thorpe & Sons Buses	Mitcham Belle	Epsom Buses	Metropolit an Omnibus	Crystal Coaches	Blue Triangle Buses Ltd	Wings Buses	Hackney Community Transport	London Easylink
White European		80.2%	28.6%	21.9%	58.7%	91.4%	23.5%	97.7%	80.5%	90.0%	15.2%	42.3%
White Other		0.0%	1.9%	0.0%	4.6%	2.9%	3.7%	0.0%	7.3%	0.0%	0.0%	2.8%
Asian or Asian British		5.6%	1.9%	27.1%	10.1%	1.9%	16.0%	0.0%	6.5%	10.0%	12.1%	5.6%
Black or Black British		12.9%	67.6%	51.0%	25.7%	1.9%	55.6%	2.3%	3.3%	0.0%	60.6%	49.3%
Chinese or Other Ethnic Group		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	3.0%	0.0%
Other		1.3%	0.0%	0.0%	0.0%	1.9%	1.2%	0.0%	0.0%	0.0%	9.1%	0.0%
Undefined		0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Total Staff	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Market Share	1.50%	1.20%	0.60%	0.50%	0.50%	0.40%	0.40%	0.20%	0.20%	0.10%	0.00%	0.00%
TOTAL GENDER	Tellings Golden Miller	East Thames Buses	Connex Bus	F E Thorpe & Sons Buses	Mitcham Belle	Epsom Buses	Metropolit an Omnibus	Crystal Coaches	Blue Triangle Buses Ltd	Wings Buses	Hackney Community Transport	London Easylink
Male	313	222	200	91	107	97	77	42	117	18	28	68
Female	16	10	10	5	2	8	4	1	6	2	5	3
Total Staff	329	232	210	96	109	105	81	43	123	20	33	71

Market Share	1.50%	1.20%	0.60%	0.50%	0.50%	0.40%	0.40%	0.20%	0.20%	0.10%	0.00%	0.00%
TOTAL GENDER %	Tellings Golden Miller ***	East Thames Buses	Connex Bus	F E Thorpe & Sons Buses	Mitcham Belle	Epsom Buses	Metropolit an Omnibus	Crystal Coaches	Blue Triangle Buses Ltd	Wings Buses	Hackney Community Transport	London Easylink
Male	95.1%	95.7%	95.2%	94.8%	98.2%	92.4%	95.1%	97.7%	95.1%	90.0%	84.8%	95.8%
Female	4.9%	4.3%	4.8%	5.2%	1.8%	7.6%	4.9%	2.3%	4.9%	10.0%	15.2%	4.2%
Total Staff	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Market Share	1.50%	1.20%	0.60%	0.50%	0.50%	0.40%	0.40%	0.20%	0.20%	0.10%	0.00%	0.00%
TOTAL DISABILITY	Tellings Golden Miller	East Thames Buses	Connex Bus	F E Thorpe & Sons Buses	Mitcham Belle	Epsom Buses	Metropolit an Omnibus	Crystal Coaches	Blue Triangle Buses Ltd	Wings Buses	Hackney Community Transport	London Easylink
Disabled		222	200	91	107	97	77	42	117	18	28	68

TOTAL ETHNICITY	First Tram Operations	Tramtrack Croydon Ltd
White	122	8
White Other	0	0
Asian or Asian British	5	0
Black or Black British	18	0
Chinese or Other Ethnic Group	1	0
Other	1	0
Undefined	0	0
Total Staff	147	8

TOTAL ETHNICITY %	First Tram Operations	Tramtrack Croydon Ltd
White European	83.0%	100.0%
White Other	0.0%	0.0%
Asian or Asian British	3.4%	0.0%
Black or Black British	12.2%	0.0%
Chinese or Other Ethnic Group	0.7%	0.0%
Other	0.7%	0.0%
Undefined	0.0%	0.0%
Total Staff	100.0%	100.0%

TOTAL GENDER	First Tram Operations	Tramtrack Croydon Ltd
Male	118	6
Female	29	2
Total Staff	147	8

TOTAL GENDER %	First Tram Operations	Tramtrack Croydon Ltd
Male	80.3%	75.0%
Female	19.7%	25.0%
Total Staff	100.0%	100.0%

TOTAL DISABILITY	First Tram Operations	Tramtrack Croydon Ltd
Disabled	0	0

TOTAL ETHNICITY	Taxi Drivers
White	5130
White Other	159
Asian or Asian British	112
Black or Black British	188
Chinese or Other Ethnic Group	6
Other	69
Undefined	0
Total Staff	5664

TOTAL ETHNICITY %	Taxi Drivers
White European	90.6%
White Other	2.8%
Asian or Asian British	2.0%
Black or Black British	3.3%
Chinese or Other Ethnic Group	0.1%
Other	1.2%
Undefined	0.0%
Total Staff	100.0%

TOTAL GENDER	Taxi Drivers
Male	5535
Female	129
Total Staff	5664

TOTAL GENDER %	Taxi Drivers
Male	97.7%
Female	2.3%
Total Staff	100.0%

TOTAL DISABILITY	Taxi Drivers
Disabled	97

TRANSPORT FOR LONDON

TfL BOARD

SUBJECT: REVIEW OF DIAL-A-RIDE

MEETING DATE: 27 NOVEMBER 2001

1. PURPOSE

Responding to many views on the current arrangements, in July the Managing Director of Surface Transport commissioned PA Consulting Group to carry out a Best Value review of the London Dial-a-Ride (DaR) service.

This paper outlines the findings of this review, and the recommendations for improving the service. The proposals have been submitted to the Surface Transport Advisory Panel. The paper was welcomed by the Panel, with the main point arising being the strong necessity for continuing consultation with users and potential users. This forms an integral part of the proposals and I will ensure that the need is addressed.

Approval is sought from the TfL Board for the implementation of the recommended structural changes to Dial-a-Ride.

2. BACKGROUND

2.1 Scope of the review

The review covered a thorough examination of the business performance of the DaR service, including its management and governance structure, and a Best Value review of the investment of public resources. The Mayor's Transport Strategy commits to two further reviews concerning accessible transport; one of the eligibility criteria for door-to-door accessible transport; the other of the cost to the user of door-to-door accessible transport. These issues are outside the scope of this paper which has kept focused on improving the efficiency of the current organisation of the DaR function.

In carrying out this review, the PA team consulted all six DaR companies, TfL, representation from the Mayor's office, a number of user representative organisations including DART, the Transport and General Workers Union (T&GWU), and other similar service providers.

2.2 Findings of the review

PA considered DaR's performance in three critical dimensions:

- DaR's ability to meet user needs
- DaR's performance as a business
- The appropriateness of DaR's management and governance structures.

DaR's ability to meet user needs

People who use DaR regularly appear to be very highly satisfied with the service. The behaviour of the drivers and their reliability and punctuality were particularly complimented.

However, there are significant failings that must be considered alongside these very positive findings. Principal concerns were the booking process; the constraints imposed by the geographical boundaries between the existing six DaR companies; the focus of some DaR policies on the needs of the service rather than its users; and the apparent low usage of the service by eligible Londoners.

DaR's performance as a business

The split of DaR into six charitable companies results in inevitable inefficiencies in the multiplication of premises and management overheads. Further inefficiency exists in the lack of common arrangements for fleet management, which means that the costs associated with the fleet are higher than necessary, and the usage of the fleet is not as efficient as it could be.

DaR's performance also appears to be hampered by its laborious operational processes, such as scheduling, and by the lack of systems support for these processes, which results in DaR's data being recorded by manual data entry and in some cases even handwriting.

One of the drivers of this inefficiency is the lack of appropriate performance measures; existing measures appear to be vague and not focused on the real indicators of the service's performance.

DaR's management and governance structures

Management accountability is currently split between TfL, the General Managers, and the Boards of each charitable company. It is clear that many Managers and Directors are extremely committed to their roles, and do their best to deliver the service their users need. However, the current arrangements are not helpful to this cause.

No clear guidelines appear to exist for the different roles and responsibilities of each party, and practice does not appear to be in line with what independent legal guidance exists.

3. ALTERNATIVES

Clearly, on the basis of these findings to do nothing is not appropriate. Thus recommendations were drawn up to improve the quality of the service provided to users. The specifics of these recommendations are set out in the attached Appendix A.

In summary, the recommended course of action is to unify all six DaR operations into one directly delivered service in order to:

- facilitate the delivery of a set of short-term improvements to the efficiency and effectiveness of the service
- initiate a thorough assessment of the longer term logistics options available to DaR, including the nature of the scheduling process, the number and spread of operational bases, and the support required from IT systems.

A significant relationship with, and voice for, users (and potential users) must also be created to replace the intention of the DaR Boards, both during the process of change and after the change is complete.

Finally, the longer term strategic future for DaR must be clarified through the proposed review of eligibility criteria of all door-to-door accessible transport.

4. IMPACT ON FUNDING

There will be no overall increase in the cost of the DaR service. Although there may be some limited costs associated with the establishment of interim unified management arrangements, these will be more than compensated for by the significant efficiency savings achieved during the first year of DaR's operation as a unified service. Associated with the efficiency gains that are planned there will be a significant improvement to the service delivered to DaR's customers.

5. CONCLUSIONS

The Board is requested to approve the progression of the fundamental organisational change required to bring all six DaR operations into one unified service, as the first step towards implementing these recommendations.

At an early future date, TfL will pursue the wider review of eligibility criteria for door-to-door services, which will give direction to designing clear, prioritised service aims for the new DaR structures.

PETER HENDY
MANAGING DIRECTOR OF SURFACE TRANSPORT

Appendix A – Summary of recommendations of the Best Value review of Dial-a-Ride

The recommendations for improving the performance of DaR recognise the complexity of the stakeholder environment. Some of the recommendations require the strategic input of a range of different stakeholders; others can be initiated by TfL almost immediately.

Recommendation 1: Define the service aim

The proposed TfL-wide review of eligibility criteria for door-to-door accessible transport will be essential in designing, clear prioritised service aims.

Recommendation 2: Define the delivery organisation

The most efficient and effective way of delivering the DaR service is through a centralised management structure, with centralised business administration and fleet management. A decision must be made about the most appropriate legal entity to deliver the service, and then a rigorous governance regime must be established within it. A robust process for user involvement should also be developed.

Although a detailed organisation design is dependent to some extent upon the definition of the service aim, an interim centralised management arrangement should be established as early as practical in order to develop a logistics strategy. The centralised management function would also be able to drive a programme of short-term performance improvements.

Recommendation 3: Develop a logistics strategy

The interim management should carry out an examination of logistical options for DaR, through a detailed analysis of available information, and a programme of piloting innovative delivery mechanisms. Through this work and through the centralisation of management, a set of short-term performance improvements will be defined and achieved.

The key areas the logistics strategy must focus on are:

- Number and spread of operational bases
- Nature, capacity and maintenance arrangements for fleet
- Appropriate systems support
- Appropriate booking and scheduling processes
- Appropriate Health and Safety arrangements.

Recommendation 4: Design a meaningful set of performance statistics

DaR must establish a balanced scorecard as a framework for performance measurement. The precise details of the measures included will depend upon the nature of the service aim; however it is clear that the scorecard should be based on four dimensions: business performance; fleet management; logistics efficiency; user satisfaction.

Recommendation 5: Consider the options for using competition to improve service quality and efficiency

Under best value, TfL should consider the use of competition to improve the service and improve efficiency of the DaR service at four levels: the whole service; individual business functions such as finance; key business processes such as booking and scheduling and fleet management; or individual journeys, such as could be contracted to a taxi company. Whilst tendering the whole service is inappropriate at present given the uncertainty over its future, consideration will be given to the other issues. One company, for example, already currently contracts for its financial management arrangements. There is clearly a case to investigate alternative maintenance arrangements, and more flexibility using taxis is already under consideration.

TRANSPORT FOR LONDON

TfL BOARD

SUBJECT: TfL's SOCIAL INCLUSION AGENDA

MEETING DATE: 27 November 2001

1. PURPOSE

The Mayor's Transport Strategy includes a challenging array of policies, proposals and aspirations in relation to social inclusion. This paper outlines how TfL should respond to these, with a programme to take social inclusion issues forward across the organisation. This paper reflects discussions at the advisory panels.

2. BACKGROUND

2.1 TfL's position on social inclusion is provided in Appendix A.

2.2 Excluding groups and communities from society is a double impediment to the sustainability of society. It is both a waste of their potential contribution to social progress, and a drain on social resources that could otherwise be used to further social progress. Inclusion makes human and economic sense.

2.3 "The Mayor's vision is to develop London as an exemplary sustainable world city based on: [...] social inclusivity to allow all Londoners to share in London's future success;" (*The Mayor's transport strategy p.60*). The transport strategy cites social inclusion as a key challenge in promoting a fair city and a city for people. The strategy promotes social inclusion, and requires TfL to set priorities for improving transport for people who are socially excluded (p.82).

2.4 There are four key reasons for addressing social inclusion issues:

- **Governance** – the Mayor's Transport Strategy commits TfL to a programme of social inclusion, setting priorities and developing initiatives that will include those previously excluded from transport services. The Government's White Paper on Transport made a commitment to a fairer society, through better access to jobs and services.
- **Legislative** – there is a range of laws that impact upon TfL's service delivery and employment practices, such as the Human Rights Act 2000. The legal framework is outlined in Appendix B.
- **Ethical** – TfL is in public ownership, and provides public services. It therefore should be responding to the needs of its owners, the public, and not just those who pay, or who are able to get its attention.
- **Financial** – the financial reasons for TfL are less about increasing the number of fare-paying passengers and more about demonstrating to government that good public transport reduces the cost of social exclusion. Cross-sector financial benefits, i.e. benefits to other public services such as health and education, accrue as a result of inclusive transport provision. TfL needs to be properly funded to provide the inclusive services that will achieve maximum benefit across the whole system of public services.

3. PROPOSED APPROACH

- 3.1 The proposed approach to social inclusion is to establish a programme to co-ordinate social inclusion work, to share good practice, and to develop an understanding of what London needs, in order to develop a socially inclusive transport system.
- 3.2 For social inclusion initiatives to be most effective, and have maximum immediate impact, the social inclusion agenda must be mainstreamed. However, this will not happen of its own accord. Existing and potential inclusion initiatives need to be linked into a coherent programme, the extent of the agenda for inclusion defined, and the work both championed and kept on track.
- 3.3 At the outset, this will require a central driving force - i.e. a post reporting in at Commissioner level - although as the mainstreaming process beds in, this core function could be phased out. The positioning of this post is important because of the pan-organisational nature of social inclusion and its status in the Mayor's Strategy. The core function would be small, to strengthen the mainstreaming approach, and would consist of a Programme head, with a research function and an administrative function in support.
- 3.4 TfL currently has an Access & Mobility unit that advises on physical, informational and organisational accessibility to the transport system in London. Some of this unit's current work can and should be mainstreamed, such as the journey information service. However, a central function is still required. Accessibility is a key element of a socially inclusive transport system (see Appendix A), but not the only element. As a complement to the other elements of socially inclusive transport, the central access and mobility function logically would be located within the core social inclusion function.
- 3.5 The core function would have four key roles. The linking and advising roles are essentially the practical aspect of the function – making things happen within the organisation. Research – finding out what needs to be done – and monitoring – making sure that it is done – will be crucial to the success of the business in promoting inclusion.

3.5.1 *Linking*

There are already a number of initiatives under way in TfL that impact on social inclusion. Many of these are driven by individual business areas – sometimes sub-areas – and are not always 'joined-up' to other initiatives that are related. TfL is losing potential synergy, and the knowledge about social inclusion, and how to meet the needs of people experiencing exclusion, remains in pockets throughout the organisation.

Appendix C identifies two key cross-organisational themes that will increase social inclusion. There is already a range of initiatives under way for each theme. However, these initiatives are seldom closely linked, and some important initiatives that could increase the effectiveness of TfL's overall activities have not yet been put in train. The core function would add value by ensuring that the different business areas involved each knew about the others' activities, by feeding in good practice and research data, and by identifying and prioritising additional initiatives such as those indicated in the Appendix. It would also ensure a close tie-in with other members of the GLA family, and the other mayoral strategies.

The core function would also enable the sharing of good practice and knowledge, both across the organisation and with other relevant agencies and organisations. Initially this would be a labour-intensive process, conveying ideas and information from one part of TfL or relevant agency to another. However, longer term, a key component of this linking role is the development of a private internet site to provide a forum for those working on social

inclusion, including others in the GLA family, to work together. An outline of the proposal for this is attached at Appendix D.

3.5.2 Advising

A key first task for the core function will be defining what social inclusion means in practice. This will be an active process, reviewing best practice on inclusion, especially in relation to transport, and working with the business areas to help them implement best practice in their work.

The business areas will then require support and advice on social inclusion issues. New understanding, ideas and opportunities will arise from the research that both the business areas and the core function undertake, and they will need support with interpretation and practical application. Existing initiatives might need to be re-designed in the light of new information; new initiatives might be needed to complement the existing ones – the core function would assist the business areas in planning and prioritising.

3.5.3 Research

A socially inclusive transport system in London is like a large and complex picture that has been cut up like a jigsaw and the pieces jumbled up. At the moment, TfL has begun to put pieces of the jigsaw together, but we don't know what the picture looks like, so we don't know where our pieces fit. We are also uncertain how to find some of the pieces we need.

The core function will keep the whole picture under review, and keep trying to determine what the final picture will look like. It will help the business areas identify where in the picture their current initiatives fit and will discover what 'pieces' TfL as an organisation needs next. However, in the meantime, we can make progress in relation to what we understand already. This is effectively a pragmatic, 'action research' approach, where we act, review, learn, act, review and learn in a continuous cycle.

Much of the research would be undertaken in the businesses, as it is now, with input from the core function, in particular to ensure that the maximum value is obtained from the research for the whole of TfL. An example of this is the work in Street Management on road safety amongst children from ethnic minorities. Other research would be undertaken in partnership with related agencies, such as the LDA. An example of this is research to gain an understanding of the role transport plays in regeneration, and how such transport provision can be made more effective. Transport is a necessary but not sufficient solution to exclusion. Other agencies will need to be involved in identifying a whole system solution, and partnerships in research will be vital to achieving this.

3.5.4 Monitoring

TfL must be able to track its progress in tackling transport exclusion. The core function would be responsible for identifying and developing performance measures, in partnership with the business areas, both to help the business areas manage the work effectively and to measure corporate progress. Measures would include, for example:

- the provision of appropriate services provided to areas of London experiencing social exclusion including the effectiveness (e.g. uptake) of these services;
- the number of drivers receiving training accreditation;
- levels of satisfaction amongst marginalised groups in relation to transport provision (in conjunction with Communications and Public Affairs).

More sophisticated measures would be developed as an early priority within the function's work programme. These measures would become part of the business areas' performance

indicators, and performance management would be effected through the normal management processes.

In addition, the core function must add value, and be seen to do so. An example first year work plan is included at Appendix E. It is essential to agree with the business areas, from the outset, targets for the function's own contribution to the success of the business areas in tackling exclusion.

TfL must be transparent about its progress on social inclusion issues. Progress should be reported annually. Consideration should be given to benchmarking best practice in other cities. The annual report would be an appropriate medium for reporting, given the requirement to mainstream.

4. IMPACT ON FUNDING

4.1 The additional impact on funding of the recommended approach (see the next section) will be:

Revenue

- Staff costs – for a Programme Head, research and administrative functions, £170k pa
- Some central research costs – up to £100k pa

Capital

- Cost of the internet / intranet - £15k

The provision in the full 2002/3 business plan for social inclusion initiatives within SI6 could be used to cover these costs.

4.2 Costs for specific initiatives are already budgeted by individual areas. As the programme develops, initiatives may be dropped, altered or new initiatives started, but for the time being the costs will remain broadly as per the business plan.

5. RECOMMENDATIONS

The TfL Board is asked to note the proposed approach to social inclusion.

Appendices

- A TfL's position on social inclusion
- B The legal framework
- C Key themes with a social inclusion impact
- D The Internet / Intranet links
- E Example first year work programme

For detailed enquiries on the content of this report, please contact:

Name: Alice Maynard
Telephone 020 7941 4122

Appendix A – Social exclusion

A.1 TfL’s commitment to inclusion

Transport for London recognises that people who live in, work in and visit London are individuals, from diverse backgrounds, with different aspirations to be included in the community and, therefore, differing needs for transport services. In order to bring about inclusive transport in London, in our services and in our employment and business practices, we will make every effort to work in an inclusive way.

A.2 What is social inclusion?

In order to understand social inclusion, it is necessary to consider what social *exclusion* is. “Exclusion is not about inequality but about mechanisms that act to detach groups of people from the social mainstream.”¹ Social exclusion is a complex multi-dimensional phenomenon, and the following is offered as a starting point.

The government’s social exclusion unit describes social exclusion as follows:

“Social exclusion is a shorthand term for what can happen when people or areas suffer from a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime environments, bad health and family breakdown.”

Social exclusion can also result from discrimination and harassment experienced by marginalised groups because of their social identity. This applies to many groups of people, including ethnic minority communities, disabled and older people, lesbian gay bisexual and transgender people, young adults, unemployed people and women. This causes people to withdraw from society, being reluctant, or even fearing, to use services. Members of such groups may experience exclusion at some times and not at others. Children also experience exclusion in some circumstances.

A.3 What is the role of transport in enabling inclusion?

Good transport services combat social exclusion by providing access to opportunities, including employment both inside and outside the transport industry. Transport exclusion, on the other hand, exacerbates other social exclusion experiences, and leads to unemployment, poverty, ill health and social isolation. TfL’s social inclusion agenda is predicated upon social justice.

The dimensions of exclusion, in relation to transport, may be:

- spatial (where someone wishes to start from, or end up);
- temporal (when they wish to travel);
- financial (how much they can afford);
- physical (whether they are physically able to access the available services); or
- ethical (the attitudes of companies or individuals that may deter them from using the service).

TfL recognises that many people in London experience transport exclusion. Those who experience exclusion are those who are resident in, work in, or visit London, wish to participate in social activities (work or leisure), and need to use a variety of means of transport to do so but cannot, for reasons of:

- Accessibility (geographic and physical)
- Affordability
- Acceptability (e.g. security & safety, cleanliness, cultural issue, staff and organisational attitudes)

¹ Anthony Giddens, *The Third Way*

Appendix B – the legal framework

This appendix summarises the general legislative regime applicable to the achievement of social inclusion by Transport *for* London (“TfL”).

Greater London Authority Act 1999

TfL must exercise its functions for the purpose of facilitating the Mayor’s transport strategy. In exercising its functions including formulating the strategy the Greater London Authority (“GLA”) must:

- have regard to the principle of equality of opportunity for all people;
- have regard to the need to promote good relations between persons of different racial groups, religious belief and sexual orientation; and
- have regard to the need to eliminate unlawful discrimination.

The Mayor’s general transport duty is to develop and implement policies for the promotion and encouragement of safe, integrated, efficient and economic transport facilities and services.

Equality Legislation

Sex Discrimination Act 1975 (“SDA”)

The SDA aims to make any kind of discrimination on the grounds of sex, marriage and gender reassignment unlawful.

Race Relations Act 1975 (“RRA”)

The RRA covers discrimination on racial grounds and relations between people of different racial groups. A racial ground is defined as colour, race, and nationality or ethnic or national origins.

Section 19B of the RRA provides that it is unlawful for a public authority in carrying out any of its functions to do anything constituting discrimination under the RRA. In addition, a recent amendment to the RRA provides that TfL, as a specified body, must have due regard to the need to eliminate unlawful racial discrimination, to promote equality of opportunity and good relations between persons of different racial groups in carrying out its functions (section 71 RRA).

Disability Discrimination Act 1995 (“DDA”)

The DDA makes it unlawful to discriminate against disabled persons. Disability is defined as a physical or mental impairment that has a substantial long-term adverse effect on a person’s ability to carry out normal day to day activities.

Under the DDA where a service provider has a practice, policy or procedure, which makes it impossible or unreasonably difficult for disabled persons to make use of the service it is his/her duty to take reasonable steps in order to change that practice, policy or procedure (section 21). This does not apply to the actual provision of public transport as that is dealt with separately in the DDA.

All three acts deal with discrimination in connection with various areas, including, employment, provision of goods, facilities and services, premises and public transport.

Human Rights Act 1998

The basic purpose of the Human Rights Act 1998 is to give effect to the rights and freedoms guaranteed under the European Convention on Human Rights. The Act makes it unlawful for a public body to act in a way incompatible with a Convention right. The Convention rights are the rights and fundamental freedoms set out in Article 2 to 12 and 14 of the Convention and are incorporated into the Human Rights Act 1998.

Articles that may be relevant to TfL include the following:

Article 2 – Right to life

Article 5 – Right to liberty and security of person

Article 8 – Right to respect for private and family life

Article 12 – the prohibition of discrimination affecting the enjoyment of Convention rights and freedoms

In particular, Article 8 and the right to private and family life may be relevant to TfL. Article 8 has been interpreted widely by the courts so that its application is not confined to immediate family relationships and home life.

EC Law

There are various European Council Directives that will have an impact on how TfL achieves social inclusion. In particular, the European Union has recently passed two new directives, a Race Directive and an Employment Directive. Member states have until July 2003 to ensure their laws are compatible with these Directives.

However, case law has developed the concept that where a body has a statutory responsibility to provide a public service and is under the control of the state then it may be an emanation or organ of the state. Directives may be directly enforceable against such bodies. It is possible that TfL is such an organ of the state and accordingly, the Directives may be applicable now.

Some of the changes introduced by the Directives include the following:

- Expanding the grounds of discrimination in employment to include age, sexual orientation and religion.
- Broadening the definition of indirect discrimination
- Expanding the scope of protection against discrimination in respect of race,
- Allowing member states to take positive action measures to prevent or compensate for situations of inequality.

Implementation

An important mechanism for assisting in bringing about social inclusion is the Local Implementation Plan Process (LIP). Local boroughs must prepare LIPs containing proposals for implementation of the transport strategy. The strategy contains many proposals that assist in achieving social inclusion and in particular, those socially excluded on the basis of disability.

In preparing LIPs the boroughs must consult local organisations including those representative of disabled persons and others directed by the Mayor. TfL is also a key consultee. LIPs are subject to the approval of the Mayor.

Statutory Limitations

There are various ways in which legislation may prevent TfL from delivering a socially inclusive transport system. The remainder of this appendix deals with the potential constraints.

EU and subsequent UK Procurement Rules

TfL looked at whether it could incorporate equal opportunity considerations into its procurement process for the provision of goods and services. This would involve an assessment of the equal opportunity practices of potential and existing service providers.

However, TfL (and its subsidiaries) are subject to the EC and UK procurement rules for contracts for goods and services other a certain threshold. There are two relevant Directives and UK regulations that restrict the extent to which non-commercial considerations such as equal opportunities can be taken into account.

It is worth noting that TfL is not restricted by section 17 of the Local Government Act 1988. This prohibits the consideration of non-commercial considerations when awarding contracts.

Prohibitions versus Positive Obligations

In general, equality legislation like the DDA, SDA and the RRA prohibit discrimination rather than promote non-discriminatory behaviour. There are exceptions to this, including the duty under the DDA to make reasonable adjustments, and the general duty to promote equality of opportunity and good relations under the RRA that TfL is specifically subject to.

The codes of practice offer examples of how non-discriminatory practice can be promoted, however, as stated above they are not legally binding.

In addition, because the legislation is generally prohibitive care needs to be taken to ensure that one sector or group of persons is not discriminated against due to actions to protect or assist another. For example, the SDA recognises that segregation may be necessary for religious, charitable or sporting purposes. However, unless covered by an exception the carrying out of services or the provision of facilities for the benefit of one sex only may be discrimination. The SDA contains a limited exception for actions necessary to comply with a statutory requirement concerning the protection of women. As the requirement must be statutory, it is unlikely that for TfL to provide a transport service to the exclusion of men would be lawful under the SDA.

Kate Brownlee
Legal

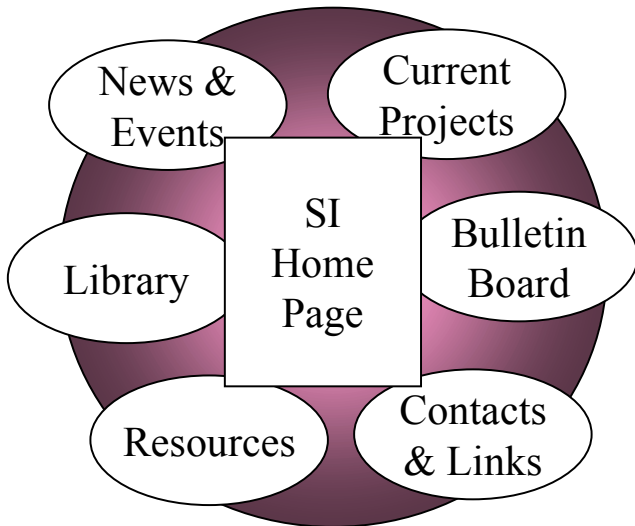
Services

Appendix C - Key themes with a social inclusion impact

Initiatives	Transport Strategy References	Business areas involved	Potential involvement
<p><u>Theme - Bus improvements</u></p> <ul style="list-style-type: none"> - Bus fares freeze, simplification of fares, cost reduction for bus passes - Bus lane enforcement, including cameras - Continued introduction of low-floor buses and standardisation of design - Improvements to bus stops and shelters - Simplification of information, and large print, stop-specific timetables, spider maps, minimum standards for public information - Increased use of Countdown, including for visually impaired people - Training for staff, starting with LBI routes - Fair recruitment and staff to reflect London’s diversity - Provision of toilets for bus staff - Public toilets at interchanges 	<p>4B.5, 4B.8 Policy 4B.2 Proposal 4B.1 Policy 4F.1</p> <p>Proposal 4F.13 4F.42-43</p> <p>4F.36-38 Proposal 4F.11</p> <p>4F.50, 4F.51</p> <p>4F.39</p> <p>4F.5, 4F.17 Proposals 4F.4, 4O.7 4F.14 Proposal 4F.1 4F.18 4F.5</p> <p>Policy 4P.2</p>	<p>Surface Transport</p> <ul style="list-style-type: none"> - policy and planning of improvements - negotiating bus contract improvements <p>Street Management</p> <ul style="list-style-type: none"> - changes to street environment, - improvements to bus stops and shelters - enforcement, including cameras <p>Finance & Planning</p> <ul style="list-style-type: none"> - fares policies - green travel plans through Borough partnerships - improvements to bus waiting areas <p>Communications & Public Affairs</p> <ul style="list-style-type: none"> - information provision, including at bus stops, - some publicity for new initiatives, - some input into, and feedback from, changes made, from bus users and non-users (e.g. car drivers) - design for next generation shelters, stops and design standards for products and graphics <p>Corporate Services</p> <ul style="list-style-type: none"> - support for framing EO requirements in bus contracts - ethical procurement 	<p>Communications & Public Affairs</p> <ul style="list-style-type: none"> - more inclusive input into changes and feedback from changes made, from bus users and non-users - more inclusive publicity for new initiatives - design of customer focused product, graphic and architect solutions <p>Finance & Planning</p> <ul style="list-style-type: none"> - greater influence on non-TLRN roads through Borough partnerships <p>Street Management</p> <ul style="list-style-type: none"> - increased enforcement <p>Finance and planning</p> <ul style="list-style-type: none"> - Examine bus improvement issues for specific user groups
<p><u>Theme – Personal security</u></p>		<p>Street Management</p> <ul style="list-style-type: none"> - road safety 	<p>Communications & Public Affairs</p> <ul style="list-style-type: none"> - wide-ranging and inclusive

Initiatives	Transport Strategy References	Business areas involved	Potential involvement
<ul style="list-style-type: none"> - Road Safety Plan - Home Zones, Safe routes to schools, 20 mph zones - Transport policing unit in the Metropolitan Police Service - London Walking Plan - Personal security at transport interchanges - Local area information at stops and stations - Provision of and information at taxi shelters - Better lighting at bus stops - New generation of help points at bus/tram interchanges - Improved passenger emergency alarms on Underground trains - Local area treatments (Streets-for-People), and interchange ‘de-clutter’ - Green / school travel plans - Road crossing improvements - Cycle maps with safety and security tips - Improved signage, including speaking signs 	<p>Policy 4G.1 4G.48-49 4G.50, 4G.94, Policies 4G.3, 4G.6 Proposals 4G.16, 4G.17 4I Policy 4P.3 4P.4 4P.4 4F.36-38 4P.4 Policy 4P.2 Proposal 4C.12 4G.57 Proposal 4G.10 2.93, 3.5 4G.23, 4G.43 Proposal 4I.7 Proposal 4J.5 4P.4, Proposal 4G.22</p>	<ul style="list-style-type: none"> - walking initiatives - safety camera partnership - Cycling Centre of Excellence - street lighting on TLRN <p>Commissioner’s office</p> <ul style="list-style-type: none"> - transport policing unit <p>Communications & Public Affairs</p> <ul style="list-style-type: none"> - information including at stops and shelters - some publicity, though mainly behavioural and safety advertising - design service for lighting, shelters, help points, on train alarms, interchanges <p>Finance & Planning</p> <ul style="list-style-type: none"> - work with Boroughs on road safety - funding Boroughs for Streets-for-People - travel plans including funding associated security initiatives - funding information at stops and stations - personal security at transport interchanges - examining personal security issues through the women and travel project 	<p>publicity for security improvements made: what they mean to individuals</p> <ul style="list-style-type: none"> - design of customer focused solutions <p>Operational businesses</p> <ul style="list-style-type: none"> - partnerships with educational and campaigning organisations e.g. The Suzy Lamplugh Trust - partnerships with other agencies in research and development <p>Street Management</p> <ul style="list-style-type: none"> - reducing fears and threats caused by severance of roads, through better crossings - flagship walking schemes <p>Rail Services</p> <ul style="list-style-type: none"> - working with the Strategic Rail Authority and the Train Operating Companies to improve security on the network and particularly at stations through the ‘Secure Stations’ standard <p>Finance & Planning</p> <ul style="list-style-type: none"> - developing whole journey approach to personal security - examining personal security issues for specific user groups

Appendix D – the Internet / Intranet links



D.1 An illustrative overview of the high level requirement for the Social Inclusion (SI) group is shown on the left. The requirement falls into two broad areas – static information and workgroup activity.

D.2 The static requirement provides for easy retrieval of related documents, contact details of individuals and organisations and links to other sites of interest. The dynamic requirement is to support electronic dialogue, allow sharing of draft material and keep SI members up to date with current projects and news.

D.3 SI projects are likely to include staff from across TfL along with external individuals and organisations. It is therefore a requirement that the solution be easily accessible whilst providing adequate security to prevent unauthorised use. The solution should be designed with regard to accessibility standards e.g. ‘Bobby’. Intranet techniques and tools are ideally suited to meet this requirement. Two implementation options exist, TfL Intranet and Private Internet Site. Both options use identical tools and techniques and would therefore have the same features and usability however the options are distinguished by issues of ease of access.

D.4 An Intranet solution would allow easy use by TfL staff assuming they had access to a company PC connected to the corporate network. Although remote access might be possible for some TfL staff it is unlikely, for security reasons, that this would be extended to include third parties.

D.5 A private Internet site would be available to anyone from any location, whether internal or external to TfL, with access to an Internet connected device – assuming they had the correct passwords. Due to the stated access requirements, Internet is the recommended technical solution.

D.6 Cost Implications:

- Hardware & Software - TfL already has all the hardware and software necessary to provide either an Intranet or an Internet solution. This excludes the provision of any end user hardware if this were necessary.
- Site Set-Up - Assuming that the current TfL administrators (Internet or Intranet) could handle the set-up of the site, there would be no additional costs to activate this service. If an external agency were used for site set-up this would cost in the region of £10,000 to £15,000.

Doug Wilton
Corporate Systems Manager

Appendix E – example first year work programme

Linking

- Agree core social inclusion themes with the business areas and relate current activities to those themes (see Appendix C). Realise synergies, and enable business areas to work together.
- Establish the private internet site, and work with the business areas to use it effectively.
- Enable the delivery of change resulting from effective engagement with groups and individuals experiencing exclusion (working closely with Communications and Public Affairs).

Advising

- Work with staff in TfL to help them understand what social inclusion, and working inclusively, means to each business area.
- Respond to ad-hoc requests for advice from business areas, whilst monitoring these requests with a view to establishing processes for pre-empting such requests and providing the advice to all affected business areas.
- Develop a strategy for disseminating best practice on inclusion to business areas (working closely with Strategy & Policy).

Research

- Identify, with Borough partners, key areas of deprivation in London, and map transport provision to give a rough indication of serious transport gaps and an idea of where to begin with pilot programs.
- Establish partnerships with other agencies to examine proposed projects with a transport element (such as those linked to the Thames Gateway) to ensure that social inclusion issues are being addressed effectively in the detail.
- Support research already under way, such as the enhancement of CAPITAL to include physical access to transport nodes, to increase the input from and impact on relevant business areas.
- Participate in the review of door-to-door transport, with a view to increasing inclusion by taking advantage of door-to-door transport in innovative ways.

Monitoring

- Agree with the business areas key performance indicators for the social inclusion unit.
- Identify key performance indicators on social inclusion for each business area and ensure they are embedded into the performance management process.
- Establish a format for reporting on progress, and the baseline for the first year's report.

TRANSPORT FOR LONDON

TfL BOARD

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

MEETING DATE: 27 NOVEMBER 2001

1. PURPOSE

This report provides a summary of the SHEC meeting held on 9 November.

2. BACKGROUND

The Committee is required under its term of reference to report to the TfL Board. It meets not less than six times a year.

3. REPORT ON NOVEMBER 9 MEETING

The Committee received papers on:

- **Securing and Monitoring Compliance** and discussed the means by which the Managers and staff in the business units are updated and reminded of health and safety management issues.
- **London River Services Accident/Incident Reporting Procedures** where the developing safety regime and TfL's input to this was reviewed.
- **Surface Transport Safety Management System** where the continuing progress made in developing systems across the different surface modes was noted.
- **Assault and Accident Definitions** where the continuing work in establishing common definitions of major and minor accidents and assaults across the TfL units (which have inherited different predecessor definitions) was noted, and
- **Assaults on Transport Staff** where a discussion paper on action programmes in different parts of TfL and LUL were shared and discussed.

The Committee also received an update briefing on the current security concerns; and noted the imminent consultation with Counsel on issues arising from Section 3 of the Health and Safety at Work Act.

4. RECOMMENDATION

The Board is asked to note the report for the Committee. The next meeting will be held on 18 January 2002.