

TRANSPORT FOR LONDON

PLANNING AND CORPORATE PANEL

**SUBJECT: CORPORATE DIRECTORS' REPORT**

**DATE: 8 JULY 2009**

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**1 PURPOSE**

- 1.1 This report provides an overview of recent major issues and developments within the corporate areas.

**2 PERFORMANCE**

- 2.1 **Customer information during the RMT strike:** Over 1.1 million people visited [tfl.gov.uk](http://tfl.gov.uk) on each of the disrupted days – an increase in traffic of around four times the usual volume. On 10 June, the website experienced its second busiest day ever with 12 million page views – only beaten by the volumes driven by the freak snow conditions in February.
- 2.2 At the peak demand on Tuesday 9 June, Journey Planner delivered over 5.6 million travel solutions which exceeds the previous record of 4.2 million delivered during the snow days. Journey Planner's ability to cope with such demand was delivered through collaboration with our suppliers (MDV and Telecity) who overnight provided additional server capacity.
- 2.3 The Travel Information Contact Centre (TICC) answered and handled 26,000 calls, the Oyster Helpline 12,000 calls and emails and the station-based Travel Information Centres served over 11,700 customers (one customer every two minutes). Call abandonment rates at the TICC and Oyster were 29.1 per cent and 22.7 per cent respectively, underlining yet again why it is so important to deliver the planned 'self-service' telephony and web information channels and increase our ability to move call volumes around the entire TfL customer service estate.
- 2.4 **Travel Information Call Centre (TICC) Performance:** During Period 2, the TICC has continued to perform well above its Service Level Agreement (6.1 per cent abandoned call rate), primarily due to the effective use of manpower planning and rostering. This has also allowed the TICC to release staff for development and work on other projects such as the Call Centre Transformation Project.
- 2.5 **Oyster Helpline (OHL) Performance:** During Period 2, 12.2 per cent of total calls were abandoned against the target of 10 per cent, though the overall 13 period abandonment rate is 10.1 per cent. The increase in the abandonment rate was due to SAP Customer Relationship Management System (SAP CRM) going live during the period, and agents becoming familiar with the new processes. The slow running of systems used by the Call Agents resulted in an increase response times.

- 2.6 **Information Access & Compliance Team (IACT):** One new complaint was notified to TfL by the Information Commissioner's Office (ICO), about alleged non-compliance with the Data Protection Act (DPA). This has now been resolved, with the ICO finding that no breach of the DPA had occurred. No new complaints were received about alleged non-compliance with the FOI Act or the Environmental Information Regulations (EIRs). One existing complaint about alleged non-compliance with the FOI Act was closed, with the issue by the ICO of a Decision Notice in favour of TfL.
- 2.7 IACT provided advice and direction, where required, on the responses being prepared by the business to 74 complex FOI and EIR requests received by TfL during the period. They received 12 complex subject access requests under the DPA from staff and members of the public for the disclosure of their own personal information and 27 other subject access requests were received elsewhere in TfL. 1159 requests were recorded across TfL from third parties (principally the police) for the disclosure of personal data.
- 2.8 **Internal Audit:** In Period 2, Internal Audit issued nine Interim reports and seven Final reports. One report was 'poorly controlled', four interim reports were 'adequately controlled' and four 'required improvement'. There are currently 53 audits in progress. In the period, Internal Audit opened six new fraud investigations and closed five, which leaves 43 cases in progress, either active or on hold.
- 2.9 **Financial Services Centre (FSC) / Metronet SAP Implementation**  
The FSC team has been working with the project team on the implementation of SAP for the former Metronet undertaking and the transfer of transactional Finance activities to the FSC. The main focus this period has been an analysis of the workload in order to determine how many staff will be required at the FSC.
- 2.10 **Computer Weekly Best Places to Work in IT Award:** Your IM was shortlisted in the Government and Public Services category.
- 2.11 **Your IM Tracking Survey:** The Your IM Tracking Survey is an annual survey of permanent Your IM staff. The response rate was 70 per cent and results for May show improvements in a number of areas including: perception of fair decision making by managers; clarity of objectives and having a manageable workload.
- 2.12 **Environment Awards:** Andy Stanton, TfL Head of Sustainable Buildings in Group Property and Facilities, received the prestigious "ESTA Energy Manager of the Year" Award at the 2009 Environment and Energy Awards on 19 May.
- 2.13 The Energy Services and Technology Association represents the major suppliers of technology to the energy management industry with its annual awards judged by the Energy Institute. The Awards celebrate innovation in technologies, excellence in management and outstanding performance within the energy and environmental sectors.
- 2.14 Andy was chosen from a shortlist of seven finalists, including energy managers from BAA, O2 and the University of Central Lancashire. Also at the awards was Quinten Babcock, TfL GP&F Environmental Manager, who received commendation for his short-listing in the Environmental Manager of the Year Award.

2.15 **Cycle Hire Scheme- Planning Applications:** TfL Planning's Consents and Environment Team continues to work on the submission documents needed for the approximately 500 planning applications required for the cycle hire scheme. The first batch of applications was submitted to LB Camden on 24 April and as at 5 June, a total of 154 applications have been submitted to Camden, Hackney, Westminster, Lambeth, Islington and the City of London.

### **Response to Mayoral Consultations:**

2.16 **London Plan:** TfL Planning is co-ordinating TfL's response to 'A New Plan for London – Proposals for the Mayor's London Plan'. A paper setting the response was presented to the meeting of TfL on 24 June and a response to the Mayor's Office provided by the deadline of 30 June.

2.17 **Economic Development Strategy:** The Mayor launched a full review of the Economic Development Strategy on 13 May entitled 'Rising to the Challenge – Proposals for the Mayor's Economic Development Strategy for Greater London'. Planning is co-ordinating the TfL response and a paper setting this out was presented to the meeting of TfL on 24 June. The deadline for the TfL response to the Mayor's Office is 14 July.

## **3 STRATEGY**

3.1 **Industrial Action:** Following the RMT leadership's decision to withdraw from negotiations on 9 June, industrial action went ahead. In partnership with operational colleagues, an extensive customer, stakeholder and media communications strategy was put into effect covering the nature of the dispute and the alternative travel options available.

3.2 **Catch up with the Bicycle campaign:** On 26 May the Mayor launched a new campaign in Trafalgar Square kick-starting London's cycling revolution. Around 545,000 cycling journeys are made every day in London and the event attracted very positive media coverage.

3.3 The 'Catch up with the bicycle' poster campaign was also launched on the network demonstrating the spirit of the cycling revolution that the Mayor is aiming to bring about. A new cycling portal (<http://www.tfl.gov.uk/roadusers/cycling/11598.aspx>) was also launched from the main TfL website. This will be the focal point for the 'Catch up with the bicycle' campaign. Over 100,000 unique users have visited the site in its first three weeks of operation, which is treble the volume compared to the last revamp in 2008.

3.4 **Crossrail construction begins:** On 15 May the Prime Minister and the Mayor marked the start of Crossrail construction at a media and stakeholder event in Docklands.

3.5 Around 200 stakeholders, including London's business leaders, attended the event, demonstrating the extensive interest in and support behind the project.

- 3.6 The event received very favourable and widespread coverage. The importance of the Tube investment was also reinforced, and a letter signed by the Mayor and business leaders, was published in the Financial Times. As well as being a landmark moment for Crossrail, the event also signalled a change in the Crossrail story to 'construction is now underway'.
- 3.7 **Mayor's Transport Strategy (MTS)** – The MTS Statement of Intent was published for Functional Body and Assembly consultation on 18 May with the consultation closing on 13 July. London Councils and the London Assembly have agreed an extended deadline of the 20 July for their responses. In parallel, TfL is working to develop the strategy which, along with responses to the consultation, will form the public draft of the Mayor's Transport Strategy. A first draft of this will be made available to Members of TfL for comment in early August and a special meeting will be offered to Members at the beginning of September, ahead of Mayoral approval in mid September. The public consultation on the final draft is due to commence in mid October to align with the Public consultation of the London Plan.
- 3.8 **Air Quality Strategy** – TfL Planning has been asked by the GLA to support development of the Mayor's Air Quality Strategy. TfL is leading on the assessment and selection of transport policies to help London meet key EU Air Quality limit values and a "long list" of potential interventions, together with recommendations, has been produced. In addition, TfL is completing the key quantification and modelling tasks required for the Strategy.
- 3.9 **Stansted Airport Public Inquiry** – In December 2008, TfL submitted its Statement of Case to secure to the Planning Inspector to secure its position as a major participant at the Public Inquiry into the expansion of Stansted Airport. With the resignation of Hazel Blears as Secretary of State for Communities and Local Government and following BAA's announcement that it wishes to contest the Competition Commissioner's recommendation that BAA should sell Stansted, it is likely that an announcement on when the Public Inquiry will commence will be further delayed. (The Public Inquiry was originally due to start on 15 April and was delayed to enable the then Secretary of State to consider the implication of the Competition Commission's recommendations on the break-up of BAA.)
- 3.10 **New Design Team in Group Planning** – Following high-level discussions between TfL and the LDA over the last six months, the responsibilities of Design for London have been split with the transport element returning to TfL. To this effect, a team of three has joined TfL Group Planning from the LDA. The team will work with the modes on a range of pan TfL design issues; provide design expertise where required on infrastructure projects; will lead on strategic urban design issues for TfL; and help ensure that TfL progresses the Mayor's design priorities.
- 3.11 **Your IM Leadership Team Changes:** TfL Chief Information Officer (CIO), Phil Pavitt, will be leaving TfL to take up the board-level role of Group CIO, HM Revenue & Customs (HMRC) in September, when a new or Interim CIO will take over. Your IM also has a new permanent Director of Service and Operations. Rob Lee joined Your IM, having worked at Barclays, Centrica and ICI as a Senior Director.

- 3.12 **ITSO:** The DfT agreed on 28 May to fund the £56m capital cost of the implementation of ITSO acceptance on the TfL ticketing system. A contract variation, for the long lead time items required, has been issued to Transys. TfL will accept tickets issued under the ITSO specification on the ticketing system from mid 2011. These are mainly tickets issued under the English National Concessionary Travel Scheme outside London (currently accepted as flash passes) or tickets issued by some National Rail operators.
- 3.13 **Delivering More Together (DMT) / Shared Services Conference**  
The DMT Procurement Conference was held on 1 May 2009 at City Hall. The event featured presentations from the LDA, GLA, Metropolitan Police, London Fire Brigade and TfL and was hosted by Andrew Quincey, Director Group Procurement with the opening address by Leo Boland, GLA Chief Executive.
- 3.14 **Supplier Diversity Practice** The Equalities and Human Rights Commission (EHRC) interviewed managers on the Overground and DLR, as well as contractors, on their supplier diversity practice. The EHRC identified the practice as 'best in class'.
- 3.15 **Disability Equality Scheme – Citizens' Jury:** TfL is producing the second Disability Equality Scheme (DES) to cover the period 2010-2012 and has developed a strategy outlining the different ways disabled people can engage on the development of the DES. This includes a 'Citizens' Jury' which enables disabled people to fully engage with the organisation and directly question senior representatives of the business. This in turn feeds into the development of an action plan that balances the needs of disabled people and our business priorities in the final DES.
- 3.16 TfL will select 15-20 disabled people whose experience covers the equality strands and involve the Independent Disability Advisory Group throughout the process of the DES development. Jurors will be divided across six core areas identified through research as priorities for the DES. These are Workforce and Attitudinal Barriers, Safety, Security and Resilience, Interchanges – Whole Journey Approach, Engagement and Involvement of Stakeholders, The Olympics and Paralympics and Physical Access to Services. Jurors are currently being selected and the process will begin at the end of June.

## 4 RECOMMENDATION

- 4.1 The Panel is asked to NOTE the Corporate Directors' Report.

## 5 CONTACT

- 5.1 Contact: Steve Allen, Managing Director, Finance.  
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Corporate Performance Scorecard 2009/10

| Corporate Area                                    | Indicator   | Unit       | 2007/08 Result | 2008/09 Target | 2008/09 Result | 2009/10 Target | P2 Result         | Year End Forecast |
|---|---|------------|----------------|----------------|----------------|----------------|-------------------|-------------------|
| <b>Finance</b>                                    | Launch Oyster on National Rail and River in 2009/10   | Milestone  |                |                |                | Achieved       | N                 | Y                 |
|   | Reduce per capital cost of HRS service provision  | %          | 5              | 5              | 10.4           | 5              | Quarterly measure | 5                 |
|   | Improve environmental performance in HO portfolio   | %          |                |                |                | 100            | 16.8              | 100               |
|   | % of Severity 1 and 2 incidents resolved within SLA   | %          | 95             | 90             | 96.51          | 90             | 96.2              | 90.0              |
|   | Maintain LU ticketing system availability   | %          | N/A            | 98             | 98.88          | 98             | 98.8              | 98.0              |
|   | % of undisputed invoices paid within supplier terms   | %          | 90.6           | 90             | 91.9           | 92             | 91.9              | 92.0              |
|   | Increase workforce diversity and awareness through the scheme for work experience placements for disabled people  | No.        |                |                |                | 7              | 3                 | 7.0               |
| <b>Marketing and Communications</b>               | Journey Planner - no. of solutions offered  | mill/month |                |                |                | 900            | 70.4              | 900.0             |
|   | Online Customer Interactions:   |            |                |                |                |                |                   |                   |
|   | Successful completion of Congestion Charging transactions   | %          |                |                |                | 67             | 73.5              | 67.0              |
|   | Successful completion of Oyster purchases   | %          |                |                |                | 25             | 21.4              | 25                |
| Successful completion of Journey Planner enquires | %   |            |                |                | 65             | 67.9           | 65.0              |                   |
| <b>Planning</b>                                   | % of responses to Strategy Consultations by due date  | %          |                |                |                | 90             | Quarterly Measure |                   |
|   | % of referred planning applications responded to within 21 days   | %          |                | 50             | 75             | 75             | Quarterly Measure |                   |
|   | Number of high level supported Commissioner / CO meetings / Ambassador meetings with, and visits to, the Boroughs | #          |                |                |                | 70             | 19                | 70                |
|   | Launch public consultation on draft Mayor's Transport Strategy by 30 September 2009                               | Milestone  |                |                |                | Achieved       | N                 | Y                 |
|   | Complete submission of planning applications (circa 500 in total) for the cycle hire scheme by 31 December 2009   | Milestone  |                |                |                | Achieved       | N                 | Y                 |
| <b>General Counsel</b>                            | Respond to FOI requests in statutory deadlines  | %          | 87             | 90             | 92.6           | 90             | Quarterly Measure |                   |
|   | Final audit reports issued within 3 months of the issue of the interim audit report or 1 month after completion.  | %          | 93.2           | 90             | 90             | 95             | Quarterly Measure |                   |