
Secretariat memorandum

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Agenda item: 12

LTW 369

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London TravelWatch's workplan 2010/11

1 Purpose of report

- 1.1 The work plan for 2010/11 as at 30 September 2010 is attached to this report and sets out the key milestones or indicators of progress towards meeting London TravelWatch's business plan objectives for the year.

2 Recommendation

- 2.1 That the report is noted.

3 Equalities and inclusion implications

- 3.1 There are no specific equalities implications arising from this report.




4 Legal powers

- 4.1 Under Schedule 18 of the Greater London Authority (GLA) Act 1999 (as amended), the London Assembly has various powers and duties in respect of London TravelWatch. These include the powers to: agree London TravelWatch's budget, receive London TravelWatch's accounts and audit and, under section 251 of the GLA Act, to issue guidance and directions as to the manner in which London TravelWatch shall exercise its functions.
- 4.2 The London Assembly has delegated its functions in respect of London TravelWatch to the GLA's Transport Committee. The London Assembly and London TravelWatch have agreed a Memorandum of Understanding which establishes a clear and transparent basis upon which Transport Committee, the Greater London Authority and London TravelWatch will work and interact with each other.

5 Financial implications

- 5.1 There are no financial implications arising from this report.

Objective	Key Milestones / Progress	Target Date	Actual Date	Comment (s)
0. To engage constructively with the London Assembly's review of London TravelWatch				JC
1. Ensure the review is properly informed by providing comprehensive and accurate background material to GLA officers in a timely manner.	Working space made available to Scrutiny Manager and support officer on all visits to office. Detailed briefings provided on work of organisation. All requests for information met promptly.	Ongoing	Sep-10	All requests for information met fully. Review published on 23 September 2010. ✓
2. Ensure that the Board is kept updated with progress of the review.		Ongoing	Sep-10	Regular updates given at Board meetings, as available, and at Executive Group meetings on 20 May 2010, 24 June 2010, 12 July 2010, 22 July 2010, 30 Sept 2010. ✓ ✓
3. Chair of London TravelWatch to answer questions from representatives of the London Assembly's review panel about the organisation.		Jun-10	Jun-10	✓

<p>4. Board to meet with representatives of the London Assembly's review panel</p>		<p>Jun-10</p>	<p>-</p>	<p>Members were available but no opportunity provided for Board input. </p>
<p>5. Board responds formally to final report.</p>		<p>Jul-10 Nov 10</p>		<p>Delayed pending London Assembly conclusions and Board response in November 2010. </p>
<p>6. Detailed action plan to meet agreed recommendations</p>		<p>Sept-10 Jan 11</p>		<p>Delayed pending London Assembly conclusions and Board response in November 2010. </p>

Objective	Key Milestones / Progress	Target Date	Actual Date	Comment (s)
1. To further raise the standard of our appeals casework service				SPM
<p>1. Continue to improve our internal performance on casework handling in ways that were agreed as a result of our internal review and using our new monitoring software</p>	<p>a) Complete ongoing work from casework review:</p> <p>1. Improved format for c'ttee reports</p> <p>2. Further enhancements to FAQ</p> <p>3. User-friendly version of new procedure manual to be produced</p> <p>4. New 'How to complain' leaflet to be produced</p> <ul style="list-style-type: none"> • draft to CAC • publish 	<p>Jul-10 Ongoing</p> <p>Jun-10</p> <p>Jul-10</p> <p>May-10</p> <p>Jun-10</p>	<p>Aug -10</p> <p>May -10</p> <p>May-10</p> <p>Sep-10</p>	<p>Continue mostly verbal with some case notes. Alternate performance reporting in future in format requested by members.</p> <p>Suggestions from previous three months on CRM system. ✓</p> <p>Flow chart completed. Includes decision on when work should go to Passenger Focus. Flow chart given to the Consumer Affairs Committee on 14 July 2010. ✓</p> <p>✓</p> <p>Sent to printers in September 2010, online October 2010 ✓</p>


	<p>5. Benchmarking report comparing performance against four other similar organisations to CAC</p>	<p>May-10</p>	<p>May-10</p>	<p>Draft to CAC in May 2010. Finalised June 2010. ✓</p>
	<p>6. Quality standards – Casework Manager report to CAC recommending approach to work</p> <p>b) Continue to improve internal performance on casework:</p> <p>1. Regular and consistent individual and team performance management</p> <p>2. Quarterly reports on casework performance to Consumer Affairs Committee</p>	<p>Jul-10</p>	<p>Jul-10</p> <p>Jul-10</p> <p>Sep-10</p> <p>Nov-10</p> <p>Feb-11</p>	<p>First report on 14 July 2010. Ongoing. ✓</p> <p>Performance checked daily. Improvements demonstrated in Quarter two figures.</p> <p>Ongoing by Casework Manager – including action to target oldest cases. Meeting on 25 August to discuss workload and monitoring.</p> <p>✓</p> <p>✓</p>


Objective	Key Milestones / Progress	Target Date	Actual Date	Comment (s)
2. To encourage transport operators to improve their complaints handling and approach to customer care				BD
<p>1. Work with service providers to improve their response times to London TravelWatch appeals cases</p> <p>2. Conduct audits of the complaints handling systems of transport operators</p> <p>3. Promote best practice models in customer care</p>	<p>Quarterly reports to CAC highlight emerging problems and document action taken to improve response times – particularly re TfL modes</p> <p>CAC to agree if/when audit is appropriate</p> <p>Ongoing work to persuade operators – report to CAC as appropriate</p>	<p>Jul-10</p> <p>Sep-10</p> <p>Nov-10</p> <p>Feb-11</p> <p>Jan-11</p>	<p>Aug-10</p>	<p>Meeting with Team and TfL in August and then October to make further improvements. Quarterly reports to CAC highlights operator response times. ✓</p> <p>✓</p> <p>Follow up audit with LOROL to be arranged at their request.</p>

4. Complete a project to promote greater awareness of passenger rights amongst the transport users	1. CAC scope parameters for project	May-10	May-10	CAC scoped parameters for project. ✓
	2. Format for project agreed	Jul-10	Jul-10	Format for project agreed. ✓
	3. Draft Passenger Charter	Sep-10	Sep-10	Paper and draft Passenger Charter went to CAC in September 2010. ✓
	4. Publish on London TravelWatch website	Nov-10		
5. Press for improved communications to passengers during service disruptions of all kinds	Ongoing – specific actions agreed as appropriate, having particular regard to needs of vulnerable groups or disadvantaged communities	Ongoing		
	Discuss with operators how information on Christmas / New Year services will be provided to passengers	Jul-10	Mar-10	TB discussed approach with TfL and ATOC. Neither TfL nor ATOC are willing to fund the extra pages required to publish National Rail service information over the Christmas/New Year period. However, TfL have agreed that their website will carry links to train operators' websites with information on what services are operating. ✓



Objective	Key Milestones / Progress	Target Date	Actual Date	Comment (s)
3. To gather the views and experiences of the transport users through research, and by networking with local authorities, user and community groups, especially of bus passengers, those in outer London, and those who are less able to travel.				TB
1. Complete at least two research projects for the benefits of travellers	Board agrees research programme for 2010-11	May-10	May-10	Updated six monthly via business plan delivery report or as necessary on individual projects. The Stations Standards Report commenced last year is to be published in November 2010. A new piece of research has commenced on a Walking/Interchange report. A scope went to the Access to Transport Committee on 20 October 2010 and the report is due to be published in Spring 2011. ✓
2. Arrange two local passenger consultation events	Board receives report on 2009-10 activity, agrees focus for 2010-11	May-10	May-10	See also 9.3 ✓
3. Establish links with 100% of London boroughs and make contact with county councils which border London as appropriate	Board considers 2009-10 activity and notes action for 2010-11	May-10	May-10	Link members take lead, support via Communications team. Discussed by Board at informal meeting. Letters sent to all boroughs, initiative taken and ongoing liaison continues. ✓

<p>4. Further develop our understanding of the issues that affect bus passengers</p>	<p>1. Bus research to Board</p>	<p>May-10</p>	<p>May-10</p>	<p>Board agrees follow up actions. Following Peter Hendy's invitation at the Board meeting in May, the Access to Transport Committee will visit in October the Lea Interchange and Bus Depot to see the 'Drive Green' driver improvement system to be demonstrated by First Group Limited. ✓</p>
	<p>2. Evidence from casework and local events informs understanding</p>	<p>Ongoing</p>		<p>Vincent Stops will attend the Queens Hospital Trust link event on 26 October 2010 to hear about concerns associated with hospital travel.</p>
<p>5. Continue to develop our database of key local transport issues across London</p>	<p>Ongoing by staff - used to inform Board contact with London boroughs</p>	<p>Ongoing</p>		
<p>6. Expand the use of our new casework monitoring software to provide statistics on transport user concerns to inform our research</p>	<p>Ongoing by staff, including to feed into agendas for high level stake-holder meetings - used to inform Board decision making</p>	<p>Ongoing</p>		

7. Develop further our work to promote the transport needs of disadvantaged groups, particularly in outer London	1. Ongoing – activity documented and reported via workplan delivery monitoring reports to Board	Nov-10	Sep-10	The Performance monitoring report to the Transport Services Committee included a position paper on the number of accessible bus stops per borough. Press work associated with this has generated a lot of interest and stimulated improvements within boroughs. Quarterly passenger journey numbers as well as overall customer satisfaction have improved. Report includes performance of Dial A Ride for transport users with restricted mobility, which has met September targets. To be published in October 2010. The next report is due in October 2010. 
	2. Issue raised in annual member meetings with political transport leads	May-11		

Objective	Key Milestones/ Progress	Target Date	Actual Date	Comment (s)
4. To monitor performance of services on behalf of transport users, particularly of the bus network				TB
1. Regularly review the performance information supplied to us by TfL and other transport operators and make recommendations for action as appropriate	Quarterly monitoring reports on TfL and TOC performance to Transport Services Committee – follow up action agreed as necessary	Jul-10 Oct-10 Dec-11 Feb -11 Jun-11	Jul-10	Presented to Transport Services meeting on 21 July 2010. Officers subsequently wrote to TfL, the bus operator and the local highway authorities regarding bus route 30 and opportunities for improvement to its performance. Subsequent performance has shown improvement. 

<p>2. Continue to monitor the impact of fares policies across London</p>	<p>Consider each F&T C'ttee meeting</p>	<p>Jun-10 Sep-10 Nov-10 Feb-11</p>	<p>Jun-10 Sep-10</p>	<p>✓ ✓ Discussed at FTC meeting in September 2010.</p>
<p>3. Monitor the impact on passengers of the London-wide roll out on the rail network of Oyster PAYG from January 2010</p>	<p>Consider each F&T C'ttee meeting</p>	<p>Jun-10 Sep-10 Nov-10 Feb-11</p>	<p>Jun-10 Sep-10</p>	<p>✓ ✓ Discussed at FTC meeting in September 2010.</p>
<p>4. Take up issues identified through our Casework</p>	<p>As required, document activity – Casework Manager and Policy Officer meet 1 x pcm to consider</p>	<p>Ongoing</p>		<p>Refer to Committees as necessary. Further link between casework and research and development with weekly meetings between SPM and PT.</p>
<p>5. Monitor how transport operators manage service disruption and recommend improvements</p>	<p>TS C'ttee considers at each meeting as necessary</p>	<p>Ongoing</p>		<p>Links to 2.5</p>

<p>6. Maintain an overview of how bus priority measures are implemented and maintained across London</p>	<p>Ongoing by Senior Policy Officer – activity documented and reported to TS C'ttee annually.</p>	<p>Jul-10 Jul-11</p>	<p>Jul-10</p>	<p>Submitted in the TfL Performance Report July 2010 to TSC. </p>
<p>7. Continue to monitor closely any proposals by operators to reduce services to passengers</p>	<p>Document activity – project milestones to be agreed for Sch. 17 activity, South London rail line and TfL bus kilometre reductions, monitor LUL Northern Line closure programme</p>	<p>Ongoing</p>	<p>Sep-10</p>	<p>Informed by our consultation work as well as casework activity. No Sch 17 by train operators but London Underground booking office hours was a major piece of work which went to the Board in September 2010. There has been no significant service reduction at National Rail to date. Officers continue to respond regularly to consultations by London Buses and there have been a few examples of frequency reductions for example in Oxford Street and in the London suburbs. </p>
<p>8. To continue to be flexible in planning our activities to enable us to respond to external events which can be unpredictable and necessitate prompt action.</p>				<p>Ongoing – Workplan to be updated to reflect changes to targets and/or include new activity agreed with Board. As an example – London TravelWatch to contribute to the Draft Replacement London Plan Examination In Public (EIP).</p>

Objective	Key Milestones / Progress	Target Date	Actual Date	Comment (s)
5. To engage with decision makers and service providers on behalf of transport users, with medium to long term strategic planning and to put the consumer perspective into the planning process TB				
<p>1. Promote more widely the passenger benefits of good and well planned transport interchanges.</p> <p>2. Monitor the progress of the tube upgrade programme including the impact of closures and the provision of replacement services</p>	<p>1. Report to AT C'tee proposing focus of activity 2010-11</p> <p>2. London Stations Standards report</p> <p>3. Small incremental schemes, e.g. Euston – St Pancras walking route</p> <p>1. Regular reports to TS Committee</p>	<p>Jun-10 Oct -10</p> <p>May-10</p> <p>Ongoing</p> <p>Ongoing</p>	<p></p> <p>May-10</p> <p></p> <p></p>	<p>AT Committee will receive an outline in October of a proposed walking report, with an emphasis on interchange.</p> <p>Draft report went to Board in May 2010. Completed jointly with Passenger Focus. Due to be published in November 2010. Passenger Focus publishing deadlines delayed publication. Linked to this is the research on Clapham Junction and Barking. ✓</p> <p>Ongoing by others, officers maintaining watching brief. Camden steadily progressing a scheme to improve footways/pedestrian routes between stations. A planning application has been sent to Camden Council which has a large public square that complements the walking route.</p>

	2. Regular meetings with LUL	Ongoing		Meetings have taken place at senior level between London TravelWatch and LUL.
	3. End of year assessment report	Apr-11		
3. Monitor the progress of the Thameslink upgrade programme	1. 2xpa infrastructure reports to TSC	Jul-10	Jul-10	Presented to the Transport Services Committee on 21 July 2010. ✓
	2. Regular meetings with NR/ FCC	Jan-11		
4. Monitor the impact of building Crossrail particularly in respect of its impact on bus passengers and the road network.	1. 2xpa infrastructure reports to TSC	Jul-10	Jul-10	Presented to the Transport Services Committee on 21 July 2010. ✓
	2. Regular meetings with Crossrail	Jan-11		Introductory high level meeting took place between Chair and Chief Executive of Crossrail & London TravelWatch.
5. Monitor the transport arrangements being put in place for the 2012 Olympics to ensure maximum passenger benefits accrue from the investment.	1. Board to agree approach	Jul-10	Jul-10	Consider impact of disruption on non-Olympic passengers, transport legacy, key access stations, disabled access – Discussed at July 2010 Board Meeting. ✓
	2. 2xpa reports to TSC when approach agreed	Jan-11		Ongoing discussions with LDA. JC and TB attended meeting with Hugh Sumner in September 2010.

Objective	Key Milestones / Progress	Target Date	Actual Date	Comment (s)
6. To respond fully to major consultations from the passenger perspective				TB
<p>1. Continue to respond in a timely way to all requests from committees of the London Assembly for assistance with their scrutinies and the House of Commons Select Committee with its inquiries</p>	<p>1. Six monthly reports to Board via workplan update</p> <ul style="list-style-type: none"> • Transport Select Committee on Transport and the Economy 	Nov-10	Sep-10	<p>Requests prioritised due to our statutory role – continue to document all such activity</p> <p>Response sent to Chair of Transport Select Committee on 23 September 2010, as per existing policies.</p>
<p>2. Continue to respond to major consultations from statutory and regulatory organisations on changes that will impact on transport users in our area</p>	<p>1.1st six monthly reports to Board via workplan update</p> <ul style="list-style-type: none"> • Government Interim report of the winter resilience review • Response to London Underground consultation on ticket office hours 	Nov-10	Jun-10	<p>Ongoing as appropriate to Board/ Committees – TB documented activity in consultation log and a number of actions recorded previously in Board Action Taken papers.</p>
		Jun-10	Jun-10	<p>London TravelWatch gave evidence to Government Review to be reported in October 2010, at meeting on 4 June 2010. This included recommendations to the government in particular in relation to street clearance and clearance of snow and some rail network issues within London. ✓</p>
		Sep-10	Sep-10	<p>Board agreed a response on 28 September 2010. ✓</p>

	2 nd six month report to Board via workplan update	May-11		
3. Respond to consultations on Network Rail's route utilisation strategies (RUS) where they impact on passengers in our area	1. Six monthly reports to Board via workplan update	Nov-10		Ongoing as appropriate to Board/ TSC – no recent RUS consultations to date.
		May-11		
4. Review and respond to proposals to amend timetables and bus services	1. Stage 1 bus consultations first tranche	May-10	May-10	Ongoing as appropriate to Board/ TSC – Reported to TfL 19 March 2010. Paper to Transport Committee in October 2010. ✓
	2. Stage 2 bus consultation second tranche	Ongoing		Received at irregular intervals and responses sent as required. Progress is reported at Transport Services Committee.
	3. Six monthly reports to Board via workplan update	Nov-10		
		May-11		
5. Continue to review local consultations and respond when we judge necessary	1. Six monthly reports to board via workplan update	Nov-10		Ongoing as appropriate to Board/ Committees. Seek input from local passengers / user groups as appropriate and where timescales permit.
		May-11		



Objective	Key Milestones / Progress	Target Date	Actual Date	Comment (s)
7. To continue to develop constructive relationships with TfL, with the London Assembly, with Passenger Focus and with London boroughs JC				
<p>1. Contribute to London Assembly scrutinies into matters that affect transport users</p> <p>2. Liaise regularly to avoid duplication of effort between ourselves and the Transport Committee</p>	<p>1. Obtain annual workplan from LA</p> <p>2. Provide timely responses to all requests for evidence</p> <p>3. Provide informal advice to officers on other relevant scrutinies</p> <p>1. Regular meetings held between Chair of London TravelWatch and Chair of Transport Committee</p> <p>2. Regular meetings held between GLA officers and Chief Executive / Director Research and Development</p>	<p>May-10</p> <p>Aug-10</p> <p>June-10</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Discussions have been held between Officers and the London Assembly staff on this subject. Ongoing discussions to keep up-to-date with any developments.</p> <p>Officers made two submissions – (1) Response to London Assembly’s Transport Cttee investigation into accessibility of London Transport’s network June 2010 and (2) Submission to Transport Cttee’s investigation into making it easier and safer to walk in London (August 2010).</p> <p>VS accompanied Assembly Scrutiny Members in their trip to Liverpool St station in July 2010 to investigate accessibility.</p> <p>Meeting schedule disrupted whilst Assembly review underway.</p> <p>Meeting schedule disrupted whilst Assembly review underway.</p>




<p>3. Consult regularly with Passenger Focus to identify opportunities for joint working and to eliminate duplication</p>	<p>1. Regular meetings held between Chair / Chief Executive and Chair / Chief Executive of Passenger Focus</p> <p>2. Regular meetings / ongoing dialogue between staff on research/ casework issues</p>			<p>Ongoing with staff and lead members. Weekly meeting between SPM and PT from 1 September 2010.</p>
<p>4. Develop a closer relationship with TfL on research into transport users needs and experiences</p>	<p>1. Senior level meeting with TfL's communications staff (all modes)</p>	<p>May-10</p>	<p>May-10</p>	<p>Opportunities for increased passenger feedback/ stakeholder engagement sought. ✓</p>
<p>5. Continue to develop a good working relationship with London boroughs on issues affecting passengers</p>	<p>1. Keep database on local transport issues up to date</p> <p>2. Letters to be sent to all local political transport leads</p> <p>3. Link members pursue local contact during year</p>	<p>Ongoing</p> <p>Jun-10</p>	<p></p> <p>Jul-10</p>	<p>Ongoing with staff and link members.</p> <p>Letter sent re: accessible bus stops to all leads in July 2010. Letters sent to 100 local newspapers on this in August. Some very good responses received. ✓</p>


Objective	Key Milestones / Progress	Target Date	Actual Date	Comment (s)
8. To continue to meet regularly with transport providers to put the consumer view				JC
1. Continue to meet with senior staff of all transport providers in the London area at least once a year	To date high level meetings held with TfL Underground, Marketing & Communications; LOROL; First Capital Connect; Southeastern; Southern, First Great Western, C2C, London Midland and ODA.	Ongoing	Ongoing	Annual programme for senior staff/ Chair or Deputy – issues taken forward / reported as appropriate.
2. Continue day to day liaison with other transport provider staff as necessary		Ongoing	Ongoing	Ongoing daily by staff – key activities reported to relevant Board / committee meetings






Objective	Key Milestones / Progress	Target Date	Actual Date	Comment (s)
9. To raise the profile of London TravelWatch so that travellers feel they are represented				JdB
<p>1. Raise our profile in accordance with the priorities set out in our revised communications strategy</p>	<p>1. Whole organisation to discuss objective at Board/staff event</p>	<p>Jun-10</p>	<p>Aug-10</p>	<p>A one-off Communications Group was set up following the Away Day. ✓</p>
	<p>2. Action plan produced to deliver any new activities agreed</p>	<p>Aug-10</p>	<p>Aug-10</p>	<p>Communications group met and set up actions and priorities for communications work. Arranged to set up a media blog and discussed targets. Results of staff member expertise and geographical knowledge to be collated. To be further progressed. ✓</p>
	<p>1. Whilst continuing to respond to opportunities that arise for media coverage, to focus particularly on promoting London TravelWatch locally</p>	<p>Ongoing</p>		<p>Continue to publicise Sch. 17 (consultations on changes to ticket office openings) and other similar work to local press in affected areas, fares, bus issues tube ticket office, letters sent to local papers on accessible bus stops.</p>
	<p>2. Develop programme to have input at local and community events</p> <p>3. Input to at least 4 such events</p>	<p>Jul-10</p> <p>Mar-11</p>		<p>Discussed and strategy worked out. Executive group to have overview.</p> <p>Dates to be agreed,</p>

<p>2. Implement a strategy to broaden awareness of our work amongst sections of the community who are under represented in our casework</p>	<p>1. Target local passenger engagement events in areas where community is more dependent on bus travel and / or contains higher proportion of people from minority ethnic backgrounds.</p>			<p>Monitor outcomes as per strategy.</p>
<p>3. Hold at least two local passenger engagement events</p>	<p>1. Board agrees focus for work in 2010-11</p>	<p>May-10</p>	<p>May-10</p>	<p>Discussion with TfL deciding on six joint events (joint branding) along with London boroughs. ✓</p>
	<p>2. Meeting with TfL to decide</p>	<p>Jun -10</p>	<p>Jun-10</p>	<p>Meeting taken place, decided to pick boroughs that are keen first. ✓</p> <p>Strategy to be drawn up.</p>
	<p>2. Event 1 - Southall</p>			<p>On hold due to TfL budget issues on hire costs. Next meeting October 2010. However, London TravelWatch will do a minimum of two events alone if necessary. Kingston and Southall are the preferred locations.</p>
	<p>3. Event 2 - Kingston</p>			
	<p>4. Report to Board</p>	<p>May-11</p>		



Objective	Key Milestones / Progress	Target Date	Actual Date	Comment (s)
10. Whilst continuing to work efficiently, explore ways of expanding our resources and income				JC
<p>1. Gain full reaccreditation of the Investors in People Award</p> <p>2. Invest in training and development for our staff and Board</p>	<p>1. Existing liP workplan to be updated and revised to reflect progress to date</p> <p>2. Progress monitored by SMT at monthly meetings</p> <p>1. Develop learning and development training plan for 2010-11 based on staff skills audit</p>	<p>May-10</p> <p>Ongoing</p> <p>Jun-10</p>	<p>Sep-10</p> <p>Ongoing</p>	<p>liP Assessment: 16 August 2010. The Assessor's recommendation was that LTW retain full reaccreditation of the Investors in People Award. LTW now meets the 10 Indicators of the Standard (Core) - the IBP liP Panel verified the 39 core evidence requirements presented on 16 September 2010. In addition, LTW has achieved a further 9 evidence requirements from the liP Wider Framework Standard enabling LTW to work towards an additional advanced level of recognition at liP Bronze Standard (26 evidence requirements) in the future. </p> <p>Target date deferred to October 2010. Linked to 10.5. </p> <p>Work re staff skills audit and learning/development training plan underway with assistance from external professional (August and September 2010). Subject also to outcomes of CEO Internal Review (September 2010), proposals within the London Assembly Review Report of LTW (September 2010).</p>

	2. Six monthly review of plan (and link to current year's learning and development needs analysis)	Sep-10		Linked to 10.2.
		Apr-11		Linked to 10.2
	3. Whole organisation event held as follow up to February Awayday	Jun-10	Jun-10	Follow up event held on 28 June 2010 (half day). 
	4. Continue regular programme of Board briefing and familiarisation visits	Ongoing		Regular dates scheduled throughout year.
	5. Quarterly review of training and evaluation forms	Jul-10		Subject to work plan arising from learning/development training needs analysis with external professional (August / September 2010), the target quarterly review dates may alter. 
		Oct-10		Ditto
		Jan-11		Ditto
		Apr-11		Ditto
3. Explore through partnerships ways of working that will expand the resources available to us to do our work	Staff project group established to explore opportunities	Jun-10		Key milestones and reporting framework to be established as part of project scoping. Delayed pending outcome of London Assembly Review. 

4. Implement a knowledge management strategy	Cross service project group set up to document existing activity and agree comprehensive strategy for future	Jun-10	Jul-10	Key milestones and reporting framework agreed as part of project scoping. 
	Present Interim Findings	Sept-10		Interim findings to be presented to the Senior Management Team in October 2010.
	Present Recommendations	Nov-10		Recommendations to be presented to the Senior Management Team at the end of November 2010.
	Implement recommendations as appropriate		Tbc	Milestones to be confirmed after the presentation of the recommendations.

<p>5. Explore a market for our services, consistent with our mission and values</p>	<p>Workplan to be developed</p>	<p>Sep-10</p>		<p>Delayed pending outcome of London Assembly Review. </p>
<p>6. Continue to work efficiently</p>	<p>Produce key documents:-</p> <ol style="list-style-type: none"> 1. Annual Review 2. Accounts 3. Annual performance report 2009/10 4. Draft budget submission 2010-11 	<p>Sep-10 Jul-10 Aug-10 Aug-10</p>	<p>Sep-10 Jul-10 Aug-10 Aug-10</p>	<p>   </p>

Key to the task status:

	<p>Target Met</p>
	<p>Anticipated delay of more than 3 weeks</p>