

TRANSPORT FOR LONDON

PLANNING AND CORPORATE PANEL

**SUBJECT: CORPORATE DIRECTORS' REPORT**

**DATE: 19 MARCH 2009**

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**1 PURPOSE**

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

**2 PERFORMANCE**

- 2.1 **Stonewall – The Workplace Equality Index:** Stonewall, Britain's leading gay equalities organisation, rated TfL fifth in the top 100 employers for lesbian, gay, bisexual and transgendered staff. This is an improvement of one place compared to last year.
- 2.2 **Adverse Weather Conditions:** The severe impact of the heavy snow on 2 February was particularly apparent on the Greater London minor road network and the Local Authority Co-ordination Centre (designed to enhance communication between local authorities during major incidents) was utilised to increase the effectiveness of procurement and distribution of salt stocks, which in turn assisted the recovery process. TfL has taken part in reviews of the impact of the adverse weather and will incorporate any 'lessons learned' in the contingency plans structure. The work with other agencies includes the utilisation of the London Resilience Partnership, to ensure that adverse weather planning is co-ordinated where appropriate.
- 2.3 The most snow fall in 18 years meant that it was vital for our website to continue to provide accurate, real-time information to customers, the media and other stakeholders. A record 2.5m visitors accessed 18m pages of travel information and our servers remained robust whilst the websites of others, notably the train operating companies, struggled with the additional volume. We conducted over 40 media interviews to offer customer travel advice and to explain the reasons for the disruption. We have revised our communications response to the adverse weather as part of TfL's wider "lessons learned" exercise.
- 2.4 **Travel Information Call Centre:** This provides a telephone helpline for travel advice and is a vital element in helping customers deal with planned and unplanned disruptions to the transport system, and which supplements our on-line services. The number of calls received during the period was in excess of 281,000 and which is 12.8 per cent higher than period 12 in 2008. The adverse weather conditions saw a marked increase in call volumes with 29,000 more enquiries than forecast.

Our key target is to keep the abandoned call rate below 10 per cent of all calls. In period 12, 6.0 per cent of calls were abandoned The year to date average is 7.9 per cent.

2.5 **Oyster Helpline:** This call centre is the customer support operation behind the Oystercard. It deals with complaints, refunds and other queries from our customers. The number of calls received (80,788) was 12 per cent higher than the same period last year. 10.6 per cent of total calls were abandoned against our 10 per cent SLA target. The year-to-date average abandoned call rate is 9.6 per cent, remains within target. Almost 71,000 calls were answered in the period, which was 7.7 per cent less than period 11 though 18.1 per cent more than the same period last year.

### 3 STRATEGY

- 3.1 **Crossrail Isle of Dogs Station:** On 23 December CRL and DfT signed a development agreement with Canary Wharf Group (CWG) for the construction of the Isle of Dogs Crossrail station. TfL will guarantee CRL's payment obligations and has agreed to run a minimum level of Crossrail services to/from the station. CWG is designing and building the station for a fixed price of £500 million and is making a contribution of £150 million towards its construction. CRL is obliged to purchase the completed station from CWG by 1 April 2019 or to enter an arrangement to lease the station from CWG by the same date.
- 3.2 **2009 Fares Revision:** From 2 January, the 2009 fares revision was an overall increase of RPI plus one per cent. Three main changes were made to the fare structure - the introduction of off-peak LU and DLR fares, 24 hour Freedom Pass acceptance and the reintroduction of the bus and tram discount scheme for Londoners on Income Support. The revision was successfully implemented. There was only one issue on bus fare capping, where the cap was not being applied correctly where an out-county journey was being made. A solution to the problem was tested on 8 January and implemented network-wide from 10 January. Around 2,000 - 3,000 customers per day were affected.
- 3.3 **Prestige:** The Future Ticketing Agreement for the provision of ticketing services from 2010 to 2013 has now been signed. The procurement and contracting structures for 2013 onwards are being looked at with the focus on successor technologies to Oyster.
- 3.4 **Way to Go Consultation:** Planning has analysed the responses from the consultation on the Way to Go document. 260 responses were received of which 107 were from stakeholders, 138 from members of the public and 15 from businesses. A draft summary report to the Mayor is being prepared and discussed with colleagues across TfL. A further document is being produced which cross references responses from 50 key stakeholders with the emerging Mayor's Transport Strategy, in order to show whether and how their suggestions have been or may be taken forward.
- 3.5 **London Regional Transport Programme:** As part of a programme to enhance engagement with boroughs and develop plans reflecting MTS aspirations at a London regional level and to provide a framework for local planning and implementation, Planning has established a series of sub-regional studies and working groups. During January and February 2009, TfL has been working with the boroughs and regional partnerships to agree the high level challenges and strategic transport geography for each sub-region and discuss potential interventions. The outcome from these discussions will inform the draft Mayor's Transport Strategy. A London Regional Programme Board has been established and includes directors from across TfL, the LDA and GLA.

- 3.6 **Congestion Charging and Western Extension Zone:** Following the outcome of the informal consultation on the future of the Western Extension, work is underway to progress the statutory processes that are necessary if WEZ is to be removed. The first step is to reflect the proposal in the new Mayor's Transport Strategy. There is a particular focus on mitigation measures, and work is continuing to ensure that potential implications in terms of traffic, emissions and finances are understood and, as far as possible, can be addressed in the overall context of transport in London.
- 3.7 **Congestion Charging Variation Order 2009:** This has been drafted by TfL and public consultation has been undertaken. Currently the report on the consultation and confirmation documents are being prepared for the Mayor's consideration. The variation will remove certain administration fees on residents who make changes to their vehicle or who hire a vehicle on a per day or per hour basis. This order will also remove self-service payment machines as they are too costly to maintain or replace.
- 3.8 **Borough Engagement - Local Implementation Plan (LIP) Reforms Seminar:** On 16 January TfL held a seminar on the reform of the LIPs process. This was attended by over 100 borough officers and all boroughs were represented. The seminar included presentations from the GLA, LoTAG, London Councils and TfL. Following this seminar, TfL has consulted with boroughs and Partnerships regarding the future LIPs funding formula. A report on the results of the consultation has been shared with boroughs and London Councils and will be considered at the London Councils' Transport and Environment Committee (TEC) on 18 March. It is anticipated that a decision will be made on formula based funding and the issuing of guidelines for LIPs funding in 2010/11 in April 2009.
- 3.9 **Exhibition Road:** On 16 January 2009, the Mayor announced that he has asked TfL to contribute an additional £10 million to the costs of the improvements being planned to Exhibition Road. The Exhibition Road shared space scheme is intended to radically transform one of London's key visitor attractions into a high quality, user-friendly space. TfL's contribution is on top of the £3.3m allocated through the Local Implementation Plan process and this will enable work to start on the scheme with a view to completion by the end of 2011 – well ahead of the London 2012 Olympic and Paralympic Games.
- 3.10 **Informing our stakeholders:** TfL's range of travel information services has been made more readily accessible to help customers plan their journeys and avoid disruption. Services include journey planning, delivery of regular email and mobile telephone updates, and tools that can be added to websites, iGoogle, blogs and Netvibes pages. Services are delivered via TfL's own website and also widely syndicated via the BBC, commercial broadcasters and publications such as Time Out and Metro. Further services are in development, including services relating to road works.
- 3.11 **Travel Tools:** The launch of online Travel Tools campaign has resulted in a significant increase in the use of the Tools. The Text Journey Planner, which allows customers to plan journeys on the move via their mobile phone, increased from around 8,500 in November to more than 11,000 in January. In January a new tool was added to display traffic information on a Google map received more than 130,000 visits in the first four weeks. Mobile Tube Map downloads have increased to over 7,000 a month.

- 3.12 **Recycled paper campaign:** TfL has launched a new campaign supported by all of the main freesheet newspapers urging passengers to take their papers with them at the end of their journey and recycle them at work, at home, or in one of the recycling bins outside stations. Around 1.6 million free newspapers are given out in London every weekday, with many of them left behind by passengers on the Tube network. TfL is working in partnership with London Lite, thelondonpaper, Metro and City A.M. on the campaign, with these newspapers agreeing to provide free advertising space worth around £400,000 for the campaign.
- 3.13 **North Greenwich:** TfL is leasing a major new building at Pier Walk, North Greenwich and many of its service functions (IM, HR, Financial Services) will be moving there in 2009. On 23 December 2008, the option to lease the remaining two top floors at Pier Walk was exercised and completed. Group Property and Facilities negotiated a further rent free incentive and an enhancement to the developer's contribution, the value of these additional benefits totalling £1.3m.
- 3.14 **Tottenham Court Road:** The properties that were compulsory purchased last year to upgrade Tottenham Court Road station for Crossrail were secured in January 2009. As a result, compensation negotiations are now in progress.
- 3.15 **Victoria: Land Securities Development:** On 5 February, Westminster City Council (WCC) resolved to grant planning permission for the Land Securities (LS) development at Victoria. The application will now be referred to the Mayor.
- 3.16 **Stansted Airport Inquiry:** The inquiry was due to start on 15 April 2009 but has now been delayed pending the publication of the Competition Commission's Final Report on Airports which is due at the end of March .
- 3.17 The internal Stansted Inquiry Management Group - including representatives from LU, London Rail, Legal and Planning – agree that TfL should approach the inquiry as an investment decision. LU estimate that approximately £30m would be required to upgrade Tottenham Hale Station and step free access at Liverpool Street Station is also a priority. TfL is seeking to ensure that appropriate capacity is provided along the West Anglia Main Line (WAML) by National Rail, with the expansion of Stansted dependent on securing a WAML upgrade.
- 3.18 **Pandemic Flu Exercise:** A TfL wide pandemic 'flu exercise was held in February 2009. The objectives of the exercise were to explore and better understand the potential impact of a 'flu pandemic on TfL and to improve TfL's preparedness by providing an opportunity to review, test and update modal plans for managing a pandemic 'flu threat. The exercise took place over three consecutive weeks with each week representing a different phase of the development of a pandemic in London. All operating modes and the Corporate directorates took part. During the exercise there were twice weekly meetings of a comprehensive TfL Gold Group and each mode and the corporate directorates held internal weekly meetings. Feedback from participants has been positive and a report on the exercise is in preparation.

## 4 RECOMMENDATION

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

## 5 CONTACT

- 5.1 Contact: Steve Allen, Managing Director, Finance.  
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**Appendix to Corporate MD report to Planning and Corporate Panel**

KPIs across Corporate areas

Corporate Area	Indicator	Unit	2007/08 Result	2008/09 Target	Q1 Result	Q2 Result	Q3 Result	2008/9 Year End Forecast
<b>Finance (and Group Services)</b>	Implement Board approved TfL borrowing strategy with a target interest rate paid on borrowing of Gilts + 25bps	%	Gilts+16bps	Gilts + 25bps	Gilts+16bps	Gilts+16bps	Gilts+16bps	Gilts+19bps
	% of undisputed invoices paid within supplier terms	%	90.6	90	91.4	91.3	91.5	91
	% of Severity 1 and 2 incidents resolved within SLA	%	95	90	87	89.6	95.1	90
	Maintain LU ticketing system availability at a minimum of 98%	%	N/A	98	99	99	99	98
	HR Services: Customer Satisfaction %	%	64.1	70	N/A	69.3	75.5	72
	Group Facilities: cost per workstation (leasehold)	£	6674	7277	N/A	N/A	6462	6462
	Group Facilities: Reduction in CO2 emissions from base year in line with Mayor's Climate Action Plan targets (HO portfolio)	tonnes	N/A	21506	4989	9038	13650	21506
	Group Procurement: Increase spend with diverse suppliers	£m	185	180	67.3	65.2	92.5	150
<b>Marketing and Communications</b>	Travel Information Call Centre (TICC) - call abandoned (YTD average)	%	7.2	10.0	9.0	9.6	9.0	10.0
	Oyster Help Line (OHL) - calls abandoned (YTD average)	%	15.1	10.0	7.4	9.0	9.2	10.0
	% of total media coverage that is balanced / positive for TfL (YTD average)	%	75.2	70.0	86.0	85.6	86.6	82.5
<b>Planning</b>	% referred planning applications responded to within four weeks of receipt	%	35	50	87	71	84	84
	% Local Area Agreements responded to within four weeks of receipt	%	N/A	100	100	100	100	100
	Number of high level supported Commissioner / CO meetings / visits to the Boroughs (cumulative)	#	N/A	40	15	15	35	40
<b>General Counsel</b>	Corporate Governance: Provide a framework to ensure that subject access requests are processed by the business within statutory deadlines	%	N/A	90	98	93	93	94
	Audit: At least 90% of final audit reports identified in the Audit Plan issued within 3 months of the issue of the interim audit report or 5 working days following completion of last agreed action by management whichever is the later.	%	93.2	90	90	86.8	89.5	90