

TRANSPORT FOR LONDON

AGENDA

BOARD MEETING

**TO BE HELD IN ROOM AG16
ROMNEY HOUSE, MARSHAM STREET, LONDON SW1P 3PY
ON TUESDAY 23rd JANUARY 2001, STARTING AT 10.00 A.M.**

A meeting of the Board will be held to deal with the following business. The public are welcome to attend this meeting, which has disabled access. Please note that members of the press should use the Tufton Street Entrance.

1. Apologies for absence
2. Welcome to the Commissioner
3. [Minutes of the previous Board meeting held on 5th December 2000.](#)
4. Matters arising
5. Reports
 - 5.1 [Development of Performance Indicators and monthly Performance Reports – November 2000](#)
 - 5.2 [Progress Report on Best Value](#)
 - 5.3 [Safety, Health and Environment Policy Advisory Group](#)
6. The Mayor's Transport Strategy
 - update on publication and consultation process
7. [Borough Liaison, including Memorandum of Understanding between TfL and ALG](#)
8. [Pension Fund Issues](#)
9. Procedural items
 - 9.1 [Chair's Actions for endorsement](#)
 - 9.2 [Appointment of Robert Kiley & Peter Hendy as Directors of Transport Trading Limited.](#)
10. Any Other Business

Transport for London

Minutes of a meeting of the Board
held on Tuesday 5th December 2000, starting at 10.00 a.m.
in Room AG16, Romney House, Marsham Street, London SW1P 3PY

Present: Ken Livingstone (Chair)
Dave Wetzel (Vice-Chair)
Stephen Glaister
Kirsten Hearn
Mike Hodgkinson
Oli Jackson
Susan Kramer
Robert Lane
Joyce Mamode
Paul Moore
David Quarmby
Tony West

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

**Others
in attendance :** Betty Morgan
Maureen Nolan
Michael Swiggs
Nicky Gavron

**Apologies for
absence:** David Begg
Jimmy Knapp
Steven Norris

55/00 PRESENTATION ON DaRT

The meeting was preceded by a brief presentation by Sean Thompson of the Dial-A-Ride and Taxicard Users Group (DaRT), who congratulated TfL on the draft Transport Strategy, in particular for its central role in facilitating user involvement and empowerment.

It was **noted** that it might be possible to obtain a change in legislation which will permit guidedogs to travel in minicabs. It was **agreed** that DaRT should liaise with Dave Wetzel to establish the best way forward.

DaRT could assist TfL in furthering its action plan and in consultation on the draft Transport Strategy by establishing mobility fora and in advising on meaningful performance indicators.

The Mayor was presented with an award for promoting accessibility and putting it at the centre of his draft Transport Strategy.

The following points were **noted** during the discussion following the presentation:

- It was recognised that the needs of disabled passengers have been neglected and DaRT is building contacts to promote giving advice at a local level.
- Consideration should be given to reducing Borough variations in the provision of Taxicard services to allow Taxicard users to take a minimum of 104 trips per year (one return trip per week).
- A new magazine was about to be launched.

It was **agreed** that a briefing note should be prepared for Board members on TfL's Access and Mobility Unit.

56/00 **MINUTES OF PREVIOUS MEETINGS**

The minutes of the previous Board meeting held on 8th November were **agreed** as a true record.

57/00 **MATTERS ARISING**

57.1/00 Women and Travel in London (Minute 49/00)

Following the presentation to the Board by Kerry Hamilton on women's issues at the previous Board meeting, a paper identifying and implementing practical solutions to improve travel conditions for women was considered.

The Board approved the recommended approach and the establishment of a steering group, to include the Mayor's Adviser on Women's Issues, interested Board members and TfL Officers, to take the initiative forward. It was **noted** that Kirsten Hearn, Joyce Mamode, Nicky Gavron, Lynn Sloman and Susan Kramer indicated they wished to be involved.

57.2/00 Pattern and management of sickness absence (Minute 53.2)

It was **noted** that the Briefing note had been prepared and would be distributed to Board members in the near future.

58/00 REPORTS

58.1/00 Development of Performance Indicators and monthly performance report – October

The monthly Performance Report for October 2000 was considered.

It was **noted** that the Working Group had concentrated predominantly on the performance indicators (PIs) for London Underground Limited (LUL) to date. The Group was in the process of structuring a proposal for the Rail Services board, and also for buses and it was anticipated that a progress report should be put to the TfL Board in January.

Board members generally agreed that the Working Group meeting had been a useful exercise. It was **noted** that the Executive Summary had been restructured and was considered to be much more useful than the previous version. It was also **noted** that the development of the PIs was still at an early stage.

Board members expressed concern at the unsatisfactory performance of LUL and **noted** that this poor performance was reflected in the passenger satisfaction indices. The possibility of salary increases to reduce the gap between salaries of bus drivers and Underground train drivers was raised.

It was **noted** that an active attempt at recruitment was underway, including advertising in the ethnic minority press and that the performance of train operators had improved recently but this had not yet been reflected in the statistics.

58.2 Street Management

It was **noted** that the Performance Indicators for Street Management derived from monitoring of traffic at twenty three sites across London. It was **agreed** that the Working Group should examine Performance Indicators for Street Management after the work on bus indicators is completed.

58.3 Croydon Tramlink

It was **noted** that the ridership levels were lower than forecast and the increase in numbers had been slower than anticipated, reflecting teething problems in the early stages of the service. The level of use of passengers visiting out-of-town goods stores (traditionally centres of heavy car usage) was encouraging.

Surveys were underway to monitor the use and impact of the Tramlink service.

58.4 Statistical breakdown of the workforce

It was **noted** that tables providing a breakdown of the current workforce of the constituent parts of TfL by ethnic group and gender were appended to the back of the Performance Report. These will be included in future Performance Reports.

It was **noted** that the tables represented TfL only. Board members expressed a desire to receive data on staff employed indirectly (e.g. bus contracting companies) and it was **noted** that work on this was already in progress.

It was **noted** that women employees are significantly under-represented in London Bus Services Limited (LBSL), Docklands Light Railway (DLR), the Public Carriage Office (PCO) and Street Management and that ethnic minority groups are significantly under-represented in Corporate TfL, Transport Trading Limited, and DLR.

It was **noted** that initiatives were underway to improve the overall representation of women and ethnic groups in the workforce, in collaboration with Lee Jasper, the Mayor's Policy Adviser on Equality. It was hoped that a target of 30-40% ethnic mix could be achieved over the next three years. It was suggested that Trade Unions should be consulted for their expertise in this area.

It was **noted** that analysis by grades and occupations would be undertaken at a later stage. In answer to a question on the monitoring of other minority groups, it was **noted** that the appointment of an adviser was shortly to be announced on these issues. The classification of these data had been discussed with Lee Jasper and it was likely that TfL would follow the lead taken by the GLA in this area.

It was **noted** that data on disabled staff would be included in the statistics in the New Year.

59/00 **BUS SERVICE RELIABILITY REPORTING**

A paper outlining the measures employed to measure bus reliability and their use was considered.

It was **noted** that a meeting to discuss bus Performance Indicators was scheduled to take place in the near future.

The scope of “reliable” buses was discussed and it was **agreed** that a paper should be brought to the next Board meeting on this topic.

60/00 ROAD SAFETY PLAN

A table of accident statistics was tabled and discussed. It was **noted** that pedestrian road safety levels were poor and TfL should concentrate on pedestrian and child safety. It was **noted** that with the introduction of congestion charging, there were plans in place to raise awareness of road safety and to improve safety.

It was **noted** that the Road Safety Plan was an interim plan and would be formally issued after consultation as a revised draft plan in March 2001.

The following points were made during the discussion of the Plan:

- The possibility of investigating a different approach to road safety was considered.
- Information on the number of disabled people involved in accidents was requested.
- The number of permanently impaired victims was requested (but it was noted that this data was not available).
- The suggestion of reducing the speed limit throughout London to 20 mph was made, but it was **noted** that it would be inadvisable to introduce such a change without due consideration and consultation.
- The accident rates for cyclists and powered two wheelers accounted for a small proportion of the total number of travellers, but the risk of accidents for that group was between five and twenty five times higher than other categories.
- The cost of providing a Safe Route to School could be up to £100,000 per school. The cost of providing such routes to all schools over the next few years would be prohibitive although significant progress could be made through the Transport Strategy.

It was **agreed** that:

- The proposals outlined on page 14 of the Plan should be developed further.
- The draft Road Safety Plan, after amendment, should be issued for consultation.
- The introduction of a 20 mph speed limit in specific areas should be investigated.

- A report should be made to the TfL Board as soon as possible on the experiences abroad of speed reduction in main roads in cities.

61/00 **TRANSPORT STRATEGY**

It was **noted** that a meeting had been held on 30th November at which board members expressed their views on TfL's response to the draft Transport Strategy and that a paper summarising the comments made at that meeting had been circulated.

The Board **noted** the draft Transport Strategy and emphasised the importance of ensuring the document will also be available in versions accessible to the partially sighted (for example, in braille).

It was **agreed** that in addition to the comments Board members have already made, Green Travel Plans, aimed at reducing the number of car trips by up to 20% should be included in the Transport Strategy.

62/00 **DEVELOPMENT OF DRAFT 2001/02 BUDGET - UPDATE**

It was **noted** that there was a shortfall between the revised budget (based on a level of £830 million) and the grant from Government (anticipated to be £732 million) of approximately £100 million.

It was **noted** that TfL was targeting £50 million of internally generated flexibility and the remaining £50 million shortfall was expected to be obtained through external funding.

It was further **noted** that expenditure would be subject to rigorous monitoring, to eliminate the risk of overspend.

It was **agreed** that £110 million be allocated for Borough expenditure on transport initiatives.

63/00 **RESTRUCTURING OF LRT PENSION FUND**

A paper informing the Board of the position of the LRT Pension Fund (LRTPF) was considered. Oli Jackson declared an interest as Trustee Director of the Pension Fund.

It was **noted** that the LRTPF is currently being restructured and will be transferred to TfL prior to LT ceasing to exist. Board members met on 30th November to receive background briefing on the subject and to discuss concerns. In particular, whether the decision might create an opportunity for

private companies associated with the PPP to create a windfall and claw back some of any surplus, but at the briefing meeting, Board members received assurances that this should not be possible.

The Board **noted** the position and **agreed** that TfL should be the principal employer when the fund transfers to TfL.

64/00 CHAIR'S ACTIONS

The following Chair's actions, which had been taken since 3rd October, were **endorsed**:

Date	Action	Taken By
12 October	Authorisation for London Bus Services Ltd to execute Leases and Tenancy relating to Richmond Bus Station, Edgware Bus Garage, Fulwell Bus Depot and Golders Green Bus Station.	D. Wetzel
13 October	Provision of letters of comfort to the directors of London Buses Limited	D. Wetzel
19 October	Scheme of Delegation: application to Acting Shadow Commissioner and Acting Deputy Commissioner.	D. Wetzel
23 October	Authorisation for London Bus Services Ltd to enter into a lease in relation to Unit 11, Stratford Office Village, for a term of 5 years at an annual rental of £37,440.00	D. Wetzel
2 November	Option to purchase 12 new rail cars for DLR. (cost of railcars is £19.32m).	D. Wetzel
9 November	Approval to enter into lease for ground and first floors, and tenth to seventeenth floors of Windsor House. (15 year lease at annual rental of £2,621,205.60)	D. Wetzel
9 November	Appointment of shareholder representative of London Transport Insurance (Guernsey) Ltd (LTIG)	D. Wetzel
28 November	Renewal of Lease of Kiosk at Harrow Bus Station. (for a term of three years at an annual rental of £13,250)	D. Wetzel

65/00 ANY OTHER BUSINESS

There being no further business, the meeting closed at 12.40 p.m.

TRANSPORT FOR LONDON
BOARD PAPER

**SUBJECT: DEVELOPMENT OF PERFORMANCE INDICATORS
AND MONTHLY PERFORMANCE REPORT –
NOVEMBER 2000**

MEETING DATE: 23 JANUARY 2001

1. DEVELOPMENT OF PERFORMANCE INDICATORS

- 1.1 This paper provides details of progress made to date in reviewing and producing operating performance indicators on Transport for London services and London Underground that better meet the needs of the TfL Board. A series of meetings of an *ad hoc* Review Group comprising a number of TfL Board Members, Advisors and relevant officers have been held and are ongoing. These have to date covered London Underground and London Bus service performance measures. The process for reviewing Street Management measures is underway and a meeting with interested Board members will be arranged as soon as possible in February.
- 1.2 At the Rail Services Board held on 20 December, a revised set of LUL performance measures was considered. These are attached at **Annex 1** along with data and charts based on data currently existing for the indicators that have been specified (**see Annex 3**). In some instances, measures are still being reviewed to ensure that they are suitable for monthly reporting at the disaggregated levels required by Board Members. The scope for harmonising DLR reporting is being assessed and will be addressed once LUL measures have been finalised. It should be noted that at present DLR reporting is primarily driven by franchise requirements. Figures for rail service performance are now presented in terms of “negatives”. For example, if one in ten signals failed this would be shown as 10% failure rather than 90% of success.
- 1.3 With respect to Bus Performance measures, a preferred set of performance indicators has been assessed by the Review Group. These are attached as work in progress at **Annex 2**. These will be submitted to the Bus and River Services Board meeting on the 26 January for further refinement and endorsement. A separate paper is being prepared on the issue of social inclusion. This will identify the actions that need to be taken in order to ensure that market research captures the views of all Londoners; such as those with specific needs, ethnic minority groups, women, the disabled etc.

2. MONTHLY PERFORMANCE REPORT – NOVEMBER

- 2.1 In the meantime, the Performance Report is continuing to be produced on the basis of the performance indicators used hitherto, although the opportunity has been taken to highlight the key performance issues for each mode. The attached updated Executive Summary sets out the main issues arising for November on service delivery, organisational health and financial performance. In addition, a full copy of the full Performance Report for November has been circulated to Board Members.
- 2.2 The Performance Report, and the associated Group Management Accounts, are now reviewed in more detail at the Finance and Corporate Services Board.

3. RECOMMENDATIONS

- 3.1 The Board is asked to:
- NOTE the progress made to date in reviewing the performance indicators for TfL businesses and London Underground.
 - AGREE whether it wishes to receive all of the performance indicators being reported to the Rail Services Board for London Underground or whether it wishes to receive a subset. If the latter option is the case, the Board is asked to indicate which measures it wishes to be included in the summary.
 - NOTE TfL's current performance as set out in the Performance Report for November.

Commissioner for Transport
16 January 2001

Consolidated Monthly Report to the TfL Board November 2000

EXECUTIVE SUMMARY (UPDATED)

This report is the TfL Board monthly performance report for November 2000, summarising the key issues arising out of the month on :-

- Service delivery
- Organisational health, and
- Financial performance

It is expected that the format and content of this report will be the subject of further development over the coming months to ensure that it meets the needs of the new organisation. We would therefore welcome any feedback or comments on any aspect of the report, and this should be addressed to Richard Meads on 020 7941 4132 or Leslie Gilbert on 020 7941 4138, or by e-mail to 'lesliegilbert@tfl.gov.uk'. For this month's report, the performance of non-operational and smaller TfL businesses has been summarised on page 30. The more detailed presentation of this information, as included in previous reports is available on request.

Service Delivery Performance

TfL is developing a Performance Framework that cascades the vision and the key strategies of the organisation through a hierarchy of performance indicators. The draft conceptual framework features three levels of performance indicator :-

- Integrated Transport Strategy and Total Network Performance Indicators – these measure performance at London / TfL-Wide level for the network as a whole
- Modal Service Delivery Performance Indicators – these measure the key aspects of mode level performance
- Best Value Indicators – these indicators relate to the corporate health and any other best value indicators set for TfL

Below these are the local performance indicators, which are used at a detailed level within business units to drive or monitor specific actions.

The Integrated Transport and Total Network Performance measures are still in the process of development. They will be informed by the work that is currently underway in preparing the Mayor's Transport Strategy, which will be subject to public consultation during 2000/01.

The TfL Board is currently considering the objectives behind the performance framework and the indicators to be included in it, and a further report on progress will be put to the next TfL Board meeting on the 23 January 2001. On an interim basis, the report will contain performance on modal measures only.

Consolidated Monthly Report to the TfL Board November 2000

The existing modal measures for customer and business performance included in the TfL performance framework have been categorised under the headings of :-

- * User Satisfaction,
- * Volume of Demand,
- * Reliability of Service,
- * Safety and
- * Cost & Efficiency

and business units have been evaluated against these criteria.

Service Delivery Performance in November 2000

The key points highlighted by the monthly and quarterly service performance indicators for November are :-

London Underground

- excess weighted journey time increased further in period 8 (to 11 November) to 7.71 minutes. Factors contributing to the performance included adverse weather conditions and the imposition of temporary speed restrictions particularly on the District Line.
- train kilometres operated in period 8 totalled 4.9m compared with budget for the period of 5.3m, and this shortfall was also reflected in the percentage of the schedule operated by LUL which fell to 90.2% in period 8, 4.5 percentage points below. By line, the highest percentage was recorded on the Central Line, which continued to perform well at 97.2%, while the worst performance recorded was the Circle Line at 78.9%.
- second quarter (July to September 2000) customer satisfaction indicators reported a fall on train & station information, staff helpfulness, and on train service, while the remaining indicators of train & station cleanliness and customer security remained unchanged.

Buses

- passenger journeys remained in line with expectations in November at 118m just 1m less than budget, but cumulative journeys are now 4% higher than for the same eight month period in 1999/00. The new forecast has been reduced slightly to 1,340m journeys for the year as a whole.
- bus operators ran 95.0% of schedule in November (unchanged from October) and this was 0.5 percentage points lower than budget, with staff shortages remaining a key problem facing operators. An estimated 1.8% of scheduled kilometres were lost through the impact of staff shortages, 2.6% primarily resulting from the effects of road congestion and 0.6% due to engineering problems.

Consolidated Monthly Report to the T/L Board November 2000

- November recorded a decline in excess waiting time over previous months to 2.6 minutes, 0.2 minutes higher than budget. Contributory factors to the adverse performance against budget include greater passenger loadings and more traffic congestion caused by the difficulties in rail service, along with adverse weather conditions and road works which both contributed to route diversions.
- customer satisfaction indicators for the second quarter of the year recorded improvements in perception of service reliability and overall service, while falls were recorded in perception of bus cleanliness and information on buses and at bus stops.

Docklands Light Rail

- passenger journeys increased further in November to a new record of 3.3m, 6% higher than in October in large part due to current difficulties facing main-line train services. The forecast for journeys remains unchanged this month at 37m for the year, a 15% increase on 1999/00.
- the number of delays over twenty minutes fell to 9 in November from the 11 in October, with severe weather and vandalism the major cause. The targets for base service departures and adherence were both once again comfortably beaten.
- customer satisfaction with the quality of service provided during the second quarter of the year saw an increase to 90% from the 88% recorded in the first quarter.

Street Management

- General traffic levels in the morning and evening peaks on TLRN roads in the second quarter of 2000 showed little change from the first quarter. However, compared to the base of the fourth quarter of 1999, there has been a 12% increase in the morning peak and an 8% increase in the evening peak. Cycling on TLRN roads has fluctuated due mainly to seasonal variation. In October 2000 the level is 12% above the March 2000 base but 4% lower than the previous month.
- The percentage of bus lanes with camera enforcement was unchanged in November at 51%. It is still expected that 60% of lanes will be covered by year-end, and 100% by March 2002.
- the percentage of traffic signals operational for the second quarter of the year remained relatively constant at 99.8%, 4.5 percentage points higher than target.

Consolidated Monthly Report to the TfL Board November 2000

- The annual total number of casualties on TLRN roads has increased since the base of 1999. Currently, the rolling annual averages are 1607 killed and seriously injured, and 10913 slightly injured. These represent 2.5% and 0.8% increases respectively compared to the previous month.

Other Services

- the total number trips run by the six Dial-a-ride companies totalled 112,400 in November, 1% higher than budget and 7% higher than ran in October. The new forecast has been increased by nearly 4,000 trips taking the total to 1.22m.
- inclement weather severely affected performance at London River Services with the percentage of journeys operated falling to 92% from 99% in October. Passenger numbers also fell to 50,000 during the month, however the full year forecast for passenger journeys remains unchanged however at 2m.

Corporate Health Performance in November

Best Value indicators covering the organisational health of TfL permanent staff (excluding London Underground staff remaining with London Transport) is included on pages 36 & 37 of the report. The key points on performance in November are :-

- the proportion of working days lost through sickness absence fell to 0.81 days per person in November from 0.94 recorded in October, mainly affected by the reduction at London Buses, and this represents an attendance rate of 96.9% for TfL staff as a whole.
- the exercise to invite staff to declare a disability under the terms of the Disability Discrimination Act has clearly had an effect as the percentage of staff making a declaration increased to 1.8% in November from 0.4% in October. In addition, the recruitment of three senior positions during the month within Street Management has resulted in a fall in the percentage of senior posts held by women from 16.7% in October to 13.5% this month.

Financial Performance in November

The key points on financial performance are :-








- on a cumulative basis, TfL's net revenue costs to the end of November totalled £131m, some £14m (10%) less than budget, primarily due to improved margins on bus contracts (£8m) and deferral of costs in the central directorates (£11m), offset by a change in the accounting treatment of PFI costs at DLR (£2m) and higher operating losses at East Thames Buses (£2m). The forecast indicates that full year net revenue costs is expected to total £231m, £6m less than last month, almost entirely due to a reduction in the forecast of central directorate costs.

- net spend on capital increased significantly during November, and so for the first eight months of the year is now just £2m less than budget at £116m. Some slippage in capital spend is still occurring, particularly within Street Management and Croydon Tramlink, but is being offset by lower receipts from deferred property sales where the budget is now viewed as optimistic. This has been taken into account for next year's budget. The net capital spend forecast for the year remains unchanged this month at £204m, £8m higher than budget, with expenditure over the remainder of the year expected to be broadly in line with budget, but with some recovery from slippage.
- TfL officers are currently providing DETR officials with additional information, which it is expected will allow them to come to a decision on Street Management's £25m shortfall in 2000/01 budget funding.

**Consolidated Monthly Report to the TfL Board
November 2000**

Transport for London Performance on Key Modal Measures For November 2000									
	User Satisfaction		Volume of Demand		Volume or Reliability of Service		Safety		Cost and Efficiency
	Nov	Trend	Nov	Trend	Nov	Trend	Nov	Trend	Nov
London Buses	65%	↑↑	118m	↓↑	95.0%	↔↓	24	↑↑	4.1p/trip
Docklands Light Rail	90%	↑↑	3.3m	↑↑	95.3%	↓↓			59.4p/trip
Street Management			112	↓↓	99.8%	↔↔↔	11k	↑↑	
Woolwich Ferry			52k	↓↓	94.0%	↑↓			202p/trip
Victoria Coach Station	74%	↓↓	15.1k	↓↓					
Croydon Tramlink	92%	↑↑	1.4m	↑↑	98.0%	↓↓			
London River Services			50k	↓↓	92.0%	↓↓			212p/trip
Dial-a-Ride			112k	↑↑					930p/trip
Public Carriage Office			20.9k	↑↑					
Museum	77%	↓↓	13.4k	↓↔↔					
Travel Information	91%	↓↓	338k	↓↑	89.0%	↑↑			
Underground	78%	↓↓	78.6m	↑↑	90.2%	↓↓	11	↓↑	

Key :

	Adverse to budget / target by more than 5%
	Favourable to budget / target by more than 5%
	On or within 5% of budget / target
	Not applicable
	Trend compares November with last month / last quarter
	Trend over the 8 months from April to November
	Data not available in November

See following pages for explanations of the measures

**Consolidated Monthly Report to the TfL Board
November 2000**

EXECUTIVE SUMMARY – LEGEND	October 2000	November 2000	Budget / Target
London Buses			
Satisfaction – overall satisfaction rating (%)	62§	65#	*
Demand – passenger journeys (m)	120	118	119
Volume – bus km’s operated (incl effect of congestion - %)	95.0	95.0	95.5
Safety – number of major passenger injuries	15	24	N/A
Cost – subsidy per passenger journey (pence)	2.7	4.1	4.6
Docklands Light Rail			
Satisfaction – service performance (%)	88.4§	90.1#	83.5
Demand – passenger journeys (m)	3.11	3.30	3.23
Reliability – service reliability (%)	95.8	95.3	95.0
Cost – subsidy per passenger journey (pence)	90.4	59.4	46.5
Street Management			
Demand – index of traffic levels on GRN roads (morning peak)	113§	112#	*
Delivery – traffic signals working (%)	99.8	99.8	95.5
Safety – rolling 12 month total number of injuries (000’s)	10.87	10.94	N/A
Woolwich Ferry			
Demand – average passenger journeys per week (000’s)	52.4	52.0	*
Volume – hours of service compared with planned hours (%)	93.0	94.0	95.0
Cost – operating cost per passenger journey (pence)	194	202	*
Victoria Coach Station			
Satisfaction – with service provided (%)	75.0§	74.0#	72.0
Demand – coach departures (000’s)	15.9	15.1	14.8
Croydon Tramlink			
Satisfaction – with service provided (%)	91.0§	92.0#	*
Demand – passenger journeys (m)	1.38	1.40	2.19
Volume – tram km operated (%)	99.0	98.0	98.0
London River Services			
Demand – passenger journeys (000’s)	150	50	180
Volume – journeys operated (%)	99.4	92.0	99.5
Cost – operating cost per passenger journey (pence)	95.3	212.0	64.4
Dial – a – Ride			
Demand – number of trips (000’s)	104.8	112.4	111.4
Cost – operating cost per passenger journey (pence)	998	930	934
Public Carriage Office			
Demand – number of Taxis licensed (000’s)	20.8	20.9	19.8
Museum			
Satisfaction – visitor satisfaction (%)	80.0§	77.0#	82.0
Demand – total number of visitors (000’s)	21.3	13.4	11.0
Travel Information			
Satisfaction – helpfulness of TICC operator (%)	92.0§	91.0#	91.0
Demand – total calls (000’s)	429	338	*
Volume – TICC calls answered compared to total calls (%)	83.0	89.0	90.0

* Data currently not available # second quarter 2000/01 § first quarter 2000/01

**Consolidated Monthly Report to the TfL Board
November 2000**

EXECUTIVE SUMMARY – LEGEND (cont)	Period 7 2000/01	Period 8 2000/01	Budget / Target
London Underground			
Satisfaction – customer satisfaction with overall service (%)	79.0§	78.0#	79.0
Demand – passenger journeys (m)	77.3	78.6	78.7
Volume – train kilometres operated (%)	92.5	90.2	94.7
Safety – number of major passenger injuries	12	11	N/A

second quarter 2000/01 § first quarter 2000/01

REVISED PERFORMANCE INDICATORS FOR LONDON UNDERGROUND DISCUSSED BY THE RAIL SERVICES BOARD

1 STATION CLOSURES

Review Group request: Report on number of station closures (closed in either direction) against thresholds of 15 minutes and over and 30 minutes and over, with a list of the most affected stations. Needs to include partial station closures.

LUL information provided to date: Station closures more than or equal to 15 minutes. The 30 minute disaggregation is recorded but not routinely assembled by LU on a periodic basis. It can be produced but “will take longer.” A list of stations is not yet included. At present only complete station closures (and not partial closures) are included.

2 TICKET QUEUING

Review Group request: Report the worst 10 stations for queuing to buy a ticket in terms of Ticket Purchase Time for peak and off peak.

LUL information provided to date: Top ten stations ranked by excess ticket purchase minutes reported by period. Excess ticket purchase time is defined as the time taken for the last person in the queue to reach the ticket window. Data on passengers queuing for less than three minutes – at the network and line level is also provided.

3 LIFT AND ESCALATOR PERFORMANCE

Review Group request: Report Lift and Escalator Service hours out of service (as a % of station opening hours) weighted by number of passengers. Show peak/off-peak performance and best five and worst five performers. Also report on persistent failures.

LUL information provided to date: Straight percentage of opening hours not (yet) weighted by passengers. The calculation is total hours escalators are not in service for the whole week divided by total hours escalators are scheduled to be in service for the whole week *100.

4 TRAIN SERVICE WAITING TIME

Review Group request: Report the ‘% chance of waiting’ less than 5 mins, 5-10 mins, 10-15 mins and over 15 mins, by line statistic (as given to LTUC), subject to review of supporting data robustness.

LUL information provided to date: As requested but on a quarterly basis only. LU state that the validity of this data on a 4 weekly or monthly basis is under review. Percentage of train service headways missed is also quoted.

5 TRAIN SERVICE RELIABILITY

Review Group request: To give a picture of delays, report ‘Summary of Train Delays’ by line and cause (as given to LTUC) for the thresholds of 15-30 minutes and over 30-minutes. Causes include: *Anti social behaviour, Passenger ill or injured, Person on the track, Unattended luggage, Terminus management, Driving techniques, Possession overrun, Signals/points, Other track, Rolling stock, Security and other alerts, Staff causes and Other incidents.*

Report the percentage of ‘Peak Trains Cancellations’ by line and cause (based on information given to LTUC). Categories include: *No crew, No operator, (No guard), Staff error, No stock, Defective in depot, Defective in service, Other rolling stock, Signal failure, Track defect, Fire alert, Other attributable causes, Non-attributable cancellations.*

Report Mean Distance Between Service Interruptions by cause, including Mean Distance Between (mechanical) Failures.

LUL information to date: Number of train delays equal to or greater than 15 minutes by line. Causes for train delays will be shown for the last single period being reported. Train cancellations in the peak as requested, plus percentage trains in peak service. Mean Distance Between Service Interruptions are not yet included.

6 TRAIN CROWDING

Review Group request: Review Group members wanted a measure of train crowding – it was agreed to develop a proposal.

LUL information to date: Loading and overcrowding data as produced for LTUC.

7 TRAIN SERVICE VOLUME

Review Group request: Report percentage of Scheduled Train Kilometres not operated, by line.

LUL information to date: As requested.

8 EXCESS WEIGHTED JOURNEY TIME BY TRAINS & STATIONS

Review Group request: n/a

LUL information to date: Excess weighted journey time by trains and stations – at the network level.

9 SAFETY PERFORMANCE

Review Group request: Passenger fatalities and major injuries should be shown, with other safety statistics (e.g. SPADS, platform/train interface incidents, incorrect door openings).

LUL information to date: As requested plus employee/contractor fatalities and employee major injuries.

10 CRIME

Review Group request: In addition to aggregate totals by type of crime, specific analysis needs to be undertaken, so that the nature and locations of crime are properly reported.

LUL information to date: Offences broken down by type on a quarterly basis

11 CUSTOMER SATISFACTION AND MYSTERY SHOPPING

Review Group request: There was general agreement on the need for passenger satisfaction information, but further consideration needed to be given to how it was presented. For example, the distribution of “how dissatisfied”

LUL information to date: Passenger satisfaction in terms of the overall satisfaction across the network. Passenger satisfaction by service attribute across the network.

**REVISED PERFORMANCE INDICATORS FOR LONDON BUSES
DISCUSSED BY THE BOARD REVIEW GROUP**

Unless otherwise stated, data will be reported monthly.

1 BUS STOP INFORMATION

Request: Report quarterly data from the Customer Satisfaction Survey (CSS) on level of passenger satisfaction with bus stop information.

**2 FREQUENT SERVICES (FIVE BUSES PER HOUR OR MORE):
REGULARITY**

Request: Introduction of a “very frequent category” to be considered. Average wait, average scheduled wait and average excess wait as well as probability of waiting for timebands of less than 10 minutes, 10-20 minutes, 20-30 minutes, more than 30 minutes to be reported. A smaller timeband is to be considered by LBS. London Buses will present a proposal on how to present this information showing the best and worst performing routes. Periods excluded due to severe disruptions will be identified.

**3 LOW FREQUENCY SERVICES (FOUR BUSES OR LESS PER HOUR):
PUNCTUALITY**

Review Group request: Measures of chance of a bus departing on time (defined at present in terms of two minutes early or five minutes late), chance of a bus departing early (defined at present in terms of more than 2.5 minutes early of scheduled departure time), chance of a bus departing 5-15 minutes late and chance of a bus not arriving or more than 15 minutes late. London Buses to examine thresholds for early/late running in light of what passengers consider reasonable. London Buses to present a proposal on how to present this information showing the best and worst performing routes. Periods excluded due to severe disruptions will be identified.

4 NIGHT BUS SERVICES: PUNCTUALITY

Review Group request: Percentage chance of a bus running late (defined as 5-15 minutes past the scheduled time). Percentage of Night buses departing on time (ie between 2 mins early and 5 mins late)

5 BUS SERVICE VOLUME

Review Group request: Lost mileage by cause to be provided (covering staff related, traffic congestion, mechanical fault reported by Operator).

6 BUS CROWDING

Review Group request: LBS to explore potential for calculating chance of a full bus at selected points on the network.

7 PASSENGER EXPERIENCE RIDING IN THE BUS

Review Group request: Passenger satisfaction with cleanliness, graffiti, the state of repair or the vehicle, information provided, smoothness and freedom from jolting and staff attitude to be reported quarterly from the CSS. LBS to explore how best and worst performers can be reported using Mystery Traveller and CSS data.

8 BUS JOURNEY TIME

Review Group request: LBS to develop measures of actual journey times from AVL/Countdown. Passenger satisfaction as measured by the CSS to be reported.

9 PASSENGER AND STAFF SAFETY (ACCIDENTS)

Review Group request: LBS to review existing available data on recorded incidents including staff accidents, passenger accidents, engineering and vehicle safety standards and to consider separately identifying by vehicle type and route.

10 PASSENGER AND STAFF SECURITY (CRIME)

Review Group request: Perceived levels of personal security (and safety) by passengers as measured by the CSS. London Buses to consider options for disaggregating data.

11 OVERALL PASSENGER SATISFACTION

Review Group request: Reporting of the overall CSS satisfaction measure showing the “tails” of the distribution of scores (ie not just the mean average). Options for reporting passenger complaints and compliments to be further explored.

London Underground Limited

Draft Performance Report to Rail Services Board / TfL Board

Period 8 / November 2000



January 2001

RAIL SERVICES BOARD/TfL BOARD REPORT

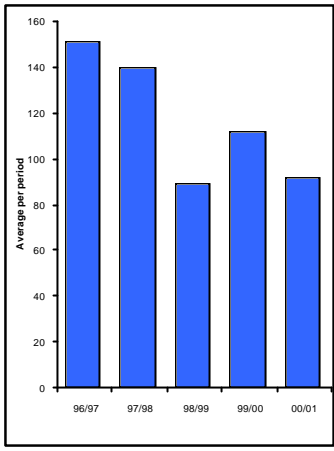
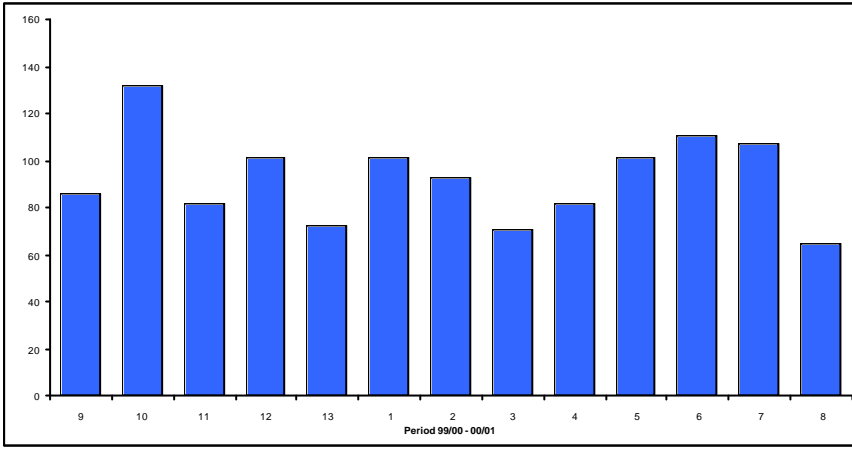
PERIOD 8 / NOVEMBER 2000

COMMENTARY

The severe weather conditions at the end of October caused disruption to Underground services, although the extent was less than that experienced on the national railway network. The effects are reflected in the following comments on specific aspects of LUL's performance.

- Demand remains healthy, albeit slightly depressed by the situation on the national railway network, which has made optional rail travel into London, particularly from further out, unattractive in view of the extended journey times.
- Excess weighted journey time worsened slightly in period 8. The disruption caused by adverse weather conditions and the imposition of additional temporary speed restrictions particularly on the District line were the main contributors. Conversely there was a reduction in the 'closures' element as platforms previously closed due to escalator faults were reopened. The Central and Northern lines performed within their target levels, as they have done all year. A reliability improvement team has been established and its immediate focus will be on reducing the continuing high number of train cancellations, particularly those due to operator non-availability.
- Disruption caused by the severe weather on Monday 30th October particularly affected the Bakerloo, Circle & Hammersmith, District, and Piccadilly lines. Over the following two days peak services were reduced because debris in the Thames was obstructing the cooling water intakes at the Lots Road power station, causing a reduction in power output. This was the main reason for an increase to 9.8% in the percentage of scheduled kilometres not operated during period 8. By line, the best performance was recorded on the Central line (2.8% of schedule lost), while the worst performance recorded was the Circle & Hammersmith line (21.1% lost).
- Escalator availability is slowly improving. Four machines at Liverpool Street, which were taken out of service in September due to step defects, have all returned to service as has Knightsbridge no.1, leaving only no.4 out of service at that station. Completion of top shaft replacements enabled Baker Street no.4 and Moorgate no.4 to return to service during November. Tottenham Court Road no.5 re-entered service in early December following major refurbishment.
- There were no accidental customer fatalities on the Underground network during the period. However there were two major injuries to LUL employees. A train operator slipped and fell on to the track at Surrey Quays station as he went to pick up his train after his meal relief, suffering a dislocated shoulder. A Piccadilly line train operator suffered serious pelvic and internal injuries when his empty train struck a tree that had blown down across the track in the severe weather on 30th October.

No. of Station Closures => 15 minutes



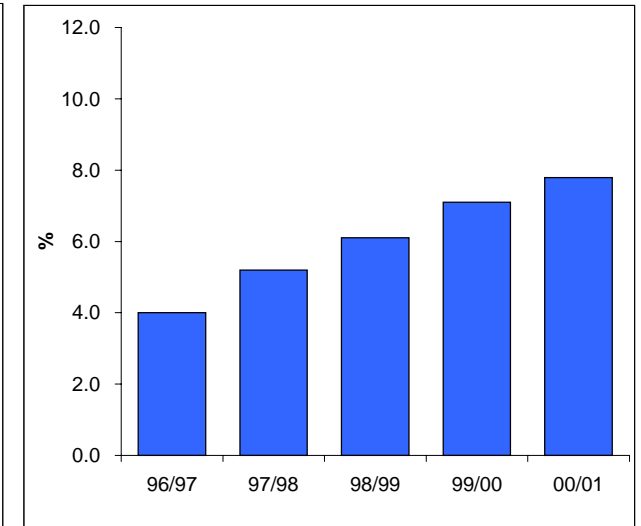
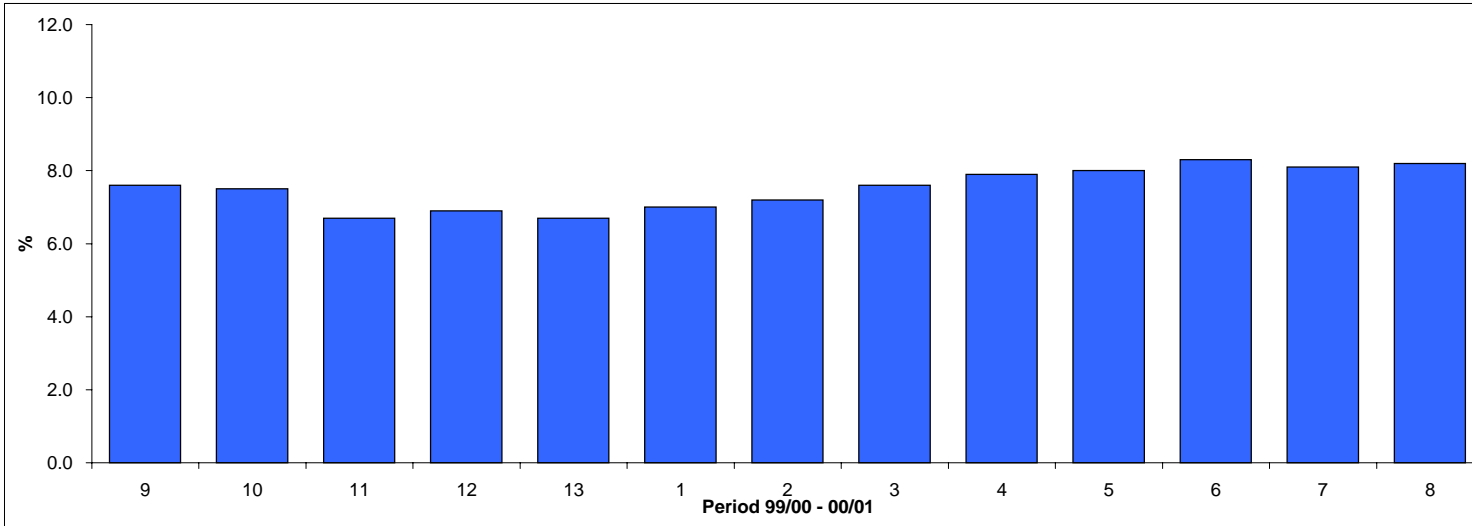
No. of Station Closures => 15 minutes by Cause - Period 8 2000/01										
	Bak	Cen	Dis	Jub	ELL	M&C	Nor	Pic	Vic	Total
Cause :										
Antisocial Behaviour										0
Passenger Ill or Injured										0
Person on Track			1							1
Unattended Luggage	1	2	1			2	2	1		9
Terminus Management										0
Equipment/Property Damage										0
Fire Safety	2	1	3			2	5	1		14
Congestion								2		2
Other Track			1							1
Rolling Stock										0
Lifts / Escalators	3		1			1	4		1	10
Other Asset			1							1
Other Safety			1	1			1			3
Staff	3	2	1		1		1			8
Adverse Weather	3	2				1	3			9
Other	1					1	3	1	1	7
All Causes	13	9	8	1	1	7	19	5	2	65

	No. of Station Closures => 15 minutes													Trend	13 Period Movement
	Period 9	Period 10	Period 11	Period 12	Period 13	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8		
	99/00					00/01									
Bakerloo	15	15	8	8	5	35	20	8	15	12	18	9	13	0	2
Central	9	14	9	9	8	8	10	14	3	16	15	13	9	6	0
District	9	13	5	4	4	9	5	7	8	6	7	12	8	0	1
Jubilee	6	20	16	9	4	5	7	8	10	10	7	8	1	7	5
East London						1	1	3	0	4	4	5	1	3	na
Metropolitan & Circle	13	11	8	8	1	9	10	13	10	9	11	9	7	3	6
Northern	14	27	19	13	9	15	20	2	16	25	23	34	19	8	(5)
Piccadilly	14	22	11	15	15	11	8	10	6	18	15	12	5	10	9
Victoria	6	10	6	35	26	8	12	6	14	1	11	5	2	4	4
Total	86	132	82	101	72	101	93	71	82	101	111	107	65	41	21

Years					
96/97	97/98	98/99	99/00	00/01	
Average					to date
21	20	16	15	16	
25	27	14	14	11	
8	9	6	11	8	
5	5	9	12	7	
					2
32	24	11	12	10	
32	26	18	22	19	
15	15	8	14	11	
13	14	7	12	7	
151	140	89	112	91	

In addition to the above, Rail Services Board requests a list of the most affected stations.

Ticket Queuing - % of Customers in queue > 3 minutes

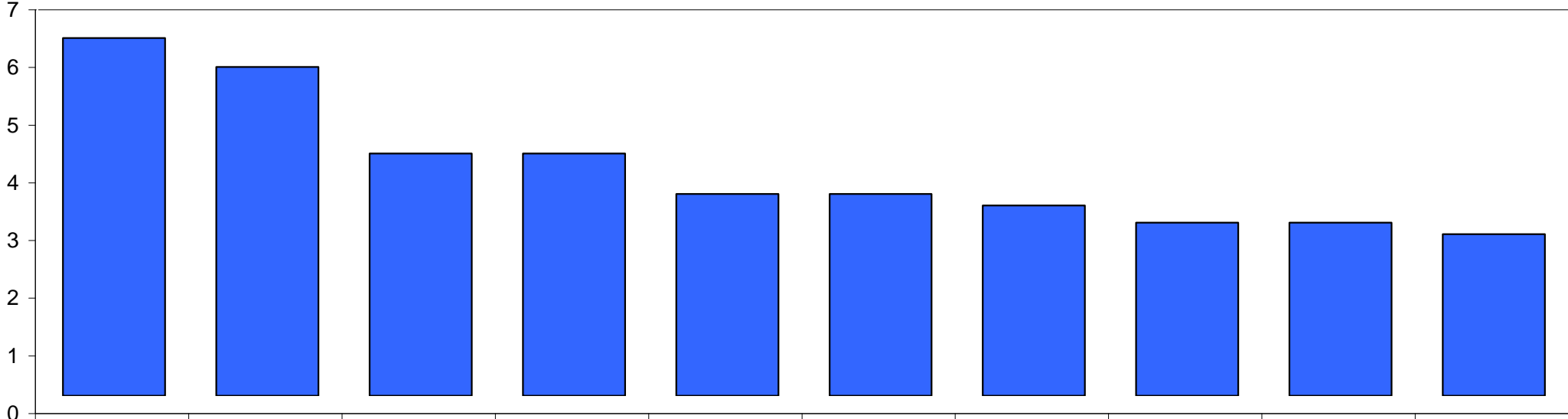


Ticket Queuing - % of Customers in queue > 3 minutes															
	Period 9	Period 10	Period 11	Period 12	Period 13	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Trend	13 Period Movement
	99/00					00/01									
Bakerloo	7.9	7.9	6.3	6.3	5.7	4.9	4.8	5.9	6.2	6.0	4.8	5.8	6.9	(1.4)	1.0
Central	7.6	7.5	6.0	5.4	4.5	4.9	5.2	6.0	5.8	6.3	7.0	6.3	6.2	0.3	1.4
District	6.7	6.7	5.9	6.5	6.4	7.4	6.7	7.5	7.5	8.2	8.4	8.4	8.6	(0.3)	(1.9)
Jubilee	4.2	4.5	4.8	4.9	4.2	4.6	5.8	5.9	7.8	7.1	7.7	7.2	6.8	0.5	(2.6)
East London	2.8	2.8	2.8	2.8	2.8	2.4	2.4	2.4	2.4	1.3	1.3	1.3	1.0	0.3	1.8
Metropolitan	7.2	7.1	6.7	6.5	7.0	8.5	7.9	8.1	7.8	8.6	9.1	9.2	8.6	0.4	(1.4)
Circle & Hammersmith	8.4	8.1	6.6	6.0	7.2	7.5	6.9	7.0	10.0	10.5	10.1	9.3	8.9	1.1	(0.5)
Northern	7.4	7.6	7.3	7.6	7.0	7.3	7.4	7.4	6.7	6.6	6.5	6.6	7.0	(0.4)	0.4
Piccadilly	8.8	8.6	7.4	7.8	8.0	8.1	9.0	8.8	8.8	8.8	9.2	9.1	8.5	0.5	0.3
Victoria	10.7	9.9	9.8	10.2	10.6	11.6	12.6	13.8	13.8	13.7	14.2	13.8	15.0	(1.1)	(4.3)
Total	7.6	7.5	6.7	6.9	6.7	7.0	7.2	7.6	7.9	8.0	8.3	8.1	8.2	(0.1)	(0.6)

Years				
96/97	97/98	98/99 Average	99/00	00/01 to date
2.7	3.9	4.6	6.2	5.7
3.3	4.5	4.9	6.2	6.0
7.4	6.9	6.3	6.7	7.8
3.1	4.8	4.6	4.9	6.6
			5.3	1.8
1.8	3.4	5.5	7.0	8.5
3.3	5.2	7.0	7.2	8.8
3.4	4.8	5.6	6.8	6.9
3.7	4.7	7.3	8.0	8.8
5.1	8.9	9.7	11.6	13.6
4.0	5.2	6.1	7.1	7.8

Excess ticket purchase time (minutes)

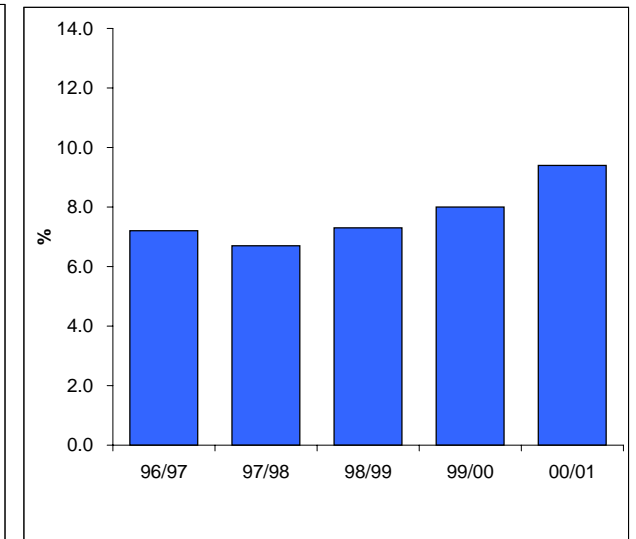
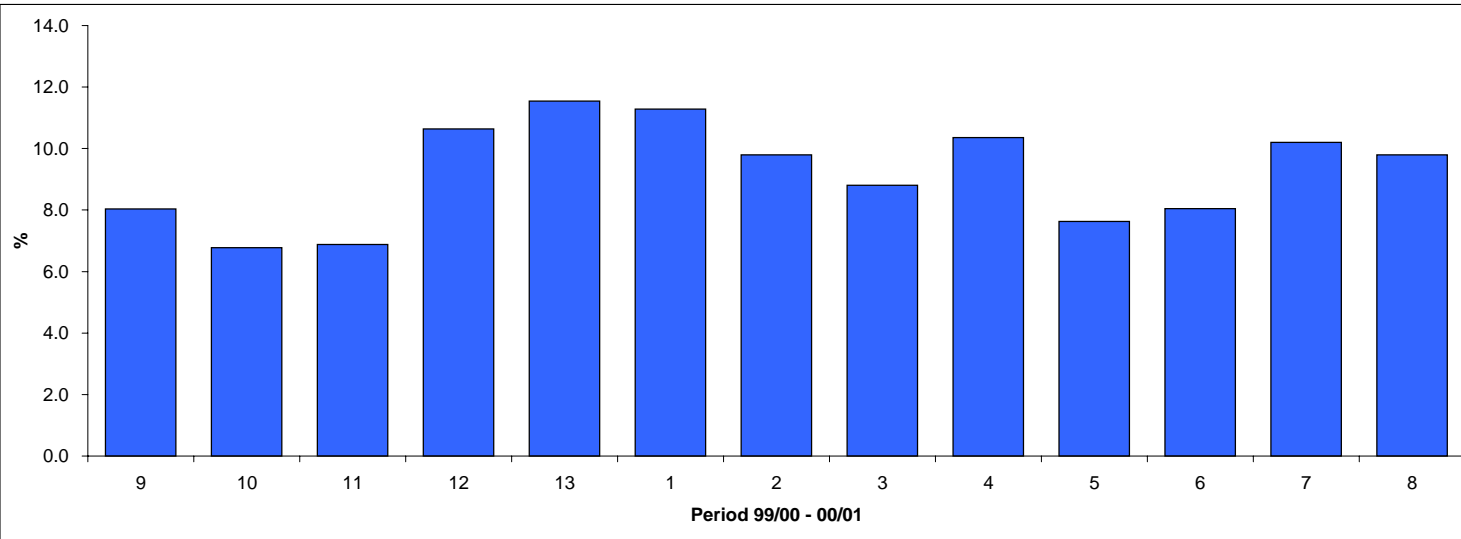
Mins



Station

Victoria	Paddington (Praed St)	Heathrow T123	Old Street	South Kensington	West Harrow	Gloucester Road	Liverpool St	Wood Green	Earl's Court
6.2	5.7	4.2	4.2	3.5	3.5	3.3	3.0	3.0	2.8

% of Escalators not in service

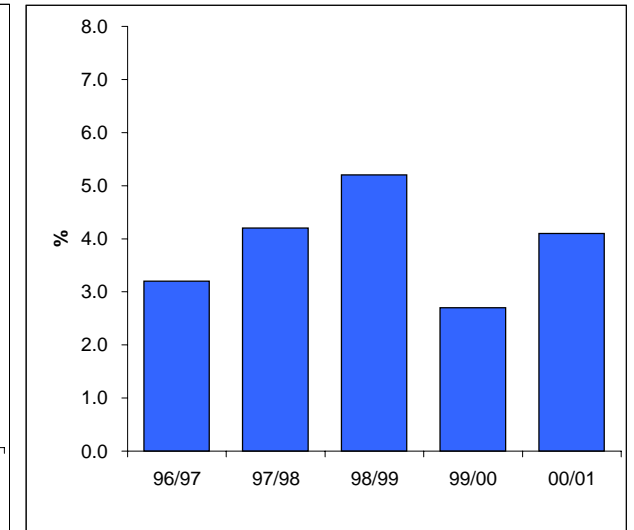
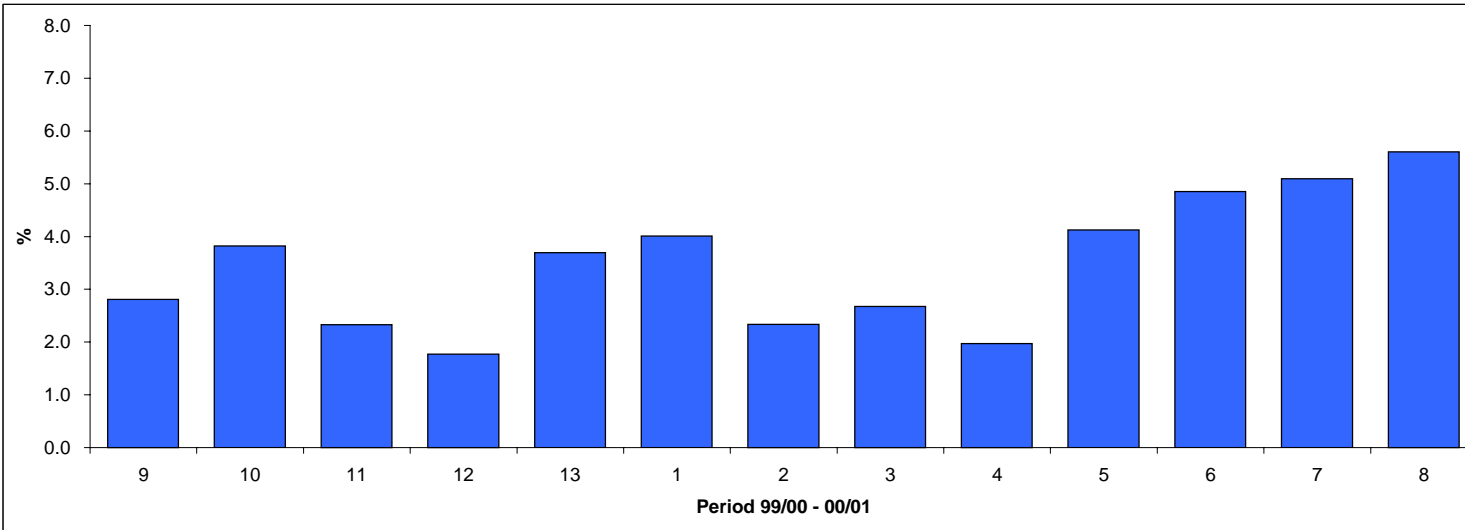


% of Escalators not in service															
	Period 9	Period 10	Period 11 99/00	Period 12	Period 13	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Trend	13 Period Movement
Bakerloo	7.8	5.0	4.0	4.5	2.9	10.2	13.1	12.9	12.2	8.3	2.7	0.7	1.6	2.3	6.2
Central	13.1	10.6	11.6	18.6	19.1	17.7	15.9	13.1	14.3	14.8	12.4	13.5	14.0	(0.4)	(0.9)
District	7.0	3.3	2.5	1.7	0.4	1.1	1.4	0.5	1.0	3.4	5.6	5.6	5.6	(0.7)	1.4
Jubilee	2.1	2.6	1.6	2.0	2.8	2.9	2.8	2.6	6.4	0.7	0.7	1.3	0.7	0.2	1.4
East London	0.0	0.0	0.5	2.0	0.3	0.0	0.3	0.4	0.0	0.0	0.0	0.0	50.0	(50.0)	(50.0)
Metropolitan & Circle	7.0	3.9	6.6	11.2	16.7	15.1	11.0	10.4	14.9	16.4	14.4	30.6	34.1	(13.6)	(27.1)
Northern	15.4	15.2	16.0	19.7	19.9	19.3	15.3	12.4	12.1	11.4	12.6	12.6	12.6	(0.4)	2.8
Piccadilly	8.4	10.0	8.0	9.1	7.0	7.2	7.2	7.1	8.8	5.0	13.4	16.5	12.4	(0.8)	(4.0)
Victoria	3.5	1.7	6.4	26.3	32.3	28.5	18.2	21.1	16.6	10.7	13.5	12.6	12.2	0.1	(8.7)
Total	8.0	6.8	6.9	10.6	11.5	11.3	9.8	8.8	10.4	7.6	8.0	10.2	9.8	(1.2)	(1.8)

Years				
96/97	97/98	98/99	99/00	00/01
Average				
to date				
7.4	2.3	2.6	5.6	7.7
10.1	12.9	7.8	11.0	14.6
8.9	6.3	4.7	5.1	2.7
4.2	17.3	20.9	3.4	2.1
	0.4	0.3	2.1	11.0
3.8	1.3	6.4	5.7	18.3
5.9	5.4	9.9	12.3	13.4
5.1	6.2	6.8	8.4	10.0
7.9	3.5	7.2	10.6	16.8
7.2	6.7	7.3	8.0	9.4

In addition to the above, Rail Services Board requests a list of stations most affected.

% of Lifts not in service



<table border="1"> <thead> <tr> <th colspan="15">% of Lifts not in service</th> </tr> <tr> <th></th> <th>Period 9</th> <th>Period 10</th> <th>Period 11</th> <th>Period 12</th> <th>Period 13</th> <th>Period 1</th> <th>Period 2</th> <th>Period 3</th> <th>Period 4</th> <th>Period 5</th> <th>Period 6</th> <th>Period 7</th> <th>Period 8</th> <th>Trend</th> <th>13 Period Movement</th> </tr> <tr> <th></th> <th colspan="5">99/00</th> <th colspan="8">00/01</th> <th></th> <th></th> </tr> </thead> <tbody> <tr><td>Bakerloo</td><td>3.6</td><td>4.9</td><td>1.6</td><td>2.2</td><td>2.5</td><td>10.8</td><td>6.3</td><td>4.2</td><td>2.0</td><td>1.5</td><td>2.9</td><td>3.1</td><td>2.9</td><td>(0.4)</td><td>0.7</td></tr> <tr><td>Central</td><td>2.1</td><td>4.8</td><td>1.8</td><td>1.2</td><td>0.7</td><td>1.3</td><td>0.7</td><td>0.8</td><td>0.6</td><td>3.8</td><td>3.7</td><td>2.8</td><td>3.7</td><td>(0.3)</td><td>(1.6)</td></tr> <tr><td>District</td><td>2.1</td><td>4.0</td><td>4.2</td><td>2.8</td><td>7.0</td><td>2.1</td><td>2.1</td><td>1.4</td><td>1.9</td><td>0.8</td><td>1.4</td><td>7.1</td><td>7.1</td><td>(4.0)</td><td>(5.0)</td></tr> <tr><td>Jubilee</td><td>4.3</td><td>3.9</td><td>3.6</td><td>0.5</td><td>8.1</td><td>6.2</td><td>1.9</td><td>4.5</td><td>3.3</td><td>9.0</td><td>9.0</td><td>10.0</td><td>11.9</td><td>(2.6)</td><td>(7.6)</td></tr> <tr><td>East London</td><td>0.3</td><td>2.8</td><td>0.3</td><td>0.5</td><td>1.1</td><td>2.2</td><td>8.6</td><td>1.0</td><td>0.8</td><td>3.2</td><td>0.8</td><td>0.1</td><td>1.9</td><td>(0.6)</td><td>(1.6)</td></tr> <tr><td>Metropolitan & Circle</td><td>0.0</td><td>23.3</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td></tr> <tr><td>Northern</td><td>2.3</td><td>2.2</td><td>2.0</td><td>4.5</td><td>2.0</td><td>1.2</td><td>1.4</td><td>1.7</td><td>1.8</td><td>1.1</td><td>3.8</td><td>2.8</td><td>0.5</td><td>2.1</td><td>1.8</td></tr> <tr><td>Piccadilly</td><td>1.6</td><td>1.5</td><td>1.5</td><td>0.5</td><td>0.7</td><td>1.0</td><td>1.0</td><td>1.4</td><td>0.8</td><td>1.5</td><td>1.1</td><td>0.5</td><td>1.2</td><td>(0.2)</td><td>0.3</td></tr> <tr><td>Victoria</td><td>6.3</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>0.4</td><td>0.0</td><td>0.0</td><td>0.0</td><td>2.7</td><td>(2.7)</td><td>3.6</td></tr> <tr><td>Total</td><td>2.8</td><td>3.8</td><td>2.3</td><td>1.8</td><td>3.7</td><td>4.0</td><td>2.3</td><td>2.7</td><td>2.0</td><td>4.1</td><td>4.9</td><td>5.1</td><td>5.6</td><td>(0.9)</td><td>(2.8)</td></tr> </tbody> </table>															% of Lifts not in service																Period 9	Period 10	Period 11	Period 12	Period 13	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Trend	13 Period Movement		99/00					00/01										Bakerloo	3.6	4.9	1.6	2.2	2.5	10.8	6.3	4.2	2.0	1.5	2.9	3.1	2.9	(0.4)	0.7	Central	2.1	4.8	1.8	1.2	0.7	1.3	0.7	0.8	0.6	3.8	3.7	2.8	3.7	(0.3)	(1.6)	District	2.1	4.0	4.2	2.8	7.0	2.1	2.1	1.4	1.9	0.8	1.4	7.1	7.1	(4.0)	(5.0)	Jubilee	4.3	3.9	3.6	0.5	8.1	6.2	1.9	4.5	3.3	9.0	9.0	10.0	11.9	(2.6)	(7.6)	East London	0.3	2.8	0.3	0.5	1.1	2.2	8.6	1.0	0.8	3.2	0.8	0.1	1.9	(0.6)	(1.6)	Metropolitan & Circle	0.0	23.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	Northern	2.3	2.2	2.0	4.5	2.0	1.2	1.4	1.7	1.8	1.1	3.8	2.8	0.5	2.1	1.8	Piccadilly	1.6	1.5	1.5	0.5	0.7	1.0	1.0	1.4	0.8	1.5	1.1	0.5	1.2	(0.2)	0.3	Victoria	6.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.4	0.0	0.0	0.0	2.7	(2.7)	3.6	Total	2.8	3.8	2.3	1.8	3.7	4.0	2.3	2.7	2.0	4.1	4.9	5.1	5.6	(0.9)	(2.8)
% of Lifts not in service																																																																																																																																																																																																																													
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Bakerloo	3.6	4.9	1.6	2.2	2.5	10.8	6.3	4.2	2.0	1.5	2.9	3.1	2.9	(0.4)	0.7																																																																																																																																																																																																														
Central	2.1	4.8	1.8	1.2	0.7	1.3	0.7	0.8	0.6	3.8	3.7	2.8	3.7	(0.3)	(1.6)																																																																																																																																																																																																														
District	2.1	4.0	4.2	2.8	7.0	2.1	2.1	1.4	1.9	0.8	1.4	7.1	7.1	(4.0)	(5.0)																																																																																																																																																																																																														
Jubilee	4.3	3.9	3.6	0.5	8.1	6.2	1.9	4.5	3.3	9.0	9.0	10.0	11.9	(2.6)	(7.6)																																																																																																																																																																																																														
East London	0.3	2.8	0.3	0.5	1.1	2.2	8.6	1.0	0.8	3.2	0.8	0.1	1.9	(0.6)	(1.6)																																																																																																																																																																																																														
Metropolitan & Circle	0.0	23.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0																																																																																																																																																																																																														
Northern	2.3	2.2	2.0	4.5	2.0	1.2	1.4	1.7	1.8	1.1	3.8	2.8	0.5	2.1	1.8																																																																																																																																																																																																														
Piccadilly	1.6	1.5	1.5	0.5	0.7	1.0	1.0	1.4	0.8	1.5	1.1	0.5	1.2	(0.2)	0.3																																																																																																																																																																																																														
Victoria	6.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.4	0.0	0.0	0.0	2.7	(2.7)	3.6																																																																																																																																																																																																														
Total	2.8	3.8	2.3	1.8	3.7	4.0	2.3	2.7	2.0	4.1	4.9	5.1	5.6	(0.9)	(2.8)																																																																																																																																																																																																														

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Years																																																																					
96/97	97/98	98/99	99/00	00/01																																																																	
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			3.8	8.1																																																																	
	1.3	1.4	1.0	2.2																																																																	
19.4	5.1	0.0	1.8	0.0																																																																	
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In addition to the above, Rail Services Board requests :
 - Stations most affected
 - Distinguish MIP from other lifts

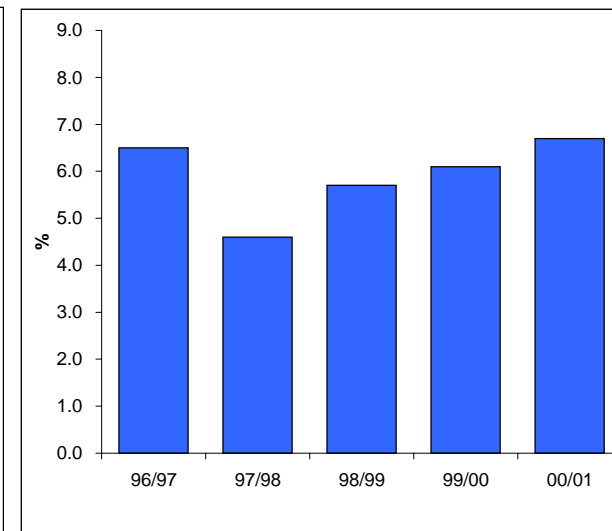
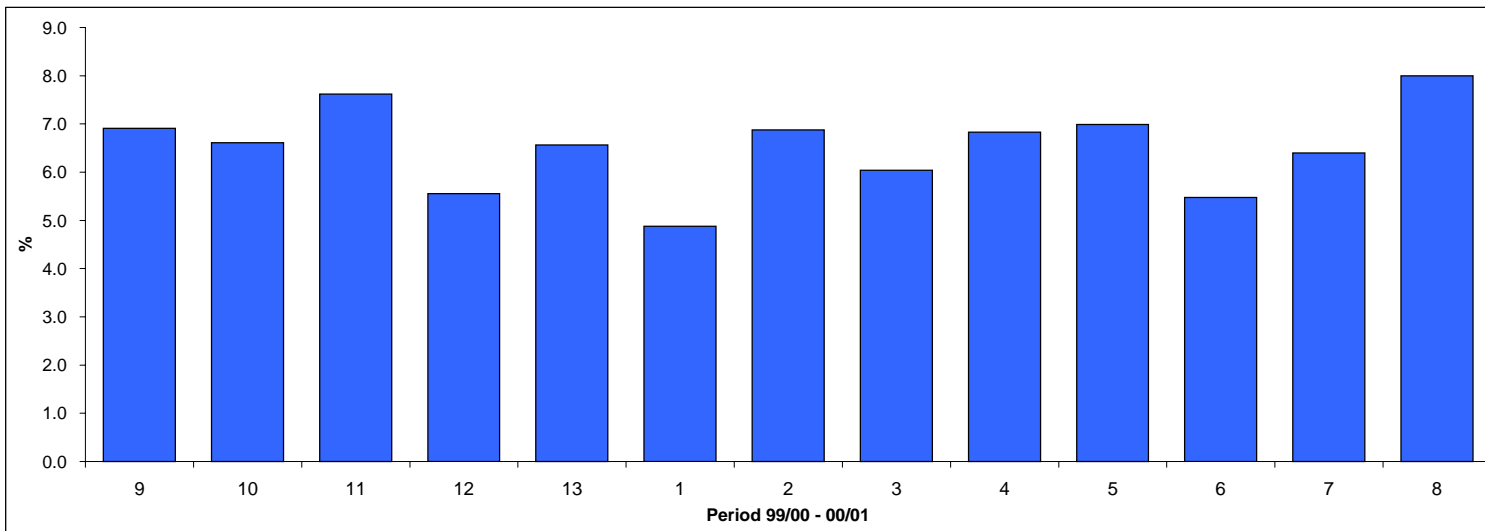
LONDON UNDERGROUND
 CHANCE OF WAITING STATISTICS¹
 QUARTER 2 2000/01

% CHANCE OF WAITING						
	Less Than 5 Minutes			5 - 10 Minutes	10 - 15 Minutes	OVER 15 Minutes
Line	Now	Last Quarter	Year Ago	This Quarter		
Bakerloo	90.4	90.6	91.2	7.8	1.2	0.7
Central	84.5	83.9	84.3	12.4	2.3	0.9
Circle and Hammersmith	61.4	62.4	70.0	24.5	8.6	5.5
District	77.3	78.2	77.9	16.9	4.2	1.6
East London	61.5	63.7	61.2	28.1	8.2	2.2
Jubilee	88.8	88.6	88.8	10.6	0.5	0.1
Metropolitan	62.9	61.8	63.5	21.7	8.8	6.6
Northern	80.8	80.9	79.5	15.3	2.7	1.3
Piccadilly	89.2	89.6	90.0	8.8	1.4	0.6
Victoria	94.6	94.9	95.1	4.9	0.4	0.1
Waterloo & City	94.5	94.3	94.8	5.2	0.3	0.0
ALL LINES²	81.4	81.6	82.4	13.7	3.2	1.7

Notes:

1. Extended periods when services are suspended (eg. due to adverse weather or industrial action) are excluded from the analysis, but work is underway to include these.
2. The figures may not total owing to roundings.

% of Headways missed

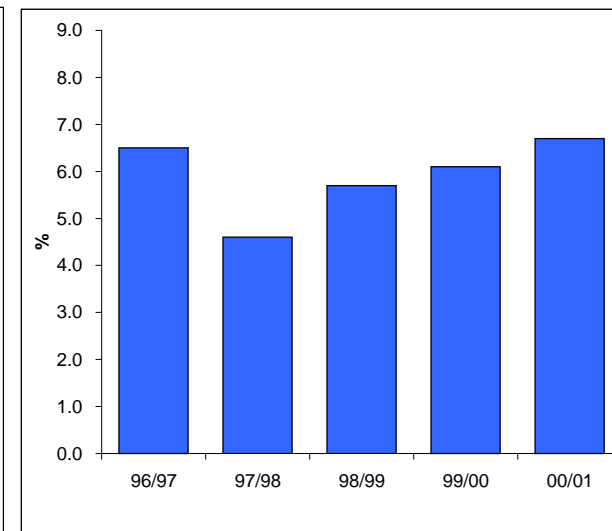
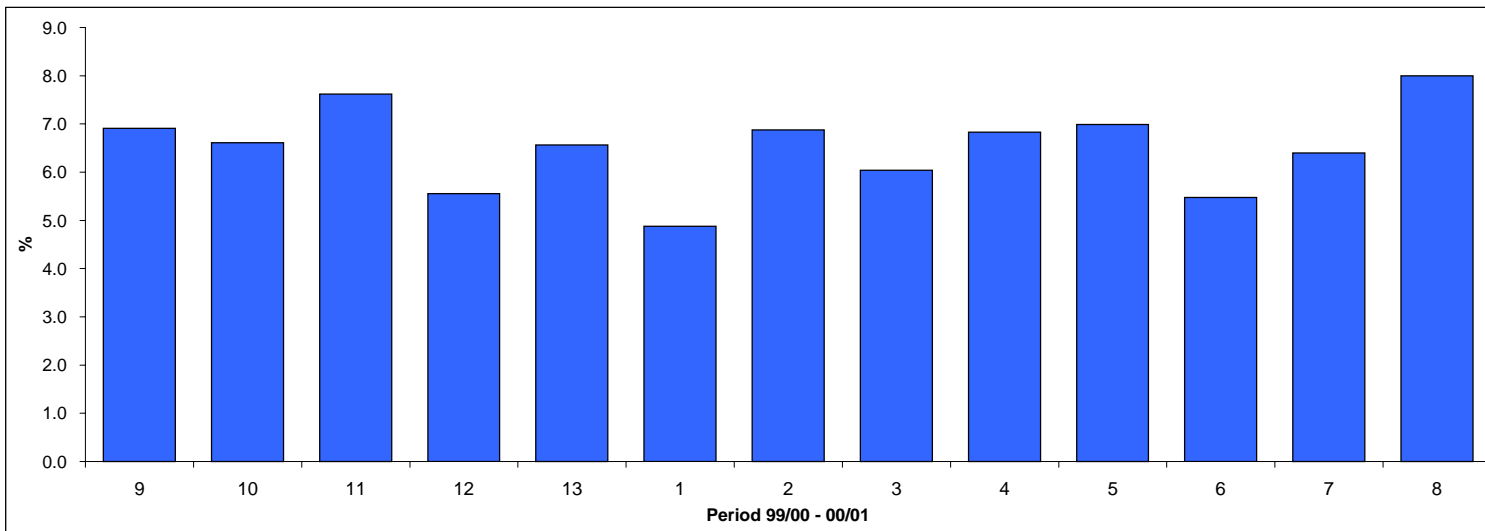


	% of Headways missed													Trend	13 Period Movement
	Period 9	Period 10	Period 11 99/00	Period 12	Period 13	Period 1	Period 2	Period 3	Period 4	Period 5 00/01	Period 6	Period 7	Period 8		
Bakerloo	10.2	7.3	7.3	5.5	7.5	6.1	5.8	9.1	9.3	10.0	8.3	10.1	10.7	(1.2)	(0.5)
Central	11.9	7.2	9.0	8.0	7.4	7.3	9.3	9.4	8.6	8.2	7.8	7.8	8.1	(0.2)	3.8
Waterloo & City	1.7	0.4	2.2	0.5	0.0	3.4	0.0	1.0	1.3	3.9	0.7	1.7	8.0	(5.9)	(6.3)
District	4.4	5.2	4.9	4.8	5.1	4.0	7.7	13.3	10.4	8.2	10.2	12.3	17.2	(7.0)	(12.8)
Jubilee	8.2	10.6	13.9	9.2	8.6	8.0	4.8	5.9	7.9	6.6	4.5	6.6	6.1	(0.2)	2.1
East London	0.3	0.0	1.2	0.9	0.1	7.3	0.0	0.0	1.6	8.1	6.0	1.5	7.1	(1.9)	(6.8)
Metropolitan	7.8	5.3	7.3	6.9	10.3	5.9	9.0	5.7	9.8	6.7	6.3	6.7	9.6	(3.0)	(1.8)
Circle & Hammersmith	6.4	5.4	6.9	5.2	6.8	4.6	8.2	10.6	8.9	8.1	9.3	9.7	14.9	(5.9)	(8.5)
Northern	5.8	5.6	5.3	4.0	3.8	3.7	6.0	3.8	5.1	5.1	3.1	4.4	5.9	(1.7)	(0.1)
Piccadilly	10.4	9.6	9.1	7.2	7.4	8.0	7.9	8.9	11.3	11.0	9.1	10.0	14.9	(4.9)	(4.5)
Victoria	2.2	1.8	1.4	3.4	2.5	3.0	1.9	1.4	2.8	4.6	4.3	5.2	7.1	(2.4)	(4.9)
Total	6.9	6.6	7.6	5.6	6.6	4.9	6.9	6.0	6.8	7.0	5.5	6.4	8.0	(1.7)	(1.1)

Years				
96/97	97/98	98/99	99/00	00/01
Average				to date
7.3	5.1	5.9	6.8	8.9
6.7	7.4	7.3	7.7	8.4
4.1	0.9	2.5	1.1	3.4
7.8	3.9	4.3	4.6	11.1
3.2	1.7	2.2	5.1	6.1
		2.0	1.1	3.7
6.2	3.5	4.9	6.5	7.7
7.6	3.5	4.3	5.7	9.8
6.6	6.0	9.1	6.4	4.9
6.3	7.0	9.0	9.1	10.8
3.5	2.6	2.6	2.0	4.3
6.5	4.6	5.7	6.1	6.7

Rail Services Board are considering the need for this in addition to waiting time measure.

% of Headways missed

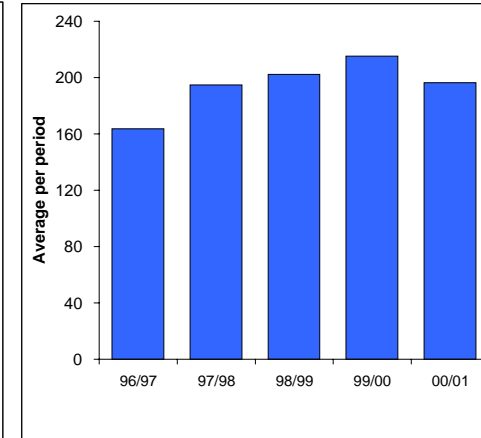
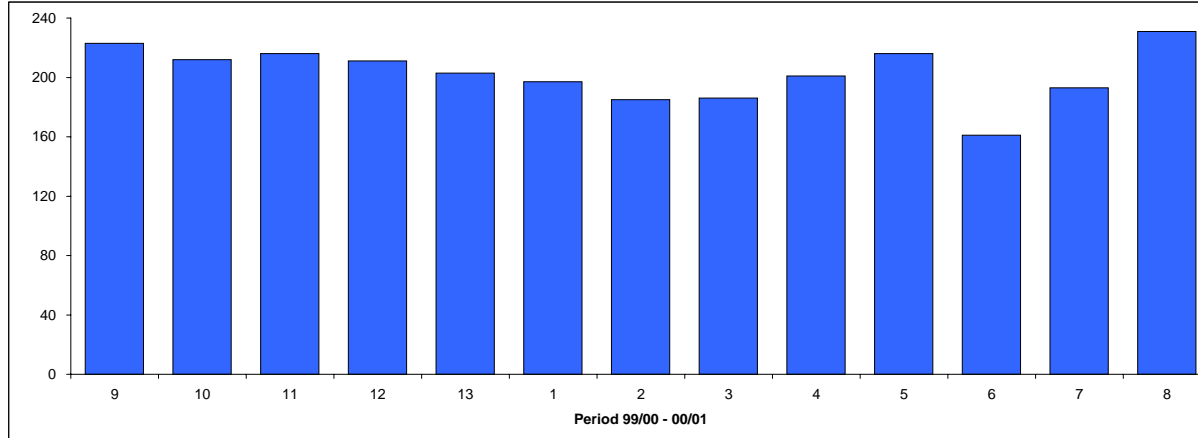


	% of Headways missed													Trend	13 Period Movement
	Period 9	Period 10	Period 11 99/00	Period 12	Period 13	Period 1	Period 2	Period 3	Period 4	Period 5 00/01	Period 6	Period 7	Period 8		
Bakerloo	10.2	7.3	7.3	5.5	7.5	6.1	5.8	9.1	9.3	10.0	8.3	10.1	10.7	(1.2)	(0.5)
Central	11.9	7.2	9.0	8.0	7.4	7.3	9.3	9.4	8.6	8.2	7.8	7.8	8.1	(0.2)	3.8
Waterloo & City	1.7	0.4	2.2	0.5	0.0	3.4	0.0	1.0	1.3	3.9	0.7	1.7	8.0	(5.9)	(6.3)
District	4.4	5.2	4.9	4.8	5.1	4.0	7.7	13.3	10.4	8.2	10.2	12.3	17.2	(7.0)	(12.8)
Jubilee	8.2	10.6	13.9	9.2	8.6	8.0	4.8	5.9	7.9	6.6	4.5	6.6	6.1	(0.2)	2.1
East London	0.3	0.0	1.2	0.9	0.1	7.3	0.0	0.0	1.6	8.1	6.0	1.5	7.1	(1.9)	(6.8)
Metropolitan	7.8	5.3	7.3	6.9	10.3	5.9	9.0	5.7	9.8	6.7	6.3	6.7	9.6	(3.0)	(1.8)
Circle & Hammersmith	6.4	5.4	6.9	5.2	6.8	4.6	8.2	10.6	8.9	8.1	9.3	9.7	14.9	(5.9)	(8.5)
Northern	5.8	5.6	5.3	4.0	3.8	3.7	6.0	3.8	5.1	5.1	3.1	4.4	5.9	(1.7)	(0.1)
Piccadilly	10.4	9.6	9.1	7.2	7.4	8.0	7.9	8.9	11.3	11.0	9.1	10.0	14.9	(4.9)	(4.5)
Victoria	2.2	1.8	1.4	3.4	2.5	3.0	1.9	1.4	2.8	4.6	4.3	5.2	7.1	(2.4)	(4.9)
Total	6.9	6.6	7.6	5.6	6.6	4.9	6.9	6.0	6.8	7.0	5.5	6.4	8.0	(1.7)	(1.1)

	Years				
	96/97	97/98	98/99	99/00	00/01 to date
	Average				
Bakerloo	7.3	5.1	5.9	6.8	8.9
Central	6.7	7.4	7.3	7.7	8.4
Waterloo & City	4.1	0.9	2.5	1.1	3.4
District	7.8	3.9	4.3	4.6	11.1
Jubilee	3.2	1.7	2.2	5.1	6.1
East London			2.0	1.1	3.7
Metropolitan	6.2	3.5	4.9	6.5	7.7
Circle & Hammersmith	7.6	3.5	4.3	5.7	9.8
Northern	6.6	6.0	9.1	6.4	4.9
Piccadilly	6.3	7.0	9.0	9.1	10.8
Victoria	3.5	2.6	2.6	2.0	4.3
Total	6.5	4.6	5.7	6.1	6.7

Rail Services Board are considering the need for this in addition to waiting time measure.

No. of Train Delays => 15 minutes



No. of Train Delays => 15 minutes by Cause - Period 8 2000/01

	Bak	Cen	W&C	Dis	Jub	ELL	Met	C&H	Nor	Pic	Vic	Total
Cause :												
Antisocial Behaviour	2	1		4			1	2	2	2		14
Passenger Ill or Injured	1			6				3	1	1	1	13
Person on Track	3	2		5				3		3		16
Unattended Luggage		2		4	1			3	5			15
Terminus Management												0
Driving Technique		1								2		3
Possession Overrun	2	1		2				3		2		10
Signals/Points	3	6	1	14	6	1	15	5	6	9	1	67
Other Track	2	5	1	7	1		3	1		1	1	22
Rolling Stock		4		3			6	1	2	3	4	23
Security alert / Fire / Smoke	1			3					1			5
Staff	4			1			4	4	2	1	3	20
All Other Incidents	4	2	1	6	1	1	5	1	1	1	1	23
All Causes	22	24	3	55	9	6	34	24	19	27	8	231

No. of Train Delays => 15 minutes

	Period 9	Period 10	Period 11	Period 12	Period 13	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Trend	13 Period Movement
	99/00					00/01									
Bakerloo	32	30	28	17	11	21	12	12	31	26	19	25	22	1	10
Central	37	28	42	44	29	46	54	41	35	52	46	22	24	16	13
Waterloo & City						4	1	1	0	3	7	5	3	2	n/a
District	20	22	19	27	19	20	26	37	32	18	24	27	55	(32)	(35)
Jubilee	22	36	36	29	24	10	19	16	15	12	9	13	9	2	13
East London						4	2	3	6	16	5	6	6	3	n/a
Metropolitan	47	32	23	19	25	31	27	30	32	27	8	32	34	(12)	13
Circle & Hammersmith	19	22	18	14	28	24	19	11	18	19	14	22	24	(6)	(5)
Northern	17	19	14	15	27	12	13	11	16	15	8	10	19	(8)	(2)
Piccadilly	18	18	26	15	14	17	10	17	11	20	13	23	27	(8)	(9)
Victoria	11	5	10	31	26	8	2	7	5	8	8	8	8	0	3
Total	223	212	216	211	203	197	185	186	201	216	161	193	231	(41)	(8)

Years

	96/97	97/98	98/99	99/00	00/01
	Average to date				
Bakerloo	14	17	20	25	21
Central	42	55	43	37	40
Waterloo & City					3
District	23	19	21	24	30
Jubilee	7	8	32	34	13
East London					6
Metropolitan	22	22	18	27	28
Circle & Hammersmith	8	15	15	16	19
Northern	23	26	24	23	13
Piccadilly	15	19	18	18	17
Victoria	8	14	10	11	7
Total	164	195	202	215	196

LONDON UNDERGROUND
LOADING AND OVERCROWDING¹
QUARTER 2 2000/01

PEAK

% CHANCE OF BEING ON A TRAIN WITH²:					
Line	ALL SEATS FULL			At least one person standing for each one sitting	At least two people standing for each one sitting
	Now	Last Quarter	Year Ago	This Quarter	
Bakerloo	26	23	42	0	0
Central	57	55	40	20	0
Circle and Hammersmith	65	65	58	20	1
District	54	58	71	27	2
East London	11	15	30	0	0
Jubilee	58	53	34	12	0
Metropolitan	25	22	29	4	0
Northern	72	67	56	34	3
Piccadilly	78	82	80	8	2
Victoria	71	66	69	35	3
Waterloo & City	72	69	65	47	0
ALL LINES	61	59	60	20	2

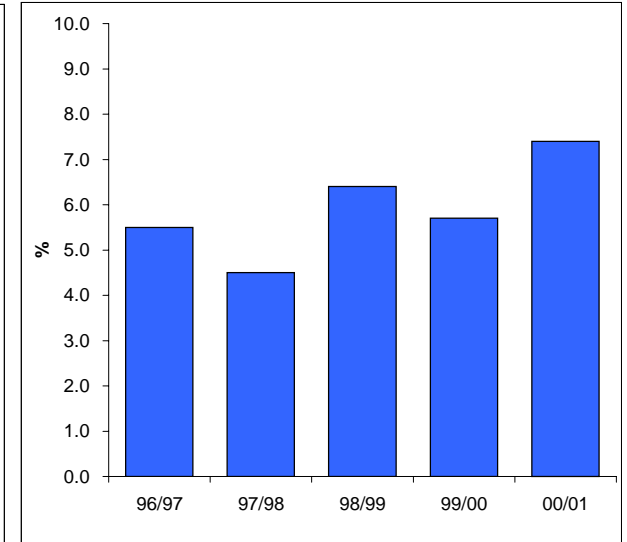
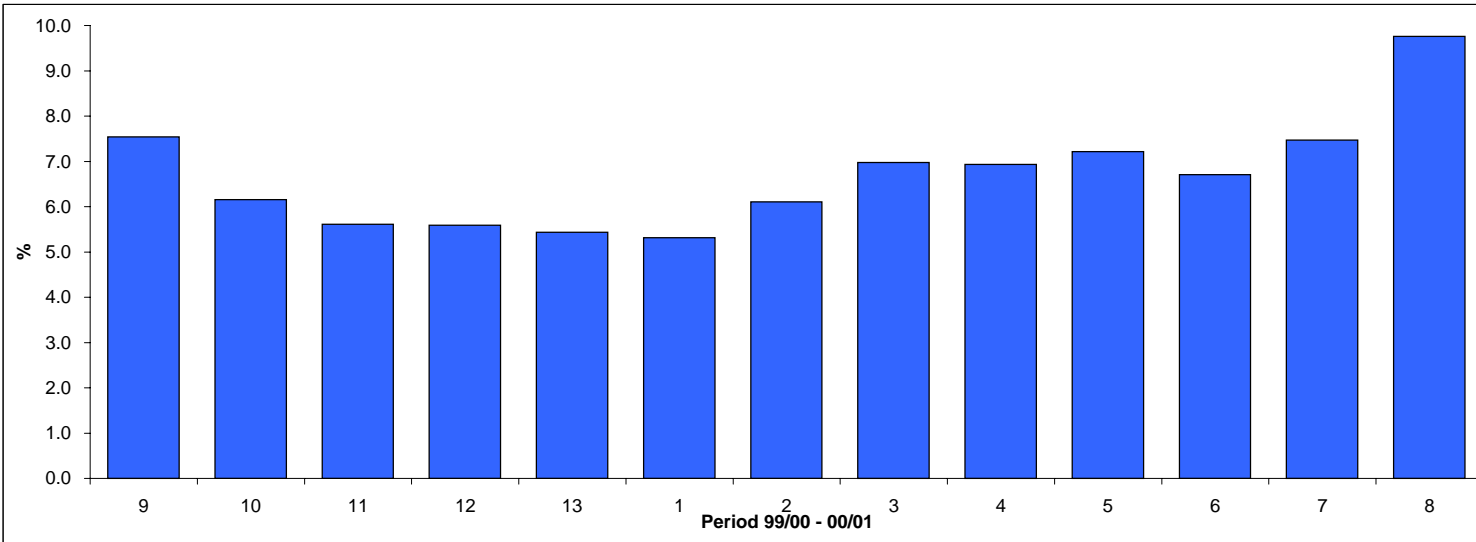
OFF PEAK³

% CHANCE OF BEING ON A TRAIN WITH²:					
Line	ALL SEATS FULL			At least one person standing for each one sitting	At least two people standing for each one sitting
	Now	Last Quarter	Year Ago	This Quarter	
Bakerloo	8	9	13	0	0
Central	25	26	18	3	0
Circle and Hammersmith	21	20	17	3	0
District	14	16	22	1	0
East London ⁴	0	0	5	0	0
Jubilee	18	23	19	0	0
Metropolitan	1	1	1	0	0
Northern	17	16	12	4	0
Piccadilly	31	29	26	2	0
Victoria	29	26	24	2	0
Waterloo & City	8	7	3	1	0
ALL LINES	17	15	14	2	0

Notes:

1. These figures are based on observations made at survey points throughout the network. Hence they do not necessarily refer to the rail sections where maximum loads/overcrowding occur and the figures should only be used as indications of loading trends over time.
2. Extended periods when services are suspended (eg. due to adverse weather or industrial action) are excluded from the analysis.
3. Includes all off-peak periods (Monday-Friday midday and evenings and weekends).
4. Survey is under review to ensure that the sample is robust enough for reporting to the Boards..
5. Pinch point surveys are being considered.

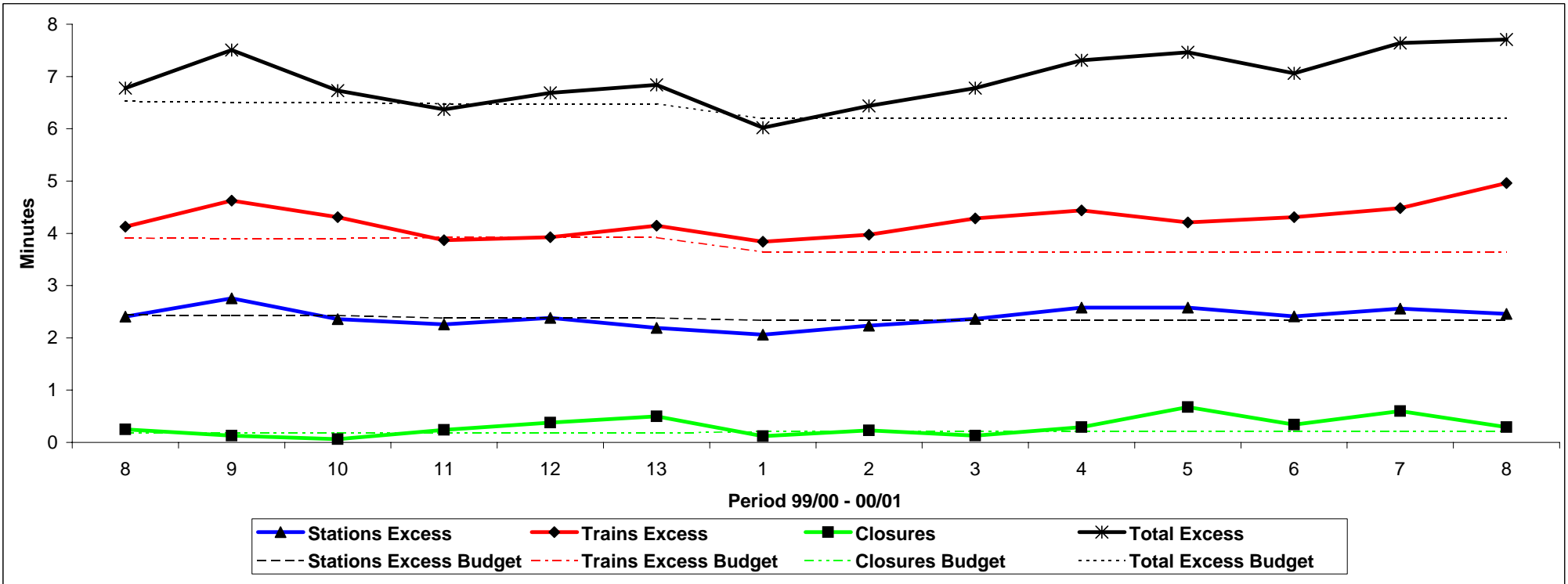
% of Scheduled Kilometres not operated



% of Scheduled Kilometres not operated															
	Period 9	Period 10	Period 11 99/00	Period 12	Period 13	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Trend	13 Period Movement
						00/01									
Bakerloo	13.8	12.0	9.6	8.2	13.4	12.8	12.3	15.1	16.2	17.7	15.9	15.6	20.5	(4.1)	(6.7)
Central	6.4	2.0	3.4	3.8	2.6	3.4	4.3	2.9	3.2	2.9	2.7	1.6	2.7	(0.3)	3.7
Waterloo & City	2.9	1.9	2.6	1.4	0.7	5.4	0.7	1.2	0.6	3.0	1.5	1.4	5.7	(3.7)	(2.8)
District	2.3	2.8	2.9	2.4	3.3	2.9	2.5	9.6	5.0	4.1	4.4	7.7	11.4	(6.0)	(9.0)
Jubilee	15.0	13.1	9.0	10.7	7.4	8.1	5.9	8.9	7.8	7.3	7.0	8.8	8.1	(0.4)	6.9
East London	1.1	2.1	2.9	1.6	0.8	0.8	0.6	2.8	2.7	6.6	4.5	2.8	7.6	(3.0)	(6.5)
Metropolitan	4.8	5.7	4.5	4.4	4.3	2.5	6.9	2.6	3.9	2.6	3.1	4.8	6.3	(2.8)	(1.5)
Circle & Hammersmith	11.8	11.2	12.1	13.1	15.6	13.2	17.1	18.5	19.0	22.7	21.2	21.0	21.1	0.5	(9.3)
Northern	4.0	3.6	2.4	3.1	2.2	1.9	4.1	2.2	2.4	3.6	2.0	2.5	4.6	(1.9)	(0.6)
Piccadilly	12.2	9.0	9.2	6.9	7.3	7.4	8.0	9.2	11.8	11.8	10.9	12.0	16.3	(4.8)	(4.2)
Victoria	3.0	1.9	1.9	4.2	2.5	3.7	2.9	3.1	2.8	2.5	4.3	3.0	5.0	(1.8)	(2.1)
Total	7.5	6.2	5.6	5.6	5.4	5.3	6.1	7.0	6.9	7.2	6.7	7.5	9.8	(2.6)	(2.2)

Years				
96/97	97/98	98/99 Average	99/00	00/01 to date
8.6	6.4	7.5	9.5	16.6
4.7	4.9	4.8	3.5	2.9
5.5	1.8	3.1	1.6	2.8
4.0	1.7	2.6	3.0	6.7
3.6	2.0	2.5	7.3	7.8
2.7	2.7	7.3	4.3	3.7
4.1	2.0	2.5	3.3	4.2
9.1	7.0	8.6	10.3	19.1
5.6	4.5	9.8	5.1	2.9
6.5	7.1	10.5	9.1	12.0
5.0	4.9	3.9	2.6	3.7
5.5	4.5	6.4	5.7	7.4

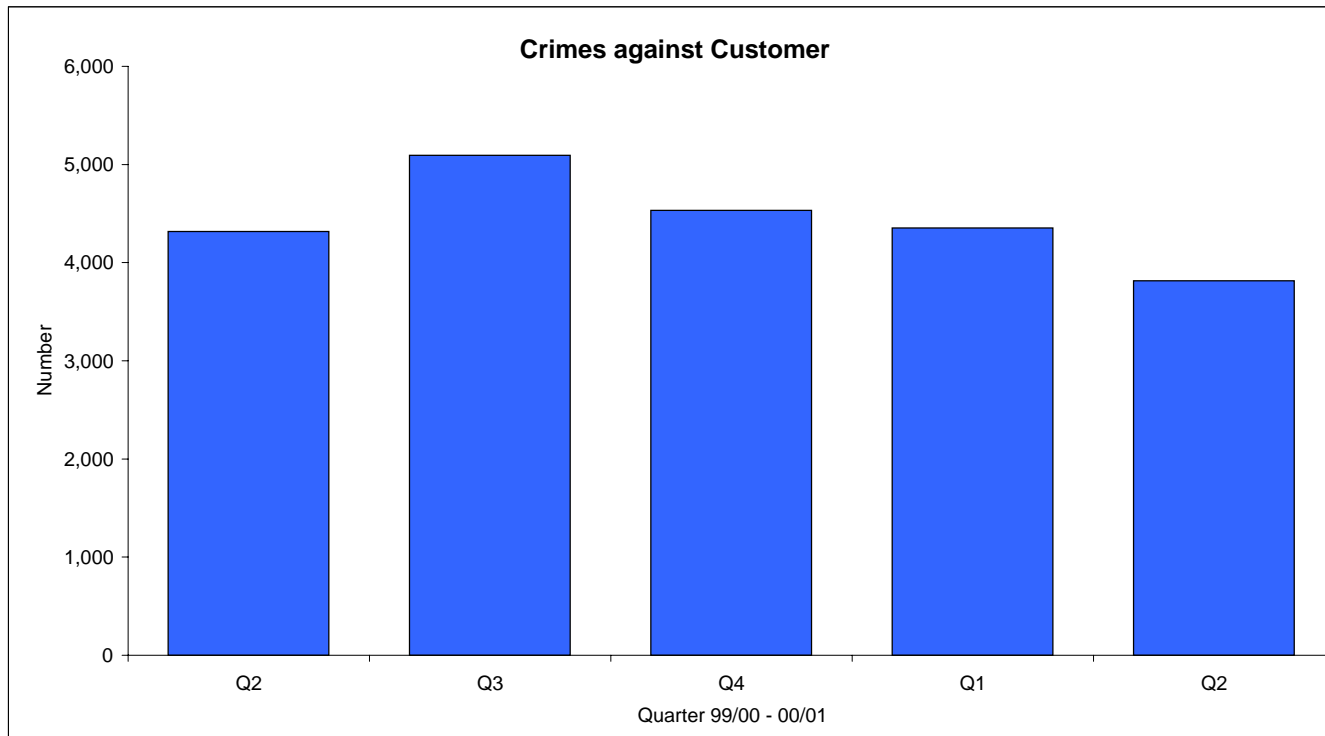
Excess Weighted Journey Time



Period	8	9	10	11	12	13	1	2	3	4	5	6	7	8
Scheduled Journey Time	35.47	35.46	35.46	35.47	35.46	35.40	35.36	35.36	35.34	35.37	35.36	35.37	35.34	35.33
Excess -														
<i>Access/Egress/Interchange</i>	1.84	2.19	1.80	1.75	1.86	1.68	1.53	1.69	1.80	2.00	1.99	1.80	1.96	1.86
<i>Ticket Purchase Time</i>	0.57	0.56	0.56	0.51	0.52	0.51	0.53	0.54	0.56	0.58	0.59	0.61	0.60	0.60
Total Stations Excess	2.41	2.75	2.36	2.26	2.38	2.19	2.06	2.23	2.36	2.58	2.58	2.41	2.56	2.46
<i>On-Train Time</i>	2.21	2.44	1.95	1.91	2.01	2.05	1.75	1.83	1.95	2.05	2.05	2.14	2.14	2.41
<i>Platform Wait Time</i>	1.92	2.18	2.36	1.96	1.91	2.09	2.09	2.14	2.33	2.39	2.16	2.17	2.35	2.55
Total Trains Excess	4.13	4.62	4.31	3.87	3.92	4.15	3.84	3.97	4.28	4.44	4.21	4.31	4.48	4.96
<i>Closures</i>	0.25	0.13	0.06	0.24	0.38	0.50	0.12	0.23	0.13	0.29	0.67	0.34	0.60	0.29
Total Excess	6.78	7.51	6.73	6.37	6.69	6.84	6.02	6.44	6.78	7.31	7.46	7.06	7.64	7.71
Total Journey Time	42.25	42.97	42.19	41.84	42.15	42.24	41.38	41.80	42.12	42.68	42.82	42.43	42.98	43.04

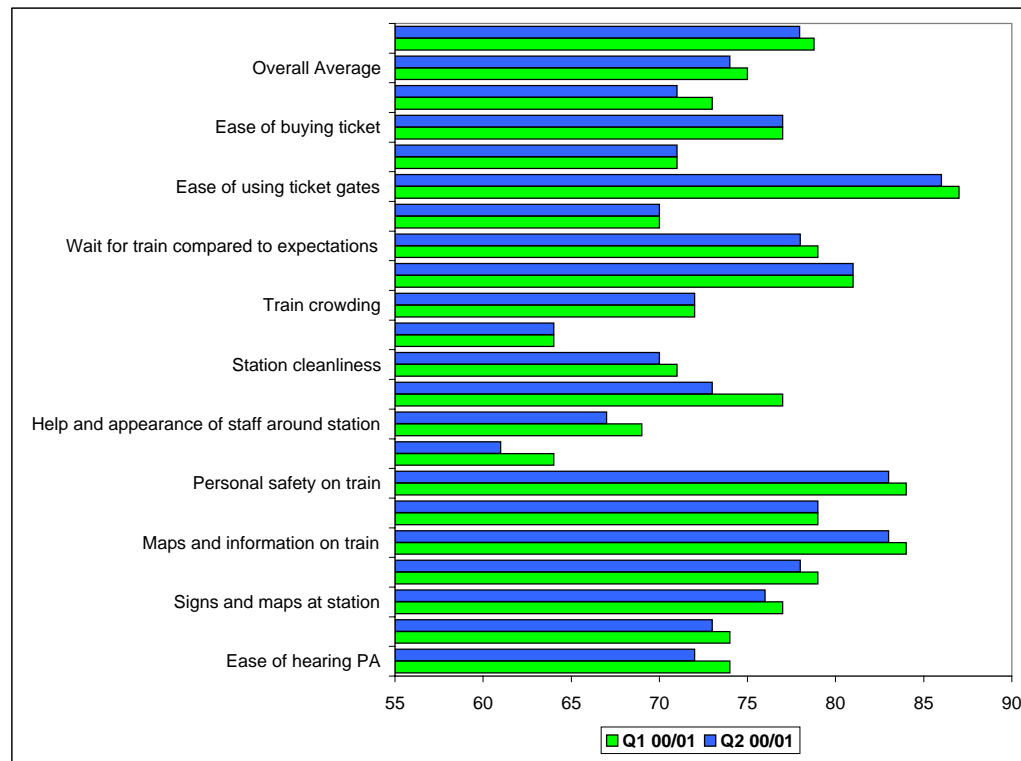
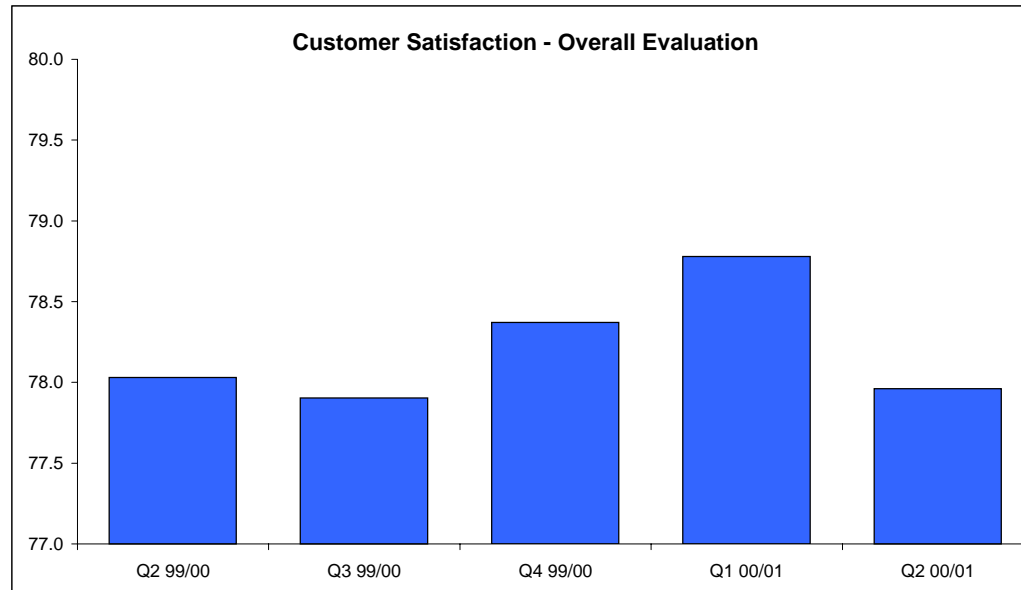
Safety Performance

	Period 8	Period 9	Period 10	Period 11	Period 12	Period 13	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Year to Date	Trend	14 Period Movement
	99/00						00/01										
Passenger Accidental Fatalities	1	1	1	0	1	0	0	2	0	0	0	1	1	0	4	1	1
Passenger Major Injuries	7	10	7	5	12	9	12	6	11	10	11	13	12	11	86	1	(4)
Employee / Contractor Fatalities	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0
Employee Major Injuries	1	1	0	1	2	1	0	0	2	2	0	0	0	2	6	(2)	(1)
Signals Passed At Danger	84	68	52	49	67	93	64	81	74	76	65	63	46	58	527	0	26
Person / Train Incidents	86	81	51	99	93	70	82	106	100	106	87	77	82	71	711	11	15
Incorrect Door Openings	2	4	1	0	1	3	1	4	2	4	3	1	3	1	19	1	1



LUL Crime Statistics								
	1999/2000			2000/01		Year to Date	Trend	5 Quarter Movement
	Q2	Q3	Q4	Q1	Q2			
Drug Offences	67	38	50	54	34	88	20	33
Motor Vehicle / Theft of Cycle offences	287	227	252	261	395	656	(134)	(108)
Public Order Offences	564	515	694	589	539	1,128	50	25
Robbery Offences	138	147	206	146	146	292	0	(8)
Sexual Offences	104	80	78	111	102	213	9	2
Theft of Passenger Property	2,740	3,681	2,829	2,768	2,270	5,038	498	470
Violence against the Person	419	405	424	425	330	755	95	89
Total	4,319	5,093	4,533	4,354	3,816	8,170	538	503

In addition to the above, Rail Services Board requests an analysis of locations of crime.



Definitions

No. of Station Closures => 15 minutes by Cause

The total number of station closures of 15 minutes and over. A station is "closed" when either or both of the following apply:- i) no means of entry from the street is available ii) trains on all lines passing through the station are non-stopping

Ticket Queuing - % of Customers in queue > 3 minutes

The percentage of customers waiting greater than 3 minutes for a ticket from a Ticket Office or a Passenger Operated Machine (POM).

% of Escalators not in service

The total hours escalators are out of service as a percentage of total scheduled service hours.

% of Lifts not in service

The total hours lifts are out of service as a percentage of total scheduled service hours.

% of Headways missed

The percentage of planned headways missed on high frequency services (interval 12 minutes or less) in each one hour sample period. Headway is the time interval between 2 trains measured at a station.

No. of Train Delays => 15 minutes

The total number of incidents which have an initial delay of 15 minutes and over, including cancellations.

% of Peak Trains cancelled

The percentage of the scheduled peak trains cancelled in customer service in each peak at measurement time.

% of Scheduled Kilometres not operated

The percentage of scheduled train kilometres in customer service not operated.

Excess Weighted Journey Time

AEI Excess

Access: Time measured from station entrance(s) to mid-point of platform(s)

Egress: Time measured from mid-point of platform(s) to station exit(s) (immediately after train arrives)

Interchange: Time measured from mid-point of arriving platform (immediately after train arrives) to mid-point of departing platform

Ticket Purchase Excess

Time elapsed as measured by the "Time in Queue Survey" (TIQS) of customers' ticket purchase experience including:

Queuing: Time taken for last person in the queue to reach the ticket window. Queues are chosen at random every 6 minutes.

Transactions: Timings are taken at ticket office windows at all stations

On Train Excess

Actual : Time elapsed from wheel start of a train boarded to door opening of train alighted.

Schedule: Average on train time results that would be achieved if the service was running to schedule, as defined in the current working timetable;

Platform Wait Excess

Actual : "The time from customer arrival at mid point of a platform to wheel start of boarded train". Customers are assumed to wait for the first train to their destination unless no frequent through service operates. In the latter case they board the first train and interchange at a convenient point.

Scheduled: The average Platform wait Time results that would be achieved if the service was running to schedule (as defined by the current working timetable).

Closures

Planned or unplanned closures or service disruption exceeding 30 minutes in duration.

Customer Satisfaction

Customers are asked to rate the current level of service (i.e. of the journey they have just completed) on a scale of 0 to 10 for one overall evaluation measure where customers are asked:

"Thinking of this particular Underground journey as a whole, from beginning to end, how satisfied were you with the service experienced today, as a score out of ten."

Note : Where a trend is indicated, it compares the current period data (period 8) against the average of the prior 3 (periods 5, 6 and 7).

- 2.2 As reported separately to the Board, a Board Member Panel has been involved in defining the performance indicators that should be reported to the Board. The reporting requirements for London Underground and London Buses have been considered and Street Management is likely to be considered as soon as possible during February. In general terms all of the indicators discussed fall into the Modal Service Delivery Performance Indicator category.
- 2.3 Some initial work has been undertaken to consider possible new Strategic Level Performance Indicators for the transport network as a whole. The following Strategic Level Performance Indicators have been identified in the draft Transport Strategy:
- Overall community perception/satisfaction with London's transport network
 - Modal share
 - Door to door journey time and reliability
 - Safety across the modes
 - Equalities and customer focus of staff
- 2.4 It is planned to discuss the strategic level Performance Indicators with the Board Member Panel at an early opportunity, possibly following consideration of the performance reporting for Street Management.
- 2.5 The Government has now designated 21 Best Value Performance Indicators (BVPIs) that will apply to TfL. The 21 BVPIs are set out in **Appendix 1**. Discussions with DETR have indicated that they are proposing to treat 2001/02 as a transitional year for TfL with regard to the reporting of BVPIs. We will be asked to report what BVPIs we can in the TfL Best Value Performance Plan to be published by the end of March 2001, and to put in place data capture mechanisms for the remainder.

3. THE PROGRAMME OF BEST VALUE REVIEWS

- 3.1 TfL is required to draw up a programme of fundamental performance reviews to cover all its services and activities over a 4-year period. The priority in dealing with the reviews will reflect, inter alia, the likely importance of the service to the Mayor's Transport Strategy, the Public and the Boroughs. Poorly performing services should be reviewed early in the cycle.
- 3.2 Four Pilot Best Value Reviews have been conducted in 2000/01, in order to gain some experience and learn lessons before the start of the formal 4-year programme of Best Value Reviews. They have covered the following topics:
- a. Service integration
 - b. Customer comments and complaints
 - c. Street Lighting maintenance
 - d. Street Sign maintenance

The Pilot Reviews are nearing completion and their findings and recommendations will be considered by the Best Value Steering Group and the relevant Boards of each Business.

- 3.3 A major issue in preparing the proposed 4-year programme of reviews has been the significant resource implications of conducting a potentially large number of reviews each year, it being likely that the key staff involved in reviews are also likely to be those involved in planning or delivering the improvements required by the Transport Strategy. This led the Best Value Steering Group to switch the emphasis of the programme away from a large number of relatively small business-unit specific reviews (“service reviews”) to a smaller number of relatively large pan-TfL thematic reviews (“cross-cutting reviews”). A cross-cutting review would cover a number of TfL’s businesses and in some cases, such as Finance and Human Resources, will cover all of them.
- 3.4 The latest draft 4-year programme (Revision 9) of Best Value Reviews for 2001/02 to 2004/05) is attached as **Appendix 2**; it is still in the course of refinement.
- 3.5 The service review programme reflects the programme of cross-cutting reviews and the needs of particular businesses. At this stage, London Buses, DLR and London Underground consider the overall programme of cross-cutting reviews fully cover their businesses. However, the work of the cross-cutting reviews may identify a subsequent need for specific service reviews.
- 3.6 The resource requirements from both the Businesses and Centre needed to support the programme are considerable, although potentially lower than one based purely on service reviews. Experience from Best Value Reviews conducted so far in the UK has indicated project management is fundamental to the successful delivery of complex multi-stranded reviews. Therefore, consideration is being given to what assistance the Centre should provide, possibly in the form of external project managers to run the reviews. Also, consideration is being given to providing the review team with access to external experts on challenge and consultation aspects of reviews.
- 3.7 The challenge posed by the cross-cutting reviews will be to ensure that they both tackle pan-TfL issues and are relevant to the needs of each business. Therefore, it is proposed that at least the major cross-cutting reviews may have departmental/business unit subgroups underneath each cross-cutting review. This would enable business unit specific aspects of each review to be tackled in a consistent way and would allow overall pan-TfL recommendations to be tested for relevance. Also, the sub-groups could prepare the business-specific information needed for each review. It will be for each review to consider whether sub-groups are necessary.
- 3.8 Board Members may wish to comment on the latest draft 4-year programme of Best Value Reviews. The programme has yet to be finalised and in particular is subject to approval by the Best Value Steering Group.

4. THE BEST VALUE PERFORMANCE PLAN

- 4.1 Preparation of the TfL Best Value Performance Plan (BVPP) is under way. The GLA have sought a relaxation of the publication date for the full BVPP and the summary BVPP until the end of June, which will allow alignment with the Mayor’s Annual Report and, potentially, TfL’s Annual Report. Government have indicated that they are sympathetic to this request regarding publication in printed form, but still require the BVPP in final text form to be passed to the Auditors by 31 March 2001. However, this would allow a little more time for preparation of the printed version of both the full BVPP and the summary BVPP.

- 4.2 Tenders have been sought for design and layout of the full TfL BVPP. With regard to the summary BVPP, it is planned that this will be jointly produced with GLA and each of the other functional bodies. It is possible that the summary BVPP will be circulated to every household in London.
- 4.3 There are a number of gaps in the current BVPP, which are awaiting the outcome of the next steps in TfL's Business Planning process. When these gaps have been filled, the draft text will be circulated to Board Members for comment.

5. BOARD MEMBER INVOLVEMENT

- 5.1 A number of Board Members will have already been involved in the Pilot Best Value Reviews that have been undertaken in 2000/01.
- 5.2 Board Member involvement will be a key to ensuring sufficient policy advice is provided to review teams and to securing top level ownership of review recommendations. Given the limited time that Board Members have available, it may be difficult for them to become involved in each individual review. Therefore, it is suggested that a Board panel be formed, which would enable a number of Board Members to review progress on all on-going reviews, to offer policy advice and to challenge review proposals.

6. RECOMMENDATIONS

The Board is asked to:

- Note the Best Value Performance Indicators that are to be applied to TfL
- Consider and comment on the draft programme of Best Value Reviews
- Note the current position on preparation of the TfL Best Value Performance Plan
- Comment on the proposal for a Board Member panel to review and challenge the Best Value Reviews as they progress.

Robert Kiley
Commissioner of Transport

BEST VALUE PERFORMANCE INDICATORS

DETR have indicated that the following BVPIs will apply to TfL. It is anticipated that 2001/02 will be treated as a transitional year, with full reporting of the BVPIs to apply from 2002/03. The 2001 TfL BVPP will include the BVPIs that currently have data capture mechanics in place.

CORPORATE HEALTH INDICATORS

- | | |
|--------------|--|
| BV3 | The level (if any) of the Commission for Racial Equality's standard for local government to which the authority conforms. |
| BV5 | The number of complaints to an Ombudsman classified as "maladministration". |
| BV8 | The percentage of Invoices for commercial goods and services which were paid by the authority within 30 days of such invoices being received by the authority. |
| BV11 | The percentage of senior management posts filled by women. |
| BV12 | The number of working days/shifts lost due to sickness absence. |
| BV13 | Voluntary leavers as a percentage of staff in post. |
| BV14 | The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total work force. |
| BV15 | The percentage of employees retiring on the grounds of ill-health as a percentage of the total workforce. |
| BV16 | The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the authority area. |
| BV17 | The percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area. |
| BV156 | The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people. |
| BV157 | The percentage of interactions with the public, by type, which are capable of electronic service delivery and which are being delivered using internet protocols or other paperless methods. |

TRANSPORT INDICATORS

BV93	Cost of highway maintenance per 100km travelled by a vehicle on principal roads.
BV94	Cost per passenger journey of subsidised bus services.
BV95	Average cost of a working streetlight
BV96	Condition of principal roads
BV99	Road Safety
BV100	Number of days of temporary traffic controls or road closure on traffic sensitive roads caused by local authority road works per km of traffic sensitive roads.
BV102	Local bus service (passenger journeys per year)
BV105	Damage to roads and pavement
BV165	The percentage of pedestrian crossings with facilities for disabled people

TRANSPORT FOR LONDON 4 YEAR PROGRAMME OF BEST VALUE REVIEWS

A) TfL Cross-cutting Reviews (1)

2001/2002	2002/2003	2003/2004	2004/2005
1. Service Delivery – Operations (2)	1. Service Delivery – Infrastructure maintenance and renewal	1. Service Delivery – Customer Information	1. Planning and Managing Closures (incl emergency rail replacement)
2. Service Delivery – Customer Services (3)	2. Service Planning (incl bus and train service frequency, timetabling and reliability)	2. Fares Revenue Generation (incl ticketing systems, fares, marketing and revenue protection) (4)	2. Data Collection and Management (incl market research and analysis)
3. Accessibility	3. Network Planning (incl bus priority and interchanges)	3. Non-Fares Revenue generation (incl Advertising income)	3. Property and facilities management (incl land management)
4. Safety Management	4. Borough and Partnerships Liaison	4. Environmental and Health Issues	4. Central TfL support services (incl Lost Property Office, company secretariat, staff travel, archiving, design management, briefing, staff facilities)
5. Consultation (GLA-wide)	5. Security (incl policing and travel at night)	5. Human Resources (incl training and recruitment)	5. Internal Audit
6. Equality (GLA-wide)	6. Finance	6. Internal and External Communications (incl staff, customer, press and public affairs)	6. Legal Services

TRANSPORT FOR LONDON 4 YEAR PROGRAMME OF BEST VALUE REVIEWS

A. TfL Cross-cutting Reviews (1) – Continued

2001/2002	2002/2003	2003/2004	2004/2005
7. Business Planning and Performance Management (incl Assessment and Appraisal methods) 8. IS/IT 9. Payroll Services	7. Procurement (incl contractual terms)	7. Project Management and Development 8. Finance (continuing review) 9. Strategy and Policy Development	

NOTES

1. A cross-cutting review involves a common area of review covering a number or all of TfL's businesses
2. This review will not directly consider Street Management Operations (this will be the subject of a separate review in a later year), but Street Management would be involved in the review so that relevant interfaces with the other businesses are covered
3. The timing of this review is subject to change
4. The timing of this review is subject to the date for the introduction of Smartcards

TfL Business Planning and Performance – Revision 9

TRANSPORT FOR LONDON 4 YEAR PROGRAMME OF BEST VALUE REVIEWS

B. Service Reviews (1)

	LONDON BUSES	DLR	LUL	OTHER TfL SERVICES	STREET MANAGEMENT
2001/02 (2)	See Note 2	See Note 2	See Note 2	1. Transport Museum	2. Contracts and Procurement 3. Major projects 4. Maintaining the Streets 5. Land Management
2002/03	See Note 2	See Note 2	See Note 2	1. Victoria Coach Station 2. Lost Property Office	1. Developing Street Management Services 2. Technical Support
2003/04	See Note 2	See Note 2	See Note 2	1. PCO 2. London River Services	1. Street Engineering 2. Street Systems and Operations Management
2004/05	See Note 2	See Note 2	See Note 2	1. East Thames Buses	1. Key policy initiatives and their implementation 2. Internal Business Support

TfL Business Planning and Performance – Revision 9

TRANSPORT FOR LONDON 4 YEAR PROGRAMME OF BEST VALUE REVIEWS

NOTES

1. A service review involves a single TfL businesses
2. At this stage London Buses, DLR and LUL consider the overall programme of cross-cutting reviews fully cover their businesses. However, the work of the cross-cutting reviews may identify a need for specific service reviews.

TRANSPORT FOR LONDON

BOARD PAPER

TO: BOARD OF TRANSPORT FOR LONDON

FROM: DAVID QUARMBY

**SUBJECT: PROPOSED SAFETY, HEALTH AND ENVIRONMENT
POLICY ADVISORY GROUP (SHE-PAG)**

**DATE OF: 23rd JANUARY 2001
MEETING**

Introduction

1. The TfL Board has already agreed to set up a Health, Safety and Environment Committee. It is envisaged that it will:
 - firstly advise the Board on Health, Safety and Environment policy matters affecting TfL, and
 - secondly exercise scrutiny on behalf of the Board, to ensure that the whole organisation, including the subsidiary companies, meet the necessary standards both of procedure and compliance in relation to TfL's statutory responsibilities and TfL's own policies on Health Safety and Environment.

The purpose of this memorandum is to seek the Board's approval of the constitution, membership and terms of reference of the proposed Safety, Health and Environment Policy Advisory Group (SHE-PAG), and its reporting arrangements to the Board.

The Role of SHE-PAG

2. The Context in which this Committee will operate is that SHE-PAG will be an integral part of TfL's safety, health and environmental management systems. Its role within these processes will be described as they are developed and documented in more detail.
3. The committee will not in any way detract from the roles and tasks of the statutory consultative Health and Safety Committees set up under the Health and Safety at Work etc Act (1974). Nor does it substitute for the Safety committees or their equivalents which exist at or below Board level in the subsidiary companies, having supervisory and scrutiny responsibilities within their operations. Nor does the committee have any decision-making authority

(except in relation to its own work), since health, safety and environment must remain as a key and integral part of line management up to and including the Commissioner.

4. One of the tasks of the committee will be to advise the Board on matters of policy regarding safety, health or environment – either at the request of the Board, or where the committee believes the attention of the Board needs to be drawn from information it has obtained.
5. The other key task is to satisfy itself in so far as it reasonably can that the TfL Group (including the subsidiary companies) discharges its statutory responsibilities in this area, that all the different parts of TfL have in place appropriate policies, management systems, arrangements and procedures to assess and control risks; that compliance is monitored and reported; and to carry out audits and reviews from time to time.
6. It is nevertheless a key principle that routine Safety, Health and Environmental performance is reported by and ‘owned by’ the subsidiary operating companies and other parts of TfL; the regular reports to the Board from this committee would focus on exceptional issues and performance, and matters of policy.
7. This is described at greater length in the Terms of Reference attached.

Membership

8. The size of the committee will be kept small; it is proposed that three TfL Board Members should be members – Dave Wetzal, Kirsten Hearn and David Quarmby as Chair; that Commissioner Bob Kiley should be a member (other executives reporting to him should be attendance only, as required); and that two independent members with experience and knowledge of health and safety, both in transport and elsewhere, should be appointed as advisors.
9. Five possible candidates have been considered as advisors. Soundings from within and without TfL have been taken and two nominees are now recommended.
10. With this membership the committee cannot be a subcommittee of the Board; it can be constituted as a body of members and officers (as defined by the GLA Act), and the word ‘group’ needs to be used in place of committee. Only the TfL Board members and Officers will be able to make decisions.

The Challenge

11. Transport for London’s breadth of responsibility (either directly or strategic/policy) for *all* modes of transport in London – including all types of road user – is reflected in the breadth of the remit of this group to overview and advise on transport safety across all modes of transport.

12. The challenge lies in bringing together a common framework of understanding and policy across transport operations which have highly diverse safety management regimes – from the highly prescriptive safety regimes operating in railways (LUL and DLR) to the different statutory context for bus operations; the question of safety in taxi and minicab licensing; the complexity of safety regimes operating on and around the river services; and the whole question of road safety which is for TfL both a policy and strategic matter as well as holding direct responsibility for its own activities. The Board will wish to overview transport safety and risks across all these modes, and assure itself that resources and policies are being appropriately set.
13. The Group is also keen to take account of the safety concerns of mobility impaired transport users, and of the particular safety aspects of women’s and young persons’ travel.

Recommendation

14. The Board is asked to approve the terms of reference as attached, and the membership of the group, and that its name shall be the Safety, Health and Environment Policy Advisory Group.

David Quarmby
Board Member and Chair of proposed Safety, Health and Environment Policy
Advisory Group

TfL

SAFETY, HEALTH AND ENVIRONMENT POLICY ADVISORY GROUP

Membership, Terms of Reference and Arrangements

Membership

TfL Board members

David Quarmby (Chair)
Dave Wetzel
Kirsten Hearn

TfL Representatives

Bob Kiley

Independent Advisors

To be determined

TfL Officers normally in attendance

Peter Hendy
Derek Smith
Michael Swiggs
Derek Turner
Ian Brown
Senior Safety Advisor

Secretary

To be provided by TfL

Terms of Reference

1. Advise the TfL Board on safety, health and environmental (SHE) policy, strategy and on specific issues as required;
2. Satisfy itself insofar as it reasonably can that the TfL Group (including the TfL subsidiaries) discharges its statutory duties in relation to SHE matters;
3. Satisfy itself insofar as it reasonably can that the TfL Group (including the TfL subsidiaries) have in place appropriate SHE policies, management systems, arrangements and procedures to meet statutory requirements and to assess and control risks, with special regard for members of the public having special needs;

4. Monitor and review compliance by the TfL Group with its statutory duties in regard to the safety, health and welfare of passengers, staff, the public and others on or about TfL Group premises and to bring to the attention of those concerned matters for corrective action where needed;
5. As necessary require the carrying out of audits and reviews of SHE management systems, arrangements and procedures;
6. Ensure a common framework and appropriate criteria for SHE aspects of risk assessment and project appraisal across TfL; and
7. Advise the TfL Board on performance and compliance as above.

Arrangements

1. The Safety, Health and Environment Policy Advisory Group shall meet eight times a year.
2. A meeting of the Safety, Health and Environment Policy Advisory Group may be called by the Chair or the Commissioner.
3. Notice of each meeting of the Safety, Health and Environment Policy Advisory Group, confirming the venue, time and date, together with an agenda of items to be discussed, shall normally be distributed to each member of the Group not fewer than three clear days prior to the date of the meeting.
4. The quorum for meetings shall be four, two of whom should be members of the TfL Board, one the Commissioner or his nominated representative, and one independent advisor.
5. The Secretary of the Safety, Health and Environment Policy Advisory Group shall keep appropriate records of all meetings of the Group as well as minutes of the proceedings and all decisions made.
6. The Safety, Health and Environment Policy Advisory Group will report on a regular basis to the TfL Board.

Work activities of the Group

1. Advise the TfL Board on reports of SHE issues and any matters coming before the TfL Board with SHE implications;
2. Review and advise on the SHE objectives and plans of subsidiary companies and of other parts of the TfL Group;
3. Monitor the progress made in achieving such objectives and plans on appropriate SHE performance statistics;

4. The task of SHE-PAG in relation to transport safety aspects of the Local Implementation Plans is still to be determined;
5. Review progress with, and the content of, TjL safety audit work programmes and significant matters arising from the SHE audits carried out;
6. Review progress with the implementation of recommendations arising from such audits;
7. Ensuring that SHE performance statistics and output measures are reported consistently across the whole TjL Group;
8. Carry out an annual review of TjL transport systems' SHE performance and submit a report to the TjL Board;
9. Submit a status report regularly to meetings of the TjL Board.

TRANSPORT FOR LONDON

TfL BOARD PAPER

SUBJECT: TfL Liaison with London boroughs (including the Memorandum of Understanding with the ALG)

MEETING DATE: 23rd January 2001

1. INTRODUCTION

1.1 This report recommends arrangements for TfL's liaison with the London boroughs. Associated with these arrangements, a draft Memorandum of Understanding has been drawn up with the ALG.

1.2 The TfL Management and Integration Boards have considered a number of options for borough liaison and the Memorandum of Understanding with the ALG. The Management Board has agreed recommendations which are now referred to TfL Board for final agreement.

2. BACKGROUND

London boroughs

2.1 The London boroughs will play a key role in implementing the Mayor's Transport Strategy. They also act as direct representatives of users of transport services and are able to put forward proposals for improvement. Effective liaison with the boroughs at both strategic and service level is required to ensure that their local views are heard; that TfL's policies and proposals are made known to them and that the Transport Strategy's proposals are implemented; and that boroughs' local priorities are reflected in TfL's development of new projects.

Sub-regional partnerships

2.2 The role of groups of boroughs coming together to form of Sub-Regional Partnerships has grown in recent years. There are now 7 significant local authority-led sub-regional partnerships (SWELTRAC, West London Transport Strategy, Lea Valley, Thames Gateway, SELTRANS, Wandle Valley and the Cross River Partnership) These partnerships have bid successfully for transport funding through both the SRB and ITP processes.

Existing arrangements for liaison with the boroughs

2.3 At present the boroughs organise Public Transport Liaison meetings, previously attended by LT and now by TfL. These vary in format from borough to borough, ranging from local service delivery issues (e.g. bus services) to more strategic concerns. Most are quarterly meetings attended by Borough Councillors as well as officers; Railtrack, the TOCs and bus operators are also invited. TfL is represented in most cases by liaison officers from London Buses; LUL also attend.

TfL Borough Liaison: Consultants Report

2.4 Steer Davies and Gleave were engaged to look at the existing borough liaison arrangements within TfL. They have drawn up a report following discussions with those directorates within the organisation chiefly involved in borough liaison (Integration, Street Management and London Buses). The review revealed a large number of officer level meetings with the boroughs, but relatively few where there was senior or political level representation on both sides. Among the SDG recommendations are: twice yearly senior level meetings with the boroughs led by TfL Integration; and TfL to set up an annual meeting to communicate with all of the main sub regional partnerships.

3. RECOMMENDATIONS FROM THE MANAGEMENT BOARD

Meetings with individual boroughs

3.1 It is recommended that the model of two meetings a year with each borough is followed (also advocated by the ALG in the Memorandum of Understanding, and by consultants SDG). These would be organised and led by TfL Integration officers (with main TfL Board members attending if requested by the borough) and would deal with strategic issues. Detailed service issues would be dealt with by separate meetings with London Buses, LU and Street Management. TfL officers would attend. The Boroughs will probably be represented by both officers and members.

Meetings with sub-regional partnerships

3.2 TfL Integration will co-ordinate TfL officer representation at the sub-regions regular meetings.

An annual meeting between all Board members and the boroughs

3.3 It is recommended that TfL organise an annual conference with the boroughs which would enable Board members to meet boroughs.

4. CONSEQUENCES OF PROPOSED NEW ARRANGEMENTS: TfL STAFFING

4.1 The administration of these twice yearly meetings would be a considerable task and would need to be undertaken by TfL. Within the Borough Integration and Partnership Section of the Integration Department recruitment is taking place for a new team which will manage the relationship between TfL and the individual boroughs and act as the first point of call for the boroughs. The new unit would co-ordinate work required for the liaison meetings across TfL and organise agendas and briefings for members. It is hoped to have staff in place early in the new year. The level of work is likely to be extensive and the number of staff required will be kept under review.

5. THE ALG: MEMORANDUM OF UNDERSTANDING

5.1 A TfL/ALG Memorandum of Understanding has been drafted by officers in order to formally define the relationship between the two organisations on transport issues (in addition to the formal relationship which exists through the Chair of the Street Management Board being a member of the ALG Transport and Environment Committee). The draft Memorandum (see Appendix 1) was considered at the ALG's Transport and Environment Committee and no amendments were made. TfL's Integration Board and Management Board have both agreed the version attached. Final approval is now sought from the Main Board.

5.2 The ALG supports the concept of a schedule of meetings between T/L and individual boroughs (currently conceived as officer meetings) together with quarterly meetings between ALG members and T/L board members (the first of which has been proposed by the ALG for 5th February). The draft Memorandum of Understanding includes reference to these meetings; it proposes that T/L and ALG together agree a framework for the borough liaison meetings which will enable boroughs to identify matters to be covered in advance so that T/L can provide the appropriate officers.

6. RECOMMENDATIONS

6.1 That the Board agrees the arrangements for T/L liaison with individual boroughs and sub-regions, and for an annual borough conference, as set out in Section 3 above.

6.2 That the Board agrees the draft Memorandum of Understanding with the ALG attached as Appendix 1.

Richard Smith
Director of Integration

APPENDIX 1

MEMORANDUM OF UNDERSTANDING ON TFL/BOROUGH RELATIONS (DRAFT)

Introduction

1. TfL and the ALG Transport and Environment Committee, acting on behalf of the London boroughs, have reached the following understanding about their relationship.
2. Both parties accept that each is an independent body acting within their own competence and powers. However, they accept that they need to work together in partnership to achieve the most effective approach to transport in London in the future. Achieving this requires communication and trust at all levels.
3. This memorandum sets out an initial approach to how communication will be structured. The agreement within this is necessarily open to review in the light of experience and will, in any case, be reviewed within one year.

Structured meetings

4. In principle, communication needs to take place both at a political level and a technical level, and at a London-wide, sub-regional and local level. Where issues are general, affecting most if not all of London, the strategic discussions need to be on a London-wide basis through the ALG with detailed discussions with individual boroughs as appropriate. The initial point of contact on these matters should be through the ALG who will seek the advice of borough advisers (directly and through LOTAG) as appropriate. To assist this there should be a range of structured meetings.
 - TfL should use its role as a formal member of the ALG's Transport and Environment Committee to raise relevant issues with members from every London borough at the quarterly meetings of the ALG's Transport and Environment Committee.
 - As this forum is relatively cumbersome, leading ALG politicians should seek to meet with key members of the TfL board (supported by advisors) on a quarterly basis. TfL and ALG will host and organise these meetings alternately.
5. These meetings will be backed up by meetings of officials of the two organisations as appropriate.
6. The remit for these meetings will be to address London-wide issues of concern and to review the communication / interface arrangements between TfL and the boroughs overall.

Communication between TfL and individual boroughs

7. Communication at an individual borough level is in many ways even more important. TfL will seek to ensure that there are regular meetings between TfL and every borough. ALG will seek to encourage this. While the format and attendance at these meetings will be a matter for TfL and the individual borough to decide, it is accepted that these meetings should be able to encompass all aspects of TfL's responsibilities. To assist these meetings the ALG and TfL will produce a framework identifying the matters which can be covered in these meetings. Using this as a basis, boroughs will be able to identify for TfL, prior to the meeting, which matters will be covered so that TfL can provide the appropriate officers. The ALG, the boroughs and TfL will work together to encourage other key transport agencies (the sSRA, the TOCs and Railtrack) to attend these meetings.

8. Sub-regional partnerships are also important and have much to offer, but it is accepted that these partnerships are necessarily fluid and not all of London may be covered by them. Meetings with representatives of all sub regional partnerships may well be useful, but they are not a substitute for London-wide strategic communications.

9. The first point of contact for the boroughs on strategic transport and planning matters should be TfL's Integration Department which will ensure that boroughs receive a coordinated response incorporating all of TfL's public transport and street management functions. TfL will provide the boroughs with detailed advice on the relevant contacts for its different functions.

Joint working

10. Joint working groups will be established between TfL and ALG nominated borough advisers on specific issues where appropriate, for example on the guidance the Mayor issues to the boroughs on Local Implementation Plans. Local strategies produced by the boroughs – for example those relating to road traffic reduction and air quality management – will also benefit from joint working with TfL.

TRANSPORT FOR LONDON

BOARD PAPER

SUBJECT: LRT PENSION FUND

MEETING DATE: 23 JANUARY 2001

1. INTRODUCTION

At its meeting on 5 December 2000, the TfL Board decided in principle that it should become the Principal Employer for the LRT Pension Fund (LRTPF), in succession to LRT. It also noted LRT's current proposals for the re-structuring of the LRT Pension Fund, including the related requirement for TfL (and all other employers concerned) to enter into new Deeds of Participation.

The purpose of this paper is to provide further information relevant to and to seek authorisation to progress towards TfL assuming the role of Principal Employer of LRTPF and other related functions, as successor to LRT.

2. BACKGROUND

2.1. LRTPF and its proposed new structure

When the intention to establish TfL and the PPP were first announced in March 1998, Government assurances were given to LRT employees generally that they would be able to continue as contributors to LRTPF. Provisions under the Greater London Authority Act 1999 and secondary legislation (which is due to come into effect on 29.01.01) further protect that right for employees transferring to the private sector both under the PPP and under certain PFI contracts completed since March 1998. In order for the LRTPF to fulfil these arrangements it must become a scheme for non-associated employers. The consequent segregation of finances between public and private sector participating employers was a pre-requisite for Government endorsement. Additionally statutory LRTPF membership rights for individuals will apply whether or not their employers would qualify to participate under the existing associated employer structure.

The attached Appendix produced by LRT's Director of Pensions contains material substantially the same as that previously supplied to the Board and outlines the new structure for LRTPF that is proposed should take effect from 1 April 2001. The particular reason for choosing this date is that it co-incides with the start of an LRTPF financial year.

2.2. TfL as a Participating Employer

TfL became a Participating Employer of LRTPF with effect from 3 July 2000, in order to enable membership to continue for the ex-LRT people who then transferred to TfL, and to allow admission of any new TfL employees where appropriate. Other ex-LRT companies were transferred to TfL as existing participants in LRTPF. Employers joining LRTPF since the organisational changes affecting LRT were announced in 1998 have been admitted by Interim Deeds, pending determination of LRTPF's long-term structure.

A special Inland Revenue dispensation granted in April 1998 (in recognition of the need to re-structure) has enabled the Interim Deeds to continue in force during a period of three years from that date. (Interim Deeds can normally only remain in force for up to 12 months). Hence, there is a general need to replace the existing Deeds with definitive versions by no later than April 2001. (The time limit for TfL itself expires on 1 July 2001). It is proposed that all existing Participating Employers enter new definitive Deeds of Participation before 1 April 2001 to replace the Interim Deeds. It is suggested that such definitive Deeds of Participation should all take effect on the restructuring (currently planned for 1 April 2001) as the new structure should not be implemented piecemeal.

Execution of a definitive form of Deed as a Participating Employer would not affect TfL's subsequent assumption of the role of Principal Employer. It would simply confirm that TfL's position as a Participating Employer under the revised structure is the same as the others (i.e. qualifying to participate fully in all the features of LRTPF), until such time as it assumes the Principal Employer's role.

Final drafts of the definitive versions of the Deeds of Participation are expected shortly to be settled by LRT and the LRTPF Trustees. TfL has seen drafts of the LRPTF Rule changes needed to adopt the new non associated structure, but not, as yet, the deed itself.

2.3. TfL as Principal Employer

There is an ongoing and future role for a Principal Employer in relation to LRTPF, (despite the proposed changed structure) as the body which undertakes a number of statutory/regulatory responsibilities in relation to the operation of the scheme, on behalf of Participating Employers generally. Usually, the principal employer will be the "main" or holding company of a group of companies. Here, as some of the participating employers are not associated companies, TfL is perceived to be appropriate as "head" of the new transport structure.

LRT's existing responsibilities generally are expected to transfer to TfL by statutory arrangement under the GLA Act (subject to confirmation by DETR), prior to LRT's formal winding up by separate order under the same Act. The role of Principal Employer would also be passed to TfL by this means. Therefore, TfL's choice in relation to this role is either to assume it directly, or to accept it will pass (subject to Inland Revenue approval) to one of the other Participating Employers within its control.

TfL could in theory assume the role of Principal Employer (and other LRTPF related responsibilities mentioned at 2.4 and 2.5 below) from the point of implementation of the non-associated structure at 1 April 2001 or from the date of transfer of the remainder of LRT's undertaking to TfL under the same statutory transfer arrangement referred to above when London Underground Limited, as the largest single Participating Employer, would also transfer to TfL. The first date would enable TfL to be in the driving seat but practically and administratively the later date would be preferable, as the resource necessary to carry out this role would still be in LRT. Also LRT and the Inland Revenue would have to agree to TfL assuming the role at the earlier date.

Over the last few months LRT has been consulting with TfL on various aspects of re-structuring of the LRTPF. As the implementation of the new structure draws nearer TfL will need to take a more active role so that it can prepare for its new role as Principal Employer and participate as fully as possible in decisions which will affect it in the future.

As part of the role of Principal Employer, there would pass to TfL the following functions:

- i) Nomination on behalf of the employers of nine candidates for appointment (by the Trustee Board itself) as LRTPF Trustee Directors out of the total of 18 Directors.

(It should be noted that at least five of the nine would, according to the Fund Rules, have to be LRTPF members (contributing, deferred or retired); and two out of its nine nominees would have to accord with selections made by the private sector Participating Employers.)

- ii) Facilitation/operation of the LRTPF Employers' Group when it comes into being, according to the terms of that body's constitution.

The Board should note that the Principal Employer would take the Chair of the proposed Employer's Group. If TfL does not assume the role of Principal Employer simultaneously with the implementation of the restructuring of the LRTPF then LRT will take the lead in the Employer's Group until the transfer referred to above.

2.4. TfL as Owner of the LRTPF Trustee Company Limited

The LRTPF Trustee Company is currently a wholly owned subsidiary of LRT. Its ownership would prospectively pass to TfL as part of the statutory transfer arrangements referred to above.

This Trustee Company presently has two roles only:

- i) to act as Trustee of LRTPF;
- ii) to act as Trustee of the LT Staff Welfare Fund.

The appointment (by the Principal Employer) of a body to undertake the role of Trustee is a necessary feature of an exempt approved occupational pension arrangement. While this predicates no particular terms or conditions with regard to the ownership of the Trustee body itself (which could in other circumstances be comprised of a set of individuals), there would seem no

particular purpose, in this instance, to depart from the established position of a corporate body wholly owned by the Principal Employer.

The ownership of the corporate trustee is not an issue in relation to the decision to become Principal Employer.

2.5. **TfL as Provider of Administration Services for the LRTPF**

LRT has a Pensions Department which is engaged primarily on behalf of the LRTPF Trustee in the provision of a full range of in-house administrative services to support the running of LRTPF. It does so under the terms of an Administration Agreement between LRT and the Trustee which describes the duties and responsibilities to be undertaken, the powers under the Trust Deed and Rules that are delegated to the Administrator, and the standards to which the services are required to be provided. The Trustee meets the cost of such services by way of an allowance for this purpose within the Participating Employers' contribution rates.

LRT's current responsibilities under the Administration Agreement, and the employment of the people engaged to fulfil them will pass to TfL as a matter of course under the statutory transfer arrangement. Organisationally, TfL could choose to allocate these functions to another employer within its control or to an external provider. However, advice received has indicated that the related VAT recovery arrangements could be simplified by virtue of the Principal Employer and Administrator being one and the same.

TfL would have the choice as to whether it wished to be a provider of such services, and could give the Trustees notice (no less than 12 months) if it decided to discontinue the in-house function. Correspondingly, the Trustee has the option to give notice (no less than six months) that it would wish to purchase administrative services elsewhere. In practice, the economies of scale available in relation to a scheme of this size should continue to mean that in-house administration remains the most financially efficient option from both viewpoints.

3. **RECOMMENDATIONS**

The Board is asked to:

- i) decide in principle to enter into a new Deed of Participation in the LRTPF which will come into effect from the date of the re-structuring of the LRTPF (currently planned for 1 April 2001) so as to enable it to participate fully in the new non-associated structure;
- ii) give Robert Kiley, Commissioner for Transport, authority to agree the terms of the new Deed of Participation on behalf of TfL;
- iii) confirm it wishes to assume the role of Principal Employer of the LRTPF in succession to LRT by the time of the transfer of the remainder of LRT's undertaking to TfL;

- iv) note that from the date of the implementation of the new structure that TfL should participate as fully as possible in all LRTPF decisions which will impact upon TfL and its subsidiaries in the future, in preparation for its future role as Principal Employer and that TfL should make a representation to LRT that it may be consulted about and involved in these matters;
- v) authorise Robert Kiley, Commissioner for Transport to nominate TfL's representative on the Employer's Group.

Commissioner for Transport

LRT PENSION FUND - FUTURE DEVELOPMENT

1. Background

- LRTPF is a 1/60ths x final salary pension scheme that, since 1989, has been the occupational pension arrangement available to permanent employees throughout the LT business.
- Total membership is 78,400, made up of 17,700 contributors (approximately 1,500 of whom are presently employed within the TFL family), 19,400 deferred pensioners and 41,300 pensioners. Assets as at 31 March 2000 were £3.8 billion.
- On announcing, in March 1998, the intended establishment of TFL and of the PPP for the Underground infrastructure, the Deputy Prime Minister (DPM) gave assurances to LT employees that they would be able to continue as contributors to LRTPF. Provisions under the GLA Act have further protected that right for employees transferring to the private sector, both under the PPP, and under certain PFI contracts completed since March 1998. So long as their employment is continuous, and they remain in work covered by the statutory definition of “London underground railway industry”, they will have the right to contribute to LRTPF: if their employment is continuous, but they are moved permanently to other work, their right will be to an alternative scheme which is “overall materially at least as good”.
- Enabling LRTPF to fulfil these arrangements will necessitate it becoming a scheme for non-associated employers. The consequent segregation of finances between participating employers (especially between public and private sector) was a pre-requisite for Government endorsement in any event. Additionally, statutory LRTPF membership rights for individuals must apply whether or not their employers would qualify to participate under the existing structure
- Secondary legislation under the GLA Act is due to come into force during January 2001:
 - i) to implement statutory protection of pension rights;
 - ii) to amend the objects of LRTPF, so that it can become a scheme for non-associated employers.

2. New LRTPF Structure

- To be effective from 1 April 2001.
- LRTPF will retain common governance, with a single Trustee Board (18 Directors, 9 employer nominees, 9 by/on behalf of members), single Trust Deed/Rules, and a pooled fund of invested assets.
- There will be a segregated financial structure, comprising: -
 - a single section for all public sector employers, to include all existing pensioners and deferred pensioners (i.e. around 90% of the total scheme membership liabilities);

- individual sections for private sector employers (around 5,500 contributing members);
- In general, entry to LRTPF has been automatic for new permanent employees (unless they opt out): this would prospectively continue for the fully ex-LT public sector employers (i.e. LUL, LBSL etc.). Future application for new employees of TFL is for determination by TFL. Private sector employers will have the option to admit new employees, provided they are engaged in work covered by the statutory definition of “London underground railway industry”.
- Funding will be allocated between sections according to liabilities, with pooled assets unitised to allow bond/equity splits according to sections’ liability profiles.
- To aid financial efficiency of the new structure, there are intended to be arrangements:
 - for pooling any financial strain from in-service risk benefits (death/ill-health);
 - to allow Trustees to ‘buy-out’ through the public sector section deferred or immediate pensions earned in the private sector sections (where justified for better management of investments).
- Members who move between sections will have continuity of pensionable service - as of right where statutorily protected, otherwise with employer agreement.
- LRTPF Rule amendments will be agreed between LRT and the Trustee Board in advance of April 2001 to give effect to such changes.
- Formal Inland Revenue approval remains pending.

3. **Principal/Participating Employers**

- LRT has been Principal Employer since inception of LRTPF, and single shareholder of LRTPF Trustee Company. LRT also provides LRTPF with administration services under an agreement with the Trustee.
- Present Participating Employers in LRTPF are:
 - LRT
 - * TFL
 - * Transport Trading Limited
 - * London Bus Services Limited
 - * London Buses Limited
 - London Underground Limited
 - London River Services Limited
 - Victoria Coach Station Limited
 - * Infracos BCV, JNP and SSR Limited (PPP)
 - * Seeboard Powerlink Limited (Power PFI)
 - * Cubic Transportation Systems Limited (Prestige PFI)
 - * Electronic Data Systems Limited (Prestige PFI)
 - * Racal Transportation Systems Limited (Connect PFI)

* covered by Interim Deeds.

To come is the employer for the London Underground Property Partnership.

- All (except LUL and VCS) participate under 'interim' Deeds, pending confirmation of the new structure. Forms of the long-term Deed of Participation for different categories of employer (TFL, other Public Sector, Infracos, PFI Contractors) are pending approval by LRT and Trustee Boards.
- As is common in multi-employer schemes, the Deeds say that the Principal Employer is authorised by all other participants to act on their behalf in matters requiring Trustee/employer agreement/consultation under Pensions Act 1995, i.e.:
 - appointment of member-nominated Trustees;
 - content of Statement of Investment Principles;
 - drawing up schedule of employers' contributions.
- The newly established LRTPF Employers' Group will ensure that interests and concerns of Participating Employers generally are properly reflected, as appropriate, by agreement, consultation, or information. Deeds of Participation will oblige the Principal Employer to exercise powers in accordance with constitutional decisions of the Employers' Group.
- Private sector participants will select 2 out of 9 employer nominees for the Trustee Board.
- Participating Employers generally will be asked to execute new long-term Deeds of Participation early in 2001. That for TFL would be superseded as and when it became Principal Employer.

4. Employer Contributions

- Under the Rules of LRTPF, the Principal Employer determines all employer contribution rates (expressed as multiple of 5% member contribution rate), based on advice of Scheme Actuary following formal (normally three-yearly) valuations. The Rules state minimum employer contribution multiples (reflecting certain differences in benefits for entrants on or before 1 April 1989 and those joining later) as follows:
 - x 2.33 for pre-1989 entrants;
 - x 2.10 for post-1989 entrants.
- Contribution rates to apply under the new structure from 1 April 2001 are for determination by LRT based on the latest LRTPF valuation as at 31 March 2000. In future, sections will be valued separately by the Actuary and advised contribution rates assessed accordingly.

TRANSPORT FOR LONDON

BOARD PAPER

SUBJECT : CHAIR'S ACTIONS FOR ENDORSEMENT

MEETING DATE : 23rd JANUARY 2001

1. INTRODUCTION

Under the Standing Orders, the Chair of the Management Board has the power to take actions, subject to endorsement by the Board.

2. BACKGROUND

Since the Board meeting on 5th December 2000, the Chair has taken the following actions:

Date	Action	Taken By
7 December	Grant of new rights of way to London Electricity Sub-Station at the Public Carriage Office, 15 Penton Street, London N1	D. Wetzel
7 December	Chair's Action: Deed of Variation of rights of way at 15 Penton Street, London N1	D. Wetzel
21 December	Lease of kiosk at Canada Water Bus Station	D. Wetzel
22 December	Advance payment of compulsory purchase compensation Payable to London and Continental Railways	D. Wetzel

3. RECOMMENDATIONS

The Board is asked to endorse the Chair's actions listed above.

Michael Swiggs
Director, Corporate Services

TRANSPORT *for* LONDON

BOARD PAPER

SUBJECT: Appointment of Robert Kiley and Peter Hendy as directors of Transport Trading Limited

MEETING DATE: 23 January 2001

1. BACKGROUND

- 1.1 TFL recently appointed Robert Kiley as Commissioner of Transport for London and Peter Hendy as Managing Director of London Bus Services Limited.
- 1.2 Transport Trading Limited (TTL) is the trading subsidiary of TFL.
- 1.3 Article 3 of the Articles of Association of TTL allows the Majority Shareholder of TTL to appoint any person as director by notice in writing delivered on those companies at its registered office. TFL is the Majority Shareholder of TTL.
- 1.4 It is recommended that Robert Kiley and Peter Hendy be appointed as directors of TTL.

2. RECOMMENDATIONS

- 2.1 The Board is asked to approve the appointments of Robert Kiley and Peter Hendy as directors of TTL with immediate effect by means of the attached notice signed on its behalf by the Vice-Chair of the Board of TFL.
- 2.2 The Board is asked to note the resignation of Dick Hallè as a director of TTL with immediate effect.

Michael Swiggs
Director of Corporate Services

NOTICE OF APPOINTMENT OF DIRECTORS AND EXECUTIVE OFFICER

To: The Directors
Transport Trading Limited
Windsor House
42-50 Victoria Street
London, SW1H 0TL

Dear Sirs

APPOINTMENT OF DIRECTORS AND EXECUTIVE OFFICER

As Majority Shareholder we hereby exercise our power, pursuant to Article 3 of the Articles of Association of Transport Trading Limited (TTL) to appoint Robert Kiley and Peter Hendy as directors of TTL with immediate effect.

Yours faithfully

Vice-Chair
for and on behalf of Transport *for* London

Date: 23 January 2001