

TRANSPORT FOR LONDON

AGENDA

BOARD MEETING

**TO BE HELD ON TUESDAY 18 FEBRUARY 2003
IN THE CHAMBER, CITY HALL, THE QUEEN'S WALK, LONDON SE1 2AA ,
COMMENCING AT 10.30 A.M.**

A meeting of the Board will be held to deal with the following business. The public are welcome to attend this meeting, which has disabled access.

1. Procedural business
 - 1.1 Apologies for absence
 - 1.2 Minutes of the previous meeting held on 19 November 2002
 - 1.3 Matters arising, not covered elsewhere
2. Commissioner's Report
3. 3rd Quarter Finance Report
4. Taxi Fares and Taxi and Private Hire License Fee Revisions (*paper to follow*)
5. Congestion Charging (*Oral*)
6. Safety, Health & Environment Committee Report
7. Any Other Business

Transport *for* London

Minutes of a meeting of the Board
held on Tuesday 19 November 2002, commencing at 10.30 a.m.
in The Chamber, City Hall, the Queen's Walk, London

Present: Ken Livingstone (Chair)
Board Members: David Begg (Items 71 – 78.1)
Bob Crow (Items 71 – 77)
Stephen Glaister
Noël Harwerth
Kirsten Hearn
Mike Hodgkinson
Oli Jackson
Susan Kramer
Paul Moore (Items 75.6 onwards)
Murziline Parchment
David Quarmby
Tony West
Dave Wetzel (Vice Chair)

In attendance:

Special Advisors Bryan Heiser
Lynn Sloman

TfL Officers: Robert Kiley
Maggie Bellis
Barry Broe
Ian Brown
Valerie Chapman
Peter Hendy
Derek Turner
Jay Walder
Tom Amenta
Martin Stuckey

Others: Bridget Rosewell (LDA)
Tony Winterbottom (LDA)
Nicky Gavron (Deputy Mayor)

Secretary: Maureen Nolan

71/02 APOLOGIES FOR ABSENCE

Apologies for absence had been received from Oli Jackson (for part of the meeting).

72/02 MINUTES OF PREVIOUS MEETINGS

The minutes of the meeting held on 19 September 2002 were **agreed** as a true record.

73/02 **MATTERS ARISING**

There were no matters arising.

74/02 **COMMISSIONER'S REPORT**

It was noted that an informal Board Members' briefing had recently been held on Borough Relationships. In addition to the regular meetings to be held between the Commissioner and the Chief Executives and officials in the Boroughs on a six monthly basis, it was suggested that Board Members might be provided with an opportunity to meet members of Borough Councils to assist in building relationships. It was **agreed** that the proposal would be considered and a report on possible solutions would be made at a future Board meeting.

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

75/02 **TfL's PROPOSED BUSINESS PLAN 2003/04 to 2008/09**

The Managing Director, Finance and Planning gave a presentation supporting the written report on the TfL proposed Business Plan 2003/04-2008/09 (the Plan). It was **noted** that the Business Plan had taken account of the discussions held at the Panel meetings in early November and also at the Finance Committee on 14 November.

The following highlights from the Plan were outlined:

75.1 Buses:

- Improvements in the bus network in terms of quality of service and capacity had led to a significant growth in ridership;
- A significant increase in capacity had been achieved to meet demand and operated kilometres will increase by 20% over the period covered by the Plan;
- Cashless operations should be achieved by 2008 and a cashless zone in Central London will be introduced as an intermediate step;
- The bus funding gap will not be sustainable over the period covered by the Plan. Bus network costs in 2008/09 will be approximately equal to TfL's total net expenditure in 2002/03;
- Following extensive discussion at the Panel meetings and the Finance Committee in early November, Board Members will be invited to participate in a comprehensive study of bus costs and revenues.

75.2 Bus Priority and Transport Policing:

- 2 pilot routes had been added to existing corridors to combine high level priority and enforcement;
- The Transport Policing Initiative had been increased by an additional 223 police officers and 200 community support officers and civilian staff;
- In recognition of the fact that London was now a 24 hour, seven day a week city, police enforcement 24 hours a day, seven days a week on existing corridors would be provided;

- An additional 100 British Transport Police officers had been dedicated to these initiatives.

75.3 Maintenance and Roadworks Co-ordination

- The Walking and Cycling Task Force was a key feature of the Plan. A steady rise in funding, consistent with the Task Force recommendations had been reflected in the Plan;
- Street Management, in consultation with the Boroughs, had undertaken an assessment of the condition of London's principal roads, which had revealed a larger backlog of structural maintenance than previously estimated. It was recognised that further refinement was required in order to co-ordinate the work and that detailed traffic impact analysis should form part of the process, together with appropriate mitigation measures. It was **agreed** that a co-ordinated detailed plan of work would be submitted to the Board in February 2003;
- The Streets Works Task Force will be fully operational by the beginning of 2003/04.

75.4 National Rail

- Discussion at the Rail Panel and the Finance Committee in early November focused on whether TfL should include more support for National Rail. Overall, the Business Plan supported the projected capacity increases of between 40-50% by 2016;
- Provision had been made in the Plan for funding for interchanges and new Brixton Station for the East London Line extension, and for Smartcard readers and gate modification at National Rail stations throughout London.

75.5 Funding Gap

- It was noted that TfL was in an uncertain position with regard to LUL and that the Budget did not include LUL;
- The funding gap for 2003/04 and 2004/05 was estimated to be under £100m each year and would form a reasonable basis for the Mayor's discussion of precept with the Assembly;
- The funding gap for 2005/06 onwards was estimated to be substantial and would rise to £632m by 2008/09. The projected gap stemmed primarily from a rising bus network subsidy and the costs of major projects in support of the London Plan. In addition, the potential decrease in the level of Transport Grant from 2005/06 onwards exacerbates the funding gap;
- The Chair emphasised the need for Government to recognise the underinvestment in transport over the previous 20 years and the fact that a significant increase in funding would be required for the Budget from 2005/06 onwards. It was noted that the SRA was in a similar position.

75.6 Next steps

- It was noted that the draft budget would be submitted to the GLA on 22 November and would form part of the Mayor's budget consultation due to take place in December 2002 or January 2003;
- Cost subsidies and roadworks co-ordination were due to be discussed during the February meetings cycle;

- It was anticipated that the Assembly would approve the Mayor's budget on 12 February 2003 and the final Budget would be put to the TfL Board in March for approval.

75.7 The Managing Director, Finance and Planning was thanked for a clear explanation of the Plan. During discussion, the following points were **noted**:

- The issue of fares and potential areas of funding required to generate secondary levels, such as workplace parking, had been discussed at the Board Members' Awayday in September. It was noted that the secondary legislation necessary for enforcement did not exist. It was considered that this might be a more appropriate tool to apply in outer London. A clear need for a broad discussion on fares was recognised and it was noted that a briefing for Board Members on fares was due to be held on 5 December;
- Concern was expressed that the grant from Government was projected to fall at the inception of the income stream from Congestion Charging. A request was made from some Board Members for a list of the choices that TfL might have to make, specifically: the projects that might have to be cut in order to fill the funding gap; and a costed specification of potential other sources of funding;
- It was agreed that TfL should undertake quick wins which had been identified and the Commissioner agreed to report back to the Board in February. Board Members will be notified prior to the final agreement of the Budget.

75.8 The Board **approved** the TfL draft Budget and Business Plan 2004/04 – 2008/09, for submission to the GLA on 22 November 2002.

75.9 It was **noted** that the final 2003/04 Budget would be presented to the TfL Board for approval in March 2003, following the outcome of the GLA budget process.

76/02 **2nd QUARTER FINANCE REPORT**

Jay Walder gave a presentation supporting and updating his written Finance and Performance Report to cover the second quarter of 2002/03 ended 30 September 2002.

Key financial issues were highlighted, including:

- The latest forecast of £1,089m for the full year was £12m (1%) higher than TfL's grant and precept funding. The forecast overspend comprised: programmes carried forward into future years (£95m); overspends and items added to the programme (£79m); and cost saving and efficiencies (£27m).

The report was **noted**.

77/02 **THAMES GATEWAY BRIDGE**

77.1 Barry Broe gave a presentation outlining progress on the Thames Gateway Bridge (TGB) project and the proposed programme to take the project to the stage where an application for powers can be submitted.

77.2 The following points were **noted**:

- Analysis based on regeneration studies show that the TGB would increase the employment potential for the area by 15-20%. The TGB alone is not a sufficient condition for this growth, but without the TGB, this growth is unlikely to occur;
- A toll structure had been proposed of £1 for those who live or work in parts of the immediate boroughs. Rates would be doubled for non-residents and free for public transport users, and those walking or cycling;
- Negotiations were continuing with Government to gain commitment to a Hybrid Bill approach;
- The proposed revenues for TGB would not be adequate to support the construction costs of the bridge and a viable financing plan had been proposed;
- The stakeholder consultation should be completed by Spring 2003. It was anticipated that the submission of powers application would be made in November 2003 and the bridge would be opened in 2010;
- Independent market research conducted in October 2002 indicated that 80% of East Londoners supported TGB.

77.3 Various Board Members expressed the following concerns:

- The consultation period of 8 weeks was not considered to be sufficiently long and a request for a more extensive consultation period was made;
- The benefit/cost ratio was not persuasive and the cost analysis presented did not make a convincing case for building the bridge;
- The application of tolls would remove the ability to pursue other projects, for example trams, and this would be an opportunity cost to TfL.

77.4 Requests were made by various Board Members for:

- The consideration for presentation of alternative options, and other issues not addressed, for assessment during the consultation phase. Possible alternative options included: a smaller scale bridge; an alternative location with an examination of alternatives; and an analysis of the number of lanes on the bridge;
- The commissioning of a health impact assessment;
- A traffic study of the area.

77.5 Several Board Members supported the TGB and considered that the bridge was essential for regeneration of the Thamesmead area. Some Board Members expressed the view that deprivation in the area related to a lack of skills, not transport and it would be a better option to provide skills. It was recognised that more work needed to be undertaken and the cost/benefit case needed to be refined. The package relied entirely on tolls and road-based movements for funding.

77.6 The Chair stated that he had asked Paul Moore to take a leading role in the consultations in 2003. In light of Board Members' concerns regarding the short consultation period, the Chair suggested that TfL should consider whether and how the consultation period could commence at an earlier date.

77.7 The Vice Chair suggested an amendment to the proposed resolution, but the Chair refused the proposed amendment.

77.8 The Chair proposed that the Board noted the status of the project and agreed the programme as outlined in the Board paper. The matter was put to the vote and carried by 6 votes for the motion and 5 votes against the motion. The Chair used his second, or casting, vote.

The Board **noted** the status of the project and **agreed** the programme, as outlined in the Board paper.

78/02 SAFETY, HEALTH AND ENVIRONMENT COMMITTEE REPORT

78.1 David Quarmby introduced a report of the meeting of the Committee held on 4 November 2002 and also a report on reducing casualties in London involving motorcycle and scooter riders (P2Ws).

It was noted that there was no pattern to motorcycle accidents and that the risks faced by motorcycle riders mostly comprised road user behaviour.

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

- Analysis of fatalities of P2W users indicated that the accidents were not attributable to speeding or disobeying traffic laws, but the fact that the riders were not visible;
- There was no hard evidence that P2W users were disregarding traffic laws more than other drivers, but the Committee had expressed concern over the reduction in the level of police available to enforce traffic regulations;
- It was recognised that the training of vulnerable road users (including pedestrians and cyclists) was paramount. Some pilot routes involving P2W users in bus routes were being established, although it was noted that since the bus network was fragmented, the accident rate might not be affected.

The report was **noted**.

79/02 ANY OTHER BUSINESS

There was no other business

There being no further business, the meeting closed at 1.10 p.m.

Chair

Date

COMMISSIONER'S REPORT FOR FEBRUARY 2003

1. PURPOSE

This is the Commissioner's written report for February 2003. This report provides an overview of major issues and developments since the November Board meeting and updates the Board on significant projects and initiatives.

2. INTRODUCTION

Following approval of the draft TfL Business Plan in November, the Plan and 2003/04 budget were incorporated into the Mayor's consolidated budget for consultation. The consultation period closed on 14 January. Throughout December and January, I and other senior TfL officers appeared before the GLA Budget Committee and the full Assembly to discuss the TfL element of the Mayor's budget. These discussions have focused primarily on issues of efficiency, bus costs, and congestion charging.

The Mayor formally issued his draft budget proposal to the Assembly on 17 January, and this budget was rejected by the full Assembly on the 22nd. There are two material differences between the Business Plan approved by the Board in November and the TfL element of the Mayor's budget:

- The Mayor did not include the £5m proposal for additional BTP as part of the Transport Policing Initiative due to the then-uncertain position of TfL/LUL integration;
- Government confirmed an additional grant funding (£3m in 2003/04) for bus innovations (ticket machines and Countdown), which was previously thought to have been included in the SR2002 settlement.

Following the Assembly's rejection of the Mayor's draft budget, the Mayor's office is working with TfL to develop a revised proposal for consideration by the Assembly. By the time we meet, the Mayor's final budget proposal should have been discussed by the Budget Committee (11 February) and approved by the full Assembly (12 February). This will determine the amount of precept available to TfL. The final TfL budget will then be prepared for consideration and approval by the Board during the March Board cycle.

I will provide a verbal update when we meet.

3. TfL OPERATIONS

A separate finance and performance report is attached. There are some particular issues to draw to your attention.

3.1 Expansion of bus network

The largest individual programme of bus service improvement will be complete, on time, to support the Congestion Charging scheme on 17th February. New routes and links, bigger buses or more buses are being introduced to 75 routes to deliver more than 11,000 extra spaces to the

charging zone in the morning peak hour. Highlights include single deck to double deck on ten routes and up to 350 extra buses to boost services on roughly 50 routes. In addition, eight new routes will be in place.

Boxing Day saw 60 additional routes being operated compared with 2001, to a total of 325 routes, reflecting the increased use of bus services on Boxing Day. On New Year's Eve a substantially enhanced night bus service was operated with, as usual, a large number of volunteers from TfL staffing the central London termini to assist passengers.

3.2 *Fares and cashless buses*

London Buses are currently developing a project plan for the implementation of a Central London cashless zone later this summer. This will evaluate the impacts of implementing the cashless zone, including the effect on conductor-operated routes and the proposed approach to revenue protection and penalty fares.

From 1st April 2003 the availability of Freedom Passes held by disabled people will be extended to include the morning period before 9 a.m., which will bring the terms of Freedom Passes held by disabled people into line with the terms of Passes held by blind people. The cost of this change will be covered by the Boroughs.

3.3 *Transport policing and enforcement*

The Transport Policing & Enforcement Directorate is now up and running. This department combines enforcement activities from across TfL within Surface Transport, with the head of the directorate reporting directly to Peter Hendy. The top posts have now been advertised and Street Management enforcement staff are transferring to the new directorate.

A business plan has been developed for Phase 2 of the Transport Policing and Enforcement Initiative and is included in the Mayor's budget submission to the GLA. A joint working team, including representatives from across TfL, has recently been formed and work is underway to develop the programme of activities that will deliver Phase 2 of the initiative. The main areas of investment proposed in the plan are as follows:

- Enhancement of the current Transport OCU operation on the key corridors to provide an increased police presence and a 24x7 capability;
- Development of a more effective area based policing capability to provide support to the rest of the bus network across London;
- Developing an effective model to support the needs of TfL in dealing with traffic issues (including congestion);
- Developing and implementing a more effective strategy for enforcement of the law relating to Taxis and Private Hire Vehicles to significantly reduce illegal taxi touting activities;

3.4 *Croydon Tramlink*

There have been press reports that Tramtrack Croydon Limited, the Concession Company, is in financial difficulties. The system performs well, passenger numbers are growing, and the operation is secure even if the concessions company fails financially. Peter Hendy continues to meet with the Concession Company and its backers to monitor the situation.

3.5 *Strike Action by Fire Brigade Union (FBU) Staff*

The resumption of industrial action by the FBU had little direct effect on TfL operations. Plans that were implemented at the start of the period of industrial action have been maintained. These include the closure of deep Tube stations, abolition of tidal flows in the Blackwall Tunnel during peak periods, the provision of heavy recovery vehicles at key central London locations and the operation of a twice-daily reporting process to the London Resilience Team on strike days.

3.6 Central Line derailment

On January 25th, a Central line train derailed outside Chancery Lane station as a result of a motor working itself loose from its bolts under the carriage. More than 20 people suffered minor injuries. The Underground and HMRI have begun an investigation into the accident.

Central Line service continues to be suspended, with the Waterloo and City Line, which uses the same rolling stock, suspended as well. TfL has assisted London Underground to manage this situation, including:

- Procurement of buses for temporary replacement services specified by LUL. Currently approximately 100 vehicles sourced from operators other than the London Buses contractors are operating on ten services serving the east and west ends of the Central Line.
- Utilisation of TfL Marketing and Planning resource to produce and distribute information to passengers.
- Liaison with other agencies including Local Authorities, ATOC and SRA to assist the distribution of users across the network rather than just at certain interchanges where capacity is severely limited, particularly during peak periods.

The services have been procured on LUL's behalf in order to be sustainable and provide the best possible fit with customer demand and other public transport operators. We will review the service provision and respond to LUL's assessment of needs.

I will provide an update at the Board meeting.

3.7 Impact of severe weather on the road network

In response to adverse weather conditions on 29-31 January, TfL's gritting contractors gritted all TfL roads prior to snowfall. This continued during snowfall, resulting in up to 6 full grittings on many roads, supplemented by foot gangs on footways/bridges and subway ramps on the TfL network. TfL had 29 gritters in service during this period, compared to 61 deployed by the Highways Agency in the entire country during the same period.

Severe congestion on parts of the TLRN was due in large part to weather-related accidents and to the knock-on effects of congestion and (in some cases) closures on the M1, M11 and M25. The bus service ran as well as possible, but was impeded on borough roads where gritting had not occurred, and by traffic congestion. DLR and Croydon Tramlink services were fully maintained.

The Underground service was severely disrupted in the northern part of the city, particularly on the Metropolitan, Piccadilly, Northern and Jubilee lines. Gangs had to be sent out to de-ice the current rails, which required turning off electricity to parts of the network. The Underground is looking into why the impact of the weather was so severe and how similar situations should be handled in the future.

I will provide an update at the Board meeting.

4. TfL MAJOR PROJECTS AND INITIATIVES

I would like to update you on the status of TfL's major projects and initiatives.

4.1 Congestion Charging Update

Derek Turner will give an oral update to the Board at our meeting. At the time of writing, however, final preparations were proceeding according to schedule. All infrastructure is in place and operating end-to-end, including call centres, processing centres, data and Hub centres plus cameras, communication equipment and essential highway and traffic management works. The average capture rate of readable plates per camera is 80%, as expected in initial trials. Given that each vehicle will typically pass more than one camera, the average capture rate will be in excess of 90%.

To provide a contingency against any "bow wave" of excessive calls to the call centre at the start of charging, an extra 300-seat facility has been established in Glasgow to supplement the existing 500-seat centre in Coventry. This facility came on stream on 27 January with 150 agents. Overall, total daily call volumes have been averaging around 7000 per day in recent weeks, and have reached over 9000 per day on occasion.

The post-Christmas public information campaign is underway and focuses on the details of the scheme. A second information leaflet is being distributed to over 3 million households in Greater London, with leaflets also distributed to those eligible for exemptions/discounts. This has been backed up with face to face activity, including phone calls to residents within the charging zone and fleet operators who have not yet registered, and in-store publicity in those outlets where the charge can be paid. TfL's public information monitoring shows almost universal awareness of the scheme. As anticipated, there is a minority of drivers who did not engage with messages about congestion charging, and the basic messages are being repeated throughout January and February.

Capita has not yet reached a contractual agreement with the Post Office for the registration of blue badge holders and residents and the payment for the charge. Alternative arrangements were made that enabled people to register in person at 10 widely-advertised sites within the Zone. These centres proved highly successful, having processed some 4200 applications by 24 January. Retail sales commenced on 13 January 2003 with (at 4 February) 153 pay point stores, 83 metric pay stations at car parks, and 8 at hospital sites within the zone. Paypoint terminals were in place at 114 petrol stations within the M25, 1200 shops within the M25 and 8 self-service terminals at motorway stations on or within the M25. Some additional pay point options will continue to be added in February. Registration for payment by mobile phone text messaging commenced on 13 January 2003; to date 2100 people have registered for this service.

Since the Board meeting occurs the day after the first day, I anticipate we will have a lively discussion of how the charge is working.

4.2 Major road projects in Central London

The most disruptive period of construction for all three major road projects in Central London has now been completed, although works will continue for several months to final completion.

- Works for the new road layout at Trafalgar Square were completed on December 19 and traffic has been flowing well around the square. On December 23, the Mayor switched back 25 sets of lights to their original settings; the remainder will remain on new settings necessitated by the fact that the road layout has changed.

- All carriageway work is now complete at Vauxhall Cross, and the construction of the new road design has been finalised, with the new gyratory operating since 24 December. Construction of the bus station is expected to be complete in the autumn of this year; however, this should not affect traffic flows or bus operation.
- On 14 December the new road layout at Shoreditch became fully operational. The switch went well with very little disruption to traffic. The new layout has been operating well with no significant problems observed.

4.3 Initiatives to improve traffic movement in London

Following significant recent attention from Government and the media on London's traffic problems, TfL is working intensively with the DfT, the Boroughs/ALG and the Met to deliver improvements in traffic movement. This includes:

1. Facilitating traffic flow

- TfL must increase its focus on facilitating traffic flow in London. Delivering improvements in traffic flow must be a key consideration at all three stages – strategy, design, and execution of projects – in maintaining and developing the road network. This will require the involvement of TfL's policy/planning departments, Surface Transport and Street Management. We will be working on a number of ways to effect this change over the coming months.
- As a first step in this direction, the Mayor has announced that he is creating a Director of Traffic Management for London. This person will be directly responsible for real-time traffic management, as well as for taking forward TfL's work on roadworks coordination. We are aggressively looking to fill this role and have identified a short list of candidates.
- In addition, Ken Livingstone and John Spellar officially launched the London Traffic Control Centre (LTCC) on Wednesday 5 February. This provides one, central location where Met Police and TfL staff can jointly monitor traffic movements using camera feeds and other data from across London. The LTCC will be able to respond to congestion and traffic disruptions through two means: direct control of traffic light phasing, and liaison to the Met Traffic and Transport OCUs for dispatching police officers and wardens to specific locations. The Centre is staffed 24 hours a day, 7 days a week.

2. Improving coordination of all road- and streetworks

- TfL has launched a major effort to improve coordination of road- and streetworks. This includes collecting information on works planned for the upcoming financial year, assessing the works for their traffic impact, and deferring or canceling works where necessary to keep traffic moving. All possible efforts will be made to conduct as much work as possible during off-peak hours, and to encourage the Boroughs to do the same.
- There is significant Government momentum behind introducing a permitting system for road- and streetworks within the next year. TfL and the ALG are contributing to the DfT's work on this issue.

3. Improving management of TfL's own works

- Changes have been made, where necessary, to simplify and clarify the management structure of TfL's major works. We have also increased our full-time on-site presence at major works and introduced a dedicated 24/7 liaison for TfL works at the new London Traffic Control Centre.
- We are planning a longer-term review of TfL's contracts, to reexamine how we do our work and whether our contracts and enforcement mechanisms do enough to minimise disruption.

4. Improve troubleshooting of disruption

- TfL has been working closely with the Met over the last 2 months to define the top-priority congestion sites, and to define the specific contingency plans for responding to disruption at these 'pinchpoints.' This work will ensure that limited policing resources are deployed in the most effective way.
- The planned expansion of the Transport OCU discussed above in Section 3.3 will also improve responsiveness to disruption, as it is currently expected to provide up 120 additional police officers and traffic wardens. This expansion is planned for the beginning of the new financial year.

5. Improving communication to customers. TfL is working on expanding its communications to customers regarding traffic disruption. Within the next month, this will mean improvements to the website to include real-time traffic information and 'Jam Cam' style feeds. Over the next 4-6 months, we are working on developing an interactive map of London on the web providing information on roadworks, congestion, and other traffic disruptions.

4.4 Major rail projects

Work to finalise the Crossrail business case is proceeding. The business case is expected to be approved by the Crossrail Board on 18 February, with the aim of bringing it to the Secretary of State for review and approval at the end of February.

The SRA released its revised Strategic Plan (SP2) in late January. This includes a number of specific cutbacks on the national network as against the first Strategic Plan. The projects included in the draft London Plan Transport Programme from the first Strategic Plan are continued in SP2, including:

- *Crossrail.* SP2 reiterates the SRA's commitment to developing Crossrail 1 with TfL, while stating that no decision to fund the project has yet been taken. There is no reference to Crossrail 2.
- *ELLx.* SP2 describes the East London Line Extension positively, mentioning legal issues to be resolved but giving an expected completion date of 2008 (a two year delay).
- *Channel Tunnel Rail Link.* Stage 1 to be open later this year with the stage to St Pancras scheduled for completion in 2007.
- *National rail/TOC improvements.* Reference is made to the increase in rail capacity envisaged in the London Plan, but no specific numbers as to increased capacity are cited. TfL will be working with the SRA on capacity utilisation studies to optimise capacity, but it is not clear at present whether additional capacity will ultimately be provided.

5. TfL/LUL INTEGRATION

As you will know by now, Transport for London and the Government have reached an agreement, announced on February 4th, to transfer London Underground. This includes provisions relating both to financing the PPP and transfer of control. The agreement includes:

- A freeze on fares in real terms;
- Allowing TfL to carry over LUL's unspent grant from this year (roughly £200 million);
- Financial reassurance about the agreement to carry out works to increase Jubilee Line capacity, to be undertaken by Tube Lines, and the risks attached to it – about £60 to £70 million;

- Reassurance that, if LUL's financial risk reserves become depleted, levels of grant will be reviewed and replenished to an agreed reserve of £100m at the end of the next financial year and increasing to £170 million over the following years;
- In the event of major expenditure pressures falling to LUL in the next two years outside its business plan, levels of transport grant should be reviewed and appropriate adjustments made;
- In future Government Spending Reviews, the Government intends to review Transport Grant in relation to London Underground, taking into particular consideration:
 - Unavoidable pressures under the PFI contracts
 - Appropriate provision for major enhancements
 - Payments due under the PPP in respect of working capital.
- Rapid implementation of TfL's programme management system for the PPP;
- LUL grant levels relating to the PPP to be assessed and funded entirely separately from spending reviews of TfL.

TfL and LUL continue to work together on the transition to the new, integrated TfL organisation. We are nearing the end of the first phase of appointments to senior corporate roles across TfL and all its operating businesses (including LUL). We expect to announce appointments to many of the first phase roles in the week of February 19. The second phase of appointments is also underway; around 50 jobs were posted on 5 February with shortlisting and interviewing taking place through to the end of April.

Robert R. Kiley
Commissioner for Transport
February 2003

TRANSPORT FOR LONDON

TfL BOARD

SUBJECT : 3rd QUARTER FINANCE REPORT

MEETING DATE : 18 FEBRUARY 2003

1. PURPOSE

- 1.1 To inform the TfL Board of progress on operational and financial performance against budget and target for the third quarter of 2002/03 ended 31 December 2002.

2. KEY HIGHLIGHTS

- 2.1 The principal issues arising from the third quarter and our current forecast for the year are as follows :-

- Bus patronage continues to grow at the same rate recorded in the second quarter (6% year-on-year growth in passenger journeys in both quarters). The bus network subsidy for the full year is currently forecast to be £28m higher than included in the 2002/03 budget due to the addition of services and mileage for the Congestion Charging scheme and has been the subject of discussion and agreement with TfL. A strategic review is currently being undertaken to analyse the relationship between service levels, costs, fares and subsidy.
- A number of the key reliability and service quality indicators for Buses fell below target during the quarter, including excess waiting time on high frequency bus routes and overall customer satisfaction. One of the major contributing factors to this has been the high level of roadworks along key bus routes during the quarter, many of which were completed shortly before the end of the quarter.
- The major schemes at Vauxhall Cross, Trafalgar Square and Shoreditch made good progress in the quarter, with the new road layouts at the sites being open to traffic in December 2002. Blackheath Hill on the A2 was also reopened to traffic after 8 months of extensive emergency works. The disruptive effect of these works is now behind, with traffic flowing well at these locations.
- The significant increase in passenger numbers on the Docklands Light Railway (DLR) following the arrival of new workers in Canary Wharf, and the introduction of the new DLR timetable has continued. Passenger numbers in the third quarter for the Lewisham Extension were up 22% on the same period last year and up 17% for the whole DLR network.
- The purchase of 24 new DLR Railcars is now on track, after initial delays in awarding the contract. The final two Railcars were delivered in January with the date for commissioning the final vehicle now scheduled for March 2003. The railcar refurbishment project continues as planned after initial delays, with the current activity

focussed on the review of the design package. The vehicle modifications are expected to commence in February 2003, 4 months later than originally planned.

- All Underground service performance indicators during the quarter were affected by the LUL strike action on 24/25 September and 1/2 October 2002 and the Fire Brigade Union strikes in the quarter. As a result, passenger journeys fell 1.2% in the third quarter, compared with the same period last year and 1.3% below target. However, after adjusting for the effect of the strikes, the percentage of schedule operated was 94.6%, 1.8 percentage points above target and excess waiting time was 3.3 minutes, 0.1 minutes better than target.
- During the quarter, Street Management have significantly increased activities as part of the Congestion Charging public information campaign in advance of the 'go-live' date of the scheme on 17 February 2003. "Proving" of the cameras, systems, technology and operating processes associated with congestion charging was completed according to schedule by Christmas. Retail operations have started and by 17 February, it will be possible to pay at over 1500 PayPoint locations, 114 petrol stations and at 85 Car Parks (within the zone). The Contact Centre is operating well and revenue of over £1m had been collected by the end of January 2003.
- There has been a significant increase in the level of TLRN maintenance in Street Management in the third quarter, which has reduced the cumulative underspend against budget from £31m at the end of the second quarter to £16m at December 2002. The latest Street Management forecast is that the current level of maintenance will continue through the final quarter and that total spend for the year will be £4m above budget.

3. ECONOMIC BACKGROUND

3.1 The headline inflation rate has risen steadily in the quarter from 1.7% in September to 2.9% in December. The largest upward influence came from housing costs, which continued to rise. Another large upward influence came from changes in motoring expenditure; petrol prices and new car prices were little changed in this quarter, but were significantly reduced in the same quarter last year.

3.2 The volume of retail sales continued to grow during the quarter from 4.8% in September to 6.4% year on year in December, fuelled by high levels of mortgage equity withdrawal. Central London FT Employment fell by 3.6% year on year in the three months to September, which was a further decrease on the 1.7% fall in the previous three-month period. This was somewhat offset by an increase in part-time employment.

	Headline Inflation <i>Monthly</i>	Retail Sales Volume <i>% Year on Year</i>	London Visitor Nights <i>% Year on Year^{‡*}</i>	Central London FT Employment <i>Quarterly*</i>
December	2.9	6.4	5.0	(3.5)
November	2.6	4.0	4.8	
October	2.1	5.8	2.1	
September	1.7	4.8	0.7	(1.7)

* month / quarter in arrears

‡ 12 month rolling average

3.3 Finally, tourist visitor nights in London on a rolling average basis showed considerable increases in November and December compared to the previous year, but this was mainly

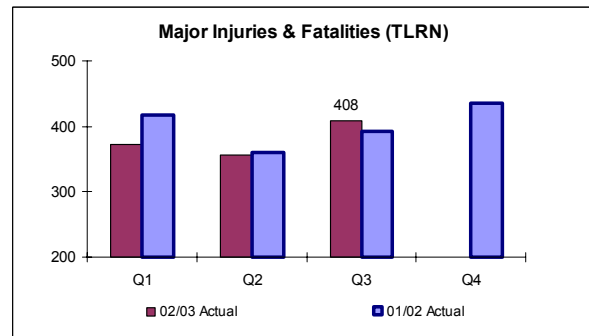
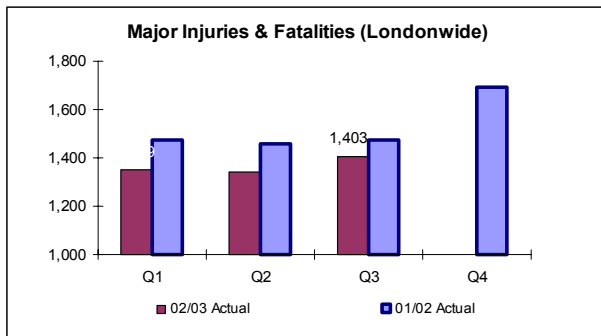
driven by the downturn in visitors to London late in 2001, in the wake of September 11 terrorist incidents.

4. OPERATIONAL PERFORMANCE

4.1 A full scorecard reporting all the key indicators that were approved by the TfL Board on 19 March 2002 can be found attached to this report as **Annex 1**. A number of these indicators along with high-level cross-modal indicators continue to require further development and do not form part of this report.

STREET MANAGEMENT

4.2 The number of major injuries and fatalities on the TLRN for the third quarter was up 4% on the equivalent quarter for 2001/02 at 408. However, the Londonwide totals for the same period show a reduction of 5% at 1403. The year to date totals for injuries and fatalities in 2002/03 are below those for 2001/02 for both the TLRN and Londonwide, which is consistent with the 40% target reduction by 2010. It should be noted that because casualties are reported in arrears, Quarter 1 comprises the months of January, February and March of each year.



4.3 The congestion index for the TLRN during the AM peak period was 82 in the third quarter. This low level is greatly influenced by the reductions in traffic levels during the Christmas period. The index represents an improvement in traffic conditions of 2.6 percentage points on the same quarter for the previous year.

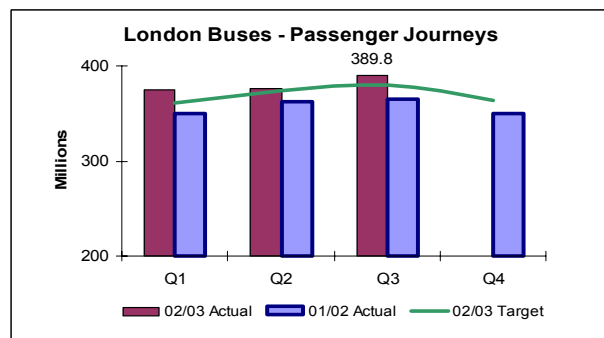
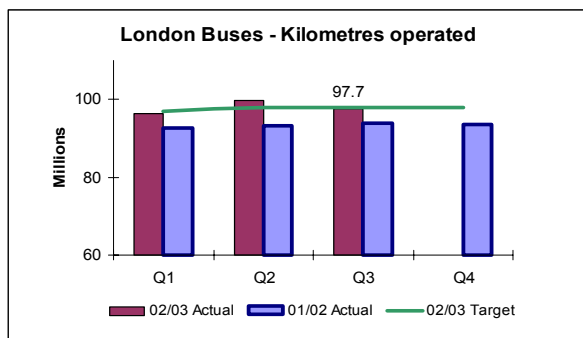
4.4 The index for cycling on the TRLN at 110.0 for the third quarter is 2.3 lower than the equivalent quarter last year. However, the level of cycling in December 2002 was 4% higher than it was in December 2001, reflecting the 3.8% increase between the average for the year 2001 and for 2002. The targets for cycling in London have been set nationally by central government and are exceedingly challenging. Progress towards the target of trebling the 2000 cycling levels is continuing and work is underway to re-profile the growth required each year to attain the 2010 target.

4.5 The percentage of street lights working on the TLRN increased from 96.4 in Quarter 2 to 96.8 in Quarter 3, slightly below the target of 97.5%. The new contractors and stewards appointed in April 2002, are working towards but have not yet achieved the target set. The performance indicator has increased in each quarter of 2002/03 and it is expected that the target should be achieved in the fourth quarter.

4.6 Other than the closure of the A2 at Blackheath Hill, there were no road closures/controls on the TLRN roads during the third quarter, well below the target of 15 days. The A2 closure due to emergency extensive repairs, following a collapse on 7 April 2002 has been excluded from this analysis. The road reopened on 22 December 2002.

LONDON BUSES

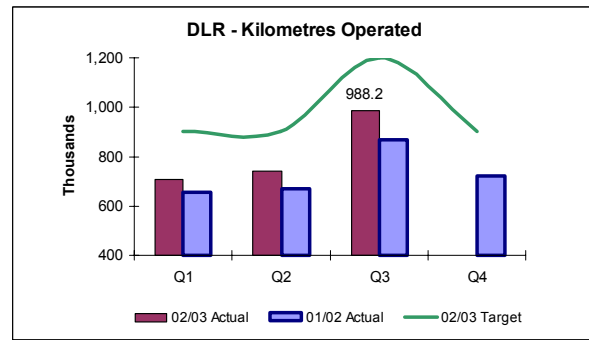
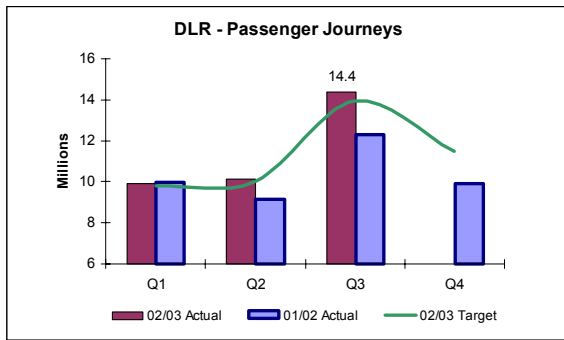
- 4.7 There was a 6% growth in bus passenger journeys in the third quarter (6% in Quarter 2), with 389.8m journeys over the period October to December compared with 367.2m for the same period in 2001/02. In order to address the significant growth in bus demand, the level of bus kilometres operated in the third quarter of the year was increased by 4% compared to the same quarter in 2001/02, to 97.7m. This is broadly in line with target and has been necessary to meet the needs of Congestion Charging.
- 4.8 The percentage of schedule operated after traffic lost miles in the third quarter fell from 96.1% in Quarter 2 to 95.1%. The third quarter result was 1.5 percentage points below target. In addition, the percentage of night time buses departing on time during the third quarter was also 2 percentage points below target at 72%. This however represents an improvement on the second quarter score of 71%.



- 4.9 Seasonally and against a background of significant roadworks experienced at Shoreditch, Vauxhall, Trafalgar Square, Kings Cross, Barking (A13) and Blackheath Hill, excess waiting time on high frequency routes in the third quarter increased to 2.0 minutes from 1.8 last quarter, against a target of 1.9 minutes.
- 4.10 The number of low frequency routes departing on time was 67.4% in the third quarter, which is 3.6 percentage points below target. Ratings for overall satisfaction of bus services were 75 in the third quarter, which represents a decrease of 1 point from the previous quarter and is also 1 point below target.

DOCKLANDS LIGHT RAILWAY (DLR)

- 4.11 DLR passenger journeys at 14.4m over the third quarter, were slightly above target and 17% greater than the equivalent period in 2001/02. On Time performance (adherence to schedule) was slightly better than target in the third quarter at 96.3% but this represented a slight decrease of 0.2 percentage points over the same period last year.
- 4.12 Train kilometres operated in the third quarter (15 September 2002 to 4 January 2003) were 14% up on the equivalent period last year at 988,200. This is the first full period of the minimum 10 minute frequency 'turn up and go' service which was introduced on 24 August 2002. As can be seen from the graph, the total kilometres operated in the third quarter was 18% below target.
- 4.13 The number of injuries and fatalities on the DLR system decreased to 8 in the third quarter from 10 in Quarter 2 (despite the extra period in Quarter 3). However this is still two above target and the year to date figures are 7 above target. The number of injuries and fatalities quoted are now based on the RIDDOR classification for the purpose of consistency across the group.

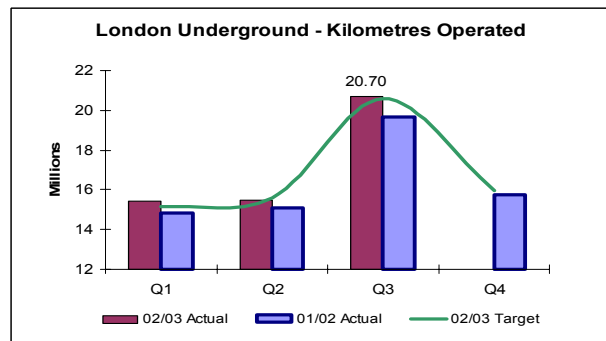
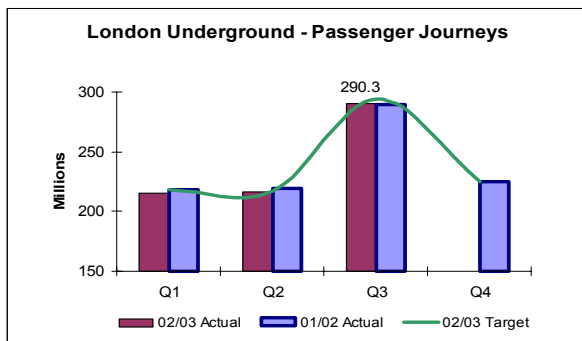


* The increase in Quarter 3 DLR figures is due to the extra period in the third quarter

LONDON UNDERGROUND

4.14 London Underground performance for the third quarter was greatly affected by the industrial action taken by RMT members on 24/25 September 2002 and 1/2 October 2002. There were also additional strikes by members of the Fire Brigades Union in the quarter, which resulted in the closure of 22 underground stations serviced only by lifts. Fatalities and major injuries for the third quarter of 2002/03 (4 periods ending 4 January 2003) were 23% down on the equivalent period in the previous year, mainly due to fewer customer accidents.

4.15 Passenger journeys for the quarter were 3.9m (1.2%) behind target at 290.3m, mainly caused by the effect of strike action. Train kilometres operated for this quarter were equally affected by the strikes. Adjusting for the effects of the industrial action would give a result 104k over target for the quarter at 20.7m.



* The increase in Quarter 3 LUL figures is due to the extra period in the third quarter

** Train kilometres operated has been adjusted for the effect of the industrial action

4.16 Peak hour trains cancelled in the third quarter were the same as the previous quarter at 3.2% (6.5% before strike adjustment), which is 0.7% better than target. Excess waiting time fell from 3.6 minutes in the third quarter last year to 3.3 minutes in the third quarter of this year (strike adjusted) reflecting the continued improvement in this indicator.

4.17 Customer satisfaction rating for crowding was 71 for the third quarter, which was 2 points ahead of target. Overall satisfaction remained at 75 for the third quarter, which was equal to target and also equal to the equivalent quarter in 2001/02.

OTHER BUSINESS UNITS

4.18 **Public Carriage Office** – The introduction of Private Hire driver licensing has now been rescheduled for April 2003, resulting in an income reduction of £2.7m for 2002/03 and a cost

reduction of £3.0m, from the associated delay in recruitment of additional staff. The regulations have been subject to extensive consultation before implementation. However, nearly 30,000 drivers have been registered as part of the Private Hire operator licensing programme.

- 4.19 **Croydon Tramlink** – Passenger journeys in the third quarter decreased by 6% from the third quarter of 2001/02. The drop in passenger journeys is attributable to promotional fares offered in the third quarter of 2001/02, which inflated passenger journeys in that quarter. The percentage schedule operated during the third quarter at 99% was 1 percentage point above the contractual target and equal to the same period last year.
- 4.20 **London River Services** - Passenger journeys were 31% above target at 302k for the third quarter of 2002/03 and 19% higher than the same period last year. More than anything, this reflects the seasonal nature of river transport and the current full year forecast is for 2 million passenger journeys, which is slightly below target. Overall satisfaction for the service in the third quarter was 88, a reduction of 3 points on the previous quarter.
- 4.21 **Victoria Coach Station** –The number of coach departures in the third quarter of 47.8k was 7% above target and 7% up from the equivalent quarter in the previous year. In addition, overall customer satisfaction at 78 was also 1 point higher than the third quarter of 2001/02 and 6 points above target.

5. PROJECT PERFORMANCE

- 5.1 This section summarises the monitoring of major projects spanning more than one year being progressed by TfL. At present there are approximately 50 project areas throughout the TfL Group being reported. These projects are being progressed in line with planned milestones or costs. The key TfL projects and any projects experiencing significant variances with planned milestones are highlighted below. A fuller description of the progress of projects where significant variations from plan exist can be found attached to this report as **Annex 2**.

STREET MANAGEMENT

- 5.2 Congestion Charging camera installation and telecommunication links to the main hub site are now complete in all locations and the link to the DVLA is now operational. “Proving” of the equipment, and operational processes associated with congestion charging was completed according to schedule by Christmas. The necessary Congestion Charging traffic management complementary measures are all expected to be completed before the “go live” date of 17 February. Implementation of signing is almost complete with 99% of signing poles installed. Testing of the traffic management plans commenced on 7 January and operational scenarios will be tested from 3 February.
- 5.3 The “pre go-live” services for congestion charging were launched as planned on 23 October, and included the start of discount registrations for blue badge holders and residents. Calls to the contact centre in Coventry have increased significantly since the start of TV advertising on 25 October. The budget for the entire five-month campaign is £12.7m, a significant proportion of the activity has been devoted to targeted mailings. To help businesses prepare for the congestion charge, Transport for London launched a campaign in early January 2003 to raise awareness and understanding of the charge with businesses in and around the charging zone.
- 5.4 Major schemes at Vauxhall Cross, Trafalgar Square and Shoreditch progressed well and under budget during the quarter. New road layouts were open to traffic in December 2002 and disruption to traffic is greatly reduced. Work on footways still continues on target, with Trafalgar Square due to complete on schedule in May 2003.

- 5.5 Within the bus lane enforcement project, slower recruitment of planned operational staff has led to a delayed start in monitoring contraventions. In addition to this, there has been a higher level of early payment of fines than anticipated. This is resulting in a significant loss of anticipated PCN income during 2002/03 (reduced from a budget of £19m to £9m at the latest forecast). However, appointment of new staff in line with the business case is continuing and forecast completion for the camera installation programme remains as planned for March 2003.
- 5.6 Measures are being taken to improve the delivery of Road Safety schemes, given the slow delivery against plan caused by lack of staff resources. Publicity campaigns are progressing well, and engineering measures at the Great Cambridge Road/North Circular have been completed and well received by local residents.
- 5.7 There has been significant slippage on all walking and cycling initiatives during the quarter, due to resource constraints, resulting in a forecast underspend of £10m in 2002/03. Plans are already being implemented to programme the works for 2003/04 now in order to ensure that no slippage occurs in the next financial year.

DOCKLANDS LIGHT RAILWAY (DLR)

- 5.8 Following Board approval, progress is continuing towards financial close with CARE. The programme remains based on signing of the concession on 13 February 2003 and opening the extension in late 2005. An agreement has now been signed with the LDA who will provide funding of £3.5m towards the station at Pontoon Dock. Discussions continue with three private sector developers regarding contributions to the scheme.
- 5.9 Commissioning of the new DLR rail cars has been further delayed, with the forecast date for the final vehicle being put back to March 2003 as DLR is refusing to complete sign off until all vehicles are fully complete, including outstanding modifications. The railcar refurbishment programme is due to commence in February 2003, which is 4 months later than originally planned, with the final vehicle now expected to be completed by February 2005.

LONDON BUSES

- 5.10 Progress on London Bus Initiative has been slower than anticipated during the quarter, with slippage in all activity areas. Delays continue and the number of projects now planned to be implemented during 2002/03 has fallen from 123 to 79, a slippage on the September baseline of 49%. The Selective Vehicle Detection programme is being delayed by the current focus on Congestion Charging and delays in getting Westminster and Kensington & Chelsea to sign the detection service level agreement. However, all necessary complementary Bus Priority schemes for Congestion Charging are in place before the “go live” date, apart from two schemes in the City of Westminster.
- 5.11 The rollout of Fleetwide AVL continues to suffer from delays, which have been partly caused by equipment supply problems and growth in the size of the bus fleet. Work is being undertaken to address both these issues. With the continuing expansion in fleet numbers, it is now expected that 7,800 vehicles will need to be fitted by March 2003 and plans to achieve this are being prepared.
- 5.12 Continuing delays in the planning approvals process and other property issues have delayed the TfL programme of garage purchases and this has been the primary factor in the slippage that has occurred in the third quarter.

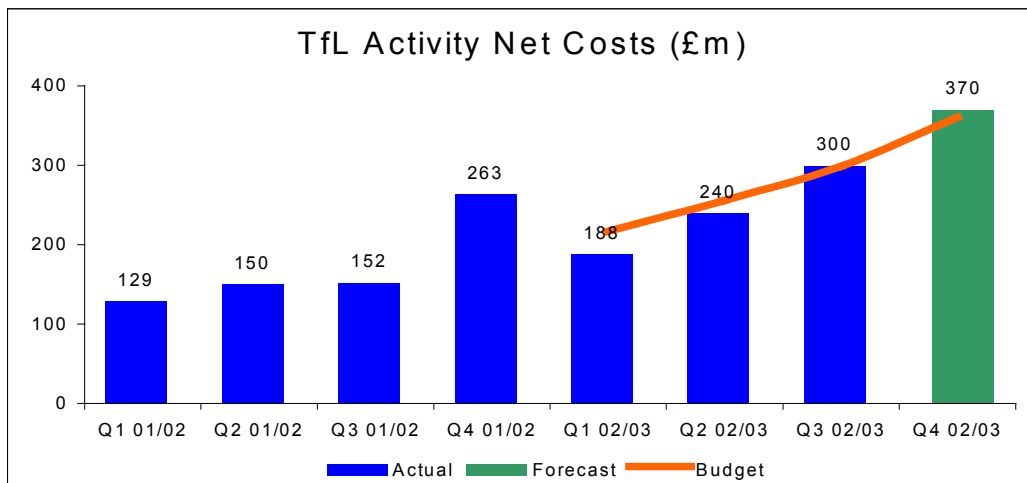
CORPORATE DIRECTORATES

- 5.13 The four major Corporate projects are currently suffering from slight delays. Although the East London Transit phase 1 safeguarding drawings were submitted to the relevant councils during the quarter, transfer arrangements have been delayed since September, pending clarity of the management and delivery arrangements for the projects. The New Thames River Crossings project has experienced delays in establishing agreement on procurement strategies and the Government has not yet confirmed the preferred approach of a hybrid bill through Parliament. Finally, the Cross River Tram scheme is experiencing delays in receiving information on alternate depot sites.

6. FINANCIAL PERFORMANCE

THIRD QUARTER PERFORMANCE

- 6.1 Third quarter spend totalled £299.7m, which was £1m (0.3%) over budget. In comparison, second quarter spend of £240.3m (£15.6m - 6% below budget), and first quarter spend of £188.0m (£29.0m - 13% below budget). The third quarter's performance comprised overspends in Street Management (£14m) and Surface Transport (£6m) offset by underspends in London Rail (£5m) and Central Directorates (£14m).



- 6.2 The Street Management variance of £14.4m for the third quarter comprised over and underspends in a number of activities. The main areas of overspend included: -

- Infrastructure projects and completed scheme payments (£4.8m) - £1.8m was due to the accelerated spend on Coulsdon town centre improvement work and £3m of contractors claims for completed schemes budgeted for the final quarter of 2002/03;
- Congestion Charging (£6.0m) – Traffic Management schemes were £3.9m over budget in the quarter but this was against a £13.8m underspend in the first half, following the re-profiling of work. Operations costs were £1.8m overspent including a payment to Capita for change control development work;

- TLRN maintenance (£19.3m) – This is made up of additional spend approved by COG in May 2002, to reduce backlog maintenance and fund emergency works on Blackheath Hill. Forecast cost underspends of £6m in support services have also been used to tackle backlog maintenance.

Partially offsetting the above were a number of activities with underspends, the largest of which were: -

- Borough road safety plan (£4.3m) reflecting a reversal of the £2.8m overspend at the half year;
- Trafalgar Square pedestrianisation (£1.6m) – planning consent issues between TfL and Westminster Council earlier in the year resulted in delays to contractors gaining site access to commence work. However, work is still expected to be completed in May 2003;
- Walking and cycling projects (£2.1m) – reduced expenditure due to borough works not meeting the budget profile;
- A13 DBFO and Blackwall Tunnel (£2.5m) – A13 payments are based on availability of the road to vehicles, which has been reduced by the bringing forward of major improvement projects. Due to the delayed start of the Blackwall Tunnel refurbishment, milestone payments are now expected to be made in the last quarter;
- Technology Services (£2.0m) non-Borough related activities including reduced traffic signal maintenance, delays to tendering for LED signals and contractual problems with Rolls Royce for variable sign messaging;
- Management & Support functions (£1.9m) due to delays in recruitment, accommodation, and administration spend.

6.3 London Buses overall performance in the third quarter was a budget overspend of £8.6m, compared with a first half overspend of £12.6m. Within this overall position, network costs at £68.6m were £9.2m higher than planned - continuing the trend of increased tender costs and network expansion. Other areas of material overspend include:-

- Technical Services and on-bus CCTV (£1.8m) including additional AVL and Countdown equipment due to the growth in fleet size following the expansion in Bus services;
- Additional vehicle purchases (£2.2m) for East Thames Buses, replacing expired leased vehicles.

6.4 A favourable variance of £3.6m resulted from underspends, due to slippage in a number of garage and station schemes, including Hanworth Rd and Hounslow combined with reduction in the Routemaster re-engineering project, also lower Prestige PFI costs of £1.9m for the quarter have been recorded due to the incorrect accounting treatment in the budget.

6.5 An underspend for the quarter of £2.2m in Bus Priority reflects delays during the early part of the year in completing the scope of some schemes, and a reduction in the number of schemes to be progressed during the year.

6.6 Continuing discussion over TfL's contribution to enhancements in National Rail services has resulted in slippage of this spend into next year, leading to a £1.2m underspend in London Rail for the third quarter. DLR was £4.2m underspent for the quarter due to the late concession

close on the London City Airport extension (£0.9m), Railcar refurbishment (£2.6m) due to the late signing of the contract which resulted from delays in receiving new railcars, and infrastructure/re-railing projects (£1.4m) due to re-scheduling of works.

- 6.7 Within Finance & Planning, there was a £15m underspend, reflecting the benefit of higher bank interest (£1.3m) combined with slippage in a number of Transport Planning initiatives (£5.5m), including Thames River Crossings, and Customer Information, and Borough town centre work (£2.6m) and the slower settlement of Land Claims (£5.6m). Customer Relations were £1.6m overspent due to additional marketing leading up to the introduction of Congestion Charging.
- 6.8 As can be seen from the table in **Annex 3**, the effect of the third quarter performance is to bring TfL's value of work completed for the first nine months of the year to £728.0m, some £43.9m (6%) lower than assumed in the budget agreed at the beginning of the year.

DECEMBER'S FORECAST

- 6.9 December's forecast of TfL's net expenditure for the full year is now £1,097.9m compared with a budget of £1,077.3m, an increase of £10m from the second quarter of 2002/03. Key changes include an £8m increase in Streets mainly due to further increases in TLRN capital and revenue maintenance, and the inclusion of a £1.7m cross modal advertising campaign within Customer Relations. This extra expenditure has been funded by £1m of extra transport grant and a £7m improvement in the group's working capital position. The forecast continues to include some £5m of contingency, with reserves expected to increase by £25m during 2003/04.
- 6.10 The net budget overspend of £21m shown above, includes the effect of overprogramming and changes in contingency. Removing the impact of these items leaves an operational budget underspend of £19m consisting of :-
- items that are now planned to slip into next year (forecast variance £96m, see para 6.11);
 - items that have been ceased or deferred (forecast variance £45m see para 6.12), or are expected to be completed below budget and as a result in cost savings / efficiencies during 2002/03 (forecast £10m, see para 6.13);
 - items that are forecast to be overspent or have increased in scope and cost beyond that assumed in the budget (forecast variance £90m, see para 6.14 and 6.15);
 - items for which no budget was provided at the start of the year (forecast variance £42m, see para 6.16).

UNDERSPENDS

- 6.11 The forecast includes a reduction from budget of some £96m for slippage of programmes into next year. This includes the decision not to make milestone payments on the London City Airport extension contract (£27m) and railcar refurbishment delays (£5m) within Docklands Light Railway. Within Buses delays to garage purchase schemes (e.g. Hanworth Road) and environmental projects such as fuel cell buses has led to slippage of £7m. Finance & Planning have deferred interchange and intermediate mode projects, including Finsbury Park, Thames River Crossing and Victoria, totalling £16m along with Borough town centre work (£3m) and the BIP project in Corporate Services has slipped by £1m. Street Management have identified £36m of slippage across a number of programmes including :-

- traffic management schemes for Congestion Charging (£5m);
- work on Red Routes & Local Improvements and Trafalgar Square pedestrianisation (£3m);
- £12m for walking and cycling and DDA initiatives;
- £7m on the Blackwall Tunnel refurbishment and other major route improvements;
- on the basis of last year's experience and Borough forecasts, Borough spending on road maintenance and safety has been reduced by £3m;
- non-Borough road safety slippage of £3m;
- Within Traffic Technology, slippage in signal replacement schemes and delays to recruitment total £3m;

The above are included in the 2003/04 budget where appropriate.

REDUCED SCOPE

- 6.12 The forecast takes account of some £45m of projects whose scope has been reduced during the year. This includes £14m in Street Management, where delays to the introduction of enforcement recruitment have saved some £10m, but this is offset by £2m less PCN income from Congestion Charging. In addition recruitment, training, HR, accommodation and admin cost within Management and Support is £6m. Buses have £3m most of which is from the reduction to the Routemaster re-engineering project. London Rail projects have been reduced by £3.5m as discussions continue on TfL's contribution to National Rail enhancements and delays in agreeing scope and priority of programmes has led to a £12m reduction in Bus Priority work. DLR has benefited from a £3m contribution to the costs of the City Airport extension. Within Finance and Planning projects with reduced scope include £5m for corporate re-engineering, Customer Information, property acquisitions and disposals and modal interchange projects along with higher income than budgeted from bank interest earnings (£3m). Customer Relations are also showing savings of £1m against the Skynet and Journey Planner on the Web projects and TIC spend.

EFFICIENCY SAVINGS

- 6.13 December's forecast includes savings and efficiencies of £10m. Material items include £3m savings arising from the consolidation of property management and departmental reductions within Finance & Planning and Corporate Services including the reduced reliance on agency staff and rationalisation of accommodation. Other savings and efficiencies comprise reduced Tramlink support costs within London Buses (£1m), and lower A13 DBFO payments, where improvement works have reduced usage (£1m), lower Woolwich Ferry costs (£2m), and Trafalgar Square pedestrianisation (£1m) all within Street Management.

OVERSPENDS

- 6.14 Overspends within the forecast and projects with increased scope total £90m. This includes £41m within Street Management for increased TLRN maintenance (£12m) and higher Congestion Charging set up costs and reductions in forecast income due to increased incentives (£16m). Enforcement income is also expected to outturn below budget leading to an overspend of £10m. Improvement schemes worth £2m on the North Circular and at Coulsdon have been brought forward from 2003/04 and traffic signal replacement and renewal projects are also forecast to overspend by £1m. Buses overspend totals £38m, of which £28m is for the increased costs of running the network. Network expansion has also led to higher costs for AVL and Countdown of £3m as more buses are being fitted with the necessary equipment. Also included is a £3m overspend for additional bus shelters, additional on-bus CCTV (£2m) as agreed by TfL, and £2m for additional market research and performance monitoring.

- 6.15 Finance and Planning forecast includes a £5m overspend for LUL integration work by McKinseys, DLR have a £2m overspend for lower income on the Lewisham extension, and feasibility / design costs for 3-car upgrade and Woolwich Arsenal. The remaining £4m is spread equally against PCO for the TAPITS project and accommodation charges, East Thames Buses for their additional services, Customer Relations, as a result of lower income from TIC's matched to additional staff and IT costs to meet expected demand from Congestion Charging, and Corporate Services for IT and accommodation spend.
- 6.16 Finally non-budgeted items being progressed during this year totalling £42m have been included in the forecast. £27m of this includes items such as the purchase of land for Hammersmith bus station and other infrastructure items. The forecast also includes £3m in Corporate Services for the legal costs of the PPP challenge, £4m in Customer Relations for new corporate identity and cross-modal advertising, £5m in Finance & Planning for the carry forward of last year's ITP work (funded from reserves). PCO have £1m for the continuing building works at Penton St, and Buses have £2m for new vehicles for use by East Thames Buses.

7. STAFF NUMBERS


- 7.1 TfL staff numbers (defined as the full time equivalent number of permanent and temporary agency staff) increased by 38 in December but this was 53 below budget. Recruitment of vacancies in Street Management (66) in particular for Congestion Charging operations, Enforcement and Traffic Control is continuing, but at a slower pace than expected due in part to the difficult market for technical staff. The delay to Private Hire licensing led to a 42 favourable variance in Public Carriage Office staff numbers at month-end. East Thames Buses headcount has increased by 63 to cover the operations of routes 42 and 185, following the failure of London Easylink in August. Buses' headcount numbers are higher than budget due to additional AVL / Countdown, Bus Priority client team and customer services staff (26).
- 7.2 As shown in the table in **Annex 4**, December's forecast assumes further net recruitment of 272 before March 2003, increasing staff numbers for the Group to 4,009, which is 199 over budget. Business Units expecting a higher level of staff by March than assumed in the budget include Street Management (64) where recruitment is taking place this year to ensure adequate staff levels to deliver next year's programme of activities. East Thames Buses forecast includes the extra staff recruited to date. Finance & Planning forecast includes the recruitment of staff for the Thames River Crossings projects. Customer Relations are recruiting additional TIC staff to cope with increased demand following congestion charging and General Counsel are forecasting to be 12 over budget for new authorised posts following the department's restructuring.


OPERATIONAL SCORECARD

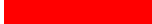
Performance Indicators	STREET MANAGEMENT				LONDON BUSES				DOCKLANDS LIGHT RAILWAY				LONDON UNDERGROUND			
	Q2	Q3	Q3 Target	Trend	Q2	Q3	Q3 Target	Trend	Q2	Q3**	Q3 Target	Trend	Q2	Q3**	Q3 Target	Trend
	Actual	Actual	Variance		Actual	Actual	Variance		Actual	Actual	Variance		Actual	Actual	Variance	
SAFETY																
No. of Major Injuries / Fatalities on TfL services^	#	356	408	∩ n/a		309	273	n/a	⊛	10	8^	(4)		26	33	1
No. of Major Injuries / Fatalities (Londonwide)	#	1343	1403	∩ n/a												
CSS : Safety and Security	Score					80	80	(1.0)		❖	❖			79.0	79.0	0.0
SERVICE VOLUMES																
Passenger Journeys	m					376.2	389.8	9.8		10.1	14.4	0.4		216.0	290.3	(3.9)
Bus/Train Kilometres Operated	m					99.7	97.7	(0.3)		0.74	0.99	(0.21)		~15,711	~20,704	104
CSS : Crowding#	Score					77	77	1		❖	❖			71	71	2
Congestion Index TLRN	#	82.0	82.0	n/a												
Cycling on TLRN (index April 2000=100)	#	125.0	110.7	7.0												
RELIABILITY AND SERVICE QUALITY																
Journey Time Reliability TLRN*	%	30.0	30.0	n/a												
On Time Performance - Adherence to schedule	%									95.9	96.3	0.3				
Schedule Operated/Valid Train Departure(DLR)	%					96.1	95.1	(1.5)		98.0	97.9	(0.1)		~94.6	~94.6	2.5
Excess Waiting/Journey Time	mins					1.8	2.0	(0.1)						~3.1	~3.3	0.3
Low Frequency Routes Departing on Time	%					72.3	67.4	(3.6)								
Night Buses Departing on Time#	%					71	72	(2)								
Street Lights Working	%	96.4	96.8	(0.7)												
Traffic Signals Operating Effectively (Lon Wide)	%	96.8	96.9	(0.1)												
Traffic Signals with Pedestrian Phase*	%	75.0	75.0	(2.0)												
Days of Controls/Closure on Sensitive Roads@	Days	0.0	0.0	15.0												
CSS : Overall Satisfaction#	Score					76	75	(1)		❖	❖			75	75	0
CSS : Reliability – Journey/Wait Time#	Score					77	77	(1)		❖	❖			79	80	1
CSS : Information#	Score					72	73	0.0		❖	❖			76	77	1
Peak Hour trains Cancelled	%													~3.2	~3.2	0.7
ACCESS																
Pedestrian Crossings for Disabled*	%	56.7	56.7	(5.3)												
Bus Stops that are 'low floor'*	%	4.0	4.0	(2.0)												
'Low Floor' Buses	%					75.0	77.0	3.0								
Stations with 'step-free' access*	%													11.4	11.4	0.0
Stations with wheelchair access*	%													3.5	3.5	0.0

OPERATIONAL SCORECARD

Performance Indicators	PUBLIC CARRIAGE OFFICE				CROYDON TRAMLINK				LONDON RIVER SERVICES				DIAL-A-RIDE				VICTORIA COACH STATION			
	Q2	Q3	Q2 Target	Trend	Q2	Q3	Q2 Target	Trend	Q2	Q3	Q2 Target	Trend	Q2	Q3	Q3 Target	Trend	Q2	Q3	Q3 Target	Trend
	Actual	Actual	Variance		Actual	Actual	Variance		Actual	Actual	Variance		Actual	Actual	Variance		Actual	Actual	Variance	
SERVICE VOLUMES																				
Passenger Journeys	m				4.99	4.56	n/a		0.98	0.30	.07									
Taxi Driver licences/Coach Departures	000	24.6	24.7	0.2													50.7	47.8	3.1	
RELIABILITY AND SERVICE QUALITY																				
Schedule Operated	%				99.0	99.0	1.0		97.4	97.4	(1.1)									
CSS : Overall Satisfaction	Score				88.0	89.0	4.0		91.0	88	n/a		93.0	92.0	(1.0)		71.0	78.0	6.0	

 Positive / improving trend or variance

 Neutral trend or variance

 Negative / worsening trend or variance

Notes/Key:

Negative variances are adverse.

The trend analysis is a comparison with performance indicators from Q3 2001/02.

The boxes in the variance column are shown as green or red depending on whether they are positive or adverse variances. The boxes in the trends column are shown as green, red or yellow depending on whether they are positive adverse or neutral. (A neutral variance is defined as any variance between +2% and -2%)

** The Docklands Light Railway and LUL KPI's are collected over four week periods and Quarter 3 contains 4 periods as opposed to 3 in other quarters. Therefore, a direct comparison of absolute figures with the previous quarter, may be misleading.

* Performance indicator is reported annually, actual shown is for March 2002 as a result no trends or variance indication is shown.

These indicators are now rounded to the nearest whole number

❖ Figures were unavailable for Quarter 3 2002/03, because of unresolved issues within DLR on the index methodologies and collection procedures.

∩ Only annual targets have been set.

⊗ Year on year is not shown due to change in definition introduced this year.

@ Excludes the closure of the A2

~ These London Underground indicators have been adjusted for the effects of industrial action by RMT members on 24/25 September 2002 and 1/2 October 2002 and the FBU strikes in the quarter.

^ The numbers quoted for DLR injuries and fatalities are actually Staff and Passenger RIDDOR incidents. The definition of this indicator is currently being reviewed to ensure consistency across the modes.

PROJECT PERFORMANCE

Project	Variance from Plan / Budget	Comment
STREET MANAGEMENT		
CCS Traffic Management	£5m Slippage of programmes from 2002/03 to 2003/04	Borough schemes have slipped into the next financial year. The budget was re-profiled in May 2002 to ensure the appropriate delivery of schemes. The implementation of 80 Real time Traffic Management (RTTM) schemes is expected to be completed by 17 th February 2003, ready for the "go live" date. Continued close monitoring of progress by way of regular meetings with Street Management Services, Traffic Technology Services and Boroughs is ongoing to ensure delivery of schemes.
CCS Procurement & Systems Set-Up	(£9m)	The main reason for the adverse variance is due to non recurring activities such as costs of judicial review and associated legal work, increased consultancy costs arising from delayed staff appointments, resourcing during the proving period, public information campaign, increase in camera sites and related costs. The critical "go live" milestone remains on target.
Traffic Enforcement	6-21 months (£5m)	<p>Delays in the planned appointment of operational staff have led to a delayed start in the processing of contraventions into PCNs. This is resulting in a significant loss of anticipated PCN income. All of the nine Home Office Bus type approvals (which were previously causing delays) have now been granted and 796 bus mounted cameras have been installed to date. The milestone for laying a bill to decriminalise certain traffic offences using cameras has now been put back to 31 August 2003.</p> <p>Income from PCNs to date has shown a downward trend due to the lower level of contraventions than anticipated and a higher level of early payment. This has led to a revision in the forecast income from £19m down to £9.1m in the December forecast.</p> <p>A total of 201,363 contraventions had been identified up to 2nd January 2003. The team aims to convert 90% of contraventions identified into a PCN - 87% has been achieved to date (up from 79% last quarter).</p>
Traffic Control Systems Replacement	1-11 months	<p>There are delays in the systems software milestones of 6 to 11 months due to problems with earlier releases of the system, departure of key testing staff and some unforeseen technical problems.</p> <p>The driver information milestones have slipped by up to 8 months due to the contractor and TTS' limited resources and a high level of underground services delaying work.</p> <p>The systems management and communication renewal milestones have also suffered delays of between 3 and 10 months, because of uncertainty of BT line delivery dates and difficulties with GSM prototype system.</p> <p>Milestones covering Traffic Signal Renewal, LED signals, Strategy development, Camera technology and Borough signal schemes are all on time.</p>
Road Safety	1-20 months	<p>A reorganisation of various Road Safety functions/groups into a single Road Safety unit early in the year has resulted in a delay in starting the schemes. The development of the campaign to reduce motorcycle casualties and fatalities was delayed by 10 months due to insufficient information from agencies. The campaign was finally launched in November and will run until March 2003.</p> <p>Other significant milestone slippages were the implementation of TLRN safety schemes (12 months), due to resourcing problems, the second stage of the accident reporting in London (15 months) and the analysis of 2001/02 Borough performance (20 months), due to delays in borough returns.</p>
Walking & Cycling	£10m	This scheme is forecast to be underspent by £10m in 2002/03, due to delays in scoping the programme and commissioning works and from lower staff costs and reduced spend on performance monitoring. Plans are already being implemented to programme the works for 2003/04 now in order to ensure that no slippage (particularly in respect of physical improvements and signalling works on the TLRN) occurs in the next financial year.

PROJECT PERFORMANCE

Project	Variance from Plan / Budget	Comment
LONDON RAIL		
London City Airport	8-11 months	The target for financial close and concession award is now expected on 13 February 2003. The £24.6m milestone payment of the £27.0m budget will not be spent this year. The variance from original plan in the project has been caused by a delay in securing TWA powers from Secretary of State, and delays in selecting preferred bidder caused by delay in resolution of the capital finance regulation issue.
New Rail Cars	10 months	Delivery of the second tranche of 12 optional vehicles has been subject to the knock-on impact of the delays to the first tranche. The current status is that 10 of the railcars have been delivered to the Beckton depot and 7 of these are in passenger service. The arrival of the Bombardier supplier replacement parts on 4 December 2002 resulted in the continuation of the completion of the last 2 vehicles at Bruges with deliveries in late January 2003. The forecast completion of the twelfth vehicle is now March 2003, 10 months later than the planned date of May 2002.
Rail Car Refurbishment	4-7 months	As reported previously, contracts were signed in September 2002 and the first vehicle has been delivered to the contractor, Alstom. The prototype vehicle was transported to Alstom's Wolverhampton works on 18 September 2002 and the vehicle mock-ups were completed in November. The vehicle modifications are due to commence in February 2003, which is around 4 months later than originally anticipated, with the completion of the final vehicle now scheduled for February 2005 rather than July 2004.
SURFACE TRANSPORT		
Bus Priority	£15m	The number of schemes planned for 2002/03, and their associated cost, are now significantly less than that calculated from the Whole Route Implementation Plans earlier this year. This is due to having a clearer view on scheme identification, which focuses on schemes supporting Congestion Charging, the time remaining before 'go-live' of the scheme and delays in commencement of work due to the need for wide consultation. This has resulted in the 2002/03 spend being reduced from the budget of £48.6m to £27.7m (including LBI 1)
Bus Priority Selective Vehicle Detection	11 months	Quarter 3 saw the installation of detection beacons at 92 junctions of which 27 were commissioned, giving a total for the year of 84 and a grand total of 859. However, progress is hampered by dependence on other initiatives such as Congestion Charging. Furthermore, Westminster and Kensington & Chelsea continued to delay signing of the detection service level agreement in Q3 meaning that the SVD detection milestone within the boroughs will not now be met.
Delivery of Fleetwide AVL	17-27 months	The ongoing growth in the size of the bus fleet (currently 7500+) continues to impact on the vehicle fitment milestone, which has now slipped from its original completion date of September 2001 to the end of February 2003. 6345 buses are now equipped and accepted as operational AVL buses. This is 97% of the target, up from 96% in Quarter 2. The project is now expected to be completed by December 2003. Spend forecast for the year at £1.10m is some £800k over budget for 2002/03.
Bus Garages	2-9 months	Some nine months delay has occurred to the purchase of the Hanworth Road Garage as a result of negotiations on evicting the tenant of the public house on the site. Delays in the planning process have reduced the spend on Walthamstow Bus Station in 2002/03, and caused a deferral in the planned opening date from December 2003 to February 2004.

PROJECT PERFORMANCE

Project	Variance from Plan / Budget	Comment
CORPORATE DIRECTORATES		
Busway Schemes (Greenwich Waterfront and East London Transit)	12 months	A successful meeting was held with LB Redbridge on 25 November on phase 1 of the East London Transit (ELT), followed by Tri-partite Steering Group (TfL, LB Redbridge, LB Barking & Dagenham) on the 29 November 2002. This led to draft ELT phase 1 safeguarding drawings being submitted to both councils. Transfer arrangements for phase 1 implementation have been delayed since September pending agreement of Client Arrangements within TfL. Debate has centred on how the scheme can be best managed and delivered.
West London Tram Scheme	3 months	The Phase 2 Project definition design work was completed in Q3. Revised property, capital operating and renewal costs were included in a re-draft of the business case. However, these have weakened the business and transport cases. The submission of Project Definition Report to TfL has been delayed by one month to allow for the assessment of the impact of Congestion Charging on traffic flows and traffic modelling assumptions.
New Thames River Crossings	3-4 months	During Q3 the task of building a project team commenced, with the appointments of an interim case manager and a project facilitator. Consultants to provide engineering, design and costing services have been appointed as have Parliamentary advisors. Interim traffic forecasts for Highways and public transport have been prepared and a draft environmental scoping document has been prepared. However the project is currently subject to some risk because Government has not yet confirmed the preferred approach of a hybrid Bill through Parliament.
Cross River Tram	3-12 months	The project faces a potential risk from Camden's adamant refusal to secure a depot at King's Cross. Strong representations continue to be made to London Borough of Camden and the developers (London & Continental). A possible alternative site at Market Road in Islington is now being investigated.

NET EXPENDITURE SUMMARY

	Third Quarter		First Nine Months		Full Year	
	Quarter to 31 December	Variance to Budget	9 Months to 31 December	Variance To Budget	December Forecast	Variance To Budget
	£m	£m	£m	£m	£m	£m
Surface Transport						
London Buses	101	(8)	266	(21)	382	(41)
Bus Priority	15	2	39	12	55	15
Dial-a-Ride	4		12		16	(1)
East Thames Buses						1
Victoria Coach Station			(2)		(1)	
London River Services						
Public Carriage Office			4	(1)	4	(1)
	120	(6)	319	(10)	456	(27)
Street Management						
CCS & Enforcement	37	(5)	73	7	102	(17)
SM Services	66	(18)	141	(24)	192	(17)
Major Route Improvement	10	(2)	17	5	31	7
Traffic Technology	12	6	30	10	59	5
SM strategy & support	12	5	29	18	44	18
	137	(14)	290	16	428	(4)
London Rail						
Core		1	2	3	4	2
CrossRail	4		10	1	14	
Docklands Light Railway	8	4	28	8	38	35
	12	5	40	12	56	37
Corporate Directorates						
Group Communications	1		2	1	4	
Museum	1		3		4	
Customer Relations	4	(2)	8		14	(3)
General Counsel	1		1		1	
Corporate Services	7	1	19	1	31	(2)
Finance & Planning	17	15	46	24	75	24
	31	14	79	26	129	19
LT Insurance (Guernsey)					(1)	
Total TfL Activity Net Costs	300	(1)	728	44	1,068	24
Contingencies					5	11
Overprogramming						(55)
Borough BSP work b/fwd from 2001/02	3	(3)	3	(3)	5	(5)
Reserves	(3)	3	(3)	3	20	5
Total	300	(1)	728	44	1,098	(21)

HEADCOUNT SUMMARY

31 March 2002		Q3 31 December 2002		Q2 30 September 2002		31 March 2003	
		Actual	Variance to Budget	Actual	Variance to Budget	Latest Forecast	Variance to Budget
	Surface Transport						
774	London Buses	846	(11)	823	3	860	(26)
237	East Thames Buses	302	(63)	309	(70)	306	(67)
5	Dial-a-Ride	549	10	558	1	559	
126	Victoria Coach Station	123	3	120	2	124	
18	London River Services	18		17	1	18	
152	Public Carriage Office	165	42	160	33	186	21
1,312		2,003	(19)	1987	(30)	2,053	(72)
	Street Management						
35	Congestion Charging	59	31	45	25	100	6
95	Bus Priority & Enforcement	131	20	111	30	155	1
190	Street Management Services	207	(45)	190	9	211	(9)
222	Traffic Technology	222	15	222	16	276	(39)
252	SM Strategy & Support	239	45	247	(18)	270	(23)
794		858	66	815	62	1,012	(64)
	London Rail						
20	Core	19	6	21	3	18	6
31	Docklands Light Railway	29	3	30	2	32	
51		48	9	51	5	50	6
	Corporate Directorates						
	Customer Relations	292	18	54		323	(13)
	General Counsel	41	(5)	30	(5)	48	(12)
91	Group Communications	43	(1)	40	2	46	(4)
92	Museum	86	8	86	8	94	
176	Finance & Planning	237	(32)	242	(1)	258	(53)
385	Corporate Services	129	9	355	12	125	13
2,901	Total Staff Employed	3,737	53	3,660	53	4,009	(199)
2,444	Permanent	3,221	360	3,164	323	3,530	122
457	Agency / Consultancy	516	(307)	496	(270)	479	(321)
2,901		3,737	53	3,660	53	4,009	(199)

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

**Transport for London
Workforce Composition Breakdown**

As at 31st October 2002

Employee Numbers - by Ethnicity									
Division	T/L - Corporate	TTL	Surface Transport			Street Management	CrossRail - Secondments	DLR & Rail Services	Total
			LBSL	East Thames Buses	PCO				
White	234	328	760	232	130	408	40	32	2164
Mixed Race	3	15	13	5	1	2	1	0	40
Asian or Asian British	7	22	41	20	9	40	1	2	142
Black or Black British	33	29	179	58	15	71	2	3	390
Chinese or other ethnic group	3	5	14	2	2	16	0	0	42
Totals	279	399	1007	317	157	537	44	37	2778

Employee Numbers - by Gender									
Division	T/L - Corporate	TTL	Surface Transport			Street Management	CrossRail - Secondments	DLR & Rail Services	Total
			LBSL	East Thames Buses	PCO				
Male	158	234	779	298	114	382	34	21	2020
Female	122	165	228	19	43	155	10	16	758
Totals	280	399	1007	317	157	537	44	37	2778

Employee Numbers - by Disability									
Division	T/L - Corporate	TTL	Surface Transport			Street Management	CrossRail - Secondments	DLR & Rail Services	Total
			LBSL	East Thames Buses	PCO				
No. of employees declaring a disability	10	22	21	0	3	7	1	0	64

Employee Percentage Figures - by Ethnicity									
Division	T/L - Corporate	TTL	Surface Transport			Street Management	CrossRail - Secondments	DLR & Rail Services	Total
			LBSL	East Thames Buses	PCO				
White	84%	82%	76%	73%	83%	76%	91%	87%	78%
Mixed Race	1%	4%	1%	2%	1%	0%	2%	0%	1%
Asian or Asian British	2%	6%	4%	6%	6%	8%	2%	5%	5%
Black or Black British	12%	7%	18%	18%	9%	13%	5%	8%	14%
Chinese or other ethnic group	1%	1%	1%	1%	1%	3%	0%	0%	2%
Totals	100%	100%	100%	100%	100%	100%	100%	100%	100%

Employee Percentage Figures - by Gender									
Division	T/L - Corporate	TTL	Surface Transport			Street Management	CrossRail - Secondments	DLR & Rail Services	Total
			LBSL	East Thames Buses	PCO				
Male	56%	59%	77%	94%	73%	71%	77%	57%	73%
Female	44%	41%	23%	6%	27%	29%	23%	43%	27%
Totals	100%	100%	100%	100%	100%	100%	100%	100%	100%

Employee Percentage Figures - by Disability									
Division	T/L - Corporate	TTL	Surface Transport			Street Management	CrossRail - Secondments	DLR & Rail Services	Total
			LBSL	East Thames Buses	PCO				
% of employees declaring a disability	3.57%	5.51%	2.09%	0.00%	1.91%	1.30%	2.27%	0.00%	2.30%

Transport for London
Workforce Composition Breakdown

As at 31st October 2002

TfL - Corporate - Directorate Employee Numbers - by Ethnicity						
	Finance & Planning	Communication & Public Affairs	Corporate Services	Equality & Social Inclusion	General Counsel	Customer Relations
White	115	25	57	10	17	7
Mixed Race	2	1	0	0	0	0
Asian or Asian British	6	1	0	0	0	0
Black or Black British	15	2	8	1	4	1
Chinese or other ethnic group	2	0	0	0	1	0
Totals	140	29	65	11	22	8

TfL - Directorate Employee Numbers - by Ethnicity		
Finance & Planning	Communication & Public Affairs	Customer Relations
43	79	205
2	2	11
1	0	21
4	4	21
0	2	3
50	87	261

TfL - Corporate - Directorate Employee Numbers - by Gender						
	Finance & Planning	Communication & Public Affairs	Corporate Services	Equality & Social Inclusion	General Counsel	Customer Relations
Male	97	18	25	6	7	3
Female	43	11	40	5	15	5

TfL - Directorate Employee Numbers - by Gender		
Finance & Planning	Communication & Public Affairs	Customer Relations
35	51	147
15	36	114

TfL - Corporate - Directorate Employee Percentage Figures - by Ethnicity						
	Finance & Planning	Communication & Public Affairs	Corporate Services	Equality & Social Inclusion	General Counsel	Customer Relations
White	82%	86%	88%	91%	77%	88%
Mixed Race	1%	3%	0%	0%	0%	0%
Asian or Asian British	5%	4%	0%	0%	0%	0%
Black or Black British	11%	7%	12%	9%	18%	12%
Chinese or other ethnic group	1%	0%	0%	0%	5%	0%
Totals	100%	100%	100%	100%	100%	100%

TfL - Directorate Employee Percentage Figures - by Ethnicity		
Finance & Planning	Communication & Public Affairs	Customer Relations
86%	91%	79%
4%	2%	4%
2%	0%	8%
8%	5%	8%
0%	2%	1%
100%	100%	100%

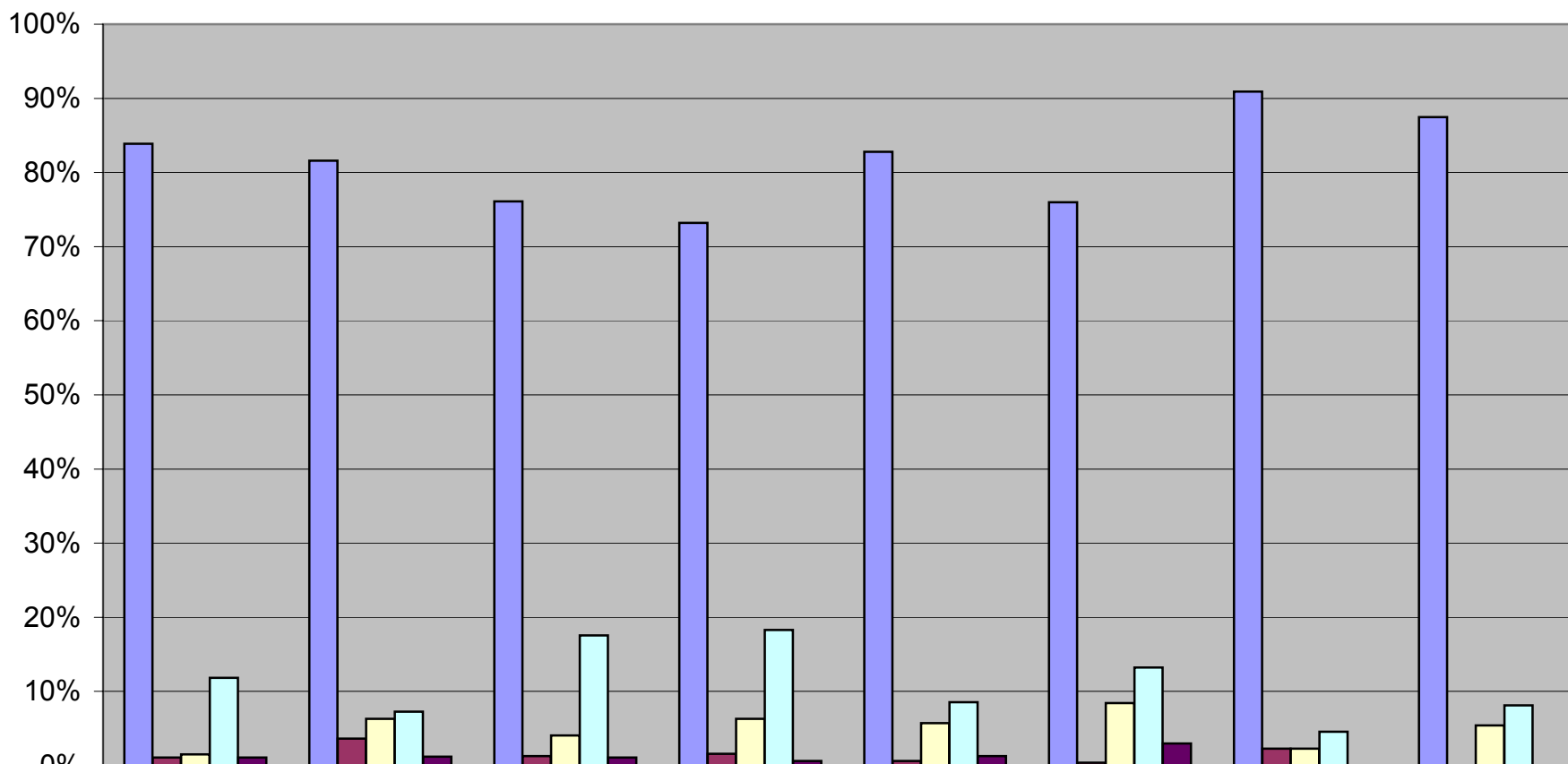
Directorate Employee Percentage Figures - by Gender						
	Finance & Planning	Communication & Public Affairs	Corporate Services	Equality & Social Inclusion	General Counsel	Customer Relations
Male	69%	62%	38%	55%	32%	37%
Female	31%	38%	62%	45%	68%	63%

Directorate Employee Percentage Figures - By Gender		
Finance & Planning	Communication & Public Affairs	Corporate Services
70%	59%	56%
30%	41%	44%

Transport for London - Workforce Composition - by Ethnicity

Percentage

Workforce Composition

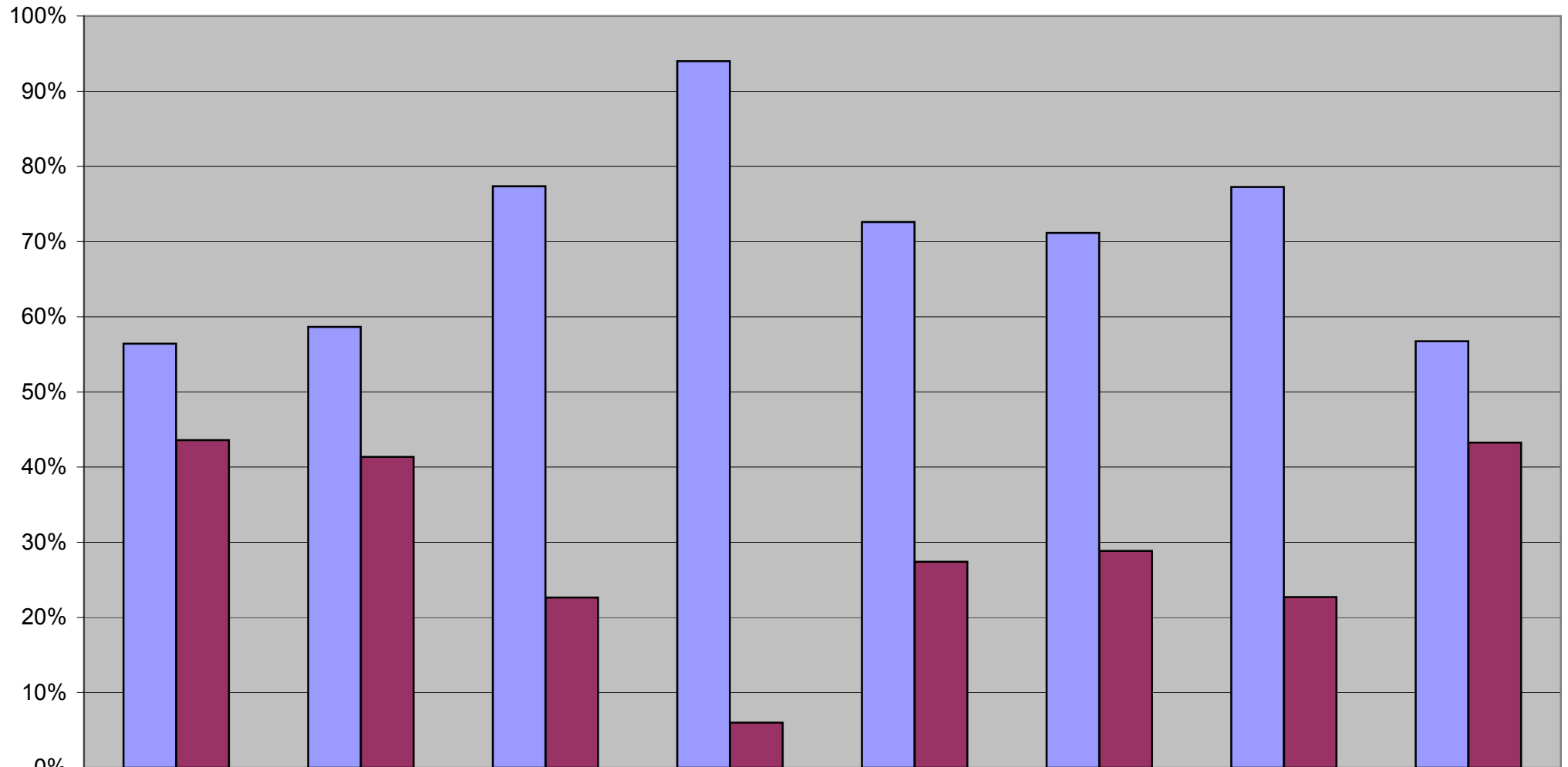


	TfL - Corporate	TTL	LBSL	East Thames Buses	PCO	Street Management	CrossRail - Secondments	DLR & Rail Services
White	84%	82%	76%	73%	83%	76%	91%	87%
Mixed Race	1%	4%	1%	2%	1%	0%	2%	0%
Asian or Asian British	2%	6%	4%	6%	6%	8%	2%	5%
Black or Black British	12%	7%	18%	18%	9%	13%	5%	8%
Chinese or other ethnic group	1%	1%	1%	1%	1%	3%	0%	0%

Transport for London - Workforce Composition Breakdown - by Gender

Percentage

Gender Breakdown



	TfL - Corporate	TTL	LBSL	East Thames Buses	PCO	Street Management	CrossRail - Secondments	DLR & Rail Services
Male	56%	59%	77%	94%	73%	71%	77%	57%
Female	44%	41%	23%	6%	27%	29%	23%	43%

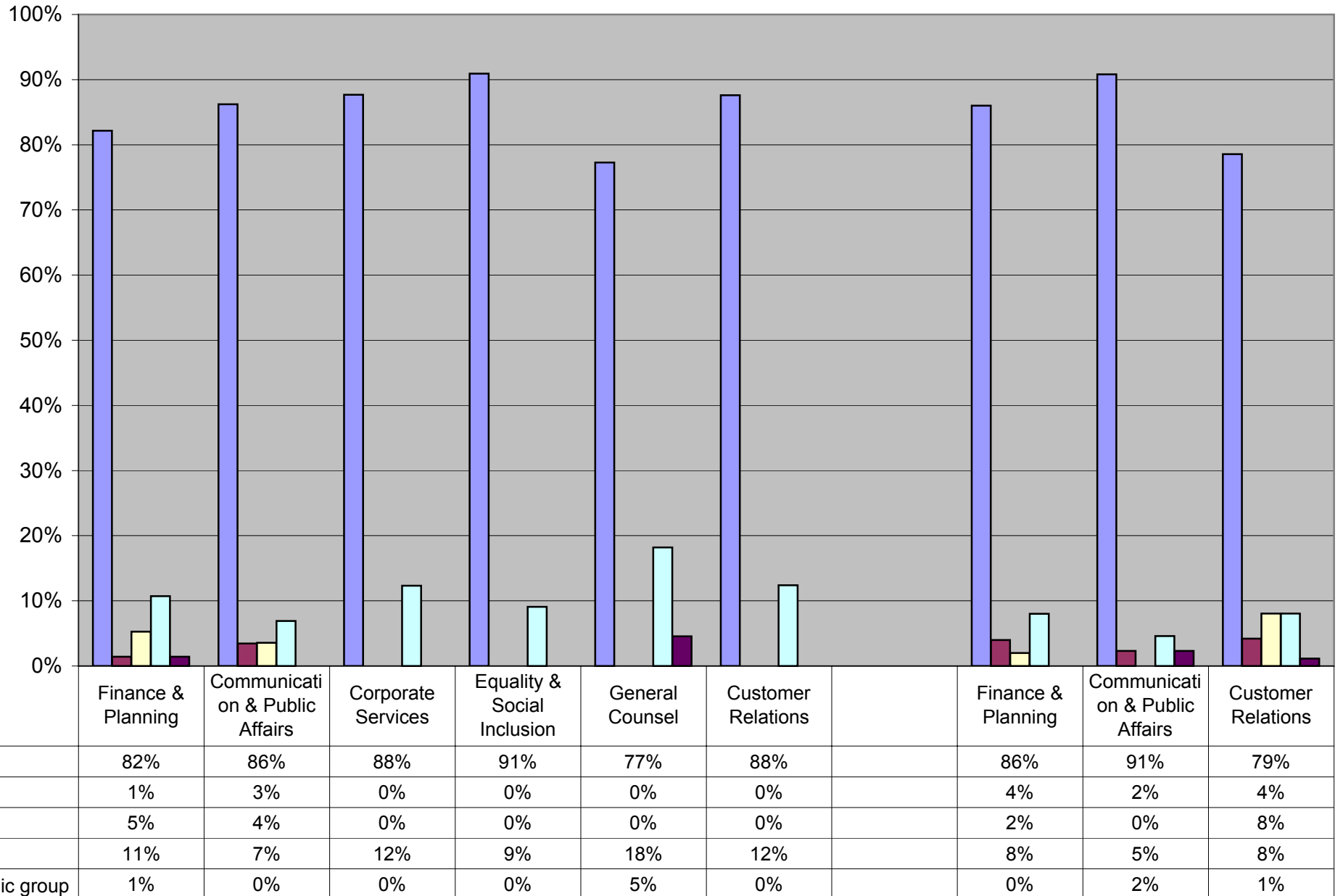
Transport for London - Directorate Information

Ethnicity Breakdown

Percentage

Transport for London

Transport Trading Limited



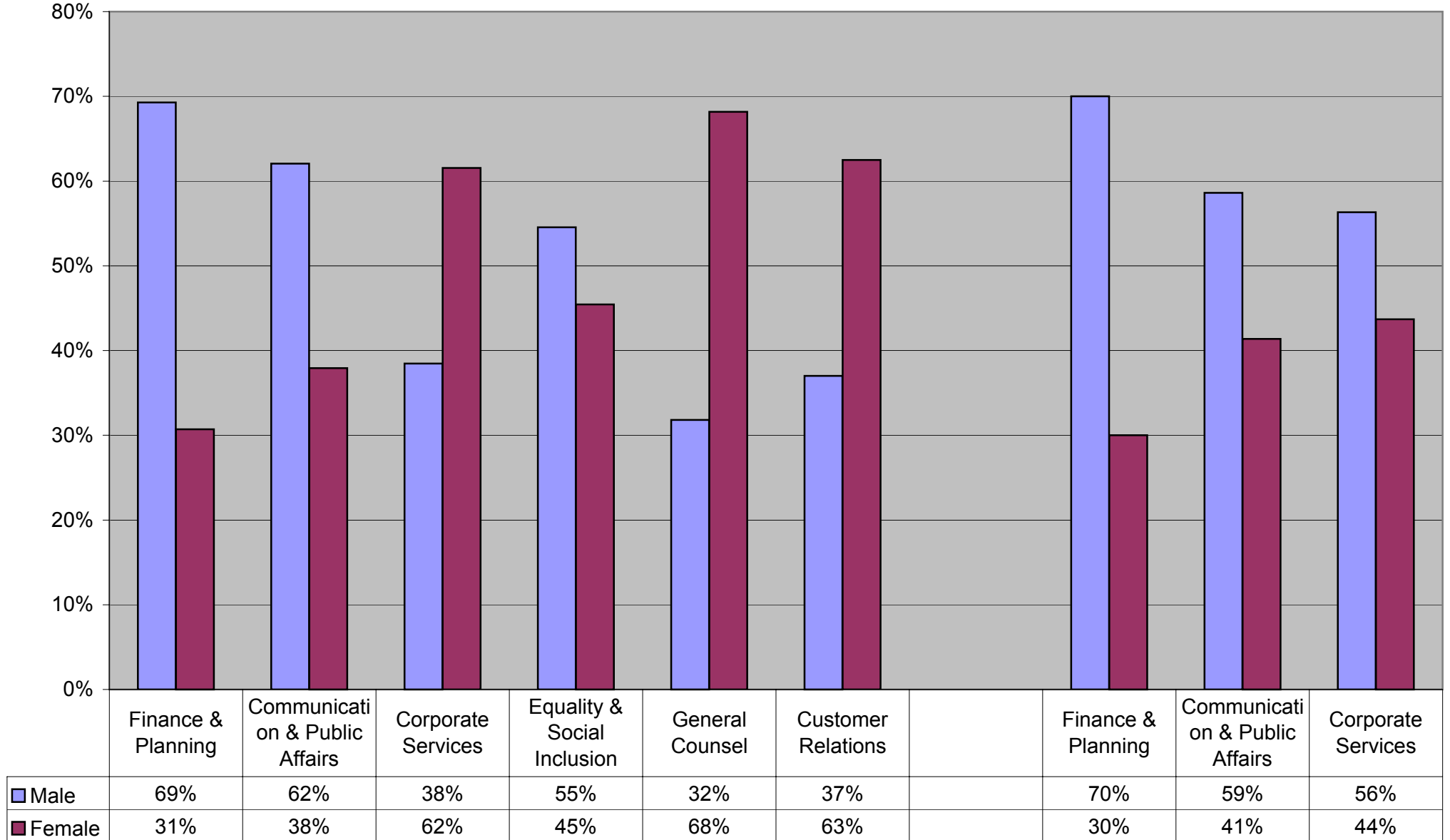
Transport for London - Directorate Information

Gender Breakdown

Percentage

Transport for London

Transport Trading Limited



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

Transport for London
Workforce Composition Breakdown

As at 30th November 2002

Employee Numbers - by Ethnicity									
Division	TfL - Corporate	TTL	Surface Transport			Street Management	CrossRail - Secondments	DLR & Rail Services	Total
			LBSL	East Thames Buses	PCO				
White	234	336	767	225	130	442	42	29	2205
Mixed Race	4	15	13	6	1	4	1	0	44
Asian or Asian British	8	24	41	24	9	42	1	2	151
Black or Black British	32	31	183	65	14	85	2	3	415
Chinese or other ethnic group	3	5	12	2	2	17	0	0	41
Totals	280	411	1016	322	156	590	46	34	2856

Employee Numbers - by Gender									
Division	TfL - Corporate	TTL	Surface Transport			Street Management	CrossRail - Secondments	DLR & Rail Services	Total
			LBSL	East Thames Buses	PCO				
Male	160	243	783	303	113	417	35	19	2073
Female	121	168	233	19	43	173	11	15	783
Totals	281	411	1016	322	156	590	46	34	2856

Employee Numbers - by Disability									
Division	TfL - Corporate	TTL	Surface Transport			Street Management	CrossRail - Secondments	DLR & Rail Services	Total
			LBSL	East Thames Buses	PCO				
No. of employees declaring a disability	11	21	22	0	3	7	1	0	65

Employee Percentage Figures - by Ethnicity									
Division	TfL - Corporate	TTL	Surface Transport			Street Management	CrossRail - Secondments	DLR & Rail Services	Total
			LBSL	East Thames Buses	PCO				
White	84%	82%	76%	70%	83%	75%	91%	85%	77%
Mixed Race	1%	4%	1%	2%	1%	1%	2%	0%	2%
Asian or Asian British	3%	6%	4%	7%	6%	7%	2%	6%	5%
Black or Black British	11%	7%	18%	20%	9%	14%	5%	9%	15%
Chinese or other ethnic group	1%	1%	1%	1%	1%	3%	0%	0%	1%
Totals	100%	100%	100%	100%	100%	100%	100%	100%	100%

Employee Percentage Figures - by Gender									
Division	TfL - Corporate	TTL	Surface Transport			Street Management	CrossRail - Secondments	DLR & Rail Services	Total
			LBSL	East Thames Buses	PCO				
Male	57%	59%	77%	94%	72%	71%	76%	56%	73%
Female	43%	41%	23%	6%	28%	29%	24%	44%	27%
Totals	100%	100%	100%	100%	100%	100%	100%	100%	100%

Employee Percentage Figures - by Disability									
Division	TfL - Corporate	TTL	Surface Transport			Street Management	CrossRail - Secondments	DLR & Rail Services	Total
			LBSL	East Thames Buses	PCO				
% of employees declaring a disability	3.91%	5.11%	2.17%	0.00%	1.92%	1.19%	2.17%	0.00%	2.28%

Transport for London
Workforce Composition Breakdown

As at 30th November 2002

TfL - Corporate - Directorate Employee Numbers - by Ethnicity						
	Finance & Planning	Communication & Public Affairs	Corporate Services	Equality & Social Inclusion	General Counsel	Customer Relations
White	101	26	72	9	18	7
Mixed Race	2	1	0	1	0	0
Asian or Asian British	5	1	2	0	0	0
Black or Black British	12	2	12	1	4	1
Chinese or other ethnic group	1	0	1	0	1	0
Totals	121	30	87	11	23	8

TfL - Directorate Employee Numbers - by Ethnicity		
Finance & Planning	Communication & Public Affairs	Customer Relations
43	80	210
2	2	11
1	0	24
5	4	22
0	2	3
51	88	270

TfL - Corporate - Directorate Employee Numbers - by Gender						
	Finance & Planning	Communication & Public Affairs	Corporate Services	Equality & Social Inclusion	General Counsel	Customer Relations
Male	86	19	37	6	8	3
Female	35	11	50	5	15	5

TfL - Directorate Employee Numbers - by Gender		
Finance & Planning	Communication & Public Affairs	Customer Relations
36	52	153
15	36	117

TfL - Corporate - Directorate Employee Percentage Figures - by Ethnicity						
	Finance & Planning	Communication & Public Affairs	Corporate Services	Equality & Social Inclusion	General Counsel	Customer Relations
White	83%	87%	83%	82%	78%	88%
Mixed Race	2%	3%	0%	9%	0%	0%
Asian or Asian British	4%	3%	2%	0%	0%	0%
Black or Black British	10%	7%	14%	9%	18%	12%
Chinese or other ethnic group	1%	0%	1%	0%	4%	0%
Totals	100%	100%	100%	100%	100%	100%

TfL - Directorate Employee Percentage Figures - by Ethnicity		
Finance & Planning	Communication & Public Affairs	Customer Relations
84%	91%	78%
4%	2%	4%
2%	0%	9%
10%	5%	8%
0%	2%	1%
100%	100%	100%

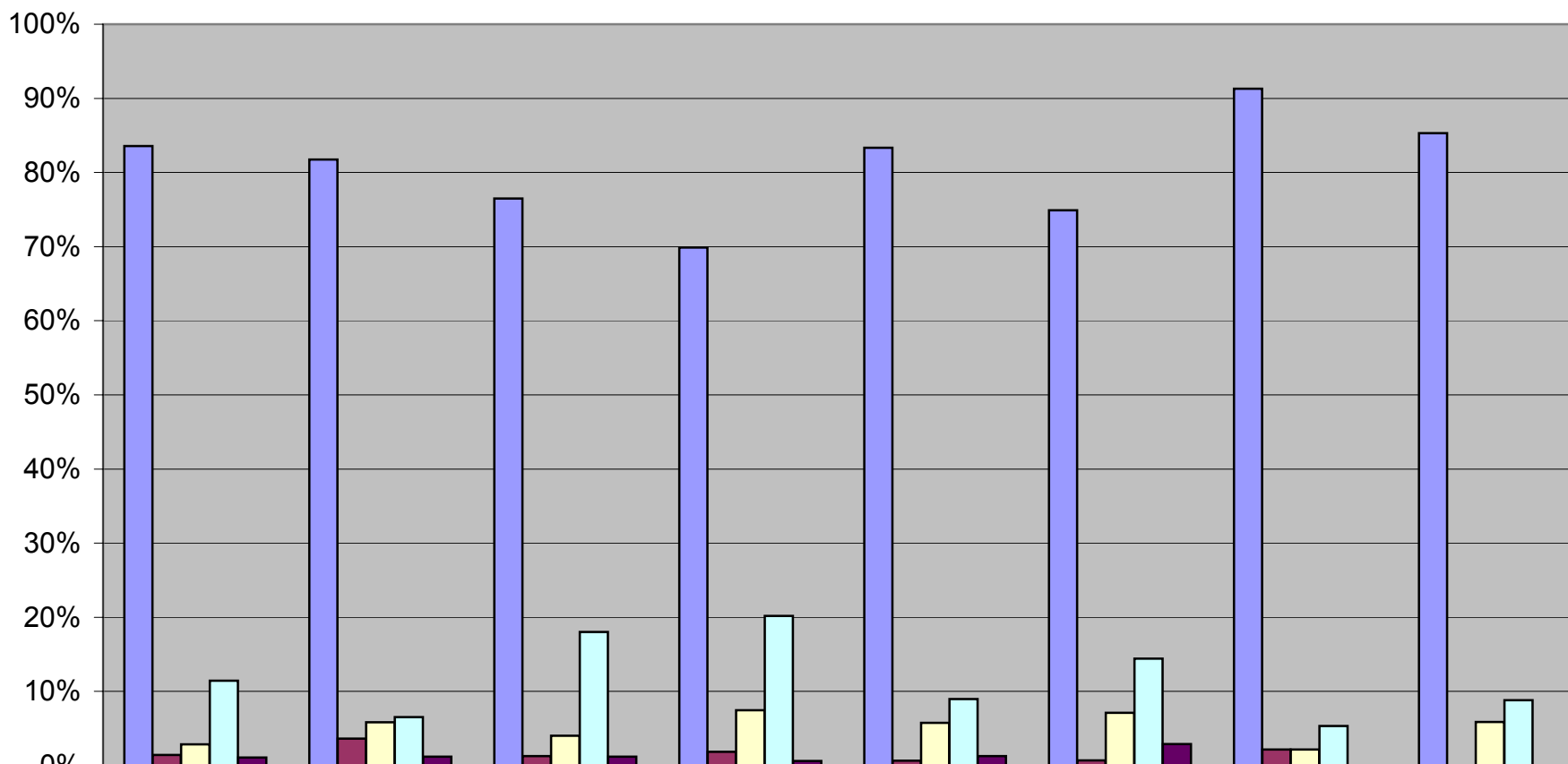
Directorate Employee Percentage Figures - by Gender						
	Finance & Planning	Communication & Public Affairs	Corporate Services	Equality & Social Inclusion	General Counsel	Customer Relations
Male	71%	63%	43%	55%	35%	37%
Female	29%	37%	57%	45%	65%	63%

Directorate Employee Percentage Figures - By Gender		
Finance & Planning	Communication & Public Affairs	Corporate Services
71%	59%	57%
29%	41%	43%

Transport for London - Workforce Composition - by Ethnicity

Percentage

Workforce Composition

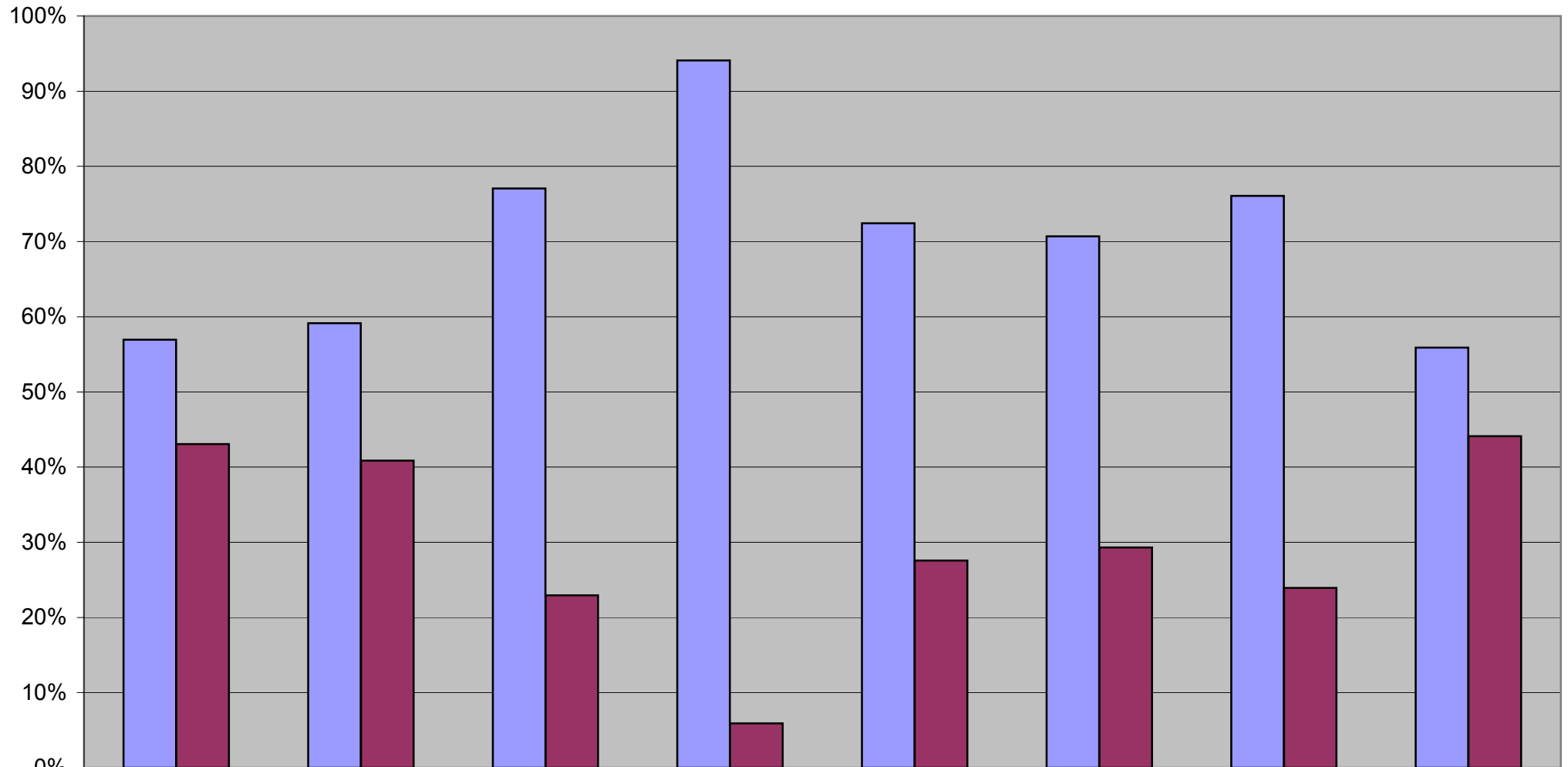


White	84%	82%	76%	70%	83%	75%	91%	85%
Mixed Race	1%	4%	1%	2%	1%	1%	2%	0%
Asian or Asian British	3%	6%	4%	7%	6%	7%	2%	6%
Black or Black British	11%	7%	18%	20%	9%	14%	5%	9%
Chinese or other ethnic group	1%	1%	1%	1%	1%	3%	0%	0%

Transport for London - Workforce Composition Breakdown - by Gender

Percentage

Gender Breakdown



	TfL - Corporate	TTL	LBSL	East Thames Buses	PCO	Street Management	CrossRail - Secondments	DLR & Rail Services
Male	57%	59%	77%	94%	72%	71%	76%	56%
Female	43%	41%	23%	6%	28%	29%	24%	44%

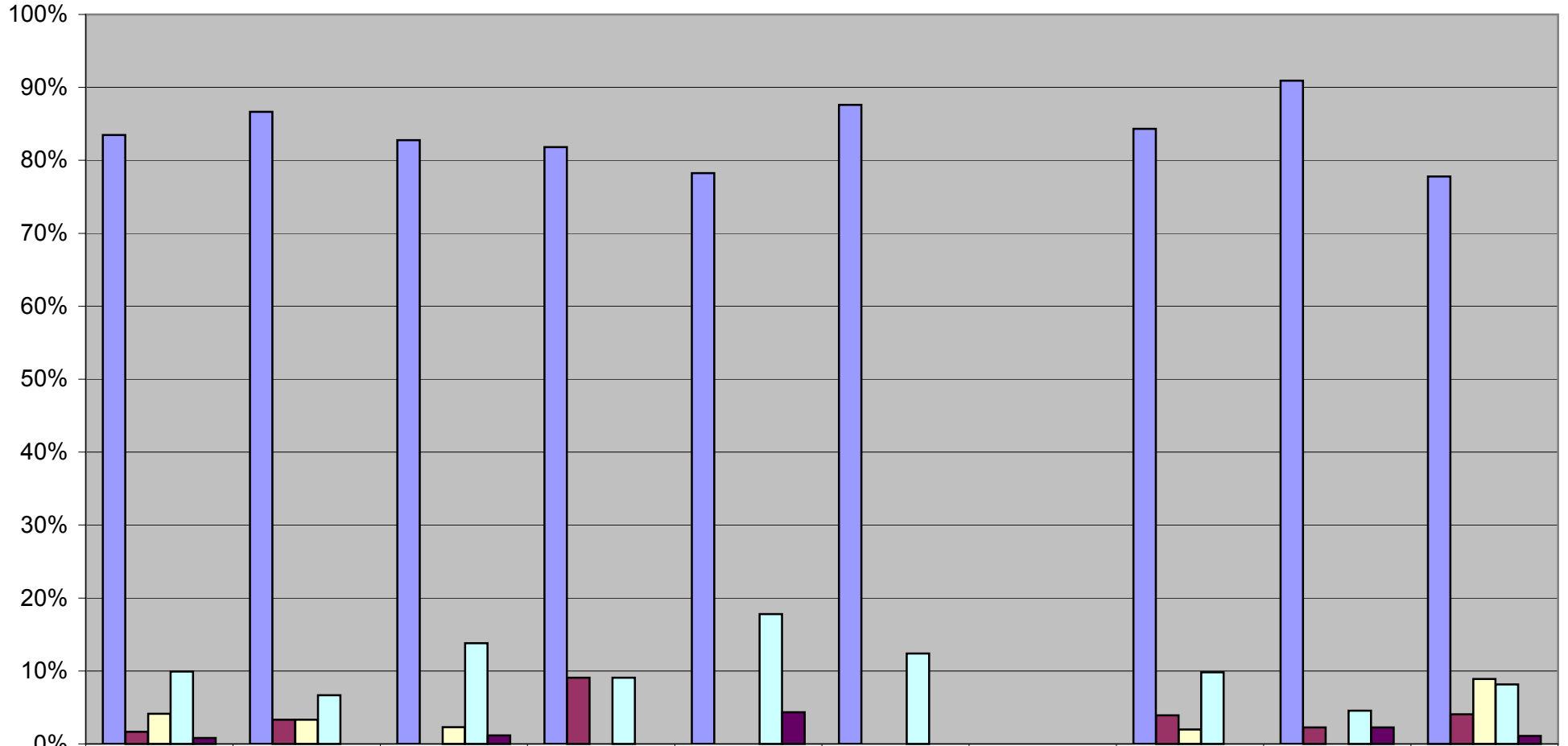
Transport for London - Directorate Information

Ethnicity Breakdown

Percentage

Transport for London

Transport Trading Limited



White	83%	87%	83%	82%	78%	88%		84%	91%	78%
Mixed Race	2%	3%	0%	9%	0%	0%		4%	2%	4%
Asian or Asian British	4%	3%	2%	0%	0%	0%		2%	0%	9%
Black or Black British	10%	7%	14%	9%	18%	12%		10%	5%	8%
	1%	0%	1%	0%	4%	0%		0%	2%	1%

Department	White	Mixed Race	Asian or Asian British	Black or Black British	Other
Finance & Planning	83%	2%	4%	10%	1%
Communication & Public Affairs	87%	3%	3%	7%	0%
Corporate Services	83%	0%	2%	14%	1%
Equality & Social Inclusion	82%	9%	0%	9%	0%
General Counsel	78%	0%	0%	18%	4%
Customer Relations	88%	0%	0%	12%	0%
Finance & Planning (TfL)	84%	4%	2%	10%	0%
Communication & Public Affairs (TfL)	91%	2%	0%	5%	2%
Customer Relations (TfL)	78%	4%	9%	8%	1%

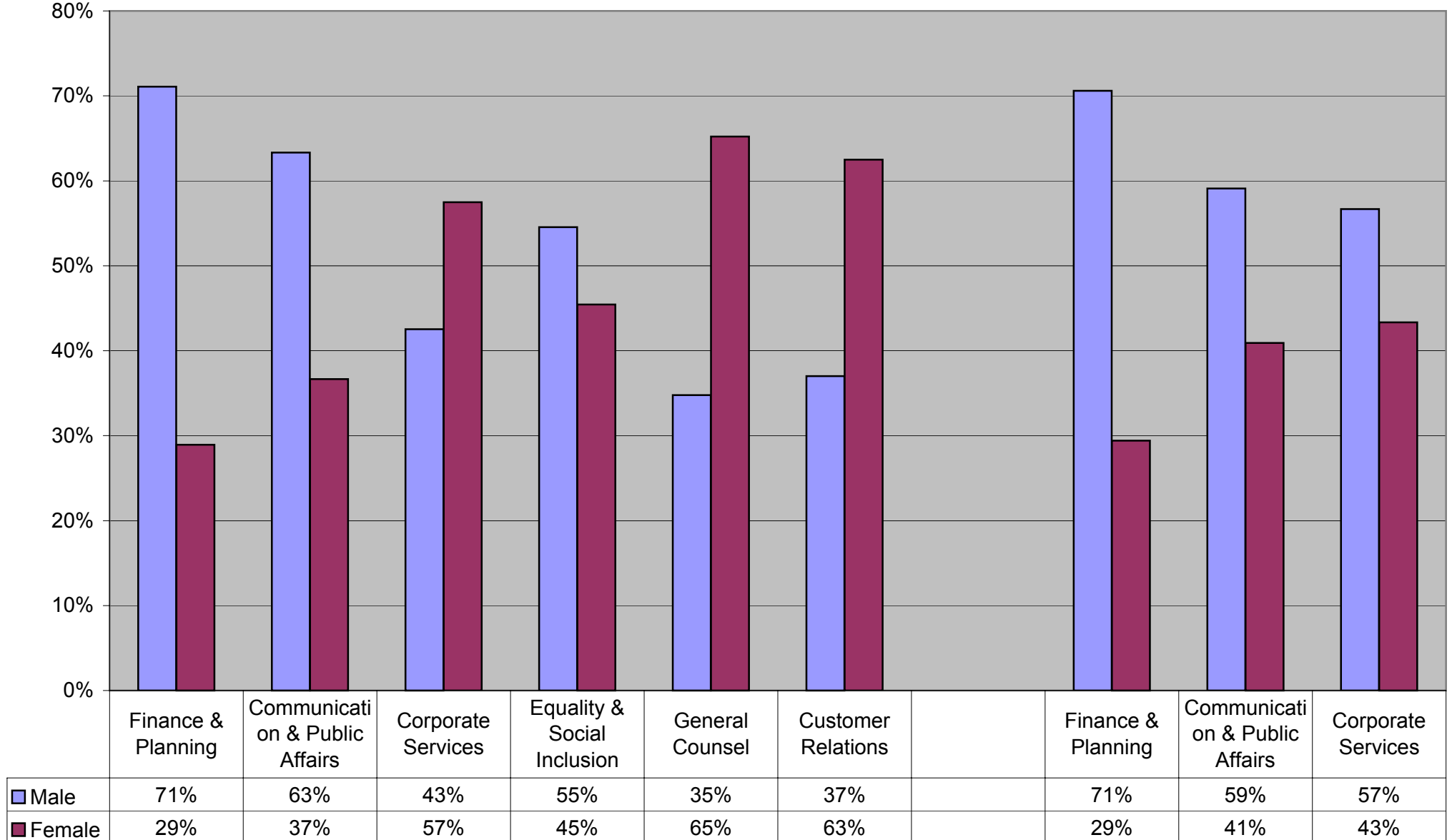
Transport for London - Directorate Information

Gender Breakdown

Percentage

Transport for London

Transport Trading Limited



**TRANSPORT *for* LONDON
TfL BOARD**

SUBJECT: SAFETY, HEALTH AND ENVIRONMENT COMMITTEE REPORT

MEETING DATE: 18 FEBRUARY 2003

1. PURPOSE

This report provides a summary of the SHEC meeting held on 4 February 2003.

2. BACKGROUND

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

3. REPORT ON 4 FEBRUARY 2003 MEETING

Key points arising from the February meeting are as follows:

3.1 London Underground Central line

3.1.1 Mike Strzelecki, Director of Safety, Quality and Environment for LUL, updated the Committee on issues surrounding the derailment of a westbound Central line train at Chancery Lane on Saturday 25th January 2003. He explained that the train had been entering the westbound platform when the rear four cars became derailed. Emergency services had attended together with the LUL emergency response team and the passengers on the train and in the station had been evacuated within 10 minutes. Although extremely distressing for the passengers involved, the design of the Central line car bodies had meant that the injuries were limited. The most serious injury had been one broken limb which occurred as one passenger fell while exiting the train. A number of minor injuries had occurred with 10 people having been taken to hospital. Subsequent investigation had revealed that a traction motor had become dislodged from one car on the train, dropping onto the track causing the derailment. The decision had been taken to withdraw all trains on the Central and Waterloo & City lines from service, until the cause had been confirmed and a programme of rectification work developed and implemented to restore safe operation of services.

3.1.2 Central line and Waterloo & City line passengers were being encouraged to use all available alternatives, including a network of temporary bus services introduced from Sunday 26th January, linking east and west end sections of the Central line with other lines/modes. It was hoped to restore services on the Waterloo & City line by 14th February, with full service on the Central line by the end of March, but this would be dependent on devising a satisfactory resolution to overcoming the root causes of the problem. At the start of the third week without a train service on the affected lines, passengers have found alternative routes for both local journeys and journeys to/from Central London. LUL Tickets were being accepted by any reasonable route, including National Rail services where appropriate. Extra resources had been drafted in to assist local staff, particularly during peak periods and LUL had taken measures to address earlier concerns about the adequacy of staffing at certain key locations.

- 3.1.3 It is clear that a number of issues have arisen from the derailment and the formal investigation process has been structured so as to ensure all relevant issues are identified and addressed. The pre-planned evacuation process for trains and stations appears to have worked well, as did the 'discipline' within the incident site that ensured preservation of evidence. Within the various constraints, the removal of the damaged train and rectification of local damage to enable service to be restored (once clearance of the fleet is forthcoming) also worked well. The incident prompts a number of questions about design and maintenance issues relating to the fleet, together with the affect on the network of a loss of one or more key LUL services for a sustained period of time. TfL is liaising with LUL to ensure that the investigation addresses these issues.

3.2 Enforcement of safety legislation relating to 'occupational' drivers – HSE current status

- 3.2.1 The Health & Safety Executive (HSE) initiated a Task Group review in March 2001 of the use of appropriate legislation in respect of road traffic incidents involving one or more parties that were "occupational drivers". A progress report had been submitted to the November 2002 'SHEC' meeting, with a more detailed update tabled at the February meeting.
- 3.2.2 It was noted that in response to a series of recommendations made by the Task Group, HSE were working closely with the Department for Transport (DfT) to develop a 3 - 5 year work programme. TfL would also be working closely with HSE and DfT where appropriate and an early output was expected to be better guidance for employers on management of road safety for employees.
- 3.2.3 After discussion, which noted the link with a paper updating the Committee on work being undertaken by TfL Street Management to reduce casualties amongst Powered Two Wheeler (P2W) riders, it was agreed that Dr Quarmby and one of the two external advisors would hold an urgent meeting with HSE to seek assurance that the need for 'continuous improvement' in reducing P2W casualties would be accorded a high priority.

3.3 Changes in safety organisation

- 3.3.1 Responsibility for safety passed from the Managing Director of London Rail to General Counsel on January 20, 2003. General Counsel took the opportunity afforded by the transfer of responsibility to make a presentation to the February Committee entitled 'Changes in safety organisation'.
- 3.3.2 The presentation provided the Committee with an overview of relevant background issues including TfL's structure and the reviews being undertaken on safety within the organisation to date. Details were provided to the Committee on how safety management had been and was being strengthened. New posts had been created in business areas and additional safety posts (such as the Director of Group Health, Safety and Environment) were being created within the office of General Counsel. Work was also in hand to examine the roles of the TfL Board, the Safety, Health and Environment Committee and the Audit Committee.

3.4 Safety issues arising out of workplace violence/hate crimes

- 3.4.1 The Committee heard a report giving an update on work being carried out to reduce workplace violence amongst employees/contractors and 'hate crimes' against certain customers using the network. Amongst the work being undertaken was the development of closer links with bodies/groups representing those adversely affected by anti-social

behaviour and the potential to use work already undertaken by the Institution of Work & Health Organisations (I-WHO) based at Nottingham University.

- 3.4.2 A report had been prepared for London Underground and this would be examined to assess the potential for a wider application of some/all of the findings

4. RECOMMENDATION

The Board is asked to NOTE the report from the Committee.

The next meeting will be held on 5 March 2003