

Recommendation	Addressed to	Timescale / Performance Indicator	Action	TfL Response
1. That clear short, medium and long-term targets are set for bus services covering market share, patronage, and performance (eg average journey speeds, reliability, safety) and that the Transport Strategy should set out a clear prioritised programme of measures to meet those targets.	Mayor / TfL	None set	Clarify the final Transport Strategy by adding: <ul style="list-style-type: none"> <li>➤ A clear vision, aims and objectives for London's buses with prioritised actions to deliver them</li> <li>➤ Short, medium and long-term targets for performance of London's buses</li> <li>➤ Information about the financial basis and sustainability of the proposals relating to bus services</li> </ul>	<p>TfL agrees that challenging but realistic short, medium and long-term targets are essential to ensure that the wide range of bus service improvements set out in the Mayor's Transport Strategy are delivered in a cost-effective way.</p> <p>Patronage and performance information is set out in the draft London Buses Six Year Budget and Business Plan already provided. These figures will be reviewed and refined as the TfL budget and business planning process continues.</p>
2. Before congestion charging is introduced, the Mayor and TfL should: <ul style="list-style-type: none"> <li>➤ Publish unequivocal information on the quantitative level of improvement that they believe will be achieved in bus services before congestion charging is introduced and how that improvement will be measured.</li> <li>➤ Explain further the role of the congestion charge within the range of initiatives that will improve bus performance on London's roads.</li> </ul>	Mayor / TfL	None set	<p>Provide unequivocal information about the level of improvement that will be achieved before congestion charging is introduced and how it will be monitored.</p> <p>Spell out the benefits to bus services that will flow from the congestion charging scheme.</p>	Please refer to TfL reports submitted to TPSPD Committee at the end of August; in particular the Congestion Charging: Expansion of the Bus Network – Progress Report.
3. That the Mayor's Transport Strategy is revised to emphasise outer rather than central London where improving public transport has the potential to significantly change the level of road congestion.	Mayor	None set	Address the concerns that outer London is being neglected in the provision of bus services and other transport nodes.	The Mayor's Transport Strategy describes a substantial investment in bus services <u>across</u> the network. The introduction of congestion charging will, by its nature, involve additional bus services in the central area and across the charging boundary. Aside from this, the investment is intended network-wide and, since the vast majority of

				<p>bus users are in outer London, this is where most of the money will be spent.</p> <p>There are plenty of references in the Transport Strategy to proposals that will improve bus services in outer London. For example, the comprehensive bus network, better penetration of residential areas, new Sunday services and improving services on all major corridors and in all London Boroughs.</p> <p>The potential to change the level of road congestion in outer London by improving public transport alone is not as great as suggested. The ability of public transport to compete with the car is far less in outer London.</p> <p>However, TfL is happy to continue to consider how best to respond positively to the Committee's concerns and will assist the Scrutiny Committee in its investigative work into public transport provision in outer London as it progresses.</p>
4. The Committee notes with concern the financial sustainability of the proposals relating to bus services outlined in the Mayor's Transport Strategy and recommends the Assembly monitors this matter and that TfL explains and better justifies the changes.	TfL / Assembly	None set	Provide a rationale for the budget projections for London's bus services and support an informed debate into the service options that underpin this.	<p>The rationale for the budget projections is set out in the draft London Buses Six Year Budget and Bus Plan already provided.</p> <p>Please also refer to the paper submitted to the Surface Transport Advisory Committee meeting 10 October 2001. Copy enclosed.</p>
5 (a). Need for a public debate about whether whole route bus priority measures should be implemented rather than the piecemeal measures that exist on many routes at present, even those being enhanced under the London Bus	Mayor	1 year. No PI set	No specific action identified	<p>TfL welcome this suggestion.</p> <p>The whole route approach, to traffic management, enforcement and accessibility, is central to the London Bus Initiative and will continue for future phases</p>

Initiative; which will require further road space to be reallocated to buses, cycles and taxis and away from other road users.				of the project. However, a 1 year timescale is not realistic for consideration of the entire bus route network.
5 (b). Need for public debate about hours that bus lanes should be operable (eg at least 12 hours a day, seven days a week with lanes clearly marked by different colouring of the road surface.	Mayor	None set, but see 5(a)	No specific action identified	As above
5 (c). Need for public debate about far greater enforcement of bus lane and traffic regulations where they affect bus routes, including increasing the numbers of enforcement staff.	Mayor / Boroughs / Police	1-2 years. Number of parking and bus lane offences per mile of bus route	Ensure that those authorities for which the Mayor is responsible enforce those traffic regulations that impact on bus performance and develop partnerships with the other agencies to create a combined enforcement regime	<p>TfL agrees that Improved enforcement is crucial and this underpins the Mayor's Enforcement Strategy, which brings together all the authorities with responsibilities for enforcing traffic regulations. Progress has been achieved on many fronts and will continue in the next 1-2 years.</p> <ul style="list-style-type: none"> <li>➤ Significant investment in on street and on bus cameras</li> <li>➤ Harmonisation of penalties</li> <li>➤ New Service Level Agreements with London boroughs for parking enforcement</li> <li>➤ Various initiatives with the Police and Traffic Warden services to focus attention specifically on key bus corridors</li> <li>➤ Major communications campaign to educate the public aimed at significantly improving the level of compliance</li> </ul> <p>Since a key aim is to increase compliance with bus priority and traffic regulations, the PIs will not focus on inputs alone, although the number of parking and bus lane offences per mile of route is useful. Key outcomes include bus service reliability and patronage.</p>

6. The Assembly should monitor the achievements of the Enforcement Task Force.	Assembly			
7. The Mayor / TfL / bus operators should work together to develop and report on a staffing strategy aimed at ensuring enough suitably qualified staff are available to deliver high quality bus services in London, to include a focus on issues highlighted in the report (see pages 19-22).	Mayor / TfL / Operators	None set	<p>Work with the Boroughs to provide access to affordable housing for bus crews and with TfL and the operators, to improve the pay and status of bus workers to improve affordability.</p> <p>Report on the work to improve bus crews' terms and conditions at the London-wide level, through direct payments, fringe benefits (such as free travel) and by other means such as new forms of contract.</p> <p>Work with TfL and bus operators to develop a staffing strategy aimed at ensuring enough suitably qualified staff are available to deliver high quality bus services in London.</p>	<p>All of the issues highlighted in the report (pages 19-22) were considered by the TfL Review of the Bus Contract Regime.</p> <p>Please refer to the TfL report summarising the findings and action plan arising from the Review. This includes a future staffing strategy, with specific actions to address issues such as:</p> <ul style="list-style-type: none"> <li>➤ Pay, conditions, benefits and the status of bus crews</li> <li>➤ Attracting and retaining qualified staff</li> <li>➤ A London-wide qualification and better training for all front line staff, focusing on customers' needs</li> </ul> <p>The initiatives mentioned above are also looking to address the problems identified with respect to supervisory staff.</p> <p>The TfL bonus, introduced on 31 March, is being carefully monitored and a review of its impact on staff recruitment and retention will be undertaken in November.</p>
8. The Mayor should examine the alternatives outlined above and re-prioritise his policy on increasing the numbers of on bus conductors.	Mayor	None set	<p>Review the commitment to double the number of bus conductors by 2004 and instead use equivalent resources to employ staff to improve service quality. This may include conductors but also mean:</p> <ul style="list-style-type: none"> <li>➤ Customer service staff at main interchanges</li> </ul>	<p>Provision of more conductors aims to improve speed, reliability, personal security and accessibility. A further review of the costs and benefits of this proposal is underway, with a trial of conductors on a route operated with low floor, accessible vehicles (route 55) starting this month. Other measures that achieve the aims set out above are also being considered, including the idea for customer service staff and / or</p>

			<ul style="list-style-type: none"> <li>➤ Staff for off-bus ticket booths providing a range of products including bus passes and travelcards at busy stops</li> <li>➤ Route and ticket supervisors</li> <li>➤ Cleaners at key termini to clean buses during layovers</li> </ul>	<p>improved facilities for purchasing tickets at key locations.</p> <p>TfL has already identified the need for:</p> <ul style="list-style-type: none"> <li>➤ More and better route supervision</li> <li>➤ Cleaners at key termini to clean buses during layovers</li> </ul> <p>and proposals are being developed / implemented progressively.</p>
<p>9. The Committee recommends that:</p> <ul style="list-style-type: none"> <li>➤ Future contracts should provide greater incentives to bus operators to provide a reliable and high quality service using both bonuses and penalties and which does not penalise the use of route supervision in contract evaluation.</li> <li>➤ The reliability of AVL needs to be improved to achieve a higher level of bus operator and passenger confidence in it.</li> </ul>	TfL	None set	Introduce an improved contracting system (the review is being concluded and this will be reviewed once TfL has published the final report).	<p>The TfL Review of the Bus Contract Regime considered these issues. Please refer to the TfL report summarising the findings and action plan arising from the Review.</p> <p>The new Quality Incentive Contracts (QIC) include incentives / deductions related to reliability targets, i.e. the quality of service provided. The quantity of service provided is also important and deductions for lost mileage are also included. Since April 2001, all new contracts are awarded on the basis of QICs and the first will start in December 2001. Where possible, some of the features of QICs are being introduced to existing contracts by negotiation, again with the aim of focussing on quality.</p> <p>TfL has commissioned a full review of the bus radio system, AVL and Countdown. This highlights the need to improve current levels of performance and ensure that the systems operate at a consistently high level.</p>
10. In the medium to long term all bus routes should operate at least a 12 minute headway (the level at which services are perceived as turn up and	TfL via network reviews and tendering	5 years. Proportion of routes operated that	As recommendation	As the Mayor's Transport Strategy clearly states a Frequent Network of bus services is one of TfL's main objectives. However, it is essential that TfL's resources are distributed

go) during the day with a minimum 15 minute service in the early morning and late evening when reliability is generally better.		are high frequency		<p>to best effect across the whole of the bus network. The proposal for every service to operate at a minimum level of 12 minute headways would result in significant over-provision in areas where demand is low.</p> <p>However, improving the network is an on-going process and opportunities for providing increased levels of service are sought continually as each route / local network is reviewed. London Buses' appraisal framework ensures that investment is prioritised where it generates the largest benefits to users and potential users.</p> <p>Another key aspect for improving the passengers' perception of frequency is to ensure that the planned level of service actually runs. London Buses has concentrated staff resources to work with operators in developing solutions to the poorest performing routes. This approach is now achieving improvements as more schemes are introduced which specifically tackle the schedule and control issues identified.</p>
11. In the short term TfL should research the potential of replacing low frequency bus services with high frequency taxi services.	TfL via network reviews and tendering	Research and consider further. No PI set	As recommendation	There are no plans at present for using taxis as a high frequency, "scheduled" alternative to local bus services. Firstly, the possible market for such services requires further investigation and secondly, it is clear that currently there is not a surplus of taxis to enable any sort of consistent supply.
12. High frequency 18 hour, seven days a week, possibly limited stop, services should be established linking the main	TfL via network reviews and	None set	As recommendation	TfL believes there are two key conditions which must be satisfied before reviewing the case for a network of <u>additional</u> orbital

suburban centres in outer London in an orbital fashion.	tendering			<p>services as suggested:</p> <ul style="list-style-type: none"> <li>➤ Completion of immediate priorities. In the short-term, TfL's capacity (in terms of resources and funding) for future bus service development is taken up with congestion charging related changes and the continued development of local bus networks in outer London.</li> <li>➤ Real improvements, through bus priority, enforcement and compliance to ensure clearer roads. Without such improvements, the suggested network of services would not be effective.</li> </ul> <p>In the meantime, improving orbital links, in terms of coverage, frequency and the potential for limited stop operation, will continue. Direct bus services are provided between points where passenger demand justifies it. Otherwise the objective must be to ensure that interchange is made as convenient as possible.</p>
13. That TfL identifies those areas that are more than 5 minutes away from a bus stop that offers a frequency of least 4 buses an hour and works with Boroughs, local communities and operators to bring forward options to increase the opportunities for residents in these areas to access the bus network.	TfL	<p>Identification of poorly served areas: 1 year subject to service development</p> <p>Developing high frequency services: 5 years</p> <p>Proportion of residents living</p>	Identify strategies for serving areas that are more than 5 minutes away from a bus stop	<p>Much has been done in recent years to identify residential areas with no or very little bus service and this work will continue.</p> <p>Census data, local knowledge, consultation with local authorities, operators and LTUC, and public requests are all used to identify areas of London where there is no service or poor bus links to key destinations such as the nearest town centre or transport hub. London Buses will be widening its consultation, and expanding its customer services facilities and this will help identify possible improvements and generate further</p>

		more than 400m from a bus stop with a minimum 15 minute headway		<p>suggestions for new services.</p> <p>The distance from a bus service is one measure but other factors such as high residential densities, low car ownership, hilly terrain and distance from rail and other bus services are also considered. A small number of areas are very difficult to serve for physical reasons. For example, residential areas with poor road layouts or bounded by numerous railway lines.</p> <p>Improving access to the bus network often means more buses are travelling on residential roads and accessible buses means bigger vehicles. In many areas this has, and will probably continue to, meet with local resistance, often supported by local authorities. In some residential areas, introduction of higher frequencies, a Sunday service or earlier and later services can also meet with resistance (see also 10 above)</p> <p>However, TfL will continue to explore ways of increasing access to the bus network, working closely with the local authorities to ensure services can run safely and reliably with appropriate traffic management schemes.</p>
14. Increasing further the number of stops with bus shelters and seats and installing more help / information points especially in locations that suffer from high levels of street crime unless an overriding reason exists not to provide.	TfL	3 years. Proportion of stops equipped with shelters with seats	As recommendation	<p>Currently around 11,400 out of a total of 17,000 stops have shelters. TfL has an on-going programme for:</p> <ul style="list-style-type: none"> <li>➤ Replacing and upgrading existing shelter facilities (including provision of seats)</li> <li>➤ Installing shelters at new sites</li> </ul> <p>At some stops it will not be physically possible to erect a shelter, although the</p>



				<p>number of locations is relatively small. The timescale for completing this programme is between 3-4 years depending on available funding.</p> <p>A programme for the installation of customer help points, at bus stations and other busy locations, began this year and will continue, again subject to available funding.</p> <p>In addition, TfL and the Metropolitan Police service are proposing to establish a dedicated transport policing unit. This would provide a visible police and warden presence to improve safety, deter crime, improve bus reliability, ensure compliance with traffic regulations on 20 key transport corridors, and deal with illegal taxi touting. A joint TfL/MPS taskforce is working on the details of the proposed scheme for consideration by the TfL Board.</p>
15. Providing more bus boarders to enable buses to stop more easily alongside the kerb. This will also assist in providing more space for the installation of bus shelters and allow buses to re-enter the traffic flow more easily.	TfL	5 years. Proportion of stops	As recommendation	<p>TfL welcomes this suggestion and is actively pursuing this idea, particularly as part of the whole route reviews undertaken for the London Bus Initiative. However, full whole route priority measures will take significant resource and time to achieve and in some locations may not be physically possible. TfL considers that achieving proper policing and enforcement and much greater public compliance is now its key priority.</p> <p>The timescale of 5 years is unrealistic for consideration of the full bus network.</p>

16. That the Mayor rethinks his policies of retaining Routemaster buses. In the absence of such a change, TfL ensure routes presently served by Routemasters are also served by high frequency accessible buses.	TfL / Mayor	1 year for duplicate services	Commit to phasing out the Routemaster on grounds of safety and accessibility. In the interim routes served at present by Routemasters are also served by high frequency accessible buses.	<p>It is recognised that Routemasters are not accessible to all. However, they still do a useful job on some central London routes.</p> <p>The number of fully-accessible buses in London continues to increase and, in line with the Mayor's Transport Strategy, TfL is drawing up plans to accelerate the introduction of low floor, accessible vehicles. A "duplicate" network of low floor accessible routes would not be a cost-effective use of resources. However, many busy corridors where Routemasters operate are also serviced by routes with modern, accessible buses. As the programme for introducing new vehicles continues, the number of travel opportunities served by accessible vehicles will grow.</p>
17. TfL should reduce its control over bus designs and use London bus operators' procurement powers to deliver a better designed range of buses to meet London's needs. Wheelchair ramps should be specified for front doors unless TfL or others can find good reason to do otherwise.	TfL / Mayor	None set	Support energetically innovations in customer focused bus design	<p>TfL does not agree with this recommendation (see covering letter).</p> <p>In line with the Mayor's Transport Strategy, TfL has begun a review of options for improved bus design. Wide consultation with customers and stakeholders, including the bus operators, is a key part of this review, the findings of which will be presented at the end of the year. The specific issues of access, layout and wheelchair ramp position identified in the report will be considered as part of the review.</p>
18. The Committee believes that interchange needs to be improved in various ways including: <ul style="list-style-type: none"> <li>➤ Better information provision.</li> <li>➤ Easier physical interchange between services.</li> </ul>	TfL / Operators	None set	As recommendation	<p>TfL agrees that interchange needs to be improved and has many initiatives to tackle the range of issues identified by the Committee.</p> <p>➤ Better information (see 19 below).</p>

<ul style="list-style-type: none"> <li>➤ Better timed connections between services.</li> <li>➤ Easier ticketing.</li> <li>➤ A greater human presence at major interchanges and busy stops: providing information; providing the perception of a safer travelling environment and ensuring the less mobile are given priority and help in boarding services.</li> <li>➤ Pilot timed tickets to allow interchange between buses without having to pay again.</li> </ul>				<ul style="list-style-type: none"> <li>➤ Physical interchange: Opportunities to improve the environment for interchange are sought across all project and planning functions, from the siting of bus stops and major infrastructure projects through to local signage and information displays.</li> <li>➤ When developing detailed timetables, the scope for timed connections between services is considered, although it is not always possible. For example, a bus service may serve several rail stations and bus “hubs” but is unlikely to be able to achieve timed connections with more than one or two. Interchange between frequent services reduces the need for timed connections and therefore priority is given to low frequency services (both bus and rail).</li> <li>➤ Ticketing: Simpler bus fares and ticketing have been introduced in recent years. Further initiatives will be considered as part of TfL’s general review of fares policy.</li> <li>➤ As mentioned in 7 above, consideration is being given to providing a greater human presence at major interchanges and busy stops.</li> <li>➤ All pass holders are already able to make interchanges without paying twice. For others, the facility will be provided by stored value tickets as part of the PRESTIGE project.</li> </ul>
<p>19. London Buses needs to develop and consult on a customer directed information strategy for buses. The above to include at least the following elements:</p>	TfL	None set	As recommendation	<p>TfL agree that a customer directed information strategy is essential. Much of the information strategy is already defined (please refer to the London Buses Six Year Budget and Business Plan for details). The</p>

				suggestion for bringing all aspects together in a document for public information / discussion is sensible and will be taken forward as part of the current review of TfL's overall customer communications and information strategy.
19 (a). A multi-modal computerised journey planner for London available on the internet with terminals available at all major interchanges, shopping centres, key public buildings and eventually at all bus stops.	TfL	2 years. Number of hits on website as a proportion of patronage  For terminal availability in public places: 5 years. Number of terminals available	As recommendation	Work has begun on a two-part project to provide facilities for Route Planning on the Web. The first stage will focus on bus services, to be completed this financial year. The second part of the project will establish a full multi-modal system, provisionally available Summer 2002.  Some passenger-operated terminals are already provided at bus locations and travel information outlets that use the existing route planning system. Future consideration will be given to how to make of the most effective use of the new Route Planning system, including the business case for more passenger-operated terminals in public places. Future provision, including timescales and funding, will be considered as part of the review of TfL's customer communications and information strategy.
19 (b). Route maps on buses showing every stop, interchange possibilities and key destination points (i.e. public buildings, tourist attractions etc)	TfL	1 year. Proportion of buses with a route map that is correct	As recommendation	TfL agrees that route information inside the vehicle needs to be improved. The practicality, and cost, of this suggestion requires further consideration, in the context of proposals for in-bus audio and visual next stop information (see below).
19 (c). Trial automatic announcements on bus of all major stops and interchanges	TfL	5 years. Proportion of buses	As recommendation	TfL propose to progress the introduction of automatic next stop announcements on bus (both audio and visual) with a trial following completion of the roll out of AVL across

				London. Timescales will be dependent on the results of the review of AVL (see 9 above) and available funding.
19 (d). Extending the number of stops that list key information and destinations such as hospitals, shopping centres, parks, leisure centres and how to get there	TfL	2 years. Proportion of interchange points with maps	Interchange maps at applicable bus stops  Provision of destination information at bus stops showing where interchanges are required	These suggestions are already being pursued at main locations.
19 (e). Providing maps of the local area as occurs at underground stations at all bus stops	TfL	2 years. Customer satisfaction scores on stops	Local area maps at bus stops.  Tube style maps at stops showing interconnecting services	TfL propose to provide vicinity maps of the local area at key locations, initially at busy stops, interchanges, stops in and around the congestion charging area and stops on LBI routes. This programme has begun.
19 (f). Countdown extended to all bus stops	TfL	5 years. Proportion of stops with Countdown	Rollout Countdown to all stops	TfL already has a programme to provide Countdown at a quarter of the bus stops across London. Further expansion will be considered after the current review.
20. Recommendations to reduce journey times:  20 (a). Continue examining the feasibility of introducing articulated multi entry-exit vehicles.	TfL	5-10 years. No PI set	Introduction of articulated vehicles	The Committee's support for use of articulated buses in London is welcome. Such vehicles will be introduced on the Red Arrow services and to provide additional capacity on route 207 as a trial. Consideration is also being given to other services where such vehicles could provide benefits.
20 (b). Introduce more express and limited stop services on high volume corridors to separate short hop and longer distance journeys.	TfL	5 years. Average bus speeds	Introduce express services on high volume corridors	See 12 above.
20 (c). Consider the extension of the Red Arrow express network in central London.	TfL after congestion charging introduced	5 years. Average bus speeds	Extend Red Arrow express service in central London	Suggestion noted for future consideration.

20 (d). Establish an express, high frequency, pass only or no change network of services with high quality vehicles operating from outer to central London supported with bus stop based ticket machines or conductors providing the core ticket types.	TfL	None set	As recommendation	<p>See 20 (b) and also 12 above.</p> <p>TfL recognise the benefits to passengers from faster boarding and that the number cash related transactions are a key high factor in increasing overall boarding times. Two initiatives are planned to tackle this – “pay before you go” on route W7 from 17 October and opening boarding on the Red Arrow services from March 2002.</p> <p>If these prove successful in reducing journey times and increasing passenger benefits, such benefits could be achieved throughout London on all or parts of the existing network without creating a “two tier “ system of services.</p>
20 (e). Establish a similar express service network based on serving key employment centres in outer London marketed as the equivalent of the overground underground.	TfL	3-5 years. Average bus speeds	High frequency orbital services	See 12 above
<p>21. Measures to improve safety and reduce the fear of crime:</p> <p>21(a). Rollout of help points at bus stops.</p>	TfL	5 years. Proportion of stops	Providing help / information points especially in areas with street crime problems	This suggestion is already being pursued at main locations.
21 (b). CCTV coverage of bus stops and surrounding areas in locations with high levels of street crime.	TfL	3-5 years. Proportion of stops covered by CCTV	As recommendation	In conjunction with TfL’s partners (in particular the London boroughs), this suggestion is being pursued.
21 (c). Greater presence of traffic regulation enforcement staff along routes to improve perceptions of safety as well as ensure compliance with traffic regulations	TfL / Boroughs / Police	None set	As recommendation	TfL agrees with this recommendation and is actively seeking much stronger involvement from the police and other enforcement agencies in tackling both traffic, safety and personal security issues. See 14 above regarding the proposed TfL / MPS transport policing unit.

21 (d). Continued rollout of on board bus CCTV	TfL			<p>This suggestion is already being pursued. TfL is evaluating the case for installing CCTV on all buses (report due end November). The findings are expected to be positive and TfL's budget and business plan includes some funding for CCTV in 2002/3. London Buses also expects to specify CCTV fitment for all new buses.</p> <p>In the meantime, more buses will continue to be fitted to deal with particular problems and to support other initiatives to improve the security of passengers and staff.</p>
21 (e). Provide cleaners at major terminal points to clean the interior of all buses regardless of operator.	TfL	1 year. Customer satisfaction score on cleanliness	As recommendation	This suggestion is already being pursued at a number of locations and further provision is proposed, initially on LBI routes.
21 (f). Ensure all bus stops are well lit.		1 year. Customer satisfaction score on bus stops	As recommendation	TfL agrees that bus stops must be well lit. Where shelters are replaced, or new facilities provided, these always have lighting. Further work on lighting for the actual bus stop is also being considered, for locations where a shelter cannot be provided and where the street lighting cannot be improved to provide an overall satisfactory level of illumination of the stop and waiting area.
22 (a). That TfL progress the introduction of carnets of one day bus passes and travelcards.	TfL	1 year. Proportion of revenue taken off-bus	Promote cashless bus initiatives to push their development further.	TfL is actively pursuing initiatives towards the "cashless" bus. See 20 (d) above.
22 (b). That TfL progress more bus stop ticket issuing machines and other off-bus ticket issue supported by greater publicity of the discounts and range of tickets offered.	TfL	3 years. Proportion of cashless trips	As above	These suggestions are already being pursued and will be considered further as part of TfL's fares policy review.

23. That the Assembly further considers ticketing proposals in its work programme.	Assembly			
24. That TfL's new contracting system: <ul style="list-style-type: none"> <li>➤ Provides a high quality rather than low cost basis for the tendering of bus services</li> <li>➤ Rewards operators for good performance and penalises poor performance</li> <li>➤ Encourages operators to attract more passengers on to the system</li> <li>➤ Addresses staffing issues</li> <li>➤ Delivers best value</li> <li>➤ Is contained and managed within a business plan that is agreed with the various stakeholders</li> </ul>	TfL via tender review	1 year. Range of customer satisfaction indicators and excess waiting time	Greater incentives / penalties for operators to run higher quality services	Please refer to the report and action plan from the TfL Review of the Bus Contract Regime. See also 9 above.
25. TfL should facilitate the creation of a co-operative Bus Forum, to be led by bus operators and to include London Boroughs, the Police and the GLA.	TfL / Mayor / Operators / Boroughs / Assembly	None set	To support, facilitate, lead and participate in the creation of a forum (with any other relevant stakeholders) with the aim of improving communication, co-operation and the adoption of common standards across London in areas that affect bus operations	TfL agree that consultation, participation and stakeholder feedback play a crucial role in the planning and provision of London's bus services. How a Bus Forum could be taken forward in a way that adds value and complements existing consultation and communication activities will be considered as part of the current TfL review of consultation which is underway and scheduled to report early next year.
26. That TfL, in co-operation with the Bus Forum, produce an annual Bus Plan for London in consultation with all relevant stakeholders.	TfL (with Forum members)	None set	Develop and annually review a bus plan for London, produced after wide consultation with stakeholders	It is not obvious what value this would add in the context of the TfL's budget and business planning process and the extensive dialogue that already occurs.
27. A London Bus Summit should be considered as a part of the proposed new Bus Forum.	TfL (with Forum members)	None set	As recommendation	See 25 above