

TRANSPORT FOR LONDON

AUDIT COMMITTEE

SUBJECT: COMPREHENSIVE AREA ASSESSMENT OUTCOME FOR TfL

DATE: 16 DECEMBER 2009

1 PURPOSE AND DECISION REQUIRED

- 1.1 The purpose of this paper is to inform the Committee of the outcome of the Comprehensive Area Assessment (CAA) process as it has been applied to TfL by the Audit Commission.
- 1.2 The final report was published by the Commission on December 2009, and is attached at Appendix 1. The Committee is requested to note the contents of this report.

2 BACKGROUND

- 2.1 TfL, alongside all Local Authority entities in England and Wales is subject to annual scrutiny by the Audit Commission. In the case of TfL, this assessment comprises two parts; Use of Resources and Managing Performance. The former is conducted by the appointed auditor, KPMG, while the latter is carried out by the Commission's own staff. Both are scored, and the results subject to a national moderation exercise by the Audit Commission to ensure consistency of assessment of all participating bodies.
- 2.2 This year, the Audit Commission introduced a new more challenging framework for the Use of Resources work to assess better how well organisations are delivering value for money and providing better outcomes for the public. It focuses on the importance of having sound and strategic financial management to ensure that resources are available to support priorities and improve services.
- 2.3 The questions on which the judgements are based are broad and strategic in their nature and reflect the impact of financial arrangements as well as the adequacy of those arrangements. The assessment has three themes, characterised as Key Lines Of Enquiry (KLOE) covering:
 - KLOE 1: Managing finances – focusing on sound and strategic financial management;
 - KLOE 2: Governing the business – focusing on strategic commissioning and good governance;

- KLOE 3: Managing resources – focusing on the effective management of natural resources and assets.
- 2.4 For the second part of the assessment, ‘Managing Performance’, no detailed Key Lines of Enquiry have been made available; instead the process aims to draw conclusions as to the outcomes delivered against TfL’s strategic priorities. The Commission use evidence gathered as part of the Use of Resources exercise, conducted interviews with TfL officers and used a range of ‘external sources’ which have not been specified. As for the Use of Resource assessment, the outcome is a score in the range 1 (‘An organisation that does not meet minimum requirements, Performs Poorly’) to 4 (‘An organisation that significantly exceeds minimum requirements, Performs Excellently’).

3 OUTCOMES

Use of Resources

- 3.1 As a consequence of this year’s Use of Resources process being more demanding, many fewer scores of 4 have been awarded compared to last year. It appears that, generally speaking, where a score of 4 was awarded last year, a similar level of performance now receives a score of 3.
- 3.2 As reported to the Committee in September, TfL has received scores of 4 for Managing Finances, 3 for Governing the business and 3 for Managing resources. Each of these themes is supported by scores for sub-elements, although it should be noted that the Commission has only published the scores at the overall KLOE level. Overall, TfL been awarded level 3 (Exceeds minimum requirements- performs well) for Use of Resources. The detailed breakdown is as follows:

KLOE 1, Managing finances: 4

- Financial planning: 4
- Understanding costs and achieving efficiencies: 4
- Financial reporting: 3

KLOE 2, Governing the business: 3

- Commissioning and procurement: 4
- Data quality and use of information: 3
- Good governance: 3
- Risk management and internal control: 3

KLOE 3, Managing resources: 3

- Use of natural resources: 3
- Strategic asset management: 3

- 3.3 Following the discussion at the September meeting of the Audit Committee on these draft scores, TfL asked for the Commission to review the score for the 'Good Governance' theme using the Commission's established procedure for the appeal of such judgements. The Commission declined to review this conclusion on the basis that it would not affect the overall score for the Use of Resources. TfL feels this is inappropriate from two perspectives: that the individual scores are in the public domain and thus should be appropriate to the level of achievement of the organisation, and that in order for the organisation to use this assessment to drive improvement, it should be made clear what is required to achieve the next level to inform associated improvement plans.
- 3.4 The Commission also intends to publish a national report, titled *Auditing the Accounts*, for each of the local government, police and fire sectors. The reports will summarise the results of auditors' work on the financial statements and the Use of Resources scores for 2008/09. The Commission has written to TfL to congratulate it on being one of the few authorities to have been able to publish audited accounts by 31 August, stating that 'This demonstrates what can be achieved where an authority gives appropriate priority to financial reporting.' This is somewhat ironic since TfL was only scored a '3' for the Financial Reporting element, and it remains unclear what would have constituted performance which would be commensurate with a score of 4.
- 3.5 The Commission intends to make available 'Case Studies' which will provide information on Authorities which have scored a level 4 for individual themes, although these will not be available until December 18.

Managing Performance

- 3.6 TfL has been awarded a score of 3 (performing well) for this assessment. Upon receipt of the draft report on November 25, TfL asked for a review of this conclusion, again using the Audit Commission's published review procedure. The review was requested since it was not clear why TfL should not be scored a 4; neither the absolute standard against which outcomes were being assessed or the basis for comparisons of outcomes between TfL and other authorities has been made clear. An example of this is the comment on cycling (page 2 summary report) where it states: 'TfL is on track to meets (*sic*) its target of increasing cycle journeys in London by 400 per cent in 2025, but this is from a low base.' It is unclear as to what comparison the Commission have used to deduce that the previous level of cycling was 'low', given the different situation of London from other parts of the UK, or indeed international comparators where cycling is higher due to cultural, historical or climatic reasons. It is further unclear as to whether this is a comment on the ambitions of TfL, given that 'from a low base' might be taken to imply that future targets are in some way less than stretching, or indeed that the recent increase in cycling trips has not been a significant policy outcome.

- 3.7 The Commission highlighted two major items as supporting a score of 3 rather than 4: Air Quality and Road Congestion outcomes. TfL has argued that, under statute, it is not responsible for Air Quality outcomes (strategy in this area is the responsibility of the GLA and overall targeted outcomes are the responsibility for National Government). TfL does have some significant influence over road and - where controlled by TfL - rail emissions, and, through initiatives such as the Low Emission Zone, improvements to bus engine quality and mode shift, these have shown a significant improvement in recent years.
- 3.8 In respect of Road Congestion, TfL argued that it has achieved significant outcomes in this area through innovations such as the Congestion Charging Zone and the Mayor's Smoothing Traffic Flow agenda. Traffic volumes are decreasing, and although congestion (as defined by journey speed) has not decreased commensurately, this is due in part to utility road works (which TfL has limited control over, although is seeking to influence through a range of measures) and allocation of road space to public transport. TfL views the conclusion in this area as inappropriate – road capacity is a finite resource and, as part of the Mayor's elected mandate, the Mayor's policies focus on 'Smoothing Traffic Flow', which, simplistically, seeks to improve the reliability of journeys (as opposed to purely the speed), balancing the needs of all road users.
- 3.9 The Commissioner and the Deputy Chair of TfL, Daniel Moylan, met with Gareth Davies, Chair of the CAA Strategy Group for the Audit Commission and Ken Davis, TfL's relationship manager and Head of CAA Assessment for the London region to voice TfL's view that this process had not appropriately reflected TfL's statutory position and had not added value to the development of TfL or Londoners whom it serves. TfL further questioned the overall technical ability of the Commission to review specialist outcomes, and the appropriateness of comparator organisations, both nationally and internationally.
- 3.10 Following this meeting the Commission sought to address the points raised by some revision to the text of the Managing Performance assessment report, but decided to leave the score unchanged.
- 3.11 Overall therefore, combining the scores for Use of Resources and Managing Performance, the Commission has awarded TfL a score of 3 out of 4, in other words that, in the opinion of the Commission, TfL is 'an organisation that exceeds minimum requirements' and 'performs well'.

4 CONCLUSION

- 4.1 In general, TfL has been able to work with the appointed auditors KPMG to interpret the Commission's guidance for the Use of Resources assessment in such a way that the assessment of the organisation is appropriate. It remains frustrating, however, that the Commission has been unable to say through the process what would constitute 'excellent' performance, and TfL has therefore been unable to use the process to drive improvement as would have been hoped. TfL anticipates being able to glean some information through the case studies and authority comparator reports once published, however the

Commission has brought forward the timetable for assessment in 2010, such that there will only be three months between the publication of those results and the start of the 2010 assessment. It is unlikely that this will be sufficient time for the organisation to put in place meaningful processes and demonstrate outcomes in light of the learning gleaned from these comparisons.

- 4.2 In terms of the Managing Performance assessment, it remains unclear as to the basis for the assessment. No detailed methodology was shared with TfL, and no emerging outcomes shared for discussion prior to the receipt of the draft report. Overall TfL considers the process to have been highly unsatisfactory, and is concerned that the report published by the Commission is not representative of TfL's achievements. Since TfL is responsible for implementing the Mayor's policies, it is not clear how this assessment by the Audit Commission has added anything to the already detailed scrutiny performed by the London Assembly, Members of which are elected to hold the Mayor to account in respect of outcomes delivered on behalf of Londoners.

5 RECOMMENDATION

- 5.1 The Audit Committee is asked to NOTE the report.

6 CONTACT

- 6.1 Contact: Stephen Critchley, Chief Finance Officer
Email: StephenCritchley@tfl.gov.uk
Phone: 020 7126 4871

Transport For London

Organisational Assessment

Dated 9 December 2009



oneplace

for an independent overview
of local public services

Transport For London

Overall, Transport For London performs well

Managing performance	3 out of 4
Use of resources	3 out of 4
Managing finances	4 out of 4
Governing the business	3 out of 4
Managing resources	3 out of 4

Description of scores:

1. An organisation that does not meet minimum requirements, Performs Poorly
2. An organisation that meets only minimum requirements, Performs Adequately
3. An organisation that exceeds minimum requirements, Performs Well
4. An organisation that significantly exceeds minimum requirements, Performs Excellently

Summary

Transport for London (TfL) performs well. It manages its performance well, its finances are managed well and significant improvements in value for money are being delivered. In general more people are using public transport services in the capital while TfL are improving and maintaining high levels of quality. Satisfaction levels and reliability have improved on all services apart from Docklands Light Railway (DLR) where they have gone down.

People are using their cars less to travel in London. Volumes of traffic are less but congestion has not improved. While there was some initial success congestion is now also increasing in the central London congestion charging zone. TfL are continuing to put in place ways of improving the flow of traffic.

More people now cycle on London's roads. TfL is on track to meet its target of increasing cycle journeys in London by 400 per cent in 2025 but this is from a low base. TfL is also encouraging people to walk more.

TfL is making good progress in delivering the transport projects for the Olympic Games. Work on extending the DLR and improving links between stations is also progressing well.

Crime on public transport has fallen significantly. Passengers also feel safer on public transport. Road safety continues to improve. The number of people and children being killed and seriously injured has continued to reduce, although there has been an increase in people killed in motorcycle and scooter accidents.

Public transport in London is becoming easier to get around on for everyone. But there is still overcrowding on some routes at peak times. Fares have reduced for certain groups of people in London, including older people and

people out of work and claiming benefits. TfL continues to improve the experience of travel in London. An example of this is the positive impact of the alcohol ban that came into force on the transport network last year.

TfL is setting a good example by continuing to reduce its CO2 emissions and the amount of natural resources it uses. However, more needs to be done by TfL to improve air quality in London.

TfL has an effective approach to equality, is achieving significant efficiencies and is improving how it works with partners - especially London boroughs.

This assessment is one of a series relating to London wide organisations. The other assessments in this series are for the Greater London Authority, the London Development Agency, the London Fire and Emergency Planning Authority and the Metropolitan Police Authority.

It is important to understand that TfL's role is separate from that of the Mayor. The Mayor is responsible for developing a strategy for air quality, and has overall responsibility for setting fares for TfL.

About Transport For London

Transport for London (TfL) was created in 2000 as one of the functional bodies of the Greater London Authority. It is the integrated body responsible for the Capital's transport system. The Mayor has chosen to chair the TfL Board alongside 16 members. Its main role is to implement the Mayor's Transport Strategy for London and manage transport services across the Capital for which the Mayor has responsibility. These services include London's buses, London Underground, Docklands Light Railway, London Overground, Tramlink, London River Services and Victoria coach station.

TfL also has a number of other responsibilities, including delivering the Mayor's transport strategy, managing the congestion charge, maintaining 580km of main roads and all London's traffic lights, regulating the city's taxis and private hire trade, making London's transport safer and more accessible and promoting a range of walking and cycling initiatives.

TfL is embarking on an ambitious investment programme. Crossrail, the biggest transport project in Europe, will provide an estimated £36bn boost to the wider UK economy and is expected to account for a 10 per cent increase in London's rail-based network capacity. The tube is also being transformed to provide an expected 30 per cent extra capacity by the end of the programme in 2022.

The Mayor's key priorities for TfL are:

- to expand public transport capacity;
- to smooth traffic flows;
- to lead a revolution in cycling and walking in London;
- to deliver TfL's London 2012 transport projects and leave a lasting legacy;

- to improve further the safety and security of the travelling public; and
- to dramatically improve the experience of travelling in London.

Organisational assessment

To expand public transport capacity

Public transport in London has continued to meet the needs of growing passenger numbers in the capital while improving or maintaining high levels of quality. Last year London Underground carried 1.1 billion passengers with passenger satisfaction levels at an all time high of 79 per cent. This was achieved while carrying out works to improve the Underground. There were 2.2 billion bus journeys made last year and passenger satisfaction levels were at 80 per cent which were ahead of set targets. Four out of five routes on the London Overground exceeded the target of 91 per cent of trains arriving at their destination within five minutes of their scheduled arrival time.

The exception to this was on the Docklands Light Railway (DLR). Last year on the DLR, passenger journeys were down compared with the previous year. Passenger satisfaction and the reliability of the DLR also fell and was the lowest for four years. This reflects the impact the works to prepare for 3-car trains have had on passengers.

Projects to improve public transport are making good progress. Across the tube network 124 stations had been improved by the end of 2008/09. Passengers on the District line are benefiting from a major refurbishment of the train fleet. A number of transport facilities opened in the White City and Shepherd's Bush area in October 2008, including a new underground station Wood Lane. This serves the new Westfield London retail centre, one of the largest of its kind in Europe. This provides better access to the shops and jobs in the area.

In July last year, approval was given for the Crossrail project to go ahead. Crossrail will be a 118 km long rail service which will run from Maidenhead and Heathrow in the west to Shenfield and Abbeywood in the east connecting the West End, City, Docklands and Heathrow to the suburbs. Due to be completed in 2017, it will cost an estimated £16 billion.

To smooth traffic flows

People are using their cars less to travel in London. Between 2000 and 2007 the number of people using public transport on their journeys increased by 32 per cent while the number of people using cars fell by 6 per cent. The increased use of public transport has contributed to falling levels of traffic on London's roads.

Projects are being delivered to encourage alternatives to car travel. TfL's Smarter Travel programme has, for the last two years, successfully encouraged residents in Sutton to travel in a more environmentally friendly way. The programme has now been launched in Richmond upon Thames. Since 2005, schools in London with travel plans have seen car school journeys

reduce by 6.4 per cent. All London schools will have a travel plan in place by the end of 2009.

Traffic volumes are slowly falling (approximately 7 per cent in seven years) but congestion is increasing in London, including in the central area where congestion charging applies. In part this reflects increasing use of public transport, usage of which is increasing while car use is falling, but increasing congestion also risks making road public transport less reliable and efficient.

TfL are putting in place ways of improving the flow of traffic, for example, better coordination of road works to minimise disruption and expanding the number of routes served by a system that matches the traffic light settings to traffic flows. The Police and TfL are improving how they respond to unplanned events so they can reduce any resulting congestion.

To lead a revolution in cycling and walking

More people now cycle on London's main roads. There has been a 91 per cent rise in cycle trips since 2000 with more than half a million cycle journeys made daily in the capital. There are frequent events and projects to promote cycling. More than 600km of the London Cycle Network Plus have been completed. A new bike hire scheme will be launched in central London in the Summer of 2010, and is expected to generate around 40,000 extra daily cycle trips. TfL is on track to meet its target of increasing cycle journeys in London by 400 per cent in 2025.

TfL is also encouraging people to walk more. Walk To Work Day and free guided walks around the city are some of the schemes that have been introduced. The quality of walking routes are improving through better street lighting and crossings. Work is continuing on the Legible London system of on-street signs and maps. They are designed to make it quicker and easier to walk around areas.

To deliver TfL's 2012 projects and leave a lasting legacy

TfL is making good progress in delivering the transport projects for the Olympic Games. These projects will be part of the legacy of the Games. More than £1 billion is being spent on upgrading the London Overground network. This will provide longer trains, more frequent services and reliable connections to the main Olympic Games Park in Stratford. The East London line will provide trains from Dalston Junction to New Cross, Crystal Palace and West Croydon when it opens in 2010. A year later it will be connected to the rest of the London Overground network. Four new stations are being built on the extension.

Work on extending the DLR and improving links between stations is also progressing well. Fifty five new DLR rail carriages will be in service by 2010 to meet projected passenger increases. The DLR Stratford International extension to Canning Town is due to be completed in summer 2010. The extension connecting King George V station to Woolwich Arsenal which opened in January 2009 was completed seven weeks early. The station will help boost the local economy and help join up communities across the Thames

providing better access to jobs, health services and other facilities.

To improve further the safety and security of the travelling public

Crime on public transport has fallen significantly. Crime on the London Underground and DLR fell by around 8 per cent. Crime on buses fell by around 18 per cent. There are now only 13 crimes for every million passenger journeys made in London. There has been a reduction in most types of crime - especially robbery. Passengers also feel safer on public transport. TfL has made improving the safety of women a priority because there were an increase in these crimes this year.

Road safety continues to improve. The number of people and children being killed and seriously injured has continued to reduce faster than national targets. TfL is making good progress against the Mayor's own more challenging targets for improving road safety. In 2008, the total number of killed and seriously injured fell by 7 per cent compared to 2007. Although the numbers are relatively low, there has been an increase in people killed from motorcycle and scooter accidents. TfL is investing in road safety, including education and training, improved layout, pedestrian crossings and safer cycling projects. There continue to be road safety campaigns on the TV and in the newspapers targeted at different groups of people such as the "Don't Die Before You've Lived" campaign which was targeted at teenagers.

To dramatically improve the experience of travelling in London

Transport in London is becoming easier to get around on for everyone but there is still overcrowding on many public transport routes at peak times. By the end of 2008/09 there were 56 tube stations with step-free access from the street to the platform. Wide aisle tickets gates have been installed at 104 stations on the underground network and 41 per cent of all bus stops in the capital are suitable for people with disabilities.

In practice fares are under the control of the Mayor rather than TfL. As part of the Mayor's response to the recession people on income support, employment and support allowance and jobseekers allowance are entitled to half price bus and tram travel. Older people, eligible war veterans, war widows and widowers are entitled to free travel on public transport.

All buses now have the iBus system which keeps passengers informed of the next stop through visual displays and audio announcements. Oyster card is available at more outlets and can be used on more train companies operating in London. People have more and better facilities to plan their journeys via Travel Tools. New air conditioned trains with walk-through carriages and full CCTV coverage have been designed and will be gradually rolled out across the Underground starting with the Metropolitan line from 2010 and then the Circle, District and Hammersmith and City lines from 2011.

Dial-a-Ride has improved its service and is rebuilding its reputation. This is despite problems with its computer booking systems and industrial action last

year. There was an increase in the number of trips it made, and it was able to deliver nearly all booked trips. There were reduced complaints and slightly increased customer satisfaction.

This includes the concerns of users about different levels of service being delivered in different boroughs. Work is in hand to deal with this, for example, through the introduction of a next day internet booking service and better information for people who might be involved with the service. There is scope for TfL to make better use of its travel mentoring scheme where specialist advisors help older and vulnerable to plan their journeys on mainstream public transport.

Sustainability

Effective action is being taken to reduce CO₂ emissions from public transport in London. This is against the background of CO₂ emissions from ground transport remaining flat between 1996 - 2006. Ground-based transport accounts for 22 per cent of all CO₂ emissions in London. The number of eco-friendly hybrid buses in the capital rose to 56 this year, more than four times the number in 2006/07. These buses achieve around 40 per cent fuel efficiency and contribute to the Mayor's target to cut emissions in London by 60 per cent by 2025. A further 300 hybrid buses will be running by 2011. The number of charging points for electric cars is to increase, with around 100 due to be installed by the London boroughs in 2009/10. Set up in 2006/07, TfL has a three year £25million climate change fund which has been allocated to a number of CO₂ reduction projects.

However, TfL needs to do more to improve its contribution to air quality in London. While levels of harmful pollutants have fallen in recent years, London's outdoor air quality - particularly in inner London - continues to be the worst in the UK for some pollutants and breaches national and European Union health-based air quality standards. The cause of this pollution is mainly the emissions from vehicles, especially under congested conditions. TfL has a key role to play in encouraging more people to switch from car use as well as further improving traffic management measures.

TfL is setting a good example by continuing to reduce its CO₂ emissions and the amount of natural resources it uses. TfL is one of the largest consumers of electricity in the country which accounts for more than 80 per cent of its carbon emissions. By using electricity more efficiently on its trains such as the DLR and purchasing electricity that comes from renewable sources it has been able to reduce the CO₂ emissions.

Energy and water savings are also being made at its offices and stations. TfL also ensures that its purchases and contractors reduce the energy and the natural resources they consume. More than 8.5 million free newspapers are distributed in the capital each week and many of these are left on Tube trains by passengers. London Underground working with its contractors successfully recycled 40 per cent of customer waste in 2008/09.

Equality, efficiency and partnership

TfL has an effective approach to equality, is achieving significant efficiencies

and is improving how it works with partners - especially London boroughs. It is one of the very few organisations in the country to have the top rating for its work on equalities - the Equality Standard. Although work is needed to ensure that its workforce reflects the population of London more closely, more women are being recruited at all levels of the organisation. The number of black, asian and minority ethnic staff is good across the organisation but not in senior roles and the number of disabled staff at all levels of the organisation is not strong. Good progress has been made supporting lesbian, gay, bisexual and transgendered staff. This has been recognised by Stonewall, the campaigning organisation for this community, where TfL is ranked the 5th best employer in the country.

Finances are managed well and significant improvements in value for money are being delivered. TfL has a fully funded business plan based on a settlement from government up to 2018. That business plan assumed savings of £2.4 billion. However, since that plan was published, TfL has suffered from unexpected financial pressures such as the collapse of Metronet and lower income from fares due to the recession. As a result the business plan has increased savings assumptions from the £2.4 billion to more than £5 billion in total.

Good progress has been made in identifying and delivering the savings required. Savings are being secured by initiatives to remove duplication and bring departments together, employ fewer staff and make better use of IT without reduction in the quality of services delivered. Last year TfL delivered £288 million of efficiency savings which was £17 million more than planned while delivering high levels and quality of service.

However, despite increased savings, TfL's financial situation means that even more savings are required. Decisions to cancel or delay schemes have been based on a sound understanding of the benefits they would deliver. This has led to existing funds being redirected to improve existing public transport. But despite making changes and cancelling projects that have been given a lower priority there is still a budget gap. The Mayor has therefore decided to increase fares in 2010.

Projects are well managed and the benefits that they deliver are checked. TfL manages its services well. Regular monitoring and customer surveys help it to ensure that quality is maintained and improved. There are parts of the organisation that could set targets the public would recognise and value as improvements rather than the delivery of projects. This particularly applies to areas other than bus, tube or rail transport, such as, cycling, walking, managing traffic, and road maintenance.

TfL manages its people well. Time taken off work for sickness has continued to fall. Last year TfL staff were absent on average for 9.7 days per employee which was better than the target of 10.2 days. TfL is developing a more consistent process of ensuring that its staff and managers across the organisation have the required skills that will be needed in the future to deliver projects and to do more with fewer resources.

TfL is investing so that it has the right workforce for the future. This includes improving skills and creating new jobs. A wide ranging ten year skills and employment strategy and implementation plan was launched in December 2008. This plan includes targets for increasing apprenticeships and work

placements for young people, adults and ex offenders. Good progress is being made towards meeting these targets. By 2012/13 TfL's projects are expected to create 25,000 jobs in construction.

TfL is ensuring that it has a consistent approach to asking the community their views especially disabled people and from black, asian and minority ethnic communities. There has been detailed consultation with people from diverse communities about the revised transport plan. For example, as part of this process a citizen jury made up of people with disabilities was able to challenge TfL senior managers on plans to improve accessibility across the network and improve disabled people's representation in the workforce. The jury made 90 recommendations which are currently being studied by TfL.

Partnerships with the London boroughs are improving well. For example, London boroughs are better involved in the process for producing the next round of local implementation plans (LIPs) for transport in their areas. Boroughs control 95 per cent of London's road network. TfL gives funding to the boroughs to carry out transport improvement works through the LIP process. It has been agreed with the boroughs that the new LIP process will be more flexible and indicative funding allocations will be provided for a longer period of three years. Boroughs will be able to address their own local community transport priorities as well as the Mayor's.

TfL plans to explore and further develop joint working with the boroughs on transport. As part of the City Charter which is an agreement between the Mayor and London Councils to work more closely together, TfL is looking at increasing joint working in further areas such as:

- devolution of powers on the Transport for London Road Network (TLRN) to boroughs;
- options to secure greater local influence and management of bus routes;
- future strategy for door-to-door transport for disabled Londoners;
- engagement with boroughs in the revised Mayor's Transport Strategy (MTS);
- revised Local Implementation Plans which provide more flexibility for local partners; and
- promotion of cycling and walking.

These plans have the potential to improve value for money for people in London. We will look to see if these plans are delivering improvements and will report on this next in 2010.

CAA looks at how well local public services, working together, are meeting the needs of the people they serve. It's a joint assessment made by a group of independent watchdogs about the performance of local public services, and how likely they are to meet local priorities. From 9 December you will find the results of Comprehensive Area Assessment on the Oneplace website - <http://oneplace.direct.gov.uk/>

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Audit Commission, 1st Floor, Millbank Tower, Millbank, London SW1P 4HQ
Telephone: 0844 798 1212
Fax: 0844 798 2945
Textphone (minicom): 0844 798 2946
www.audit-commission.gov.uk



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