

Transport for London



# Transport for London delivering e-government





# Foreword

## Ken Livingstone

### Mayor of London

Delivering improvements to London's transport system is one of my highest priorities. High profile initiatives such as the Congestion Charge, or the very significant improvements in bus services catch media attention. These improvements to the transport services we offer have to be matched by improvement to the way we provide information to passengers and drivers; and the ways all of Transport for London's (TfL) customers can, for example, plan their journeys, buy tickets, report a problem with a traffic light or register as a mini-cab driver.

I recently published a short policy statement, 'Connecting the Capital', where I set out how I expected all agencies in the Greater London Authority group to work together to use the power of technology to improve the efficiency and quality of public services in London. This new report shows how TfL is rising to this challenge. It describes innovative new services that could only be delivered with new technology, such as the Congestion Charging Scheme or the Journey Planner on TfL's web-site; and it describes how existing services, such as ticketing, are being revolutionised by new technology – with the pre-pay Oyster card for example; or using your mobile to pay the Congestion Charge.

TfL will continue to integrate its services during the coming year using the technology to bring services together where it makes sense for travellers. A few London Boroughs have begun to use Oyster cards to deliver other public services: this kind of joining up not only saves on costs but, more importantly, makes Londoners' lives easier. Based on the impressive range of work described in this report, I know that TfL will continue to make a powerful contribution to these emerging inter-agency projects.



Ken Livingstone  
Mayor of London

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# Introduction

## Chris Townsend

### Group Marketing Director

### Transport for London

The provision and promotion of accurate travel information to Transport for London (TfL) customers is central to TfL's approach to e-government. Journey Planner, SMS updates, Travel Alerts, the Oyster card and real-time Capital Cams put TfL's electronic engagement with its customers at the cutting edge of e-government in the UK and ahead of similar organisations across Europe and beyond.

Communication is a two-way process – not only must TfL be in a position to give information and promote its services using the latest technology – it must be prepared to receive information and allow London's public to interact with it.

This year more than 5.5m people will have visited the personalised Journey Planner at [www.tfl.gov.uk/journeyplanner](http://www.tfl.gov.uk/journeyplanner). This state-of-the-art planning tool is able to draw on information across all modes of travel to deliver for customers a detailed journey plan. Travel Alerts via e-mail and SMS to mobile phones are an increasing feature of TfL's electronic communication with London's travelling public and are set to grow further with the development of ground-breaking partnerships with mobile operators.

The Oyster card electronic ticketing system now has more than one million users taking advantage of the facility to top up their tickets on-line, at tube stations or via a network of 2,300 Ticket Stop agents across London.

The successful Congestion Charging Scheme combines the ability to manage the charging zone with facilities for the public to pay on-line, through retailers or using their mobile phone. Capital Cams are another feature of the e-government revolution at TfL, offering the public views of major routes and intersections via television or the web.

It is these five major initiatives that are driving the increase in electronic access for the public to TfL services and ensuring that, alongside other initiatives, detailed in the pages that follow, electronic and digital media are at the heart of London's transport revolution.

Within TfL itself that process of delivery has continued with the introduction of common IT platforms across what were formerly fifteen separate organisations with particular focus on Human Resources (HR) and procurement. Efficiency gains will amount to more than £400m over the next six years.



This document lays out TfL's record of achievement across a range e-government initiatives. Last year, 2003/4, saw significant progress towards achieving the central government target of 100% of services on-line by the end of 2005. TfL is confident that in many areas of delivery it will have moved beyond the targets set and include the use of digital tv and the exploitation of the latest 3G generation of mobile technology.

TfL's strategy will continue to embrace new technologies and support historic information channels such as leaflets, maps and timetables where appropriate. Its e-government strategy will continue to put its customers first by providing key information and knowledge across the whole transport network and in so doing help deliver the Mayor's strategy and vision for London in the 21st Century.

Chris Townsend  
Group Marketing Director



# 1.0 Objectives and scope of e-government



**oyster**

Step 1: Touch Oyster card on the yellow reader to begin

Step 2: Pay

Step 3: Touch Oyster card on yellow reader again to complete transaction

## Recharge Oyster here

Call For Assistance

Customer Feedback Receipts

# LONDON UNDERGROUND

For Oyster tickets touch your card on the reader  
For other tickets touch the screen

- Tickets are sold from today only. Customers purchasing 7 Day Travelcards need a current photocard - write the number on the ticket before use.
- Photocards and tickets up to 4 days in advance are available from any ticket office.
- For your protection against fraud, cards left in the machine for more than 40 seconds after they re-appear in the card slot will be retained.
- It is not possible for London Underground staff to return retained cards. If your card is retained, please contact your card issuer.



## E-government offers a chance to breathe new life into local democracy and to transform local services.

It is central to government ambitions to reform and modernise public services and an integral part of the overall UK Online programme to realise the benefits of the internet for all citizens. E-government is not an end in itself but is at the heart of the drive to modernise government.

Modernising local government is about enhancing the quality of local services and the effectiveness of local democracy. TfL is amongst the leaders in exploiting new technologies to enhance the services it offers. The requirement for Best Value will ensure those services are cost-effective in meeting the needs of local customers.

Local e-government can underpin all of this. It is about:

- 1 **Transforming services** – making them more accessible, convenient, responsive and cost-effective
- 1 **Renewing local democracy** – making councils more open, accountable, inclusive and better able to lead their communities
- 1 **Promoting local economic vitality** – a modern communications infrastructure, a skilled workforce and the active promotion of e-business can help authorities to promote employment in their areas and improve the employability of citizens

To get the best out of local e-government, it is important for local authorities to work with central government departments and agencies within a common framework and be able to share information over secure common networks. They also need to work with partners across the public, private and voluntary sectors.

‘The National Strategy for local e-government’, published in November 2002, was developed to provide help, guidance and financial support to meet these needs. The strategy aimed to:

- 1 Create a common framework within which local strategies can be planned with confidence
- 1 Describe what needs to be put in place nationally to help this happen
- 1 Identify common priorities for developments in technology and joined up services that will reduce the cost to councils

This is being done through fostering local innovation and using it to build solutions that can be shared widely; and by using the products of Pathfinders, National Projects and local Partnerships.

## 1.1 Government Targets

TfL, in common with central and local government, has adopted the target of making all services available electronically by December 2005.

This does not mean that all services will be provided on the web, to the exclusion of other ways of delivering them.

It does mean that internet technologies will be used to make services available, usable, and offer value for money.

The National Strategy established a framework for e-government that sets, monitors and reports on local targets. The Office of the Deputy Prime Minister (ODPM) provides a national framework that helps local e-government succeed.

## 1.2 BVPI 157

The Best Value Performance Indicator 157 (BVPI 157) provides a national measure against which all authorities record the extent to which they are meeting the 100% target for electronic interactions.

In 2002/03 TfL stated that 48% of possible interactions were e-enabled. This was in line with the average figure for all authorities across the UK. Given that TfL was in the early stages of development and significant organisational change was on-going, this figure represented a significant achievement.

In 2003/04 TfL's total is forecast to be to 80%. When compared with the national average of 66% the scale of change is significant and demonstrates how far TfL has progressed with e-government initiatives in a short period of time. TfL is leading the way through the introduction of many groundbreaking initiatives that include the Oyster card, Congestion Charging, Journey Planner, Travel Alerts and Countdown, all of which have contributed to the transformation of services provided electronically.

To date, TfL have submitted three Implementing Electronic Government (IEG) statements with the latest published at [www.tfl.gov.uk/tfl/pdfdocs/IEG-statement-2003.pdf](http://www.tfl.gov.uk/tfl/pdfdocs/IEG-statement-2003.pdf).



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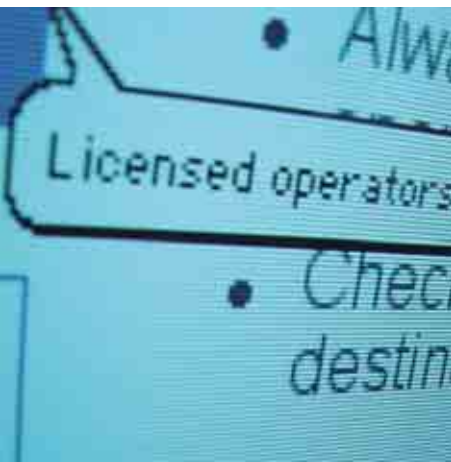
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## 2.0 Transport for London's approach to e-government



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## 2.1 Group Marketing and E-government Strategy

TfL regards the e-government initiative as an integral part of its business plan with consideration being given to e-government either explicitly, as in the case of the Best Value Performance Indicator 157 (BVPI 157), or implicitly within each of the six operational objectives. These include:

- 1 Improving system safety and customer security
- 1 Improving financial efficiency
- 1 Reducing traffic congestion, increasing public transport usage and network capacity
- 1 Improving network reliability and service delivery quality
- 1 Improving network integration and support of local authority initiatives
- 1 Improving access to the transport system

Each of the objectives contains numerous initiatives that meet the requirements of e-government and range from the development of unified finance and procurement systems across TfL, to the development of a customer information strategy.

The building blocks that were laid in 2002/03 are delivering major benefits in meeting the business objectives and consequently in delivering e-government targets. There has been a considerable increase in the number of electronically enabled interactions between 2002/03 and those forecast for 2003/04. The increase from 48% to 80% (out of 220 processes) in the number of interactions shows the significant amount of work that is ongoing within TfL. The initiatives being progressed across TfL are wide-ranging and are subdivided into the ten categories defined within the BVPI 157 indicator and include:

- 1 Provision of information
- 1 Collection of revenue
- 1 Provision of benefits and grants
- 1 Consultation
- 1 Regulation (such as issuing licences)
- 1 Application for services
- 1 Booking venues, resources and courses
- 1 Paying for goods and services
- 1 Providing access to community, professional and business networks
- 1 Procurement

### 3.0

## Key e-government initiatives





## TfL On-Line

The responsibility of managing one of the world's largest integrated transport authorities means that the role of the TfL web-site is unique. TfL has to ensure that visitors to the site receive an integrated travel information service from a wide range of different sources. The web-site covers every aspect of travel in London and also has to balance many needs and those of various customers against the traditional requirements of other sites. With overseas visitors accounting for 24% of TfL's web-site traffic<sup>1</sup> all travel information, including the purchase of a range of tickets, has to be readily available on-line to visitors accessing the site from outside the UK.

TfL has an ongoing commitment to provide accessible on-line services and in April 2003, following independent accessibility testing, it rolled out new templates and standards across the site. The accessibility of the site is regularly reviewed, and developers are trained in the necessary techniques to ensure compliance with Web Accessibility Initiative (WAI) and e-Envoy standards. TfL also ensures that key documents are now published in both PDF and HTML formats to enable access by the visually impaired.

New media technologies are exploited where relevant, resulting in substantial cost savings and efficiencies. TfL's web-site is central to its publishing strategy and the majority of documents produced by TfL are also published on-line. Nearly three and a half million documents were downloaded in the last quarter, almost double the number downloaded in the same quarter the previous year (1,814,586). TfL has reduced costs by offering for example, on-line ticket refunds (following disruption on the Central and Northern Lines) and downloads of documents. The site ensures documents are widely accessible, with multiple language versions of selected documents available on-line. Increasing customer interactions on-line is core to TfL's strategy not only with travel information, but also with e-procurement, on-line transactions and consultations, greatly improving service availability whilst reducing staff time and costs.

<sup>1</sup> Hitbox Enterprise edition, October 2003

Other on-line services include local Journey Planner guides, interactive maps, on-street traffic information, a licensed mini-cab driver and operator search and links to Congestion Charging and the new Oyster card. TfL is currently working to provide all of its key customer interactions on-line.

TfL works in partnership with many other organisations to manage sections of the web-site and to ensure an integrated on-line presence. These services include TfL's Capital Cams which, as well as being available on the TfL web-site, are fed by TfL for use by the BBC as *Jam Cams*.

Since the integration of the site, awareness and usage has been steadily increasing with the [www.tfl.gov.uk](http://www.tfl.gov.uk) share of the UK travel web-site market increasing by over 82%<sup>2</sup> by September 2003. The customer is always central to the work TfL undertakes and each round of research conducted – whether with customers directly or through research organisations – has focused on how the site can be improved, enabling proactive rather than reactive development.

<sup>2</sup> Hitwise, Jan 2002 – Sept 2003

### 3.1 On-line Consultation

One of the key areas of the e-government agenda is public consultation. As an organisation TfL, under the Mayor's direct jurisdiction, is involved in the development and implementation of new policies and initiatives across the whole of London. This necessitates a significant amount of consultation with the public, London Boroughs, GLA, central Government and many other key bodies and stakeholders.

TfL's responsibilities cover a range of transport undertakings including; London Underground, Buses, DLR, Trams, Public Carriage Office, Street Management, River Services and London Rail. Consequently it is important that consultation is consistently applied across all of the modes. In 2003 TfL developed a consultation toolkit that provides guidance within the organisation and will contribute to delivering the consistency that is required when undertaking public consultation.

It is recognised that not all aspects of consultation can be delivered electronically, not least due to issues around social inclusion. However, as appropriate, TfL utilises the web-site and other electronic means to maintain its customer focus.

On-line consultation has been successfully used to complete extensive stakeholder soundings on projects such as the Thames Gateway Bridge. In 2004 extensive consultation on projects such as the western extension to the Congestion Charging Zone and proposals for the West London tram will be undertaken on-line.



**On-line Services from TfL** [www.tfl.gov.uk/onlineservices](http://www.tfl.gov.uk/onlineservices)



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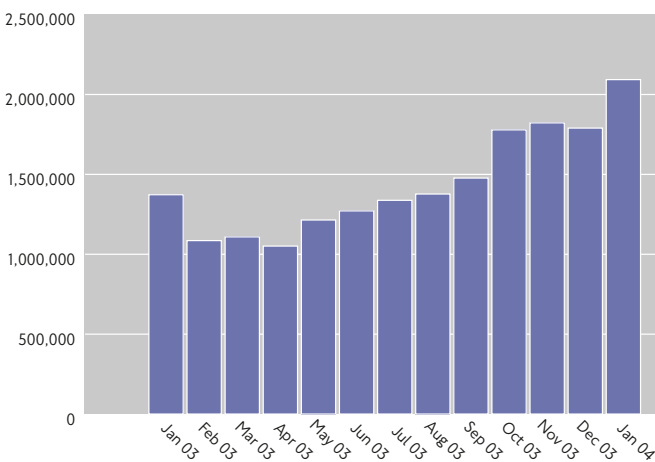
### 3.2 Electronic Travel Information – Journey Planner

TfL’s Journey Planner provides comprehensive multi-modal route planning advice informed by real-time incident data for travel in the capital. It is a central part of TfL’s customer information service and to ensure accessibility at home, work and on the move, Journey Planner is made available via a number of different channels – PC, PDA, mobile (WAP and SMS) and kiosk.

TfL’s experience in implementing on-the-move information channels has led the EU to ask for its help in their initiative to manage and develop projects aimed at implementing pan European mobile travel services.

In March 2003 TfL undertook quantitative research on its Journey Planner to assess the extent to which customers use the Journey Planner and the type of journeys for which the service is used. The key findings were:

- 1 Overall opinion of the site was very positive with a high likelihood to revisit
- 1 94% would recommend site to others – 73% rated Journey Planner as excellent
- 1 73% were repeat visitors
- 1 More than 50% accessed the site from work
- 1 The availability of accurate, up-to-date information and ease of use were cited as the most important features of Journey Planner





The success of Journey Planner culminated in TfL receiving the *Award for Information* at the 2003 Integrated Transport Awards. Building upon this success TfL will roll out further functionality to the existing service that will include the use of alternative platforms.

### 3.3 Electronic Ticketing

#### – Oyster card

June 2003 saw the public launch of 'Oyster', TfL's electronic ticketing project. Over 600,000 journeys are now made every day using Oyster. By March 2004 more than one million Oyster cards had been issued. This number will grow with the launch of concessionary passes, pre-pay on buses, and a daily fare-capping scheme. The system covers over 275 Tube stations, 7,000 buses, and 2,300 agency outlets.

The scheme offers significant improvements to the experience of buying and using tickets in London:

- 1 Pre-pay allows people to reduce the number of times they have to buy a ticket and removes the need to think in advance about what ticket is required
- 1 Oyster card holders can pass through gates on the Tube without having to fumble for their ticket and pass it through the slot
- 1 Customers can order their electronic tickets in advance over the phone or on-line. Their Oyster card will automatically be recharged when they pass through a gate at their nominated station.

- 1 Customers can now buy monthly tickets from automatic machines, reducing the need to queue at the ticket office

TfL aims to develop the Oyster system to improve its service to customers even further:

- 1 Trial projects are being implemented to integrate the Oyster functionality onto cards issued by other public bodies, e.g. London Borough of Newham's connect library card
- 1 A pilot study is in development offering pre-pay customers the opportunity to have their balance automatically topped up via direct debit when available funds fall below a previously determined level

At the end of March 2004 approximately one million Freedom Passes were available on Oyster card. As well as discussions with the London Boroughs, TfL has been exploring further applications for its Oyster card. Discussions between TfL and the Department for Education and Skills have identified an opportunity for all Connexions cards issued in London to contain the Oyster application and be used as a discount entitlement photo-card for 16 and 17 year-olds.



### **3.4 Electronic Traffic Management – Congestion Charge Scheme**

In February 2003 the Mayor and TfL launched the Congestion Charge Scheme with the key objective of reducing traffic congestion in and around central London. Since its introduction the scheme has resulted in an 18% reduction in traffic entering the zone during the charging day and a 30% reduction in delays<sup>3</sup>. In keeping with TfL's multi-channel strategy for the provision of transport services, numerous channels are available to access information about the scheme and to register and pay for the Congestion Charge.

[www.cclondon.com](http://www.cclondon.com) accounts for 26% of all charge sales with more than 17,000 payments every weekday and in excess of 250,000 visits to the home page each week. As well as the Congestion Charge customers can pay penalty charges on-line. Other background information on Congestion Charging can also be obtained on the web-site, including frequently asked questions and details of the scheme order. The web-site also allows customers to register on site, allowing them to view statements on-line.

TfL has developed a specialist web-site that provides a range of services for fleet operators. This includes the ability to manage accounts on-line and download statements. Fleet operators can upload/delete vehicles as necessary and can obtain news of forthcoming fleet-related Congestion Charge news. A link to a selection of TfL's London traffic cameras is also available.

SMS text payments now account for 21% of weekday charge payments. Customers must register for service, either through a call-centre or [www.cclondon.com](http://www.cclondon.com). This allows users to pay the daily charge, or, if a registered resident, the five-day charge. A recently added service provides the ability to pay after 10 pm (late payment). Texting 'help' or 'details' will inform customers if they have paid the charge for their vehicle for that day.

<sup>3</sup> Source: TfL 17th February 2004



### **3.5 Electronic Travel Information – Mobile Journey Planner and Kiosks**

TfL currently possesses a suite of mobile travel information services, including Travel Alerts, the TfL WAP site and WAP/SMS derivatives of Journey Planner.

As the mobile telecoms market in the UK develops, increased emphasis is being placed on data services. This is driven by improving network infrastructure (GPRS, 2.5 and 3G networks) and handset technology (colour, Java, video, SMS and polyphonic audio). 2.5 and 3G based handsets are expected to account for 91% of the UK marketplace by 2008<sup>4</sup>. Furthermore use of mobile data services is growing as new handsets and functionality make GPRS and GSM viable content channels. In 2004 mobile internet page impressions will rise by over 60% in the UK, to over 13 billion<sup>5</sup>.

TfL has embarked on a review of the mobile marketplace with a view to securing long-term information partnerships with the mobile providers. As part of this work programme, in March 2004 a three year, non-exclusive partnership agreement has been reached with Orange UK.

<sup>4</sup> Source: Forrester Research

<sup>5</sup> Source: Mobile Data Association

The key objectives are to develop usability and awareness of key TfL mobile information applications and to inform the development of TfL electronic information provision and strategy.

The initial goal will be to develop usability and promotion of TfL services. Longer term service enhancements and new product development will be examined and commissioned, to link with TfL's wider information strategy. This will include the investigation of 3G phone technology and applications, allowing TfL to fast-track trials and subsequent entry into this emerging marketplace.

Services developed under the agreement with Orange will be rolled out across mobile phone operators over the next 12 months allowing TfL to trial and refine services and promotions.

TfL commenced a detailed review of kiosks in 2003 as part of a developing channels strategy. It was envisaged that the use of kiosks would complement the TfL web-site and provide greater public accessibility to TfL service information, particularly when people were en route.

The review concluded that TfL should trial the deployment of Journey Planner via existing major London host networks to kiosk units provided by Cityspace and BT multi-phones. More than 600 sites are expected to host Journey Planner.

Subject to recommendations from the trial, TfL will consult with the GLA, the Boroughs and other stakeholders to develop a longer-term strategy for en route information and kiosks.



A typical kiosk screen display for Journey Planner

### 3.6 Broadcast Travel Information – Television and Radio

TfL and its predecessor bodies have worked with the main broadcasting services for many years. The technologies available to TfL ensure that up to date travel information is available to the key broadcasting companies and can be used in a range of formats.

More than 250 of TfL's high-definition on-street cameras and street pictures are delivered to broadcast standards for use in traffic updates by several broadcasters including BBC, ITV and other private traffic information services. Real-time travel information is also summarised and links into both Ceefax and Teletext services.

A selection of traffic cameras are used at [www.tfl.gov.uk](http://www.tfl.gov.uk) and [www.bbc.co.uk/london/travel/jamcams/](http://www.bbc.co.uk/london/travel/jamcams/) to provide real-time traffic information. TfL is currently exploring a number of options to improve the quality and range of services available including digital tv and 3G mobile technology.

### 3.7 Electronic Travel Information – Travel Alerts

Since Autumn 2002 TfL have promoted the Travel Alerts system as an effective 'early warning' vehicle that can advise commuters of incidents affecting their regular journeys.

Customers pre-register with TfL and identify their regular Underground or DLR route and the time and day when they travel. They then receive alerts free of charge by e-mail or SMS.

Since the SMS service was made free to the customer demand for the scheme has increased with further growth anticipated as marketing is increased and the range of services on offer expanded.

The data is sourced from the real-time central incident database in the Travel Information Call Centre. This information is also fed across all real-time information products including the broadcasters, Journey Planner and the web-site.

### 3.8 Mobile Travel Information – PDAs

The growth in PDA's and smartphone technology has provided TfL with a further complementary channel for travel information services. The software capability of existing services has been enhanced for use with these emerging platforms.





### 3.9 Countdown

Countdown provides real-time passenger information on the arrival of buses at bus stops to enable customers to make choices about their journey options. The system has been delivered to over 2000 bus stops in London and has proved popular with passengers and local authorities.

Whilst Countdown was pioneering at the time, the technology is now over 10 years old and requires upgrading to ensure the information delivered is timely and accurate. As a result TfL have been reviewing the technology options available to enable a seamless upgrade to its system and to widen opportunities for dissemination of passenger information. Subject to funding provision, it is expected that new technology will be introduced and real-time passenger information made available for dissemination over a wide variety of media from 2006 onwards. This could include dissemination via the internet, mobile phones etc., to enable synergies with other modes of transport in London.

### 3.10 Tele Services

#### – Customer Services and Travel Information

The customer contact centres have a vital role to play in communicating with customers through their preferred method of contact including telephone, e-mail and letter.

More than 11 million telephone calls, 100,000 letters and 350,000 emails are handled annually. It is important that the delivery of this customer service is consistent across all modes. During 2003 TfL delivered initiatives to ensure that customer service is delivered according to the needs of potential and existing customers through:

- 1 Ensuring a consistently high performance in delivery across TfL
- 1 Improving the co-ordination and efficiency, accessibility and effectiveness across delivery areas
- 1 Supporting TfL key strategic objectives, including e-government

It is recognised that not all aspects of customer service can be delivered electronically because of social inclusion requirements. However, appropriate links are being made with the 'contact us' section of the web-site and the use of electronic mail to meet customer requirements. Work has also been undertaken to ensure enhanced storage of information with a move towards paperless office environments. The substantial growth in the use of electronic mail and anticipated changes in customer requirements in this area are constantly built into business planning requirements.

Work is also underway to ensure the optimal use of new technology where appropriate, such as Interactive Voice Recognition, the optimal use of customer databases and the integration of telephone systems to ensure consistent meeting of customer demand.





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## 4.0 Future initiatives





TfL's business planning process enables it to build and exploit, either directly or via partnerships, emerging technologies.

#### 4.1 Interactive TV

TfL is continually exploring opportunities to provide quality customer-focused information through new and emerging technologies. TfL is particularly keen to develop socially inclusive applications as it is recognised that inappropriate blends of e-technology can become socially exclusive. Consequently maintaining a broad channel strategy enables public access to travel information and services through a range of technologies.

In keeping with these principles TfL is exploring opportunities in cable and satellite technology and operations. The objective is to broaden the range of media platforms on which our information is available. Potential applications for interactive information include:

- 1 Travel news bulletins
- 1 Departure information
- 1 Journey Planner
- 1 E-commerce, allowing transactions for a range of services
- 1 Capital Cams

#### 4.2 M-ticketing

During 2003 TfL undertook a number of trials to explore the potential to integrate mobile technology with ticket sales and use. It was apparent from this that the emerging technology that offers the most exciting opportunities is the integration of Oyster into mobile phones. This 'marriage' would allow customers to select, purchase and download tickets 'over the air', then present their phone, instead of a smartcard, to the readers. Alternatively, those with a suitably equipped phone might be able to present their phone to a reader and gain access to the network with no prior registration, their trips appearing as items on their mobile phone bill. Oyster cards may be integrated with mobile phones, such that the phone is both the means of purchasing a ticket and gaining access to the transport system. TfL is actively developing this concept with industry partners.

### 4.3 3G Telephony

As part of its work with the mobile phone industry, TfL will investigate the opportunities presented by the advent of third generation mobile networks in the UK, chiefly via the increased bandwidth they offer for mobile data services. Together with advancements in handset technology, 3G will enable TfL to provide 'rich' travel content to Londoners using mobile phones, including video and improved mapping. Trials of 3G applications are expected to commence in the coming financial year.



## 5.0

# Business Improvement Programme (BIP)

TfL has successfully merged 15 different organisations since it took over responsibility for transport in London in 1999.

In doing so it inherited a legacy of numerous complex and disparate business processes and technology solutions across its constituent companies. Specifically, TfL acquired more than thirty back office systems – including six in HR, twenty in finance and seven in procurement.

### 5.1 Objectives of the Business Improvement Programme (BIP)

In line with the Mayor's and TfL's e-government commitments, a key strategic element of the vision to deliver a world-class integrated transport system was the provision of a single integrated business technology suite on which to support 17,500 employees.

This technology suite would underpin improved working practices and help drive the change in corporate culture towards a more commercially oriented business culture. The clear objective is to use the introduction of world-class integrated solutions to drive business change across TfL to dramatically improve operational efficiencies and benefit TfL's customers and stakeholders.

In September 2002 TfL launched the Business Improvement Programme (BIP) to deliver improved business processes and information management systems. The specific objectives of the programme were to:

- 1 Support best practice processes in the workplace and dramatically reduce operating costs
- 1 Drive common, integrated processes across all the modes of TfL
- 1 Give faster access to better quality data across the organisation to facilitate business decisions based on accurate data
- 1 Provide improved management reporting
- 1 Sustain and support the developing organisation for the next 10 to 20 years
- 1 Enable accelerated integration of the disparate businesses inherited by TfL

## 5.2 Programme Scope

The scope was focused around the integration of finance, procurement and human resources processes and systems across all transport modes. Challenges included:

- 1 Negotiation and implementation of group-wide purchasing contracts
- 1 Delivery of critical operational staff duty-rostering and safety licensing functionality
- 1 Delivering catalogue-based e-procurement in a formerly paper-based environment
- 1 Complex contract management including the management of PPP and PFI contracts
- 1 Consolidation of HR systems and alignment to best practice as a key enabler to the implementation of an HR Service Centre

In terms of scale, the programme is regarded by SAP software enabler as the largest HR functional scope anywhere in Europe, whilst the combination of the latest mySAP technologies, makes the implementation a global first.

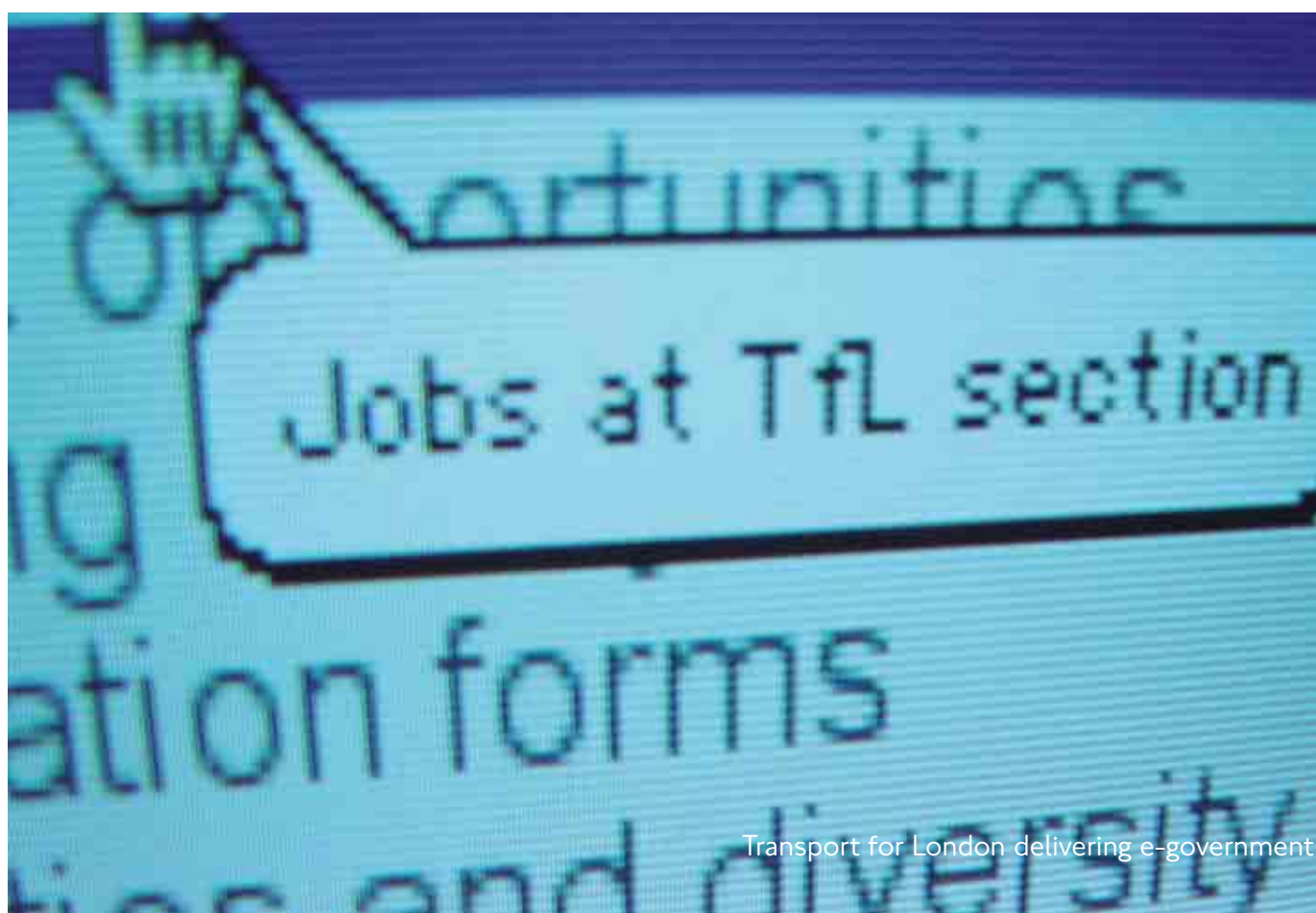
## 5.3 Programme Achievements to Date

Implementation of integrated and common processes across all modes of transport was conducted in four phases and was achieved in partnership with Axon using SAP as the software enabler. All phases were delivered on time and to budget. Specifically:

- 1 Phase one saw the implementation of the Finance and Contracts & Procurement common processes and roles within the TfL corporate centre and London's Transport Museum, for over 600 SAP professional users
- 1 Phase two extended the solution to fully support 1,200 professional finance and procurement staff as well as extending the functionality to include inventory management and PFI/PPP management functionality
- 1 Phase three extended the Finance and Contracts & Procurement solution still further to include Surface Transport and Docklands Light Rail adding a further 1,200 professional users

- 1 Finally, phase four went live on 15th December 2003 and saw the concurrent roll out of all the HR and payroll functionality across all modes delivering common processes and access to some 7,000 users including 2,000 managers using the Manager Self Service functionality

Following the implementation phases, BIP is now focused on the continuing delivery of the business benefits through ongoing process and technology evolution. New phases currently in progress include Executive and Project Reporting and Record Management solutions.



## 6.0 Transport for London in partnership





## One of the key objectives of the e-government initiative is to ensure that all aspects of government are joined up.

Many of the services provided by TfL require close co-ordination with external agencies including the Greater London Authority, other GLA bodies such as the Metropolitan Police, London Boroughs, the statutory bodies and external strategic partners such as BBC London. Through collaborative working TfL is able to supply a range of travel services that benefit the public and external agencies. These include: real-time travel information, road congestion, traffic light information and road and street works.

### 6.1 GLA

In 2003 TfL participated in a GLA group Best Value review of e-government, together with the GLA, London Development Agency and London Fire and Emergency Planning Authority. This identified a number of potential e-government projects to be taken forward as part of a co-ordinated approach across the GLA group. Key projects included: Developing a London portal; exploring the potential for a single phone number for London public services; and considering the role of street based information kiosks.

Each of these projects would contribute to delivering the Mayor's vision for London. Subject to budgetary constraints these initiatives will be progressed as part of the strategy for joined up working and will be developed in collaboration with LondonConnects, the London Boroughs and other GLA group organisations. The Mayor has identified the London portal project as the highest immediate e-government priority for the GLA group to take forward.

### 6.2 LondonConnects

LondonConnects is London's regional e-government agency. It is charged by the Government, GLA and the London Boroughs with the task of supporting and encouraging the adoption of new technology throughout the public sector; with sharing experience and good practice in service innovations; and with delivering key inter-agency strategic projects, joining up and integrating public services to the benefit of Londoners, tourists or businesses.

TfL is actively engaged with LondonConnects on a number of initiatives, the most high profile being the extension of the Oyster card across London.

LondonConnects recently published its blueprint for e-partnership working in London. This document describes the coherent structure that has been established to support the development of more integrated and joined up electronic public services right across the city. This is a structure through which local service improvements or innovations can be shared and agreed city-wide protocols or projects can be rolled out to all.

### 6.3 London Boroughs

TfL works closely with the London Boroughs as part of the 'Borough Partnerships' initiative. Several synergies exist between the aims of the Boroughs and those of TfL. The work on smartcard and broader applications for Freedom Passes is well developed with numerous Boroughs introducing their specific versions using smartcard technology.



# 7.0

## Summary

TfL has approached e-government as an integral part of the day-to-day planning and operation of the organisation rather than as a separate initiative to be developed in isolation.

E-government is and will continue to be a constituent part of TfL's process to improve access to the streets and public transport system. In turn this will improve access to employment, education, leisure and other facilities for the benefit of all citizens, visitors and stakeholders alike.

By delivering the objectives within its business plan TfL will drive forward many of the stated aims within the national e-government agenda culminating in public services that are:

- 1 Joined up
- 1 Accessible
- 1 Delivered seamlessly
- 1 Open and accountable
- 1 Used by e-citizens
- 1 Delivered or supported electronically

TfL's commitment can be demonstrated, not only through the Oyster card or Journey Planner and the web-site, but also through improvements to the support systems. The development of integrated HR, finance and procurement systems and the review of secure broadband opportunities is at the heart of joined up governance.

The recent Office of the Deputy Prime Minister consultation paper provided an indication of likely e-government priority areas and proposed best practice outcomes in 2005. In the area of transport TfL already meets the majority of the mandatory outcomes and is well advanced towards meeting the discretionary or 'stretch' targets. These stretch targets include the provision of travel information services by SMS and iDTV and the use of smartcard and other technologies to improve traffic and transport management.

As a progressive organisation TfL will not sit back on its achievements. As highlighted in this document TfL will continue to develop the best solutions that are available and affordable in order to meet its stated objectives of developing and maintaining a world class transport system across London.



