

## Door-to-door transport services report

June 2010





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\*This is the 2010/11 membership of the Transport Committee. The Transport Committee undertook its investigation on door-to-door transport in late 2009/10 when Jennette Arnold was a member of the Committee.

The Transport Committee agreed the following terms of reference for its investigation on 6 January 2010:

- To consider the recent performance of door-to-door transport services particularly Dial-a-Ride;
- To examine the recent proposals for door-to-door transport services to see if these will address the issues faced by users of the services; and
- In light of the findings, to make recommendations to the Mayor, Transport for London and London Councils as appropriate for any further action to take to help improve door-to-door transport services

The Committee would welcome feedback on this report. For further information contact Richard Berry on 020 7983 4199 or [richard.berry@london.gov.uk](mailto:richard.berry@london.gov.uk). For press enquiries contact Dana Gavin on 020 7983 4603 or [dana.gavin@london.gov.uk](mailto:dana.gavin@london.gov.uk).



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# Foreword

Door-to-door transport is a vital service for many Londoners with reduced mobility.

Whilst many people use the Tube, bus and other public transport to make their daily journeys, for over half a million Londoners with reduced mobility such transport can be inaccessible. For many of them, door-to-door transport is a life-line.

The Transport Committee has been keen to ensure users of door-to-door transport are receiving a first-class service.

In 2009, in response to many complaints from users of TfL's main door-to-door service, Dial-a-Ride, we investigated its performance and found a number of areas of concern. In early 2010, we returned to this matter. We wanted to see what progress had been made in improving Dial-a-Ride. We also wanted to find out more about a new strategic review into the future of door-to-door transport in the capital led by London Councils.



Whilst the performance of Dial-a-Ride has improved slightly over the last year, this service is still performing at a lower level than eight years ago. Users of Dial-a-Ride are receiving a poorer service than they have in the past. This is unacceptable. In 2001/02, TfL provided 1.26 million Dial-a-Ride journeys per year; in 2009/10, it provided 1.25 million journeys compared to TfL's own target of 1.4 million. Such below target performance comes despite TfL increasing funding for Dial-a-Ride and taking action to try to improve performance.

Drawing on information Dial-a-Ride users have provided to us, it is clear further steps need to be taken by TfL to enhance the service. In particular, there should be improvements to its availability, efficiency, booking process and consultation with users. We have heard of a number of actions that could be taken including TfL co-ordinating the delivery of Dial-a-Ride with services provided by local community transport providers. This has potential to increase the number of journeys provided and ensure a more consistent level of service across all parts of London.

The Mayor and TfL should not wait for the outcome of London Councils' review into the future of door-to-door services before seeking to improve Dial-a-Ride further. This review could take time to realise improvements. In the meantime, demand for door-to-door transport is growing and the Mayor has a duty to ensure there are transport services which meet the needs of all Londoners.

I would like to take this opportunity to thank everyone who has contributed to our investigation including the users of Dial-a-Ride. I hope that the Mayor and TfL will now consider this report and take action to improve Dial-a-Ride to ensure its users receive a first-class service.

**Caroline Pidgeon AM, Deputy Chair, Transport Committee**



# Executive summary

In this report, the Committee has sought to answer two key questions:

- Has the performance of Dial-a-Ride improved?
- What is the future for Dial-a-Ride and other door-to-door transport services?

Half a million Londoners have a disability or health problem that makes it very difficult for them to use mainstream public transport. To get around, many people rely on door-to-door transport services. There are many types of door-to-door service, including Dial-a-Ride, Taxicard and NHS Patient Transport, most of which are funded in whole or part by the public sector.

Transport for London (TfL) funds several door-to-door services. Dial-a-Ride is a service that is both funded and directly provided by TfL. It provides a fleet of vehicles for 50,000 members, free of charge.

The Transport Committee has received complaints from Dial-a-Ride members over a long period of time. In early 2009 we undertook an initial investigation, surveying Dial-a-Ride members and holding a public meeting with TfL, representatives of other organisations such as Transport for All, and users of Dial-a-Ride. We subsequently wrote to the Mayor outlining the concerns that had been raised.

A year later the Committee returned to the issue, to investigate whether TfL had taken steps in response to our concerns and whether the performance of Dial-a-Ride had improved. We conducted another survey and met again with TfL, representatives of other organisations and users of Dial-a-Ride to discuss progress. We are grateful to everyone who has contributed to our work in 2009 and 2010 including many users of Dial-a-Ride who completed our surveys and attended our meetings to share their views and experiences.

In addition to examining Dial-a-Ride performance issues, we also considered work now taking place into the future of door-to-door transport in London. A strategic review of the capital's different door-to-door transport services is being undertaken by London Councils in partnership with TfL and other organisations. The outcomes of this review may effect how Dial-a-Ride is delivered in the future.

## **Has the performance of Dial-a-Ride improved?**

The Committee has found that TfL has made some progress in improving Dial-a-Ride since 2009 but the service is still poorer than it

has been in the past. The number of Dial-a-Ride journeys provided in 2009/10 was lower than in 2001/2. There remain some areas of significant concern. The table below summarises the Committee's findings about Dial-a-Ride in 2009 and 2010.

**Table 1: Summary of Dial-a-Ride performance issues**

The Committee's findings in 2009	The Committee's findings in 2010
<b>1 Availability (progress made in the past two years, but still below target performance)</b>	
The provision of Dial-a-Ride journeys was significantly below target. 74 per cent of respondents to the Committee's survey said Dial-a-Ride had been unable to accommodate a recent journey request.	More Dial-a-Ride journeys delivered in 2009/10, although performance remained below target. The number of survey respondents saying they had been denied a journey request fell to 60 per cent.
<b>2 Efficiency (recent improvement, which needs to be sustained)</b>	
The cost per Dial-a-Ride trip had risen from £14.21 in 2001/02 to £26.14 in 2008/09 showing the service was less cost-efficient, with increased spending and staffing levels but fewer trips provided. Users told the Committee that several buses were often used to transport individual passengers to one event.	The cost per Dial-a-Ride trip fell in 2009/10 to £24, although this remains higher than for trips provided by some other door-to-door transport providers. There is continuing evidence of inefficient practices such as several buses being used to transport individual passengers to the same event.
<b>3 Flexibility (steps taken to address problems, with evidence of improvement)</b>	
Some concerns that the new computer booking system was flawed leading to requests for Dial-a-Ride journeys being denied that could have been provided. Furthermore, over-reliance on the system meant human judgement and local knowledge had been removed and the Dial-a-Ride service was more rigid.	TfL has taken steps recently to correct the computer problems, and introduced geographic scheduling teams to increase the role of local knowledge in the provision of Dial-a-Ride journeys. With more journeys provided these steps appear to have been beneficial.
<b>4 Punctuality (evidence of improvement)</b>	
65 per cent of respondents to the Committee's survey had experienced Dial-a-Ride buses arriving significantly late, with many saying this occurred often.	Punctuality appears to have improved, with only 43 per cent of survey respondents saying they had experienced buses arriving significantly late.
<b>5 Booking process (steps taken to address problems, with impact still unknown)</b>	
Two-thirds of respondents to the Committee's survey said they had waited longer than ten minutes for a telephone call to be answered. TfL reported less than half the calls were answered at the first attempt.	No improvement in survey respondents' experience of waiting times, or the likelihood of a call being answered at the first attempt. However TfL has introduced some changes which may improve this.
<b>6 User satisfaction (no evidence of change)</b>	
TfL's official survey of Dial-a-Ride users registered high satisfaction levels which did not correlate with the Committee's survey findings or complaints received.	TfL's survey has not been modified, and concerns remain that the survey may be targeting users more likely to be satisfied with Dial-a-Ride.
<b>7 User consultation (recent changes introduced, with impact still unknown)</b>	
There was insufficient user consultation. Local Area Panel meetings had been reduced in frequency to twice a year. Concerns about a lack of consultation with users on the new Dial-a-Ride bus design.	Local Area Panel meetings are still held only twice a year. Furthermore, the meetings are now much larger, covering up to seven boroughs at once which could lose borough links.

The Committee has identified four main issues in relation to Dial-a-Ride that require attention: availability, efficiency, the booking process and user consultation.

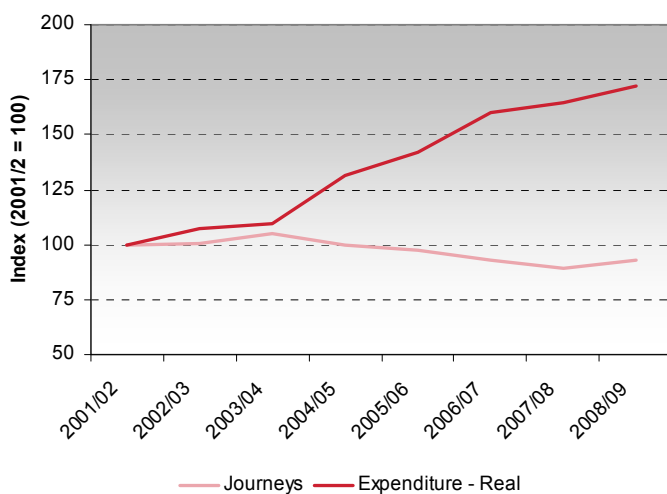
### Availability

In the past two years, TfL has increased the number of Dial-a-Ride journeys provided and reduced the number of journey requests refused. However, the Dial-a-Ride service is still providing fewer journeys now than it did in 2001/02, and remains significantly below target in its performance. There is also variation in availability of its service between boroughs. Recently, TfL has taken steps to make more journeys available by releasing spare capacity and correcting faults in the computer booking system. These should lead to further improvements, but to alleviate users' concerns about availability there is still a need for TfL to set out more clearly what they should be able to expect of the service. There is scope to improve the Dial-a-Ride customer charter accordingly.

### Efficiency

The Dial-a-Ride service has become much less efficient in recent years. There has been a large increase in operational expenditure in the past decade, with no commensurate increase in journeys, as shown in the graph below.<sup>1</sup> The cost per trip has increased significantly over

**Dial-a-Ride expenditure and passenger journeys (index)**



<sup>1</sup>It should be noted that before 2005 some costs incurred for Dial-a-Ride were apportioned centrally to TfL

this period, although in the past year it has started to fall. This progress could be built on if TfL examined potential efficiency measures such as satellite depots and more co-ordination with community transport service providers in relation to group bookings.

### *Booking process*

In this area, it appears that little progress has been made in the past year. Users are still experiencing long waiting times when calling the Dial-a-Ride booking service, and often make repeated attempts to get through. In the Committee's survey of users, this is the one area where no improvement in performance was registered. However, TfL has taken some steps recently to provide information on queuing times to callers and to introduce online bookings. These may improve the user experience, but their impact should be thoroughly reviewed.

### *User consultation*

The Committee remains concerned that the satisfaction survey TfL uses to gather the views of Dial-a-Ride users produces misleading results, mainly because only those who have travelled in the past week are surveyed. No changes have been made to the survey since we raised this issue. This should now happen. There have been changes to local consultation meetings that TfL has with Dial-a-Ride users, but with these Local Area Panel meetings now larger and less frequent it is not at all clear these will lead to better engagement with users.

### **What is the future for Dial-a-Ride?**

The Mayor is committed to the continuing provision of door-to-door transport services in London. However, there are long-term challenges that will need to be addressed. Demand for such services is increasing, but beyond the current target TfL has no plans to provide additional Dial-a-Ride journeys over the next seven years.

The potential integration of door-to-door services – which is being explored by London Councils in its current review – presents an opportunity to meet growing demand by co-ordinating provision and reducing replication. However, several reviews have taken place in the past without producing meaningful change, so it is important that there is a commitment to implement any recommendations.

There is a strong case for simplifying the way users of door-to-door transport services are assessed for eligibility, or how they arrange their door-to-door journeys. The most important principle for the review

should be that change is driven by the needs of users, rather than providers. To safeguard this, users should be able to share their views on any proposals emerging from the London Councils' review at the earliest opportunity.

# 1 Introduction

- 1.1 It has been estimated that there are at least half a million Londoners who are either disabled or have a health problem that makes it very difficult to use public transport.<sup>2</sup> Door-to-door transport services are designed to assist people with mobility impairments to travel.
- 1.2 Transport for London (TfL) directly provides a free door-to-door service, Dial-a-Ride, for 50,000 mobility impaired Londoners. In early 2009 the Transport Committee scrutinised the performance of Dial-a-Ride, in response to a high number of complaints received from service users about its performance. After an initial investigation the Committee wrote to the Mayor to express the concerns that had been raised.
- 1.3 A year on from that work, the Committee decided to return to the issue to examine how far the performance of Dial-a-Ride had improved and what more could be done to enhance the service. In Table 1 of the executive summary, there is an overview of the concerns we expressed last year, and what progress has since been made in addressing these.



The Committee's meeting with Dial-a-Ride users in March 2010

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<sup>2</sup> Mayor's Transport Strategy [previous version], Greater London Authority, July 2001

1.4 While this investigation has been ongoing, London Councils has been working with TfL and other partners on a strategic review of all door-to-door transport services.<sup>3</sup> The main services in London are:

- **Dial-a-Ride** – Free, London-wide fleet of vehicles funded and administered by TfL.
- **Taxicard** – London-wide service providing subsidised London taxis, jointly funded by TfL and London boroughs, and administered by London Councils.
- **Capital Call** – Service providing subsidised licensed private hire vehicles in 10 boroughs with a shortage of London taxis, to supplement Taxicard provision, funded and administered by TfL.
- **Community transport** – Local schemes providing vehicles for individual or group hire, administered by boroughs or charities, with various forms of funding.
- **NHS Patient Transport Service** – Free, non-emergency transport for patients to and from appointments, where there is a ‘medical need’, funded and administered by local NHS trusts
- **Social services transport** – Free transport to social services facilities and (for children with special needs) to schools, administered and funded by boroughs.

1.5 Although the Committee’s investigation has taken into account the context of the strategic review, we believed it was possible and useful to examine the performance of Dial-a-Ride and identify potential service improvements that could be implemented immediately. It is possible that it may take time before London Councils’ review results in changes to services. Nevertheless, we recognise it could lead to changes that benefit users and we look forward to its findings.

1.6 The Committee has gathered information from a variety of sources during this investigation. In 2009, the Committee conducted a survey of Dial-a-Ride users and held a public meeting, at which the Committee and an audience of users were able to question TfL about performance. In 2010 we repeated both of these exercises, conducting a follow-up survey and holding another public meeting. This allowed us to test whether there had been a change in user views over this period and examine TfL’s progress in dealing with the problems identified. We have also studied Dial-a-Ride performance

*“Many visually impaired people are older people and when they become blind they find it too difficult and too frightening to walk to a bus stop or a Tube and, without door-to-door transport, they are going to remain isolated at home.”*

Member of the audience at Transport Committee’s meeting on 2 March 2010

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<sup>3</sup> See *Door to Door Transport – Future Strategy*, Transport and Environment Committee, London Councils, 15 October 2009. Available at: [www.londoncouncils.gov.uk/committees/agenda.htm?pk\\_agenda\\_items=3620](http://www.londoncouncils.gov.uk/committees/agenda.htm?pk_agenda_items=3620)

- 1.7 TfL has engaged fully with the Committee and Dial-a-Ride users during this scrutiny work, discussing performance issues openly and providing all requested information. We believe there is a shared recognition that the service has been experiencing significant problems, and hope that the recommendations we have made in this report can help to address these.
- 1.8 The Committee will be working with TfL to encourage implementation of our recommendations. We will also be building on the findings of this work in a new investigation on accessible transport, which will consider what can be done to improve London's public transport network for people with reduced mobility. We plan to publish a report from this investigation in early 2011.<sup>4</sup>

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<sup>4</sup> More information can be found on the London Assembly website:  
<http://www.london.gov.uk/who-runs-london/the-london-assembly/investigations/accessibility>



## 2 Has the performance of Dial-a-Ride improved?

### Key points

- Dial-a-Ride has consistently failed to deliver its target number of journeys, although progress towards meeting the target has been made in the past year.
- Dial-a-Ride has become much less cost-efficient in recent years, although in the past year there has been a decrease in the average cost of Dial-a-Ride journeys.
- Dial-a-Ride's telephone booking service is a source of frustration for users, who can experience long waiting times and often make repeated calls when requesting a Dial-a-Ride journey.
- Dial-a-Ride registers very high satisfaction levels in its survey of service users, but this may not reflect the real experience of all Dial-a-Ride members.

- 2.1 The Committee has used a number of means to analyse the performance of Dial-a-Ride. TfL regularly publishes a range of information on measures such as the number of trips, refusal rates and call waiting times. TfL conducts satisfaction surveys among Dial-a-Ride members, and the Committee has also carried out two surveys of its own in early 2009 and early 2010 (see Appendix 2 for survey results). Finally, the Committee has heard directly from individual Dial-a-Ride users and groups that represent them, both through the public meetings we have held and written submissions (see Appendix 3 for details of these).
- 2.2 In compiling this report, the Committee's priority has been to investigate Dial-a-Ride's performance over the past year: specifically, to assess what improvements have been made to the service since the Committee's initial meeting with TfL in March 2009. Overall, the evidence suggests that there has been some improvement in the performance and efficiency of Dial-a-Ride in the past year, although significant concerns remain and need to be addressed. Based on the information gathered from TfL and Dial-a-Ride users, it appears there remain issues in relation to availability, efficiency, the booking process and user consultation.

## Availability

Identified problems	Potential solutions
<ul style="list-style-type: none"> <li>• 60 per cent of users reported they are sometimes denied journeys.</li> <li>• The provision of Dial-a-Ride journeys is below TfL's target, although it has increased.</li> <li>• The rate of journey refusals varies between areas of London.</li> </ul>	<ul style="list-style-type: none"> <li>• Steps have been taken to improve the Dial-a-Ride computer booking system, and proactively offer journeys to users where there is spare capacity.</li> <li>• TfL could state more clearly what service Dial-a-Ride users can expect.</li> <li>• Improving efficiency (see next section).</li> </ul>

### *Availability: identified problems*

- 2.3 The main complaint Dial-a-Ride users have made to the Committee is that they are often denied requests for journeys. Unlike Taxicard, which caps the number of journeys an individual user can take in a month, Dial-a-Ride does not formally ration service provision. Dial-a-Ride's Customer Charter states that the service will "do its best to satisfy all journey requests under five miles," noting that the service may have to, "decline a request for a journey when we do not have the resources available to provide it."<sup>5</sup> See Appendix 4 to read the Customer Charter in full.
- 2.4 TfL figures show that nine per cent of all journey requests were refused in 2009/10, down from 10 per cent the previous year.<sup>6</sup> This reflects the improvement noted in responses to the Committee's survey. In 2009, 74 per cent of respondents said Dial-a-Ride sometimes could not accommodate their request. This figure fell to 60 per cent in the 2010 survey.
- 2.5 In recent years, Dial-a-Ride has consistently failed to meet its targets for the number of passenger journeys the service provides. Table 2 overleaf shows the number of journeys delivered every year since 2001/02. Despite targets to increase the number of journeys, after 2003/04 the trend was for Dial-a-Ride journeys to fall year-on-year. In the past two years this trend has been reversed, with the number of journeys increasing in 2008/09 and 2009/10. However, Dial-a-Ride

<sup>5</sup> *London Dial-a-Ride Customer Charter*, Transport for London, 2010. As the average distance

<sup>6</sup> Written submission from Transport for London, April 2010, page 1. It is not the case that most refused journeys are over 5 miles: only 17 per cent of respondents to the TfL's survey of non-active users said they had a journey request declined because Dial-a-Ride could not take them to their destination. See Written submission from Transport for London, April 2010, Appendix G, page 17.

### **Case study 1 – Mr Daniels, Redbridge**

*Mr Daniels is completely blind. He normally uses Taxicard to get around, but because the number of Taxicard trips he can take is capped, he has tried to use Dial-a-Ride to supplement this. However, since he joined Dial-a-Ride several years ago, most of the journey requests he has made have been refused. It always takes a very long time to get through on the phone. He also finds it frustrating that he has to specify a return time when booking a journey because he is usually not sure what time he will need to return home. Recently, Mr Daniels obtained a volunteer work placement at a local radio station. The station said they could pay for some travel expenses but would prefer he travelled by Dial-a-Ride if possible. Mr Daniels has tried to book a Dial-a-Ride journey to go to the placement, but again his requests have been refused. He has not used Dial-a-Ride now for several months.*

has still not met its journey target, despite reducing the target to 1.4 million. The number of journeys provided in 2009/10 fell short of this target by around 150,000 journeys (11 per cent).

- 2.6 The proportion of all journey requests refused varies significantly between boroughs. Over one month in 2010, the proportion differed from three per cent in Barking & Dagenham and Tower Hamlets, to 10 per cent in Harrow, Islington and Kensington & Chelsea.<sup>7</sup> The Mayor has explained that the supply of other door-to-door services such as Taxicard in each borough affects the demand for Dial-a-Ride, and therefore the level of refusals.<sup>8</sup> Data on Dial-a-Ride journeys and refusals for all London boroughs is provided in Appendix 5.

#### *Availability: potential solutions*

- 2.7 TfL has explained that the below-target performance of Dial-a-Ride is largely due to problems associated with changes to the service. Dial-a-Ride was centralised from September 2005 onwards, with a new Management Control Centre (MCC) established and a new computer system (Trapeze) introduced to manage journey requests. The MCC provides a single call centre for users to contact Dial-a-Ride, and houses journey scheduling teams. Prior to the establishment of the MCC, local depots took calls directly from users and scheduled journeys.

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<sup>7</sup> Data for 10 January to 6 February 2010. Response to Caroline Pidgeon AM, Mayor's Question Time, 17 March 2010 [1067/2010]

<sup>8</sup> Response to Valerie Shawcross AM, Mayor's Question Time, 17 June 2009 [1646/2009]

**Table 2: Dial-a-Ride provision and costs**

Year	Passenger trips	Change on year
2001/02	1.26 million	
2002/03	1.27 million	0.8 per cent
2003/04	1.33 million	4.7 per cent
2004/05	1.26 million	– 5.2 per cent
2005/06	1.23 million	– 2.4 per cent
2006/07	1.17 million	– 4.9 per cent
2007/08	1.13 million	– 3.4 per cent
2008/09	1.17 million	3.5 per cent
2009/10	1.25 million	6.8 per cent

Sources: *Travel in London: Report 2*, Transport for London, 2010; Written submission from Transport for London, Appendix A, April 2010

- 2.8 In 2009, TfL told the Committee problems with the new computer system and working practices had caused some deterioration in performance. As David Brown, Managing Director of Surface Transport at TfL, acknowledged, “every time we migrate something [to the MCC] performance goes down.”<sup>9</sup> These problems also had the effect of delaying the migration process, thereby delaying the realisation of the efficiencies that centralisation was expected to produce. Some of the problems associated with the computer system are discussed further in the next section. In the Committee’s March 2010 meeting, TfL reported that issues with the computer system had now largely been dealt with.<sup>10</sup> Arguably, this is reflected in the recent increase in the number of journeys provided, the lower refusal rate and lower cost per trip.
- 2.9 The Committee has also heard from TfL about a number of other changes that have increased the number of Dial-a-Ride journeys

<sup>9</sup> Transcript of Transport Committee meeting, 10 March 2009, page 1-2. Minutes and transcripts of Committee meetings are available at [www.london.gov.uk/who-runs-london/the-london-assembly/committees/transport](http://www.london.gov.uk/who-runs-london/the-london-assembly/committees/transport) or from the London Assembly secretariat

<sup>10</sup> Transcript of Transport Committee meeting, 2 March 2010, page 7

provided. These include measures to proactively offer journeys to users when the service has spare capacity:

- TfL has contracted a private hire vehicle firm to provide some journeys that Dial-a-Ride could not otherwise accommodate, or when using a bus would be inefficient.
- A new waiting list system has been introduced, so people who are refused a journey can be placed on this list and may be offered the journey if another passenger cancels during the day.
- There has been proactive marketing of the service, specifically to increase the number of journeys at times when demand is low. For instance, clubs have been encouraged to time activities to correspond with periods when the Dial-a-Ride service has spare capacity.

2.10 One potential solution that may be suggested to increase availability is to put more resources into the Dial-a-Ride service. However, the funding of Dial-a-Ride by TfL has already increased significantly over recent years. Capital investments have been made in new vehicles and the Management Control Centre; Dial-a-Ride's operating expenditure rose from £18 million in 2001/02 to £31 million in 2008/09 (2008/09 prices), a real terms increase of 72 per cent.<sup>11</sup> Despite this investment from TfL, there has not been a corresponding increase in Dial-a-Ride journeys. This suggests that it is not necessarily additional resources that are required to ensure journey targets are met, but an effort to make the service more efficient. This issue is discussed in more detail in the next section.

### **Case study 2 – Mrs Redmond, Havering**

*Mrs Redmond's husband has dementia. When he was first diagnosed eight years ago Dial-a-Ride was a great help, getting Mr and Mrs Redmond to their local Age Concern meetings. Last year Mr Redmond had to go into a nursing home, and Mrs Redmond needed Dial-a-Ride to take her to visit him. They have been married for over 50 years, and Mrs Redmond wanted to be there for him when he needed her. Mrs Redmond asked Dial-a-Ride if she could have a regular booking for three trips to the nursing home every week. Unfortunately, they were only able to offer her one trip per week. She kept trying to get the extra journeys but eventually, finding it very difficult to contact Dial-a-Ride, she gave up. She decided to contact her local newspaper to tell them her story. The day before the article was due to appear in the newspaper, Dial-a-Ride contacted Mrs Redmond to say they could provide three trips per week to the nursing home.*

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<sup>11</sup> *Travel in London: Report 2*, Transport for London, 2009

- 2.11 Dial-a-Ride users are understandably disappointed when journey requests are denied. In some London boroughs the problem appears to be particularly severe. The total number of requests made for Dial-a-Ride journeys last year – including those which were accepted and those which were refused – was within TfL’s overall target for the number of journeys to be provided. We cannot, therefore, attribute the disappointment users have experienced to excessive demand.
- 2.12 The increase in the number of Dial-a-Ride journeys provided over the past year is encouraging. It is clear that positive steps have been taken to improve performance. However, the number of journeys still remains below target, even after the target was lowered. A further significant increase in journey provision is required next year. Additional resources to do this are not likely to be available. Instead, steps to increase efficiency – discussed in the next section – should be taken.
- 2.13 TfL should also consider how it communicates with Dial-a-Ride members, in terms of the way expectations of the service are managed. Fewer than one in ten of all journey requests are refused by Dial-a-Ride, but the Dial-a-Ride Customer Charter – which says the service will ‘do our best’ to meet all requests – does not set out in detail the standards users can expect of the service. In the crucial area of how many journeys can be provided, Dial-a-Ride should offer a much clearer statement of what is likely to be available to all users. This would not represent a binding agreement, but would give users a benchmark against which to judge the services they receive.

#### **Recommendation 1 – Customer Charter**

**The Mayor should ask Transport for London (TfL) to alter the Dial-a-Ride Customer Charter, after consultation with Dial-a-Ride users, by the end of 2010. The Charter should be modified to include more precise statements about the number of journeys Dial-a-Ride users should normally expect to receive over a given period of time, based on passenger demand and the level of resources available.**

## Efficiency

Identified problems	Potential solutions
<ul style="list-style-type: none"> <li>• Dial-a-Ride’s cost per trip had increased significantly year-on-year, before falling last year.</li> <li>• There is evidence of difficulty grouping passengers making similar journeys.</li> <li>• Dial-a-Ride buses carry no passengers at all 42 per cent of the time.</li> </ul>	<ul style="list-style-type: none"> <li>• Introducing local satellite depots so buses travel shorter distances.</li> <li>• Integrating Dial-a-Ride with community transport for group bookings.</li> <li>• Reviewing instances of several buses being used for one event.</li> </ul>

### *Efficiency: identified problems*

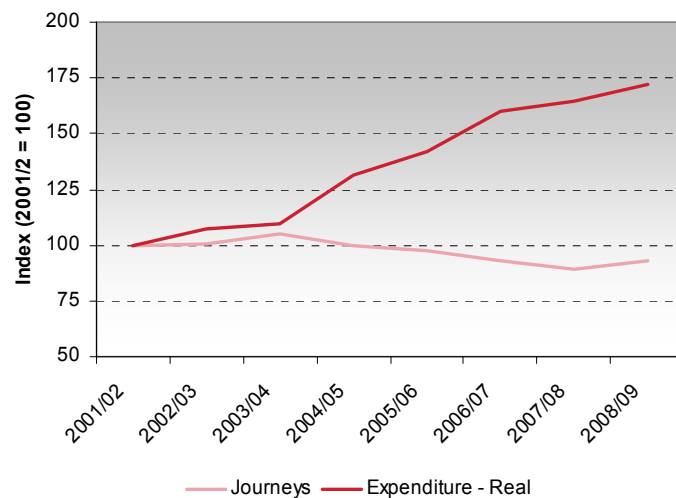
- 2.14 Dial-a-Ride has become much less efficient in recent years. While funding of the service has increased substantially, the cost per trip has increased from £14.21 in 2001/02 to £26.14 in 2008/09 (2008/09 prices), an increase of 84 per cent. Data for 2009/10 shows there has been a recent reduction in cost per trip, to £24.43.<sup>12</sup> Figure 1 below compares the proportional increase of the Dial-a-Ride budget with the number of passenger journeys, showing how these have diverged in recent years.
- 2.15 It should be noted that a range of factors may have contributed to the increase in cost per trip, some directly related to poor service performance but others less so. TfL has explained that before 2005, some of the costs incurred by the Dial-a-Ride service were apportioned centrally to TfL, rather than to the Dial-a-Ride service. Costs have also increased because of improved employment conditions for staff and higher expenditure on premises, despite steps taken to centralise the service. Furthermore, over recent years TfL has introduced smaller buses (for 4-8 passengers) into the Dial-a-Ride fleet, which tend to incur higher per-trip costs than the 15-passenger buses which were previously used more often.<sup>13</sup> However, these factors cannot fully explain the large rise in costs per trip.
- 2.16 Dial-a-Ride’s performance in this area compares poorly with Taxicard, another door-to-door service partly funded by TfL. In 2008/09, the

<sup>12</sup> Written submission from Transport for London, April 2010, page 3. Copies of the written submissions received by the Committee are available on our website at [www.london.gov.uk/who-runs-london/the-london-assembly/publications/transport](http://www.london.gov.uk/who-runs-london/the-london-assembly/publications/transport)

<sup>13</sup> Written submission from Transport for London, April 2010, page 3

cost per trip of Taxicard was £10.23 (including the user contribution).<sup>14</sup> The lower running costs of Taxicard are achieved despite the fact it provides an individual-based service, while Dial-a-Ride provides a bus-based service.

**Figure 1: Dial-a-Ride expenditure and passenger journeys (index)<sup>15</sup>**



Source: *Travel in London: Report 2*, Transport for London, 2009

2.17 As well as the cost per trip data, figures on vehicle occupancy reveal evidence of inefficiency. Although Dial-a-Ride is designed as a multi-occupancy, bus-based service, around a third of all Dial-a-Ride journeys are single occupancy.<sup>16</sup>

2.18 A prominent complaint from users is that Dial-a-Ride does not perform well at grouping together passengers from the same area who are undertaking similar journeys. At the Committee’s meeting earlier this year, service users who attend local community meetings said that people from the same local area are regularly brought to these meetings on separate buses. Our third case study, on the previous page, provides an example of this. In the Committee’s 2010 survey of Dial-a-Ride users, 33 per cent of respondents said they had found it difficult to book journeys for pairs or groups, although this was an improvement on 47 per cent from the 2009 survey.

<sup>14</sup> *Travel in London: Report 2*, Transport for London, 2009

<sup>15</sup> It should be noted that before 2005 some costs were apportioned centrally to TfL

<sup>16</sup> Response to Caroline Pidgeon AM, Mayor’s Question Time, 24 February 2010 [0555/2010]



- 2.19 In the Committee's meeting with TfL, it explained that the needs of individual users – for instance those in wheelchairs who take up more space – and the other journeys being undertaken in the area will affect how many vehicles may be used to transport people to a particular meeting.<sup>17</sup>
- 2.20 There is also an issue of the long distances drivers must sometimes travel from their depot to collect Dial-a-Ride users which may make the service less efficient. For instance, last year one Dial-a-Ride user in Croydon told the Committee that when he requested an early-morning journey, the Dial-a-Ride bus had to travel empty from the nearest depot in Wimbledon, seven miles away, to collect him.<sup>18</sup> Currently, there are six depots, fewer than one for every five London Boroughs. TfL has reported that 42 per cent of all operational mileage driven by Dial-a-Ride buses is 'dead mileage': this is trips to/from depots and between pick-ups, when no passengers are being transported.<sup>19</sup>

### **Case study 3 – Mrs Duong, Barking & Dagenham**

*In January this year, Mrs Duong had booked tickets to a pantomime with three of her friends on a Saturday afternoon. They live in the same area, three of them within about two minutes of each other. Everyone in the group was a Dial-a-Ride user, so they booked a group journey for all of them. They prefer to travel together as they are all over eighty, and this makes them feel safer. On the day, a Dial-a-Ride bus came to pick up two of the friends. One of them asked if Mrs Duong was also going to be collected, but the driver said she was not on his list. The friend phoned Mrs Duong to tell her this. She became very worried that she had been missed off the booking. Mrs Duong's daughter phoned Dial-a-Ride, and was told that she had been booked on to a separate bus. Mrs Duong's bus arrived late, and only just got her there in time for the show. The group of four had been split up into two buses, and there seemed to be no reason for this because no-one else was travelling on either bus on the way to the theatre. Mrs Duong did not enjoy the day because of the stress caused and her worry that she would not be able to get home. In the end, the whole group travelled home on one bus.*

### *Efficiency: potential solutions*

- 2.21 We know that progress has been made by TfL in improving Dial-a-Ride's efficiency. There has been a fall in the cost per trip in the past

<sup>17</sup> Transcript of Transport Committee meeting, 2 March 2010, page 17

<sup>18</sup> Transcript of Transport Committee meeting, 10 March 2009, page 12

<sup>19</sup> Response to Caroline Pidgeon AM, Mayor's Question Time, 19 May 2010 [1581/2010]

year and some problems with the computer system at the Management Control Centre were addressed.

- 2.22 TfL has also taken other steps to help arrange journeys more efficiently. It informed the Committee that it performed a 'sense check' once journeys are scheduled to make sure vehicles are allocated efficiently. TfL also confirmed that scheduling teams at the MCC had been organised into three geographical teams, so they could make better use of local knowledge when arranging journeys, in discussion with local depots.<sup>20</sup>
- 2.23 In March 2009, TfL representatives told the Committee that they were considering introducing smaller, satellite depots around the six main depots to help improve efficiency.<sup>21</sup> As well as potentially reducing driving distances, more local depots may help increase local knowledge within the service, so journeys can be scheduled more efficiently. At the Committee's meeting in March 2010 we asked for an update on this review of satellite depots. We were informed that it was still under consideration although firm proposals had not been developed, and that progress may depend on the review of door-to-door services now being undertaken by London Councils.<sup>22</sup>

#### **Case study 4 – Community meeting, Havering**

*A local charity arranges a community meeting every Thursday in the borough of Havering, and many of the attendees use Dial-a-Ride to travel to the meeting. For the past eighteen months, organisers have seen that most weeks up to five of six Dial-a-Ride buses are used to bring people to the venue. Although these buses can generally fit eight people in them there is often only two or three passengers in each bus. Organisers believe that because the attendees all live locally, two Dial-a-Ride buses would suffice for the event. Recently, Dial-a-Ride has started sending some of the attendees in black cabs rather than Dial-a-Ride buses. Local user representatives have discussed the issue with Dial-a-Ride, but the same situation keeps occurring almost every week.*

- 2.24 In addition to introducing local depots, the Committee has heard that efficiency gains could be made by co-ordinating Dial-a-Ride with other types of door-to-door services, particularly community transport. Community transport services are bus services for people with mobility problems run on a non-profit basis. London has 24 community transport organisations providing services across 30

<sup>20</sup> Transcript of Transport Committee meeting, 2 March 2010, page 25

<sup>21</sup> Mike Weston, TfL, Transcript of Transport Committee meeting, 10 March 2009, page 14

<sup>22</sup> Transcript of Transport Committee meeting, 2 March 2009, page 26

boroughs:<sup>23</sup> some services are run by the voluntary sector and some run by boroughs directly (borough-run services are often branded as 'PlusBus').

- 2.25 Community transport tends to provide regular bus journeys to fixed locations, such as a shopping centre or local meeting venue. The main group representing disabled transport users in London, Transport for All, has argued that community transport should be integrated with Dial-a-Ride.<sup>24</sup> This could mean that where there are a number of people from the same area going to a particular location regularly, the service could be delivered by a local community transport provider more efficiently than by Dial-a-Ride.
- 2.26 David Brown, Managing Director of Surface Transport at TfL, told the Committee that Dial-a-Ride was 'not set up' to deal with group bookings of this type.<sup>25</sup> In reality, however, we know that Dial-a-Ride does provide many of these services. Often they are arranged on an individual basis and, as we have heard, can lead to several Dial-a-Ride vehicles delivering similar trips at the same time. By co-ordinating provision of trips with local community transport providers there may be potential to avoid this, and help ensure the continuation of community transport services which might be vulnerable to cuts in the current financial climate.
- 2.27 The centralisation of Dial-a-Ride and introduction of new computer technology was supposed to increase the efficiency of the service. In fact, the opposite happened. An increased budget has not been matched by an increase in passenger journeys. It is encouraging, however, that efficiency gains have been made in the past year. This trend needs to continue if Dial-a-Ride journey targets are going to be met without significant extra funding.
- 2.28 The Committee has identified some steps that could be taken to increase efficiency. It is disappointing that, in instances where it appears numerous vehicles are being used unnecessarily, TfL seems reluctant to acknowledge this may be contributing to inefficiency. We need a thorough review to understand why such instances occur.

*"If Dial-a-Ride concentrates on long journeys, people who want short journeys are going to suffer. If it does group bookings people who want individual ad-hoc bookings are going to suffer. It cannot do everything."*

Member of the audience at Transport Committee's meeting on 2 March 2010

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<sup>23</sup> *A Future Door to Door Strategy for London: Final Report*, EO Consulting, September 2009

<sup>24</sup> Written submission from Transport for All, February 2010, page 2

<sup>25</sup> Transcript of Transport Committee meeting, 2 March 2010, page 8

- 2.29 TfL should also explore how co-ordination with community transport providers can help to deliver group journeys more efficiently. Whilst this may be covered during London Councils' review, there is no reason to delay taking this step now. It could help address problems in the short-term and the findings could help inform the outcomes of the review.
- 2.30 Another change which should be explored in more depth is the introduction of more local Dial-a-Ride depots. This was discussed by TfL in early 2009, but no firm plans have been developed, nor any assessment of the potential impact made public. The Committee would like to see further progress in this area in the near future.

#### **Recommendation 2 – Efficiency measures**

**The Mayor should instruct TfL to take the following steps to improve the availability, conduct and efficiency of Dial-a-Ride by the end of 2010:**

- **Conduct and publish a review of the problem illustrated by the case described in Case Study 4 of this report where multiple Dial-a-Ride vehicles are used to transport passengers to one event, explaining why this occurs.**
- **Publish proposals to introduce satellite depots for Dial-a-Ride vehicles.**
- **Conduct and publish an assessment of the potential for co-ordination between Dial-a-Ride and community transport provision.**

## Booking process

Identified problems	Potential solutions
<ul style="list-style-type: none"> <li>• There are long waiting times for Dial-a-Ride users trying to book journeys over the phone.</li> <li>• Users often have to make numerous calls before they get an answer.</li> <li>• The booking process is the aspect of the Dial-a-Ride service with which survey respondents are most dissatisfied.</li> </ul>	<ul style="list-style-type: none"> <li>• Recently steps have been taken to improve caller information and introduce online booking, the impact of which needs to be assessed.</li> <li>• Allowing more advance bookings is an option, although this would have wider implications.</li> </ul>

### *Booking process: identified problems*

- 2.31 One aspect of the Dial-a-Ride service that has received particular criticism from users is the process for booking journeys. Complaints from users suggest that the process itself can be extremely frustrating, while the outcome of the process is often a disappointment. In TfL's own surveys of Dial-a-Ride members, the booking process receives a lower satisfaction rating than any other aspect of the service: 77 per cent, compared to 91 per cent satisfaction overall.<sup>26</sup>



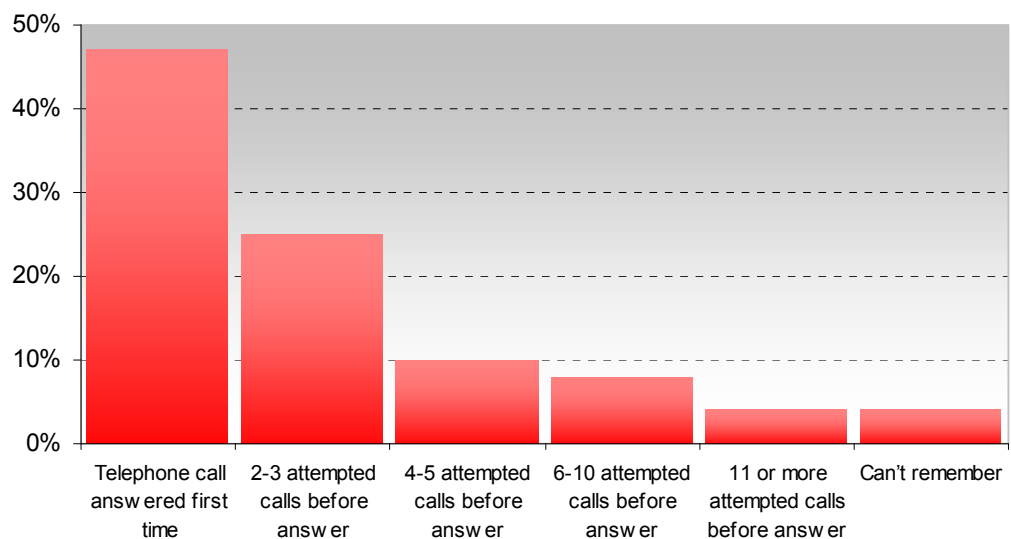
Dial-a-Ride vehicle. Source: TfL

<sup>26</sup> *Dial-a-Ride customer satisfaction survey, Q3 2009/10, Transport for London*

2.32 Many users have complained to the Committee about the Dial-a-Ride call centre. In our 2010 survey, 66 per cent of respondents said that when phoning Dial-a-Ride they had waited over ten minutes for their call to be answered, or not had it answered at all (62 per cent of these said this happened often). This was only a slight improvement on the 2009 survey, when 68 per cent of people said they had experienced this problem (71 per cent often).

2.33 TfL’s own figures show that the average call waiting time for members contacting the call centre was 1 minute 30 seconds in January 2010, reduced from 2 minutes 47 seconds a year earlier. At peak times waits were longer: 3 minutes 13 seconds, which was down from 3 minutes 53 seconds.<sup>27</sup> However, these figures do not take into account the repeated calls users may have made. The respondents to TfL’s most recent satisfaction survey reported that it took them nine minutes, on average, to get through to the booking service.<sup>28</sup> Furthermore, as Figure 2 shows, less than half of calls were answered at the first attempt, with the average user calling 2.6 times before getting through, based on their most recent booking.

**Figure 2: Attempts to contact Dial-a-Ride booking service**



Source: *Dial-a-Ride customer satisfaction survey, Q3 2009/10*, Transport for London

<sup>27</sup> Written submission from Transport for London, February 2010, Appendix B.

<sup>28</sup> *Dial-a-Ride customer satisfaction survey, Q3 2009/10*, Transport for London

2.34 The Committee has heard that TfL is keen to improve the Dial-a-Ride service to address users' concerns. In March 2010, Dame Tanni Grey-Thompson DBE, TfL Board Member, reported that she welcomed attending the Committee's meeting to hear from users and talk about solutions to the problems they faced. This could help TfL "provide the best possible service."<sup>29</sup> Whilst the TfL Board has clearly considered performance information, such as the number of Dial-a-Ride journeys at its meetings, it is less clear that it is looking in detail at performance for other parts of the service such as the booking process.

*Booking process: potential solutions*

2.35 TfL has informed the Committee that new technology has recently been introduced to the telephone system, which should help to reduce the number of attempts users have to make to call the booking service. This includes providing details of the 'length of queue time' to callers.<sup>30</sup> Online booking is also being introduced, which would offer an alternative to the call centre. These steps may help to improve the experience of booking a Dial-a-Ride journey, although it is too soon for them to have affected the latest performance data.

2.36 There are other potential steps which could improve the performance of the call centre, although each would have wider implications for the service. TfL could increase the number of staff in the call centre, although this is unlikely given the additional funding that has already been provided.

2.37 If Dial-a-Ride users were able to make more advance bookings, this could reduce the need for users to phone the call centre at peak times for a journey the same day or next day. At present, a Dial-a-Ride journey can be booked up to 14 days in advance only if it is a 'time critical' journey. Around 20 per cent of bookings are made in advance. However, TfL has explained that to increase the number of advance bookings may reduce the responsive of the service, by precluding others from booking journeys at shorter notice.<sup>31</sup>

2.38 Measures are being introduced by TfL to improve the experience of booking a Dial-a-Ride journey for users. Improved caller information

*"The fact is that older people find it very, very difficult to get on the phone and make their bookings and ... they constantly have to ring every week to get a permanent booking... it can be extremely stressful for them."*

Member of the audience at Transport Committee's meeting on 2 March 2010

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<sup>29</sup> Transcript of Transport Committee meeting, 2 March 2010, page 33

<sup>30</sup> Written submission from Transport for London, February 2010, page 6

<sup>31</sup> Written submission from Transport for London, April 2010, Appendix B, page 2

may reduce the number of abandoned calls, although it will not directly address the length of time it takes users to get through. The introduction of online booking is very welcome. It could help reduce the number of telephone calls for the booking centre. We are pleased that Dial-a-Ride users have been engaged in piloting the on-line booking system so that it might be developed to take account of their needs.

- 2.39 Further potential changes may need to be considered if performance does not improve. TfL Board members should monitor this area and the impact of measures such as the introduction of online booking. Every effort should be made to improve the performance of the Dial-a-Ride call centre in the proportion of calls answered first time and call waiting times. TfL should make clear its intentions to improve performance in the Dial-a-Ride booking process and then report on its progress.

### **Recommendation 3 – Booking process**

**The Mayor should instruct TfL to:**

- a) Adopt and publish, by the end of 2010, specific targets for the proportion of telephone calls to the Dial-a-Ride call centre answered first time and for the length of call waiting times. These targets should be included in the Dial-a-Ride Customer Charter so users know what standards they can expect; and**
- b) Publish performance information, from the end of 2010 onwards, on the Dial-a-Ride booking process including the performance of the call centre in relation to the targets listed above and the online booking system including take-up of this service and the impact on the call centre.**



## User consultation

Identified problems	Potential solutions
<ul style="list-style-type: none"> <li>TfL's satisfaction survey for Dial-a-Ride members produces results at odds with complaints made by users and official performance data.</li> <li>Local Area Panels, the main means of direct user consultation, are meeting less frequently and have increased in size.</li> </ul>	<ul style="list-style-type: none"> <li>Modifying the sample group for TfL's survey so it is more representative of Dial-a-Ride users.</li> <li>Reviewing whether recent changes to consultation procedures have reduced engagement with members.</li> </ul>

### *User consultation: identified problems*

2.40 As discussed above, during this investigation the Committee has examined the user survey results produced by TfL. This examination has raised concerns about the usefulness of these figures. It is important to produce accurate satisfaction figures in order to help identify necessary improvements to services.

2.41 There is a disparity between the results produced in TfL's survey and the Committee's own survey. This may in part be explained by differences in methodology.<sup>32</sup> However, the difference in results remains significant. For instance, TfL reports a 91 per cent satisfaction rate with Dial-a-Ride, while in the Committee's 2010 survey only 47 per cent of respondents rated the service as 'good' or 'very good'. The high number of complaints received by the Committee also suggests satisfaction with the service among users is lower than TfL reports. Furthermore, TfL's satisfaction survey data is at odds with its own performance data which reveals a below-target provision of journeys and significant problems with the booking process.

<sup>32</sup> TfL surveys 600 people by telephone every quarter. These are randomly selected from among Dial-a-Ride members. The Committee surveyed 224 people in 2009 and 102 people in 2010, by post and over the internet. The Committee's survey was publicised among user groups and individuals who had contacted the Committee, with no limit to the number of responses accepted

*“Why are the surveys by Transport for London totally different from the ones taken by the Committee here? The results are totally different.”*

Member of the audience at Transport Committee’s meeting on 2 March 2010

- 2.42 The main reason why TfL’s survey may produce misleading results is that TfL only surveys Dial-a-Ride users who have used the service in the past week. The main complaint heard by the Committee from Dial-a-Ride users is that they are often not able to obtain a booking. However, many of this group would be excluded from TfL’s survey, because it only includes those who have made a very recent booking.<sup>33</sup>
- 2.43 TfL does also conduct a non-active user survey for Dial-a-Ride members who have not used the service in the past two months. This focuses on reasons why people have not used the service recently. However, there is still likely to be a significant group of people missed by both surveys: those who are able to obtain a booking less often than weekly, but more often than every two months. Furthermore, the non-active user survey is not used as measure of performance for Dial-a-Ride: only the results of the active user survey are reported to the TfL Board. This is also true for the Dial-a-Ride Mystery Traveller Survey TfL conducts.
- 2.44 TfL has explained to the Committee that this survey methodology is in common with user surveys for other transport modes, such as buses or the Underground.<sup>34</sup> However, this approach fails to recognise the important differences between Dial-a-Ride and other transport. Bus and Underground passengers cannot ordinarily be denied access to the service. For Dial-a-Ride, the provider decides whether or not to meet a journey request, so users can be denied access to the service and therefore cannot travel.
- 2.45 As well as the satisfaction survey, TfL engages with Dial-a-Ride users in Local Area Panel meetings. These meetings, attended by Dial-a-Ride service managers, used to take place three times a year, and bring together users from across one or two boroughs. This has now been changed, so the Local Area Panels now meet only twice a year, and have been transformed into ‘regional forums’ covering up to seven boroughs. Alongside this, TfL has committed to quarterly meetings with the main London-wide group representing users, Transport for All.
- 2.46 The Mayor has explained that Local Area Panels have been increased in size specifically in response to feedback from past attendees. He

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<sup>33</sup> TfL also conducts a non-active users survey, of members who have not used Dial-a-Ride in the past two months.

<sup>34</sup> Transcript of Transport Committee meeting, 2 March 2010, page 10

stated that when meetings were smaller, attendees reported there was a “tendency in some borough groups for one or two members to dominate discussion.”<sup>35</sup> The Mayor also said that the meetings will include workshop sessions where attendees will have the opportunity to discuss issues in smaller groups.

2.47 Previously, Dial-a-Ride users have also experienced difficulty providing feedback on the service by telephone. In 2009, TfL wrote to all Dial-a-Ride members with details of a new telephone number to call to offer feedback. This was subsequently found not to work. The Mayor reported that this was an unfortunate error which had been corrected and that steps had been taken to ensure anyone dialling old telephone numbers were still connected to the Dial-a-Ride service.<sup>36</sup>

2.48 The importance of Dial-a-Ride users having an opportunity to share their experiences was highlighted at the Committee’s meeting. One user, who is blind, raised serious safety concerns following an incident she experienced in early 2010. A Dial-a-Ride driver had not waited outside when he arrived to transport her but instead had followed her husband, who is also blind, into their house and then into her bedroom.<sup>37</sup> This raises serious issues about the safeguarding of vulnerable people who are often users of Dial-a-Ride. TfL reported it had a very clear policy that drivers do not cross the threshold into a user’s personal accommodation. It had investigated this incident and taken action in accordance with its internal staff procedures.<sup>38</sup>

#### *User consultation: potential solutions*

2.49 There may be ways to make TfL’s Dial-a-Ride satisfaction survey more representative. For instance, the sample group could include those who have had a journey within a longer period than the past week: this would help to capture the view of less frequent users. The sample could also be widened to include those who have requested a booking recently, including those who were refused. Alternatively, the non-active users survey could be reformed to cover more people and given greater weight in the assessment of Dial-a-Ride.

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<sup>35</sup> Response to Caroline Pidgeon AM, Mayor’s Question Time, 19 May 2010 [1585/2010]

<sup>36</sup> Response to Caroline Pidgeon AM, Mayor’s Question Time, 18 November 2009 [3329/2009]

<sup>37</sup> Transcript of Transport Committee meeting, 2 March 2010, page 23

<sup>38</sup> Written submission from Transport for London, April 2010, Appendix B

- 2.50 For Local Area Panels, it is not clear yet what impact recent changes will have on how Dial-a-Ride engages with members. The frequency of the meetings could be increased again, or they could be reduced in size. The Mayor has stated that all members attending one of the new meetings will be surveyed by an independent market research company for their views on the future format of Local Area Panels. This research may inform any future changes to consultation procedures.
- 2.51 The Committee is concerned that the Dial-a-Ride satisfaction figures produced by TfL do not reflect the experience of service users as accurately as possible. Dial-a-Ride users can be denied a requested journey in a way that users of other types of transport are not. The survey methodology should be adapted to ensure that the views of those who have difficulty obtaining a booking are included as far as possible.
- 2.52 Recent changes to Local Area Panels may make it harder for users to share their views and experiences of Dial-a-Ride with TfL. It could limit the scope for specific issues in a particular borough to be raised and addressed. This is important since the Dial-a-Ride service can vary significantly between boroughs, as demonstrated in the different refusal rates for journey requests. Although TfL justifies the change in size of Local Area Panel meetings, it is unclear why the frequency of the meetings has been reduced and what will be the real benefits to users. However, because these changes are recent the Committee is willing to review their impact before recommending further reforms.

#### **Recommendation 4 – Satisfaction surveys**

**The Mayor should instruct TfL to modify the way it surveys Dial-a-Ride users, with changes implemented from the start of 2011/12. TfL’s approach should be adapted to ensure the views of all types of users are incorporated. Specifically, the coverage of the active user satisfaction survey should be extended to those who have booked a Dial-a-Ride journey in the past month, rather than only in the past week.**

**Recommendation 5 – Local Area Panels**

**The Mayor should instruct TfL to conduct and publish a review of the impact of changes to Dial-a-Ride Local Area Panels. This should take place after the second round of meetings is concluded in November 2010 and published by March 2011. The review should include information on the number of users attending and the results of attendee surveys. If the review reveals poor attendance or dissatisfaction among users, new measures to improve consultation should be identified.**

# 3 What is the future for Dial-a-Ride and other door-to-door transport services?

## Key points

- Demand for Dial-a-Ride and other door-to-door transport services is increasing, but additional resources to meet this are unlikely to be provided.
- Changes to the provision of door-to-door transport services in London such as integrating services could help to meet demand, but it should be driven by the needs of users not providers.

- 3.1 This report has made several recommendations that could be implemented by TfL in the near future to improve the performance of Dial-a-Ride. There are also long-term challenges that TfL and all door-to-door transport service providers may need to address. Demand for door-to-door transport services is set to grow as London's elderly population increases. At present, 1 in 3 people aged 60 or above consider themselves to have a travel-related disability or other impairment which affects their interaction with the transport system.<sup>39</sup> The GLA has predicted an increase of nearly 52,000 in those aged 65 and above between 2006 and 2016 – the highest percentage growth of all age bands.<sup>40</sup>
- 3.2 This chapter discusses the future strategy for Dial-a-Ride that has been set out by the Mayor and the ongoing strategic review of door-to-door services being led by London Councils.

### *Mayor's strategy*

- 3.3 The Mayor's Transport Strategy, published in May 2010, includes the following commitment:

*The Mayor, through TfL, will support door-to-door services for people with mobility problems who require this form of transport service.*<sup>41</sup>

There is little further detail in the strategy on how the Mayor is planning to deliver Dial-a-Ride or the other door-to-door services that TfL funds in whole or in part, Taxicard and Capital Call, in the future.

<sup>39</sup> Transport for London, *Travel in London Report 2*, 2010, page 177

<sup>40</sup> EO consulting, *London Councils: A future door to door strategy for London*, September 2009, page 34

<sup>41</sup> Mayor's Transport Strategy, Greater London Authority, May 2010

3.4 In TfL's Business Plan for 2009/10 to 2017/18, it is set out that the Dial-a-Ride service will effectively be capped at the level of 1.4 million passenger journeys per year.<sup>42</sup> TfL hopes to reach this level of provision in 2010/11: therefore, there is no planned increase in the level of provision for at least seven years. TfL has also confirmed that the funding of Dial-a-Ride will only increase in line with inflation over the period of the plan.<sup>43</sup>



3.5 Conversely, TfL's Business Plan shows planned increases in provision in other transport modes. There is a 17 per cent planned increase in Underground journeys between 2010/11 and 2017/18, and a 4 per cent planned increase in bus journeys. Over this period the planned increase in Dial-a-Ride journeys is zero. Figure 3 overleaf compares how the provision of these services has increased since 2001/02, with projections for future increases to 2017/18.<sup>44</sup> It should be noted that there is no planned increase in direct TfL funding for bus or Underground services in the Business Plan. The expenditure rise for both services will be funded primarily by fare increases.

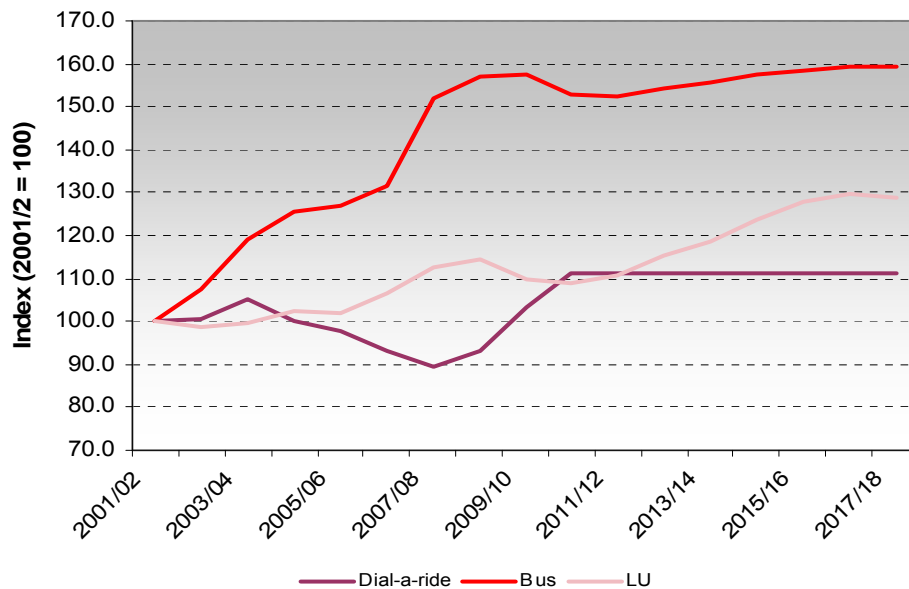
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<sup>42</sup> *Business Plan 2009/10-2017/18*, Transport for London, 2009. In the original version of this Business Plan, which was published in 2008, there a higher target for Dial-a-Ride journeys, of 1.5 million.

<sup>43</sup> Transcript of Transport Committee meeting, 2 March 2010, page 5. TfL has also capped its financial contribution to Taxicard, increasing it only in line with inflation.

<sup>44</sup> *Business Plan 2009/10-2017/18*, Transport for London, 2009

**Figure 3: Bus, Underground and Dial-a-Ride passenger journeys 2001-2018**



Source: *Business Plans*, TfL

- 3.6 It is clear that TfL has made a significant financial commitment to the Dial-a-Ride service over the past decade, increasing operational expenditure by 72 per cent in real terms between 2001/02 and 2008/09, as well as investing in new vehicles and the Management Control Centre. Unless TfL begins to charge Dial-a-Ride users for journeys, further funding increases are unlikely, especially in the context of wider public spending reductions. In May 2010, TfL’s grant from government for 2010/11 was reduced by £108 million.<sup>45</sup>
- 3.7 However, TfL and other door-to-door transport service providers are likely to need to cope with increases in demand in the future. The number of journey requests for Dial-a-Ride has grown for the past two years: there were 6 per cent more journey requests in 2009/10 compared to 2008/09.<sup>46</sup> The Mayor’s Transport Strategy also refers to this issue, although does not include specific proposals on how demand can be managed. It notes:

*Demand continues to outstrip the supply for door-to-door services and discussions between TfL and London Councils are ongoing to explore the best use of resources in maintaining and improving these services.*<sup>47</sup>

<sup>45</sup> Board meeting, London TravelWatch, 25 May 2010

<sup>46</sup> Written submission from Transport for London, April 2010, Appendix A

<sup>47</sup> Mayor’s Transport Strategy, Greater London Authority, May 2010



3.8 TfL does not have plans to increase the provision of Dial-a-Ride beyond this year's target number of journeys, despite evidence of an increase in demand. Although there is clearly work for TfL to do to meet Dial-a-Ride's existing target, this should not mean that future planning is neglected. Potential increases in demand as a result of demographic change may present difficult choices for TfL. A coherent strategy to respond to this should be developed.

3.9 In discussing these future plans, it is clear that the large funding increases for Dial-a-Ride over recent years are unlikely to be repeated. While the previous chapter discussed some measures TfL could introduce to improve the efficiency of Dial-a-Ride, it is also essential to explore how changing the provision of all door-to-door transport services in London might help meet demand.

#### *Review of door-to-door transport*

3.10 There have been several reviews of door-to-door services in recent years. In 2009 a new strategic review was commenced. This work is being led by London Councils, in partnership with door-to-door service providers. TfL, the NHS, the Association of Directors of Adult Social Services and Transport for All are represented on the project board for the review.

3.11 The Committee has heard about problems raised by division of door-to-door transport into so many distinct services. We know that the memberships of the services overlap, with many users members of both Dial-a-Ride and Taxicard, for instance. These services supposedly cater for different needs yet the eligibility criteria are very similar. TfL states that,

*To be eligible for Dial-a-Ride membership you must have a permanent or long-term disability which means you are unable, or virtually unable, to use mainstream public transport services some or all of the time.*<sup>48</sup>

Meanwhile, London Councils states that Taxicard is a service,

*"providing subsidised door-to-door transport for people who have serious mobility impairment and difficulty in using public transport."*<sup>49</sup>

*"What disabled people want is to have the ability to travel across the capital the same as fully able people."*

Member of the audience at Transport Committee's meeting on 2 March 2010

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<sup>48</sup> [www.tfl.gov.uk](http://www.tfl.gov.uk)

<sup>49</sup> [www.taxicard.co.uk](http://www.taxicard.co.uk)

*“I would like one number for Dial-a-Ride, Taxicard, community transport service and other forms of transport... I think it would work.”*

Member of the audience at Transport Committee’s meeting on 2 March 2010

Indeed, all members of Taxicard are automatically eligible for Dial-a-Ride. This reflects concerns that it is unclear exactly what specific needs the services are designed to meet, if the same people use both a service offering specially adapted buses for multiple occupancy, and a service offering non-adapted taxis for single occupancy.

- 3.12 There is replication between door-to-door services. From the user perspective, service members must undergo multiple eligibility assessments and use multiple points of contact when booking journeys. For service providers, there may be potential to lower costs by combining back-office functions or co-ordinating journey provision. Some people have argued that, in future, each user would have more choice if they controlled their own budget for door-to-door transport or were allocated a set amount of trips per year. They could then decide for themselves which service providers to use to undertake their journeys.<sup>50</sup>
- 3.13 London Councils’ review of door-to-door transport services offers an opportunity to initiate positive change. We have heard about a number of problems with current provision, where different services are delivered by a number of organisations, often with unclear distinctions between them. The Committee does not want to pre-empt the findings of the review, although it would stress the importance of all partners engaging fully in the review and acting on its recommendations, rather than letting another chance to reform door-to-door transport services pass by.
- 3.14 One principle that must be paramount in the review is that while making efficiencies in service provision is a vital consideration, change should be driven primarily by the needs of users, not providers. We believe users would benefit from simplified services that are better targeted to meet their specific requirements: delivering these goals should be the aim of any proposed reforms. To safeguard this, users should be able to share their views at the earliest opportunity on any proposals emerging from the review.

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<sup>50</sup> Transcript of Transport Committee meeting, 2 March 2010, page 43

**Recommendation 6 – The future for door-to-door transport**

**The Mayor should instruct TfL to work with London Councils to publish a consultation document, before the end of 2010, which sets out proposals emerging from the review into the future of door-to-door transport services, including any proposals for users to be allocated control of their own budgets for door-to-door transport, so users have an opportunity to contribute their views at an early stage.**

# Appendix 1 Recommendations

## **Recommendation 1 – Customer Charter**

The Mayor should ask Transport for London (TfL) to alter the Dial-a-Ride Customer Charter, after consultation with Dial-a-Ride users, by the end of 2010. The Charter should be modified to include more precise statements about the number of journeys Dial-a-Ride users should normally expect to receive over a given period of time, based on passenger demand and the level of resources available.

## **Recommendation 2 – Efficiency measures**

The Mayor should instruct TfL to take the following steps to improve the availability, conduct and efficiency of Dial-a-Ride by the end of 2010:

- Conduct and publish a review of the problem illustrated by the case described in Case Study 4 of this report where multiple Dial-a-Ride vehicles are used to transport passengers to one event, explaining why this occurs.
- Publish proposals to introduce satellite depots for Dial-a-Ride vehicles.
- Conduct and publish an assessment of the potential for co-ordination between Dial-a-Ride and community transport provision.

## **Recommendation 3 – Booking process**

The Mayor should instruct TfL to:

- a) Adopt and publish, by the end of 2010, specific targets for the proportion of telephone calls to the Dial-a-Ride call centre answered first time and for the length of call waiting times. These targets should be included in the Dial-a-Ride Customer Charter so users know what standards they can expect; and
- b) Publish performance information, from the end of 2010 onwards, on the Dial-a-Ride booking process including the performance of the call centre in relation to the targets listed above and the online booking system including take-up of this service and the impact on the call centre.

## **Recommendation 4 – Satisfaction surveys**

The Mayor should instruct TfL to modify the way it surveys Dial-a-Ride users, with changes implemented from the start of 2011/12. TfL's approach should be adapted to ensure the views of all types of users are incorporated. Specifically, the coverage of the active user satisfaction survey should be extended to those who have booked a Dial-a-Ride journey in the past month, rather than only in the past week.

### **Recommendation 5 – Local Area Panels**

The Mayor should instruct TfL to conduct and publish a review of the impact of changes to Dial-a-Ride Local Area Panels. This should take place after the second round of meetings is concluded in November 2010 and published by March 2011. The review should include information on the number of users attending and the results of attendee surveys. If the review reveals poor attendance or dissatisfaction among users, new measures to improve consultation should be identified.

### **Recommendation 6 – The future for door-to-door transport**

The Mayor should instruct TfL to work with London Councils to publish a consultation document, before the end of 2010, which sets out proposals emerging from the review into the future of door-to-door transport services, including any proposals for users to be allocated control of their own budgets for door-to-door transport, so users have an opportunity to contribute their views at an early stage.

## Appendix 2 Dial-a-Ride user surveys

The Transport Committee has conducted two surveys of Dial-a-Ride users. The first was in January-February 2009, and the second in January-February 2010.<sup>51</sup> Comparative results are shown below. Respondents were asked to focus on their recent experiences of the service.

<b>1. Overall how would you rate the Dial-a-Ride service?</b>		
	<b>2009</b>	<b>2010</b>
Very good	9%	31%
Good	29%	16%
Fair	22%	28%
Poor	23%	15%
Very poor	17%	10%

<b>2. Have you experienced Dial-a-Ride vehicles being at least 20 minutes late when coming to pick you up?</b>		
	<b>2009</b>	<b>2010</b>
Yes	65%	43%
No	25%	51%
Don't know	10%	6%
<b>If yes, how frequently has this occurred?</b>		
Often	33%	18%
Occasionally	48%	58%
Rarely	20%	24%

<b>3. Have you found it difficult to book Dial-a-Ride journeys for pairs and groups? (If attempted)</b>		
	<b>2009</b>	<b>2010</b>
Yes	47%	33%
No	43%	64%
Don't know	9%	2%

<sup>51</sup> 224 people responded to the 2009 survey. 102 people responded to the 2010 survey.

**4. Have you experienced a wait of at least 10 minutes before speaking to an operator when telephoning the Dial-a-Ride call centre, or not had your call answered at all?**

	<b>2009</b>	<b>2010</b>
Yes	68%	66%
No	23%	30%
Don't know	9%	4%
<b>If yes, how frequently has this occurred?</b>		
Often	71%	62%
Occasionally	23%	31%
Rarely	6%	8%

**5. Have you found that the Dial-a-Ride service is sometimes not able to take you to the destination you want to go to?**

	<b>2009</b>	<b>2010</b>
Yes	74%	60%
No	17%	36%
Don't know	10%	4%
<b>If yes, how frequently has this occurred?</b>		
Often	55%	60%
Occasionally	37%	26%
Rarely	11%	14%

*New question for 2010 survey*

**6. Have you been offered only a single trip by Dial-a-Ride when you needed a return journey?**

Yes	60%
No	39%
Don't know	2%
<b>If yes, how frequently has this occurred?</b>	
Often	32%
Occasionally	51%
Rarely	17%

*New question for 2010 survey*

<b>7. Since March 2009, have you ever had an arranged trip cancelled by Dial-a-Ride?</b>	
Yes	37%
No	62%
Don't know	1%
<b>If yes, how frequently has this occurred?</b>	
Often	13%
Occasionally	45%
Rarely	41%



## Appendix 3 Views and information

On 2 March 2010, the Transport Committee held a formal meeting to discuss door-to-door transport services. At this meeting service users were also invited to address comments and questions to the panel, which consisted of:

- Baroness Tanni Grey-Thompson, Board Member, Transport for London
- David Brown, Managing Director, Surface Transport, Transport for London
- Nick Lester, Corporate Director, London Councils
- Nic Daw, Head of Patient Transport Service Performance and Modernisation, London Ambulance Service
- Faryal Velmi, Director, Transport for All

The full transcript of this meeting can be read on our website at: <http://www.london.gov.uk/who-runs-london/the-london-assembly/committees/transport>

The Committee received written submissions from many individuals and organisations. The organisations included: Age Concern London; eo consulting; London Councils; and Transport for London. The submissions can be read in full on our website at: <http://www.london.gov.uk/who-runs-london/the-london-assembly/publications/transport>

The Committee also conducted a survey of door-to-door service users. The results of this survey can be found in Appendix 2.

Individual members of the Committee also attended local mobility forum meetings in London Boroughs including Camden, Croydon and Kensington & Chelsea to gather views and information directly from users of door-to-door transport.

# Appendix 4 Dial-a-Ride Customer Charter

Below is the Dial-a-Ride Customer Charter, which is available from the Transport for London website at:

<http://www.tfl.gov.uk/assets/downloads/Dial-a-ride-customer-charter.pdf>

## **Our mission statement**

“Working towards equality of public passenger transport provision within London for older and disabled people for whom mainstream public transport presents barriers”.

## **Our service standards**

London Dial-a-Ride will strive to achieve its mission statement by providing a door to door transport service for individual Londoners that is reliable, comfortable, clean, easy and safe to use.

We will do this by:

- accepting requests for journeys from individual members or their representatives, or organisations booking on behalf of a number of individual members;
- doing our best to satisfy all requests for journeys of less than five miles;
- doing our best to satisfy requests for longer journeys when we are able to;
- not altering a pick up time by more than 15 minutes either side of the time we have agreed with you, without letting you know in advance;
- letting you know as soon as possible if your vehicle is going to be delayed by more than 15 minutes

We will always do our best to satisfy as many requests for transport as we can, however there will be occasions when we may have to:

- decline a request for a journey when we do not have the resources available to provide it;
- cancel a journey for a reason we cannot control – such as bad weather, a vehicle breakdown or the actions of other people.

If we have to decline a booking request we will always try to let you know within one working day of receiving your request.

We will also:

- process your fully completed application form within 5 working days of receipt;

- respond promptly to inquiries about membership
- send out an application pack within one working day of receiving a request;
- Offer you an alternative means of communication if a disability or language barrier makes using the telephone difficult or impossible;
- ensure that our staff treat you with dignity and respect at all times;
- provide information about our service in alternative formats and languages if you ask us to;
- provide assistance to and from the vehicle;
- allocate you a vehicle suitable to any requirements you have, related to your disability.

### **What we ask of you**

We will always do our best to meet the service standards we have set out in this Charter. In return we ask you to:

- tell us as soon as possible if you wish to cancel a booking you have made, to enable us to offer the seat to another passenger;
- be ready to travel at the earliest time our staff have told you that our vehicle may arrive;
- let us have a telephone number so that we can contact you in case of problems with your booking; and
- respect the fact that our staff and other passengers have a right to work and to travel without having to tolerate aggressive or abusive behaviour.

### **If we fail to meet our service standards**

If you feel that we have failed to meet any of the service standards set out in this Charter, you can raise the matter with our Customer Liaison Unit.

By email: [enquire@tfl.gov.uk](mailto:enquire@tfl.gov.uk)

By telephone: 0207 027 5823

By fax: 0207 027 5919

By letter: London Dial-a-Ride Customer Liaison Unit, Progress House, 5 Mandela Way, London SE1 5SS

Our Customer Liaison Unit is separate from the day-to-day operational management of the service. It is there to represent you.

### **Our complaints policy**

Our policy is to:

- welcome comments, complaints and suggestions;

- investigate all complaints where necessary;
- find an appropriate solution where possible;
- use comments, complaints and suggestions we receive to improve our services.

We will do our best to reply fully to a comment, complaint or suggestion within 10 working days of receiving it. If we cannot give you a full answer within this time, we will contact you within 10 working days to tell you why.

If you are not satisfied with our reply, you can take the matter up with London TravelWatch. This is an independent body set up to act as the watchdog for transport users in and around London.

By email: [enquiries@londontravelwatch.org.uk](mailto:enquiries@londontravelwatch.org.uk)

By telephone: 0207 505 9000

By fax: 0207 505 9003

By letter: London TravelWatch, 6 Middle Street, London EC1V 7JA

Website: [www.londontravelwatch.org.uk](http://www.londontravelwatch.org.uk)

London Travelwatch will investigate your complaint, seek a report from London Dial-a-Ride and any other relevant person on how they have dealt with the matter and make recommendations it thinks necessary to Transport for London (which owns and operates London Dial-a-Ride).

Comments, complaints and suggestions should always be made first to London Dial-a-Ride. London TravelWatch will not investigate them if you have not already been in touch with us to allow us to look into the problem.

### **Help us shape Dial-a-Ride's future**

We hold regular meetings – called Local Area Panels – to give passengers, carers and representatives of local disability organisations the chance to have an influence on the development of the service and to discuss how well we are providing it in their area. Free transport is provided for Dial-a-Ride members attending.

For information on the next meeting in your area, contact the Customer Liaison Unit (see above for contact details) or visit the TfL website: [www.tfl.gov.uk](http://www.tfl.gov.uk)

## Appendix 5 Dial-a-Ride borough data

Borough	Members	Trips	Requests	No. refusals	% refusals
Barking and Dagenham	2,109	7,368	9,030	302	3.3%
Barnet	3,601	5,665	7,787	607	7.8%
Bexley	1,328	2,278	2,868	165	5.8%
Brent	1,838	3,786	5,111	415	8.1%
Bromley	2,202	3,651	4,512	199	4.4%
Camden	1,069	1,450	1,916	143	7.5%
Croydon	1,707	3,608	4,908	411	8.4%
Ealing	2,418	6,101	7,671	483	6.3%
Enfield	2,757	5,975	7,702	439	5.7%
Greenwich	1,128	1,589	2,069	167	8.1%
Hackney	1,431	2,628	3,556	327	9.2%
Hammersmith and Fulham	918	1,831	2,356	116	4.9%
Haringey	1,825	4,495	5,661	312	5.5%
Harrow	1,325	2,359	3,260	319	9.8%
Havering	2,078	4,646	5,772	251	4.3%
Hillingdon	2,000	4,661	5,980	411	6.9%
Hounslow	1,170	1,927	2,394	193	8.1%
Islington	777	1,088	1,466	150	10.2%
Kensington and Chelsea	645	1,076	1,451	147	10.1%
Kingston upon Thames	582	1,330	1,609	69	4.3%
Lambeth	1,361	2,009	2,844	267	9.4%
Lewisham	1,437	2,418	3,159	176	5.6%
Merton	945	1,848	2,324	108	4.6%
Newham*	5,306	3,450	4,134	0	0.0%
Redbridge	2,583	4,973	6,459	398	6.2%
Richmond upon Thames	418	537	713	57	8.0%
Southwark	1,480	2,721	3,389	175	5.2%
Sutton	969	1,919	2,477	145	5.9%
Tower Hamlets	1,161	2,531	3,052	95	3.1%
Waltham Forest	1,614	2,692	3,342	135	4.0%
Wandsworth	1,116	2,540	3,334	203	6.1%
Westminster	1,225	2,329	3,022	246	8.1%
Others/unknown	131	94	155	27	17.4%
<b>TOTAL</b>	<b>52,114</b>	<b>97,573</b>	<b>125,483</b>	<b>7,658</b>	<b>6.1%</b>

Data for 10 January to 6 February 2010. Source: Responses to Caroline Pidgeon AM, Mayor's Question Time, 17 March 2010 [1066/2010 and 1067/2010].

\*In Newham there is a joint Dial-a-Ride and Taxicard service which offers members a specified number of trip entitlements.

# Appendix 6 Orders and translations

## How to order

For further information on this report or to order a copy, please contact Richard Berry, Assistant Scrutiny Manager, on 020 7983 4199 or email: [Richard.berry@london.gov.uk](mailto:Richard.berry@london.gov.uk)

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### Chinese

如您需要这份文件的简介的翻译本，  
请电话联系我们或按上面所提供的邮寄地址或  
Email 与我们联系。

### Vietnamese

Nếu ông (bà) muốn nội dung văn bản này được dịch sang tiếng Việt, xin vui lòng liên hệ với chúng tôi bằng điện thoại, thư hoặc thư điện tử theo địa chỉ ở trên.

### Greek

*Εάν επιθυμείτε περίληψη αυτού του κειμένου στην γλώσσα σας, παρακαλώ καλέστε τον αριθμό ή επικοινωνήστε μαζί μας στην ανωτέρω ταχυδρομική ή την ηλεκτρονική διεύθυνση.*

### Turkish

Bu belgenin kendi dilinize çevrilmiş bir özetini okumak isterseniz, lütfen yukarıdaki telefon numarasını arayın, veya posta ya da e-posta adresi aracılığıyla bizimle temasa geçin.

### Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸੰਖੇਪ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਲੈਣਾ ਚਾਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਉਪਰ ਦਿੱਤੇ ਡਾਕ ਜਾਂ ਈਮੇਲ ਪਤੇ 'ਤੇ ਸਾਨੂੰ ਸੰਪਰਕ ਕਰੋ।

### Hindi

यदि आपको इस दस्तावेज का सारांश अपनी भाषा में चाहिए तो उपर दिये हुए नंबर पर फोन करें या उपर दिये गये डाक पते या ई मेल पते पर हम से संपर्क करें।

### Bengali

আপনি যদি এই দলিলের একটা সারাংশ নিজের ভাষায় পেতে চান, তাহলে দয়া করে ফো করবেন অথবা উল্লেখিত ডাক ঠিকানায় বা ই-মেইল ঠিকানায় আমাদের সাথে যোগাযোগ করবেন।

### Urdu

اگر آپ کو اس دستاویز کا خلاصہ اپنی زبان میں درکار ہو تو، براہ کرم نمبر پر فون کریں یا مذکورہ بالا ڈاک کے پتے یا ای میل پتے پر ہم سے رابطہ کریں۔

### Arabic

الوصول على ملخص لهذا المستند بلغتك،  
فارجاء الاتصال برقم الهاتف أو الاتصال على  
العنوان البريدي العادي أو عنوان البريدي  
الالكتروني أعلاه.

### Gujarati

જો તમારે આ દસ્તાવેજનો સાર તમારી ભાષામાં જાણીતો હોય તો ઉપર આપેલ નંબર પર ફોન કરો અથવા ઉપર આપેલ ટપાલ અથવા ઇ-મેઇલ સરનામા પર અમારો સંપર્ક કરો.

# Appendix 7 Principles of scrutiny

## **An aim for action**

An Assembly scrutiny is not an end in itself. It aims for action to achieve improvement.

## **Independence**

An Assembly scrutiny is conducted with objectivity; nothing should be done that could impair the independence of the process.

## **Holding the Mayor to account**

The Assembly rigorously examines all aspects of the Mayor's strategies.

## **Inclusiveness**

An Assembly scrutiny consults widely, having regard to issues of timeliness and cost.

## **Constructiveness**

The Assembly conducts its scrutinies and investigations in a positive manner, recognising the need to work with stakeholders and the Mayor to achieve improvement.

## **Value for money**

When conducting a scrutiny the Assembly is conscious of the need to spend public money effectively.

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