

London Assembly

Transport Committee

**Crime and disorder on London's buses
January 2008**

The Transport Committee

Roger Evans	- Chairman (Conservative)
Geoff Pope	- Deputy Chair (Liberal Democrat)
John Biggs	- Labour
Angie Bray	- Conservative
Elizabeth Howlett	- Conservative
Peter Hulme Cross	- One London
Darren Johnson	- Green
Murad Qureshi	- Labour
Graham Tope	- Liberal Democrat

The terms of reference for this investigation, approved by the Committee at its meeting on 7 June 2007 were:

- To establish what mix of measures make passengers feel safe on the bus network, in terms of both staffing and technology;
- To establish how effectively TfL's current measures meet these requirements;
- To establish what mix of measures would improve the travelling environment and contribute to reducing anti-social behaviour; and
- To contribute to TPED's review of their resources by making recommendations for improvements.

Labour Members of the Committee have issued a minority report, which can be found at Appendix 1.

Tackling crime and disorder on London's buses

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Chairman's Foreword

Despite relatively low levels of crime on London's buses, the rate of crime remains higher than two years ago and passengers report feeling less safe on buses than on other modes of public transport.

The Transport Committee has set out to investigate, taking valuable evidence from passenger groups, police, transport providers and workers in the industry. There is broad agreement that crime needs to be tackled and we observed the practical measures that are being put in place, including a greater police presence and wider use of closed circuit television (CCTV) monitors.

The Committee has taken the opportunity to make a number of positive recommendations, based on the evidence received. These include providing extra powers to revenue protection inspectors and police community support officers; better training for drivers who often have to face challenging situations alone; and more immediate use of CCTV, including the potential for some live monitoring.

The Committee notes the recent work done by TfL to improve enforcement around the free travel concession for young people, but is concerned that insufficient consideration was given to passenger safety when this concession was introduced. We have asked TfL to report the results of the new regime to the Committee six months after it goes live.

Crime and disorder are serious matters because they have the potential to discourage some people from using the buses at a time when there has been considerable investment in the service, and when TfL policy is to encourage the use of public transport. The Committee looks forward to improvements in the future.

Roger Evans

Chairman, London Assembly Transport Committee

Executive summary

There is less than one crime for every 50,000 passenger journeys on London's buses, and yet evidence suggests that people feel less safe on them than on any other form of the capital's public transport. TfL's own research and responses to our investigation suggest some bus passengers are fearful of crime and intimidated by anti-social behaviour.

The reasons for the apparent difference between actual levels of crime and the fear of it are complex. One reason is that recent reductions in crime on buses have not yet had an effect on people's perceptions of it. Figures provided to the Committee by TfL show bus related crime increased in absolute terms and per passenger journey between 2004 and 2006.

There have also been changes to the passenger experience. There has also been an increase of 22.5 per cent in ridership on the bus network since 2002, with nearly two billion passenger journeys last year. The introduction of Oyster cards, whilst increasing the ease and speed of boarding a bus, has reduced contact between staff and passengers; an important factor in passengers' perceptions of safety.

The police and many of those who submitted views to our investigation identified the introduction of free travel on buses for under-16s as a factor in the levels of crime and perceptions of it. Most young people behave responsibly on buses and are more likely to be victims of crime than any other group. However, subsequent policy decisions by TfL and the allocation of police resources suggest the potential effect of the free travel policy on other bus passengers was not adequately considered at the time.

We welcome many of the recent initiatives introduced by TfL to increase the uniformed presence on buses and use technology to prevent and solve crime. We have examined these in detail and have made a number of recommendations intended to improve further the way technology and uniformed staff are used to police the bus network. In doing so we have sought to identify lessons that could be learned from best practice elsewhere on the transport network. In particular, we propose:

- Increasing the uniformed presence on the bus network using as best practice the example of the DLR where more than six times as much money is spent on security staff than in parts of the capital's bus network
- Exploring the potential for integrating the roles of revenue protection inspectors and Safer Transport Teams
- Using the new i-Bus system to ensure that new technology is exploited to explore the potential for live CCTV feeds and better use of PA systems to improve communication between drivers and passengers
- Measures to help drivers maintain order and a pleasant environment for bus passengers.

Crime and anti-social behaviour will always impinge on the transport network of a large city; it is the responsibility of all relevant public bodies to minimise the extent to which this happens. Our report aims to make a positive contribution to assisting TfL and the police to reduce crime and anti-social behaviour on buses and thereby enhancing the passenger experience.

1. Introduction

Why is crime on buses an issue?

- 1.1 There were 1.8 billion passenger journeys in London last year, an increase of 22.5 per cent since 2002. Yet the amount of recorded crime on the bus network is low and is falling. There was only one crime for every 50,000 bus passenger journeys in 2006-07¹. Statistics released by Transport for London (TfL) in response to this investigation show that crime on the bus network fell by 11 per cent in the six months to September 2007 mirroring the fall in overall reported crime across London².
- 1.2 Yet TfL surveys consistently report that people feel less safe travelling by bus than on any other form of public transport in London. There are likely to be a number of complex reasons for this. Although the rate of reported crime on buses is now falling, there was an increase in the absolute number of reported bus related crimes between 2005 and 2006. Crime remains 15 per cent (06/07 figures) above 2004/05 levels. Other sources of data suggest that there was also an increase between 2005 and 2006 of incidents of anti-social behaviour reported by bus drivers. TfL figures show that 65 per cent of people have experienced or witnessed anti-social behaviour in the last two years³. Research suggests witnessing and experiencing crime and low-level disorder is a significant contributory factor to how safe people feel. It is also likely to lead them to over-estimate their chances of being a victim of more serious criminal activity.
- 1.3 Furthermore, bus passengers have much less contact with staff than they would have done ten years ago. Conductors have now been removed from all London buses⁴, and with their traditional fare collection role made largely obsolete by the Oyster card system, it is extremely unlikely they will be re-introduced. Oyster cards have increased the ease and speed of boarding a bus but have also reduced the contact between staff and passengers. It is now rarely necessary for passengers and drivers to communicate on a bus.
- 1.4 These factors have probably contributed to letters received by Assembly Members from the public complaining about crime and anti-social behaviour on buses and this was reflected in the feedback from the public to the Committee during this investigation. Some associate this behaviour with the increase in bus ridership by young people who since 2005 have been entitled to free travel on the bus network. The targeting of resources by TfL's Transport Policing and Enforcement Directorate (TPED) suggest that the behaviour of some young people on buses is cause for concern.

¹ TfL written evidence

² Metropolitan Police crime figures, found at: <http://www.met.police.uk/crimefigures/index.php>

³ Transport for London, Community Safety Plan, 2007, p14

⁴ Except on two Routemaster heritage routes

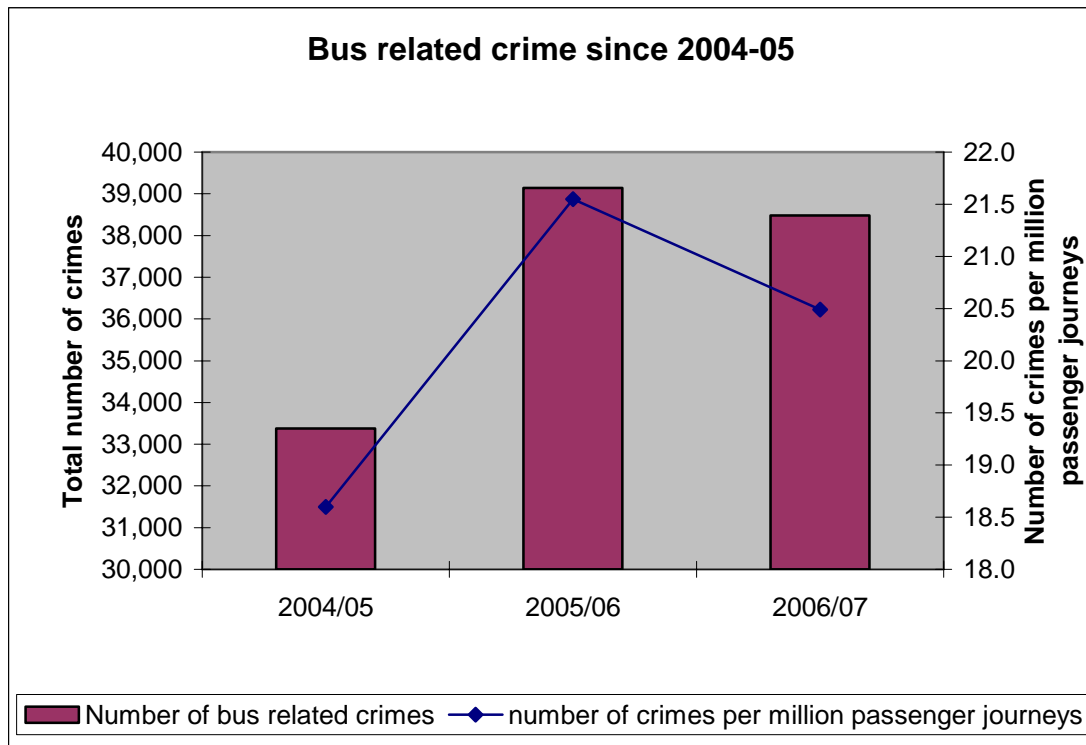
- 1.5 The Committee therefore set out to examine the extent of crime and anti-social behaviour on the capital's buses and what TfL, the police and others were doing to reduce it and make people feel safer on buses. In doing so, we recognise that TfL is not a law enforcement body and is not responsible for levels of crime in London. Crime on buses is not a particular type of crime; buses and bus stops simply reflect the activity that takes place on the streets. Nevertheless, TfL will soon have a statutory duty to try to prevent criminal activity on the transport network and has introduced a number of policies and diverted significant resources to this end⁵.
- 1.6 The Committee set out to investigate how effective these measures are in making people feel safe and secure when travelling on buses. In particular, what balance of staffing and technology makes people feel safe on buses? Has TfL got this balance right? We hope this report will inform TfL's current review of policing resources on the transport network and we aim to make some positive and useful suggestions as to how improvements could be made.

⁵ TfL will soon be covered by Section 17 of the Crime and Disorder Act 1998. This requires TfL to do all it reasonably can to prevent crime and disorder on the transport network. TfL voluntarily adopted Section 17 and it is intended that this will be formalised by statutory instrument (the draft Crime and Disorder Act 1998 (Amended Authorities) Order 2007).

2. Crime and anti-social behaviour – trends and perceptions

How much crime and anti-social behaviour is there on the bus network?

- 2.1 Measuring crime on the bus network is a difficult task. Victims and perpetrators are moving through different areas so the exact location of a crime may be very difficult to pin down. Boundaries on buses are much less clearly defined than, for example, a Tube station.
- 2.2 The following graph compares the total number of bus related crimes with the rate of crime since 2004 (figures are not available prior to this date):



Source: TfL

- 2.3 TfL states that the increase in crime since 2004 is due to growth in passenger numbers, greater police focus on transport related crime and efforts to address under reporting⁶. This does not appear to tell the whole story. The graph shows an increase of just over 17 per cent in bus related crime from 2004/05 to 2005/06 but also an increase in the rate of crime of 16 per cent. This means that the number of crimes increased per passenger journey, although the likelihood of becoming a victim of crime remained very low, with just over 21 crimes per million passenger journeys. On buses, criminal damage rose by 41 per cent between 2004/05 and 2005/06. Robbery increased by 39 per cent in the same period, and violence against the person by 11 per cent.

⁶ TfL written evidence

- 2.4 So how do we account for the increase in bus related crime between 2004/05 and 2006/07 which occurred during a period of falling crime across the capital? A correlation has been drawn by some between the introduction of free travel for under-16s and an increase in crime, particularly violence against the person and robbery⁷. In this context it is important to remember that young people are most likely to be victims of crime themselves⁸. For example, Metropolitan Police Authority (MPA) figures from 2006 show that youth victims account for 40 per cent of all robbery offences, and that 60 per cent of all those accused of robbery are young people⁹.
- 2.5 There appears to be evidence that crime on buses is now falling. Figures released by TfL in November show an 11 per cent drop in crime in April – September 2007, compared to the same period in 2006. This fall occurs at a time of continued increase in bus ridership so the rate of crime is also falling. Criminal damage fell by 22 per cent, robbery by 28 per cent and violence against the person was up by 3.5 per cent¹⁰. Police attribute the drop in crime seen in the first six months of 2007/08 to an increase in Transport Operational Command Unit (TOCU) activity around youth crime and anti-social behaviour. This also coincides with the introduction of Safer Transport teams, although it is likely to be too early to draw definitive conclusions about their effect.
- 2.6 Anti-social behaviour is even more difficult to measure. The standard definition of anti-social behaviour, as used in the Crime and Disorder Act 1998 is “acting in a manner that caused or was likely to cause harassment, alarm or distress to one or more persons”¹¹.
- 2.7 This clearly covers a very wide range of issues, some of which verge on criminal acts, and some of which could perhaps be seen as unpleasant or unwanted behaviour. Unpleasant behaviour will mean different things to different people: research has shown that many young people do not understand that some perceive aspects of their behaviour to be intimidating or irritating¹².
- 2.8 Drivers make ‘code red’ calls, or driver incident reports, if they require assistance for any reason. TfL use these reports as an indicative measure of anti-social behaviour. There has been an irregular but steady rise in driver incident reports since 2004, partly accounted for by TfL encouraging drivers to make reports to build up a picture of incidents across the network.

⁷ MPA Equal Opportunities and Diversity Board meeting, 4 October 2007, found at: <http://www.mpa.gov.uk/committees/eodb/2007/071004/15.htm>

⁸ Department for Transport, ‘Young People and Crime on Public Transport’, October 1999 <http://www.dft.gov.uk/pgr/crime/youngpeopleandcrimeonpublic3010?page=4#1009>

⁹ MPA report ‘Young People as Victims of Crime’, 20 July 2006, found at: <http://www.mpa.gov.uk/committees/eodb/2006/060720/05.htm>

¹⁰ TfL written evidence

¹¹ Home Office, ‘Defining and measuring anti-social behaviour, 2004 <http://www.homeoffice.gov.uk/rds/pdfs04/dpr26.pdf>

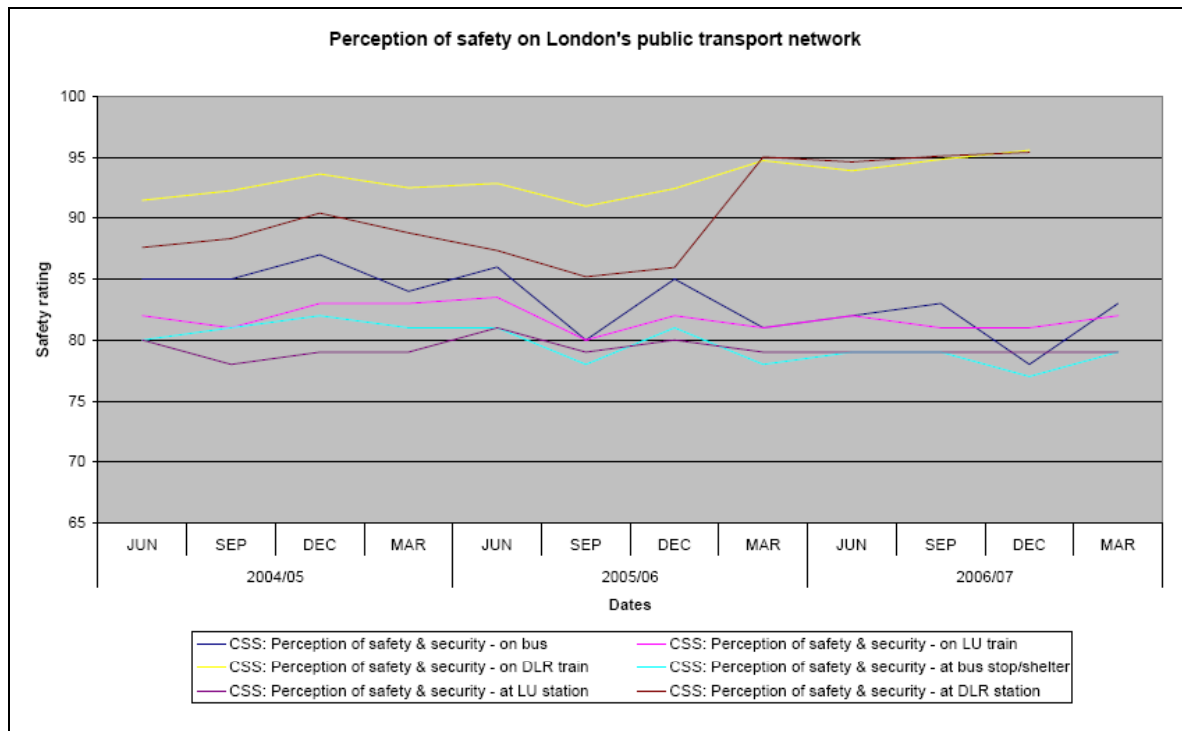
¹² Crime Concern for Merseytravel, ‘Public Transport in Merseyside, Children and Young People - Their Experiences and Perceptions of Travelling in Merseyside’ 1995

How safe do people feel on buses?

- 2.9 Fear of crime is increasingly seen as important in tackling overall levels of crime. How safe people feel and how much crime they perceive to be occurring has become a priority for policing. Perhaps the most obvious sign of this is the creation of the 'reassurance policing model' through Safer Neighbourhood Teams (SNT). SNTs are intended, in part, to close the gap between actual and perceived levels of crime, by offering a visible presence and a more responsive service.
- 2.10 Previous studies have argued that fear of crime is very closely linked to observing low-level disorder and incivility, rather than actual criminal acts¹³. What is taken to be fear of crime could therefore be more accurately described as an expression of a feeling of a lack of security. Therefore, tackling low-level disorder is vital in addressing the way people feel about safety on public transport. Significantly, TfL's Community Safety Plan states that 65% of Londoners have experienced anti-social behaviour whilst travelling in the last two years¹⁴.
- 2.11 The graph below shows passenger perceptions of safety on buses, the Underground and DLR and at stops and stations. There is a marked difference between how safe people feel on the DLR, and how they feel on the Tube and buses. Furthermore, feelings of safety on the bus network have fallen slightly since the end of 2004, despite the roll out of technological measures such as close circuit television (CCTV) and the deployment of TOCU officers across the network. In chapter 4 of this report we examine why people feel safer on the DLR and look at what lessons can be applied to the bus network.

¹³ Department for Transport 'People's perceptions of personal security and their concerns about crime on public transport', July 2002, p9

¹⁴ Transport for London, Community Safety Plan, 2007, p14



Source: TfL

What affects passengers' perceptions of safety?

- 2.12 So what factors make people feel unsafe on buses? And what can be done to reassure them? Studies show perceptions are influenced by the time of day and who you are¹⁵. All passengers feel more vulnerable at night and at isolated locations. Women perceive more risk than men when travelling on public transport. Older people, Black and Minority Ethnic people and those with disabilities also have higher levels of fear or perceive themselves to have a low level of personal security¹⁶.
- 2.13 Other factors that increased people's feelings of insecurity were observing an incident or being a victim, poor design features at bus stops, a poorly maintained environment, the absence of visible or adequately trained staff, inadequacy of travel information, and the presence of rowdy or unpredictable people¹⁷. Conversely, the factors that increased people's feelings of safety were formal surveillance such as CCTV, the presence of staff, access to communication (for example, Help Points) and up to date information¹⁸.

¹⁵ British Crime Survey 1997, and Transport Committee 'Crime and safety and London's suburban railway stations', January 2006

¹⁶ British Crime Survey 1994 and TfL Community Safety Plan, p13

¹⁷ British Crime Survey 1997

¹⁸ British Crime Survey 1997

- 2.14 Fare evasion is also important in terms of actual and perceived levels of crime. Fare evasion is in itself a criminal offence punishable by a fine of up to £1000¹⁹. Furthermore, if passengers see others avoiding paying their fare, or perceive other to not be paying their fare, it can create a sense that the bus is not a controlled environment and that it is not a safe place to be. It should be noted however, that Travelcard holders who have already paid for their journey, Freedom pass holders and others entitled to free travel may choose not to touch in, particularly on bendy buses. This could give the impression to other passengers that fare evasion is higher than it actually is.
- 2.15 Taking into account the evidence on what makes people feel safe, the remainder of this report examines what is being done to make bus travel as safe as possible and what more could be done. Broadly, we have approached this in two parts: the measures that are applicable to a bus throughout its journey, for example, the driver, and the technology and design features built into the bus; and the physical resources which can be targeted at particular routes at certain key times, for example, policing.

¹⁹ TfL's penalty fare schedule: <http://www.tfl.gov.uk/tickets/penaltyfares/1089.aspx>

3. Making buses a safe environment

- 3.1 One of TfL's key aims in its Community Safety Plan is to prevent unwanted behaviour before it can occur. In this chapter we examine the features and measures that are on the bus permanently to prevent crime and anti-social behaviour. This includes the design of the bus, the role of the driver and technology.

The physical environment of the bus

- 3.2 TfL passenger research highlights that the quality of the environment is a major factor influencing passenger perceptions of safety²⁰. This is likely to include the design of the bus which can assist in 'passive policing'. For example, on crowded bendy buses it may not always be possible for passengers to swipe their Oyster cards. The Committee believes that consideration should be given to moving or installing additional Oyster readers by the doors of bendy buses to act as a prompt to passengers to touch in.
- 3.3 Similarly, signage and information on buses plays an important role in reminding passengers of their responsibilities, for example, not playing music too loudly. TOCU officers told the Committee on its site visit how pickpockets run very effective operations on busy routes. TfL has argued that there is not enough space on buses to display warnings about pickpockets similar to those on the Tube²¹. The Committee remains to be convinced by this and believes that raising passenger awareness of potential criminal activity could assist in reducing crime.
- 3.4 The standard of cleanliness on the bus is another key indicator of the quality of the bus environment. Bus operator contracts state that buses must be of a 'presentable standard'. Offensive or racist graffiti must be removed immediately. TfL provided evidence that improvements have been made in reducing graffiti over recent years, with independent mystery traveller surveys returning a 12% improvement in scores for etching on buses and a 6% improvement for graffiti. However, London TravelWatch felt that there was room for improvement in the general cleanliness of buses and this view was reinforced in the submissions from members of the public to the Committee's investigation. There is a case for applying the good practice from etching and graffiti to raise the standards of cleanliness on London's buses.

Recommendations:

1. TfL should install additional Oyster readers by the doors of bendy buses to make it easier for passengers to touch in.
2. TfL should include notices about the operation of pickpockets on busy routes and those where a high level of activity is known to occur.
3. TfL should monitor the cleanliness of buses through mystery traveller surveys and publish the results to put pressure on bus companies to prioritise bus cleaning.

²⁰ Transport for London, Community Safety Plan, 2007, p15

²¹ Question from John Biggs AM to the Mayor, 0940/2007, 23 May 07

The role of the driver

- 3.5 The responsibilities of the driver have increased in recent years. Conductors on London buses had been phased out by 2005. A TfL pilot scheme in response to a Mayoral pledge in 2000 failed to make a value for money case for the return of bus conductors. Subsequently, the roll-out of Oyster card technology across the transport network has largely made the conductor's role in improving journey times through selling tickets obsolete. The removal of conductors has inevitably placed a greater onus on the driver to provide the uniformed presence which research suggests make passengers feel safer.
- 3.6 Yet while undoubtedly bringing a large number of benefits to transport users in London, Oyster cards have removed a key point of contact between bus drivers and passengers. A lack of positive contact with the driver and the absence of other bus staff can lead to feelings of insecurity and a perception that the bus is an 'uncontrolled' environment²².
- 3.7 Driving a bus can be a difficult and pressurised job. Taking sole responsibility for the safety of a large number of people can be daunting, as can dealing with disruptive or aggressive passengers. From evidence received by the Committee from members of the public and organisations including London Councils and London TravelWatch, it is clear many people feel that it is not possible for the driver to deal with incidents that arise on a bus, nor should they have to. Bus staff are at risk of being assaulted: TfL figures show that in 2006, 133 serious assaults were made on bus drivers. Unite, the bus drivers' trade union, told the Committee that most assaults are related to fare disputes²³.
- 3.8 There appears to be a difference in the way TfL has used technology to redeploy staff on buses compared with other modes. On the Tube for example, Oyster technology has enabled ticket office staff to be redeployed on to ticket gates and platforms to assist passengers. Therefore Oyster cards have allowed more staff to take up frontline positions. Similarly, DLR trains can be run on automatic, enabling Passenger Service Agents (PSA) to enforce safety rules, provide information to passengers and carry out a revenue protection role. By contrast, the role and responsibility of bus drivers is extremely demanding as he or she is required to drive the bus safely while acting as the sole source of advice and reassurance to passengers.
- 3.9 The introduction of free travel for young people has exacerbated the pressures on bus drivers by increasing ridership, particularly at school leaving time. Some young people's behaviour can be intimidating to other passengers particularly when they are in large groups and it can be difficult for drivers to enforce standards of behaviour in such circumstances. Unite told the Committee that one problem was that young people under the age of 14 were not required to have a pass or Oyster card to board the bus²⁴. Therefore drivers were not able to check the age of a

²² London Councils and London TravelWatch written evidence

²³ Unite written evidence

²⁴ 14 and 15 year olds are required to have a Child Oyster card.

passenger and whether they were entitled to free travel making it difficult to enforce the scheme effectively.

- 3.10 From January 2008 Child Oyster cards (known as Zip cards) will be rolled out for young people entitled to free travel. The scheme will be mandatory and fully enforced by June 2008. We trust that this will assist drivers in being able to enforce the scheme effectively but note the concerns of London TravelWatch that enforcing this requirement could be much more difficult now than it would have been had it been part of the original scheme. During this investigation, a number of suggestions were made to the Committee about placing limits on free travel, including restricting the number of journeys per day, introducing a curfew time and charging a minimum cost of 20p on each journey. We believe the new mandatory Oyster photocard should be allowed to be used in and its effectiveness to be assessed.
- 3.11 How are drivers equipped to deal with disruptive passengers? All bus drivers in London now undertake a BTEC course which has a module on customer service. However, the Committee is not convinced that this fully equips drivers for some of the more difficult situations they may encounter and believes lessons can be learned from good practice elsewhere. First Buses report that their drivers are trained in conflict management and conflict avoidance. This is also provided to all bus drivers and revenue inspectors with Travel West Midlands²⁵. Furthermore, some operators have set up programmes to encourage better understanding between drivers and specific groups of passengers. For example, Leeds First Buses ran a pilot scheme with drivers involving young people to help improve perceptions of each other.
- 3.12 Age Concern London suggested to the Committee in its previous investigation into bus driving standards that more training should be done involving older people to help drivers understand their needs. The Committee agrees that involving particular groups of people in training would assist drivers in dealing with them on board the vehicle. The TfL Safety and Citizenship Unit promotes safe and responsible travel on the transport network. It delivers a junior citizenship scheme to 95% of London's schools and a youth engagement scheme to around 45% of secondary schools²⁶. It also provides training to Safer Transport Teams and we believe there may be scope to involve drivers in their programmes.
- 3.13 One of the ultimate sanctions available to bus drivers when dealing with anti-social behaviour is to stop the bus and refuse to move until those causing trouble have disembarked. This can be an effective tool to deal with low level disorder. However, this action inevitably causes delays. We sought reassurance from TfL and one of the bus companies that such delays would not adversely affect companies' performance against their punctuality targets. The replies were not entirely convincing.

²⁵ Department for Transport 'People's perceptions of personal security and their concerns about crime on public transport', July 2002, p44

²⁶ TfL Safety and Citizenship Unit written evidence

Recommendations:

4. TfL should report back to the Committee on the effect and success in enforcing the new regulations for free travel six months after they come into effect. This should include assessments from drivers on how effectively they are able to enforce the new scheme.
5. The Committee recommends that training should be given to all drivers on conflict resolution to enable them to deal with difficult situations and aggressive behaviour. This should be refreshed on an annual basis as part of drivers' continuing professional development.
6. TfL should set out in its response to this report what arrangements it makes to ensure that bus companies are not penalised when drivers delay journeys to deal with incidents.

The role of technology

- 3.14 TfL has fitted its entire 8,000 strong bus fleet with CCTV, totalling approximately 50,000 cameras. This represents one of the most comprehensive networks in the country. TOCU's Operation BusTag has proved the usefulness of CCTV in catching those committing acts of criminal damage. Nearly 2,000 offenders have been arrested to date²⁷, and the operation has a 30% offender identification rate²⁸ and 90% conviction rate²⁹. This is to be welcomed but we were told of one part of the process where there is room for improvement.
- 3.15 The responsibility for recovering CCTV for use in criminal prosecutions falls on bus companies. This can be extremely resource intensive³⁰. For example, between July 2006 and June 2007, one bus company processed CCTV from 1,248 vehicles for the police. We were told that bus operating companies rarely receive feedback from the police on how the material is used and what the outcome is of their work³¹. This would be helpful in terms of reassuring drivers that incidents are followed up and taken seriously. It should also help encourage drivers to report incidents when they occur. The Committee would like to see TfL and the police take steps to ensure that the progress of criminal cases using CCTV from buses is shared with all affected. This would be consistent with the emphasis in the criminal justice system on ensuring all victims are kept up to date on the progress of their case.

²⁷ TfL press release, 29 November 2006: <http://www.tfl.gov.uk/corporate/media/newscentre/3442.aspx>

²⁸ Transport Operational Command Unit, Business Plan 2006/07

²⁹ Transport for London, Community Safety Plan, 2007, p11

³⁰ Go Ahead written evidence

³¹ John Traynor, Go-Ahead, Transport Committee, 21 November 2007

Case study - iBus

The iBus system uses a number of technologies, including Global Positioning Systems (GPS) and wireless networks. The system costs £117m and will be rolled out across the entire bus fleet by 2009. Each vehicle will be fitted with an onboard computer, new radio system, information display signs and public address (PA) system.

The precise location of each bus can be tracked which will improve the accuracy of the Countdown service, and prevent 'bunching', where buses of the same number turn up at the same time.

What benefits will iBus bring in dealing with crime and anti-social behaviour?

- o Information on the precise location of a bus can be shared immediately with emergency services
- o Staff at CentreComm, the Emergency Command and Control Centre, will be able to communicate directly with passengers in the case of an incident on board the vehicle
- o Automatic real time audio visual announcements will inform passengers of the next stop and other journey information such as route diversions
- o Drivers will be able to make bespoke announcements if necessary
- o CCTV will be automatically downloaded to the bus garage upon arrival which will improve the retrieval and storage of images

iBus is being rolled out on a garage-by-garage basis across London until 2009. Garages are selected on whether they have spare vehicles to use while buses are being fitted with the equipment (the process takes about 12 hours), so as not to have to run reduced services.

- 3.16 The Committee is less convinced about the extent to which CCTV on buses acts as a crime prevention tool. Evidence suggests CCTV is more effective in preventing crime when it is monitored and seen to be so³². Live monitoring of CCTV on all buses is unlikely to be feasible or cost effective. Nevertheless, the introduction of iBus (see case study above) will significantly improve communication levels between central control points and buses. It may also offer the potential for live CCTV streaming to be activated in CentreComm when a driver incident report is made. This would enable staff at CentreComm to assess the situation and act more responsively. This would be a valuable tool in combating crime and anti-social behaviour and we believe TfL should seriously examine this possibility.
- 3.17 Announcements via PA systems are frequently made on the Tube and DLR. Explaining the reason for delays or issuing warnings to passengers who might be blocking doors and delaying departures is helpful in keeping passengers informed and reassuring them that the driver is in control of what happens on the train. The Committee was told that approximately 50% of buses have some sort of PA system³³, yet these systems do not appear to be used to anywhere like the same extent as they are on other modes.

³² Evidence submitted by TfL to the Transport Committee, cited in 'Crime and safety and London's suburban railway stations', January 2006

³³ Jeroen Weimar, Transport Committee, 21 November 2007

- 3.18 The new iBus system will ensure all buses are fitted with PA systems. This provides an ideal opportunity to increase interaction between the driver and passengers. In particular, the PA system could be used to assist the driver in dealing with incidents without having to leave the cab. If it is necessary to call for assistance, this information can also be relayed to passengers for reassurance.

Recommendations:

7. TfL and the police should devise a system for reporting the results of investigations back to bus operators when they have provided CCTV packages. This should be reported to the Committee by July 2008.
8. TfL should conduct a feasibility study of live CCTV streaming to CentreComm activated by a driver incident report. The results of this should be reported back to the Committee by December 2008.
9. TfL should develop and publish clear guidance for bus drivers about how to use the PA system to reassure passengers and keep them informed about what is happening when there are problems.
10. The iBus system clearly offers significant opportunities to make the bus environment safer for passengers. We believe consideration should be given to prioritising the roll-out of the system on those routes known to experience the most problems with crime and anti-social behaviour.

4. Policing the buses

- 4.1 The map below shows the arrangements for policing buses in London. Boroughs marked in blue have Safer Transport teams. The routes marked on the map represent routes along which TOCU officers carry out operations³⁴, with the majority in central London.



Source: TfL

- 4.2 In addition to the permanent features on buses designed to prevent crime and make passengers feel safe, TfL's Transport Policing and Enforcement Directorate (TPED) co-ordinates the allocation of policing staff who work across the network. These staff are intended to serve two functions: to deal with incidents if intervention is required; and to offer reassurance policing through a high visibility presence.
- 4.3 TfL contributes funding towards the Metropolitan Police Services's (MPS) Transport Operational Command Unit (TOCU) created in 2002. TOCU's 1,311 officers are responsible for the buses, road and cab enforcement³⁵. The bus enforcement team has responsibility for patrolling key bus corridors on routes into central London that have been identified as particularly problematic.
- 4.4 TfL also jointly funds with the Home Office Safer Transport Teams (STT), which have been rolled out across bus networks in outer London boroughs since March

³⁴ It should be noted that this is a framework map, rather than a deployment map. TOCU officers will focus on identified hotspots within these key corridors.

³⁵ TfL written evidence

2007³⁶. Teams consist of at least 18 Police Community Support Officers (PCSO), 2 sergeants and a Police Constable and are attached to Borough Operational Command Units (BOCU). The principle behind them is similar to Safer Neighbourhood Teams (SNT) with a focus on high visibility, reassurance and crime prevention.

- 4.5 The Transport Policing and Enforcement Directorate (TPED) conducts intelligence and mapping work, co-ordinates joint operations and compiles statistics on crime and disorder to ensure the most effective allocation of resources. The following table shows the funding allocated to TOCU and Safer Transport teams by TfL since 2002:

	2002/03	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
TOCU	£24m	£48.7m	£58.6m	£67.7m	£69.8m	£69.9m
STT						£9.7m

Source: TfL written evidence

- 4.6 In addition to policing staff, TfL employs approximately 300 Revenue Protection Inspectors, who operate in small teams or in joint operations with TOCU staff. The Committee observed first hand a revenue protection operation just outside Stratford Station. The Committee was told that 9 arrests had been made in three hours, and that during the entire operation, 105 irregularities were detected from 2,674 passengers, an irregularity rate of 4%³⁷. Approximately 50 operations of this kind are carried out a month, and are targeted at particular locations and times using police intelligence.
- 4.7 Revenue protection also plays an important role in the wider policing of the bus network. TfL's Community Safety Plan suggests that one in ten people stopped for suspected fare evasion are of interest to the police for other criminal offences. This was backed up by the evidence we received on our site visit to Stratford.

Intelligence-led policing

- 4.8 TfL and the Metropolitan Police Service (MPS) allocate policing resources and revenue protection operations to areas of the bus network where intelligence suggests that there are most problems. Crime and anti-social behaviour tend to be geographically based. Therefore, it makes sense to deploy resources in a targeted and intelligence led manner.
- 4.9 The evidence supports this approach. Driver incident reports are made when there is an incident on the bus which requires some form of assistance. Such calls are not exclusively for incidents of crime and anti-social behaviour and TfL has been encouraging drivers in recent years to make calls to ensure incidents are logged. However, while the total number of driver incident reports may not in themselves be particularly robust as an absolute measure of crime and anti-social behaviour, comparisons across routes are at least indicative of the routes where there are most problems. The table below shows the ten routes, out of

³⁶ TfL written evidence

³⁷ Peter Hendy, Assembly Plenary, 5 December 2007

the total of approximately 750, from which the most driver incident reports were made in the last four financial years. Four routes appear each year: 18, 25, 29 and 38; a further three appear in three of the four years: 8, 73 and 149.

Routes generating most driver incident reports				
	2006-07	2005-06	2004-05	2003-04
1	38	25	25	25
2	25	29	207	82
3	29	8	29	207
4	73	38	18	149
5	51	149	38	86
6	149	73	94	29
7	18	18	73	18
8	5	94	86	254
9	8	176	8	279
10	176	86	57	38

Source: Tfl

4.10 Similarly, fare evasion is higher on some routes than others. For example, fare evasion on bendy buses is estimated at 10 per cent, compared with 3 per cent across the rest of the network³⁸ primarily because they rely on a degree of self-policing on the part of passengers. As a result, TfL allocates more revenue protection operations to bendy buses³⁹.

4.11 However, it is not simply a question of targeting resources at individual routes that experience relatively high levels of crime and anti-social behaviour. We were told that problems, perhaps predictably, tend to be where routes run through areas where crime is relatively high, rather than along the whole of a route. Similarly, at certain times and along parts of certain routes, buses can be overcrowded and experience high levels of anti-social behaviour. Safer Transport Teams prioritise school leaving time and ensure the number of staff patrolling is maximised in this period.

Are the current staffing arrangements the right ones?

4.12 TPED is currently conducting a review of its resources and has invited the Committee to contribute to this. The Committee supports the recent emphasis on procuring additional uniformed staff on the bus network through the creation of TOCU and Safer Transport teams. We believe there is scope to

³⁸ Letter from David Brown to Chair of the Transport Committee, 29 March 2007

³⁹ Peter Hendy, Assembly Plenary, 5 December 2007

develop the allocation of these resources in a more effective way and potentially to learn the lessons from the way other parts of the transport network are policed.

- 4.13 When examining perceptions of safety on the buses, Tube and DLR, it is striking how safe people feel on the DLR. For the last couple of years, the DLR's safety rating has been at about 95⁴⁰. We decided to look at why this was and what lessons might be applied to the bus network. We examined the DLR as an example of good practice, rather than as a direct comparison with buses. The DLR is a relatively new railway, which has been well designed and is a relatively enclosed area. Furthermore, much of it runs through the Canary Wharf area, which has relatively low levels of crime.
- 4.14 So why do people feel so safe on the DLR? The DLR has a number of unique features that influence perception:
- Limited flat surfaces for graffiti
 - Clear lines of sight across stations
 - Regular announcements at stations and on board trains
 - Whilst stations are not gated they are clearly defined areas with obvious boundaries
 - A high visibility staffing presence.
- 4.15 Staffing deployment on the DLR is unique. A Passenger Service Agent (PSA) operates the train, but also patrols carriages, provides information and checks tickets. Travel Safe Officers (TSO) are also employed as a high visibility security presence. In many ways, their duties are similar to Safer Transport teams. Furthermore, British Transport Police officers are also contracted to work on the DLR. The Committee was interested in the relative costs of staffing on the buses and DLR, and the likelihood of encountering a uniformed presence on the two modes. We obtained the costs and shift patterns of TSOs and the British Transport Police (BTP) on the DLR and calculated the amount spent on staffing per passenger⁴¹.
- 4.16 We found that around 24p was spent on staff with a predominant security role (excluding PSAs) for every hundred passengers on the DLR, compared with 4p for every hundred passengers in Bromley. Furthermore, there is one member of uniformed staff (TSO or BTP) for every 9,000 passenger journeys or every 60 train journeys on the DLR. This compared to one member of staff (STT) for every 16,000 passenger journeys or every 100 bus journeys in Bromley.
- 4.17 These figures are likely to be broadly indicative given the number of variables. Also, the DLR and Bromley's bus services have many unique factors affecting passenger perceptions of safety. We accept these differences, but believe lessons could be learnt from the DLR and applied to the bus network. Our

⁴⁰ Passengers are asked about different attributes on a ranking of one to ten. Mean scores can then be achieved for each attribute, calibrated and presented as a score out of 100.

⁴¹ The full methodology can be found at Appendix 3

figures give an indication of the different levels of staffing between the two modes – the factor most likely to affect passengers’ feelings of safety. Given the results of our calculations, it seems there is a case for increasing the number of staff on parts of the bus network to improve safety perceptions.

- 4.18 There are also potential lessons to be learned on the allocation of roles to uniformed staff on the DLR and the buses. There are currently three different strands of enforcement on buses with different powers - TOCU officers, Safer Transport Teams and Revenue Protection Inspectors (RPI). On the DLR, TSOs carry out a broad range of roles including a revenue protection function. The Committee believes that, as part of its review of its resources, TPED should consider whether there is scope for integrating bus policing roles to offer a more coherent service.
- 4.19 For example, the police do not have the power to inspect tickets, as they do in New York. The MPS and TfL do not believe that providing police with ticket inspecting powers would be desirable as it could potentially tie up a lot of police time, as equipment is needed to check Oyster cards⁴². Furthermore, it would require primary legislation and is therefore unlikely to be a short-term option. However, in recent years, many transport operators have encouraged security staff to become accredited as PCSOs. We were informed that Revenue Protection Inspectors are already involved with dealing with anti-social behaviour.
- 4.20 The Committee was told by the Head of Neighbourhood Policing that he was in discussions with TfL about whether Revenue Protection Inspectors could be given similar powers to those of PCSOs, namely the power to compel someone to supply a name and address if required⁴³. The Committee believes that this would be beneficial. It would give Revenue Protection Inspectors more robust powers, and reduce demands on police time.
- 4.21 We would also like to see some consideration of whether the current composition of Safer Transport Teams is correct. Safer Transport Teams have been in place less than a year and it will take time to assess their effectiveness. However, we would like to see an assessment of whether the teams should have a wider range of functions and skills within them. For example, should Revenue Protection Inspectors be included in Safer Transport Teams? Do Safer Transport Teams need a greater proportion of officers able to make arrests?
- 4.22 The Committee believes there may be some merit in TfL examining the possibilities of introducing a role similar to the DLR’s Travel Safe Officers along busy routes and at busy times. This could take the form of PCSOs travelling as ‘bus marshalls’ on selected routes at certain times. Safer Transport teams already patrol in this way, although they hop on and off buses to cover as wide an area as possible. This suggestion could go some way to bridging the gap between calls for a permanent staffing presence (other than drivers) and the deployment of resources in a cost effective and targeted manner.

⁴² Jeroen Weimar, Transport Committee, 21 November 2007

⁴³ Martin Stevens, Transport Committee, 21 November 2007

- 4.23 TfL estimates it loses £30m per annum from fare evasion⁴⁴. We would like to see a cost benefit analysis of Revenue Protection Inspectors to establish how much money is recovered from their operations, per officer, and the deterrent effect of their work. This could then be used to assess what number of additional Revenue Protection Inspectors would have a substantial effect on reducing revenue lost through fare evasion. It seems likely that Revenue Protection Inspectors pay for themselves through recovered fares and fines. Given the evidential link between fare evasion and other crime, and perception of crime on the bus network, the Committee believes an increase in the number of Revenue Protection Inspectors could be a cost-effective way of increasing the uniformed presence on buses and reassuring passengers.

Recommendations:

11. During TPED's review of resources, consideration should be given to whether the various strands of enforcement now present (Safer Transport teams, Revenue Protection Inspectors and TOCU) complement each other as well as they could do. This should include an assessment of whether Revenue Protection Inspectors need additional powers and accreditation as PCSOs.
12. TfL should undertake a pilot study to assess the feasibility of deploying PCSOs as bus marshals along busy routes at certain times of the day to provide a permanent reassuring presence to passengers. The results of this should be reported back to the Committee by December 2008.
13. TfL should conduct a cost benefit analysis of Revenue Protection Inspectors in recovered lost revenue, in order to inform what level of additional officers would have a substantial effect on reducing fare evasion.

⁴⁴ Letter from David Brown to Chair of the Transport Committee, 29 March 2007

5. Conclusions

- 5.1 It is clear from the evidence examined in this report that an increase in crime occurred on the bus network between 2005 and 2007. This coincided with an increase in bus ridership particularly by young people following the introduction of free travel for under-16s. The Committee recognises that young people are more likely than any other group to be the victims of crime, and that studies show that a small minority of young people commit criminal acts⁴⁵. However, both the police and TfL recognise that youth crime and anti-social behaviour on buses is an issue.
- 5.2 Impressive efforts have been made to address this, as seen in the 11 per cent drop in crime for the first six months of 2007/08. However, it is clear to the Committee that crime and anti-social behaviour on buses has become a real concern for many people. Studies show that perceptions of crime take time to catch up with actual levels, and it is likely that there will be a time lag before passengers' feelings of safety reflect the recent reduction in crime⁴⁶.
- 5.3 Insufficient consideration appears to have been paid to how the free travel scheme would be regulated and the consequences of this. The lack of any requirement to touch in on buses has perhaps led to the view by some young people that free travel is a right, rather than a privilege⁴⁷. The introduction of photocards for 11-14 year olds and a new schedule of sanctions for offences in January 2008 is a welcome step to combat this.
- 5.4 The Committee supports TfL's efforts to address crime on the bus network. However, some measures, such as Safer Transport Teams and Oyster photocards for young people, appear to have been introduced as a reaction to a problem. We would like to see a more proactive approach being used on the bus network. TfL's adoption of section 17 of the Crime and Disorder Act should ensure that an assessment will be carried out of the impact of all activities on crime, disorder and community safety.
- 5.5 The Committee set out at the beginning of this investigation to assess whether TfL had the right balance of measures in place to make passengers feel safe. TfL has on occasions used technology too passively and we have looked at how it can be used to facilitate better contact between staff and passengers; and how TPED can develop the allocation of its staffing resources to make them more responsive to passenger needs. We believe that the implementation of these recommendations will make the bus network an even safer environment for passengers.

⁴⁵ Department for Transport, 'Young People and crime on public transport', October 1999

⁴⁶ http://www.crimereduction.homeoffice.gov.uk/learningzone/comm_strat/cr2.htm

⁴⁷ London Councils written evidence

Appendix 1: Minority Report by Labour Members

- 1 Labour Members welcome this scrutiny into London's buses and the fear of crime and disorder in bus travel. The report contains a useful collection of facts and some helpful recommendations. We have however issued a minority report because we disagree with a number of the conclusions and with the interpretation of data. In particular we believe that, while there are legitimate concerns about both crime and the fear of crime, the massive improvements in London's bus services in recent years have happened while retaining an overwhelmingly safe environment. To argue otherwise risks scaremongering and confirming fears, some of which are in reality based on urban myths. While there is some evidence that the fear of crime has increased, and while all incidents must be treated extremely seriously, we do not believe the report in its conclusions fairly represents the situation.

Specific concerns

- 2 We do not accept the conclusion drawn from recent levels of recorded bus related crime. Recent figures published in the report show that while there was a numerical increase in recorded crime on buses between 2004/5 and 2005/6 the number then fell in 2006/7. The collection of this data is new and cannot in our view be viewed as sufficiently established to support conclusions about the reasons for one year changes in crime levels.
- 3 It follows that we do not accept the attribution of recorded crime levels to the introduction of free under 16 travel on buses. While there have clearly been anecdotal references, including references in evidence and by witnesses, to the behaviour of young people on certain routes, to periodic crowding caused by school students and to rowdy behaviour on some services when heavily loaded with students at certain times, none of this is linked to recorded criminal behaviour. The evidence the committee saw including two site visits to Bromley and Stratford does not therefore support the assertion that free student travel has led to an increase in crime. We fear that the evidence has been wishfully interpreted to fit the conclusion and that its sole effect is to reinforce prejudice. This is no way in which to form views on public policy.
- 4 We strongly support free bus travel for young people. For the many Londoners from low income families, and for those with no or minimal income while in full-time study, the policy is a great leveller and an effective, universal, benefit for young Londoners. With rights come responsibilities and we strongly welcome the introduction of photocards as a means of identifying and holding young people where necessary to account. Suggestions were made to the Committee that further restrictions should be applied to free travel. We have not seen any evidence nor have heard any arguments to support this. And the committee saw no evidence to support such changes. We therefore believe that the references in the report to introducing restrictions are not evidence based and oppose them. It may be that changes to the operation of free travel will happen in the future, for any number of reasons, but there is no evidence to support such changes at present.

- 5 We also note that the report asserts that the enforcement of photocard will be difficult because this is a recently introduced requirement. Again there is no evidence to support this assertion.
- 6 The report relies on other statistics which do not adequately support the conclusions drawn. For example, a league table of 'safer' or 'less safe' routes is meaningless without comparing the lengths of the routes or their loadings (statistics are more normally expressed per passenger mile). And two different figures are quoted for fare evasion on bendy buses. This suggests the position is not clear and too much emphasis should not be placed on individual figures. Given the urban folklore about evasion of fares on these buses such conclusions are more likely to simply reinforce an urban myth.
- 7 Reference to increased driver incident reports is both attributed to the encouragement of driver reporting and then claimed as evidence of an increase in incidents. While both of these conclusions may be true there is no evidence to support such a conclusion. Again we think this is a wishful interpretation of evidence.
- 8 We strongly support the range of transport policing and enforcement initiatives on London's buses. We share with the committee an interest in seeing these further developed, evaluated and where necessary strengthened. We would like TfL to consider the views of the committee on these matters which pose generally reasonable questions. However, again, we believe that the work of TfL in the past few years in developing these initiatives has been innovative and is to be supported.
- 9 We strongly support also the work of London's bus workers and want to record our thanks for the excellent work they do, often in stressful circumstances and often under-valued.
- 10 Finally, the report refers to the potential to use the iBus initiative to assist in the management of bus services, for example through the use of public address and the introduction of real-time CCTV streaming. We think the iBus programme has the potential to improve the public sense of safety and the flow of information on bus services but we find the report too narrow in its assessment of the potential of these initiatives. We want TfL to be given the opportunity to spell out the potential value of this project and to then discuss this further with Londoners, and to develop its potential through an evidence based approach rather than to suggest expensive initiatives – such as the rollout of real time monitoring – of as yet unproven value.
- 11 In summary, our minority position is that we believe that the scrutiny has highlighted that, alongside improvements in services, the overwhelmingly safe environment of bus travel has been maintained. There is never room for complacency and the variety of transport safety measures, ranging from better bus design, through revenue protection, through public information and the better management of information systems and including transport policing, require continued scrutiny, assessment and improvement. The Transport Committee has carried out an important piece of work and we await a detailed response to its recommendations from TfL. We do not however accept the tone of the report, which continually insinuates that there is a crisis and an all-engulfing fear of crime when our work, and the experience of Londoners, shows that this is not the case.

Appendix 2: List of recommendations

All recommendations should be actioned within six months, except where otherwise indicated:

1. TfL should install additional Oyster readers by the doors of bendy buses to make it easier for passengers to touch in.
2. TfL should include notices about the operation of pickpockets on busy routes and those where a high level of activity is known to occur.
3. TfL should monitor the cleanliness of buses through mystery traveller surveys and publish the results to put pressure on bus companies to prioritise bus cleaning.
4. TfL should report back to the Committee on the effect and success in enforcing the new regulations for free travel six months after they come into effect. This should include assessments from drivers on how effectively they are able to enforce the new scheme.
5. The Committee recommends that training should be given to all drivers on conflict resolution to enable them to deal with difficult situations and aggressive behaviour. This should be refreshed on an annual basis as part of drivers' continuing professional development.
6. TfL should set out in its response to this report what arrangements it makes to ensure that bus companies are not penalised when drivers delay journeys to deal with incidents.
7. TfL and the police should devise a system for reporting the results of investigations back to bus operators when they have provided CCTV packages. This should be reported to the Committee by July 2008.
8. TfL should conduct a feasibility study of live CCTV streaming to CentreComm activated by a driver incident report. The results of this should be reported back to the Committee by December 2008.
9. TfL should develop and publish clear guidance for bus drivers about how to use the PA system to reassure passengers and keep them informed about what is happening when there are problems.
10. The iBus system clearly offers significant opportunities to make the bus environment safer for passengers. We believe consideration should be given to prioritising the roll-out of the system on those routes known to experience the most problems with crime and anti-social behaviour.
11. During TPED's review of resources, consideration should be given to whether the various strands of enforcement now present (Safer Transport teams, Revenue Protection Inspectors and Transport Operational Command Unit) complement each other as well as they could do. This should include an assessment of whether Revenue Protection Inspectors need additional powers and accreditation as Police Community Support Officers.
12. TfL should undertake a pilot study to assess the feasibility of deploying Police Community Support Officers as bus marshals along busy routes at certain times

of the day to provide a permanent reassuring presence to passengers. The results of this should be reported back to the Committee by December 2008.

13. TfL should conduct a cost benefit analysis of Revenue Protection Inspectors in recovered lost revenue, in order to inform what level of additional officers would have a substantial effect on reducing fare evasion.

Appendix 3: DLR and bus staffing calculation methodology

We calculated the likelihood of encountering a member of staff on the DLR and Bromley's bus network in the following way:

By looking at DLR timetables, we calculated the average number of trains run per day. Looking at shift patterns for Travel Safe Officers and BTP officers, it was then possible to work out the average number of staff working each day. Dividing the number of trains run by the number of staff gave the average number of train journeys for each member of staff.

A similar exercise was undertaken for Bromley's buses. The average number of buses running through Bromley each day was divided by the number of Safer Transport officers to give a figure for the number of bus journeys per member of staff (no TOCU routes run through Bromley).

Appendix 4: List of written responses

Information was gathered in a number of ways:

- obtaining written views and information from key stakeholders and members of the public;
- placing an advertisement in local media requesting the views of bus users;
- including an item on the Assembly home page to encourage people to send us their views.

A number of organisations provided their views:

Transport for London's Transport Policing and Enforcement Directorate	Age Concern
Docklands Light Railway	Unite
TfL Safety and Citizenship Unit	Brent Children and Families Unit
British Transport Police	Bromley Children and Young People's Services
London Councils' Transport and Environment Committee	Hammersmith and Fulham Children's Services Unit
London Councils' Children's Services Team	Islington Education Services
London TravelWatch	Merton Children, Schools and Families Department
Go-Ahead Group	Enfield Safer and Stronger Communities Board
Arriva	Haringey Community Safety Team
First Buses	Sutton Community Safety Partnership
Transport for All	Waltham Forest Community Safety Team

We received 477 letters and emails from bus passengers. Copies of all responses received are available on request.

Appendix 5: Meetings and site visits

Meetings

We discussed crime and disorder on London's buses with a number of organisations:

30 October 2007:

Stephen Benton – Head of Policy for Transport, Environment and Planning, London Councils

Gordon Deuchars – Policy and Campaigns Manager, Age Concern

Brian Cooke – Chair of London TravelWatch

Lorna Reith – Deputy Chair of London TravelWatch

21 November 2007:

Jeroen Weimar - Director of the Transport Policing and Enforcement Directorate (TPED), TfL

Chief Superintendent Joe Royle - Transport Operational Command Unit (TOCU), Metropolitan Police Service

Chief Superintendent Martin Stevens - Head of Neighbourhood Policing, Metropolitan Police Service

Mr John Trayner - Managing Director, Go-Ahead bus operating company

Site Visits

We went on two site visits in the course of this investigation:

Bromley Safer Transport Team, 11 October 2007

We visited the first Safer Transport Team to be created in London. The Committee shadowed the team, observing firsthand and discussing with the team how they are deployed and how they deal with situations as they arise.

Stratford transport interchange, 15 November 2007

We travelled with TOCU officers on a revenue protection operation. We also meet British Transport Police officers and observed the work they do and how they interact with the other strands of policing at Stratford Station.

Appendix 6: Principles of London Assembly 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.

Appendix 7: Orders and translations

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