



TFL SUPPLIER DIVERSITY DEFINITIONS

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1. Document Outline

1.1 Background

Encouraging a diverse base of supplier forms a part of the GLA Group Responsible Procurement Policy. The TfL Supplier Diversity Definitions ensure consistency across Supplier Diversity activities across TfL. These definitions form a basis for the TfL Supplier Diversity Policy and act as a basis for alignment in the measurement of diverse suppliers.

1.2 Version Control

Version Date	Author	Notes
26 February 2010	C Cottam	Turnover/Balance Sheet Amendment
02 February 2009	C Cottam	SME definition update
31 January 2008	J Gall	Ownership categorisation
8 th May 2006	J Gall	EU definitions
19 th October 2005	J Gall	Updates/clarifications

2. Diverse Suppliers

For the purposes of TfL's Procurement Supplier Diversity Programme, "Diverse Suppliers" comprise the following four subsets:

- 2.1 Small and Medium Enterprises (SMEs)
- 2.2 Black, Asian and Minority Ethnic (BAME) businesses
- 2.3 Suppliers from other under-represented or protected groups
- 2.4 Suppliers demonstrating a diverse workforce composition

The more detailed explanations of the four above subsets are given in the sections below.

3. Small and Medium Enterprises (SMEs)

3.1 A Small Enterprise⁵ is a business which has both the following:

- i) 0-49 Full Time Equivalent employees¹;
- AND EITHER
- ii) Turnover² per annum of no more than £5.6 million net (or £6.72 million gross); in the last financial year;
- OR
- iii) Balance sheet total⁴ of no more than £2.8 million net (£3.36 million gross).

3.2 A Medium Enterprise⁵ is a business which has both the following:

- i) 50-249 Full Time Equivalent employees¹;
- AND EITHER
- ii) Turnover² per annum of no more than £22.8 million net (or £27.36 million gross) in the last financial year;
- OR
- iii) Balance sheet total⁴ of no more than £11.4 million net (or £13.68 million gross).

3.3 A Large Enterprise⁵ is a business which has both the following:

- i) 250 and over Full Time Equivalent employees¹;
- AND EITHER
- ii) Turnover² per annum over £22.8 million net (or £27.36 million gross) in the last financial year;
- OR
- iii) Balance sheet total⁴ of over £11.4 million net (or £13.68 million gross).

¹ Full Time equivalent employees is defined in Section 7.1

² Turnover is defined in Section 7.3

⁴ Balance Sheet Total is defined in Section 7.5

⁵ Further explanation is outlined in Section 7.7 (Definition of Size) & 7.8 (Ownership Categorisation)

4. Black, Asian and Minority Ethnic (BAME) owned businesses

A Black, Asian and Minority Ethnic (BAME) owned business is a business which is 51% or more owned by members of one or more Black, Asian or Minority ethnic groups.

Minority ethnic groups are all people including those who have classified themselves as members of ethnic groups other than 'White British'.

The minority ethnic classification groups used by TfL for monitoring purposes are:

<u>Ethnic group</u>	<u>Racial origin</u>
White	Irish Any other White background
Mixed	White & Black Caribbean White & Black African White & Asian Any other Mixed background
Asian or Asian British	Indian Pakistani Bangladeshi Any other Asian background
Black or Black British	Caribbean African Any other Black background
Chinese or other Ethnic Group	Chinese Any other Ethnic Group

5. Suppliers from other under-represented groups or protected groups

5.1 A Supplier from an under-represented group is one which is 51% or more owned by members of one or more of the following groups (where not covered by previous definitions):

5.1.1 Women (gender)

5.1.2 Disabled people with physical and sensory impairments, learning difficulties and mental health requirements;

5.1.3 Lesbians, Gay men, Bisexual and Transgender people (sexual orientation); and

5.1.4 Older people (aged 60 or over), young people (aged 24 or under) (age)

5.2 A Supplier from a protected group is one which is 51% or more owned by members of a group for which protection is provided by anti-discriminatory legislation and which is not already covered by the above (such as religious, faith or belief groups, or alternatively, ownership by a social enterprise or a voluntary/community organisation).

6. Suppliers demonstrating a diverse workforce composition

This relates to Full Time Equivalent employees in the supplier's workforce who may be from one or more minority ethnic groups, and/or under-represented groups and/or protected groups as listed in II and III above.

7. Other Definitions & Information

7.1 Full-Time Equivalent Employees

Where employee numbers are used, these refer to Full-Time Equivalents (FTEs) expressed in **Annual Work Units** (see below). Staff headcount should include full-time, part-time and seasonal staff and includes the following:

- Employees
- Persons working for the enterprise being subordinated to it and considered to be employees under national law
- Owner managers
- Partners engaged in regular activity in the enterprise and benefiting from financial advantages from the enterprise.

Full-time workers are expressed as hours worked per week. TFL refer to standard UK hours of work as full time workers – i.e. those who work 35 hours a week and 52 weeks a year (including annual leave).

7.2 Annual Work Units

Refer to anyone who worked, over the past year, full-time within your enterprise, or on its behalf, during the entire reference year counts as one unit. You treat part-time staff, seasonal workers and those who did not work the full year as fractions of one unit.

7.3 Turnover

Turnover is in line with that defined in the Companies Act 1985:

The amounts derived from the provision of goods and services falling within the company's ordinary activities, after deduction of:

- i) trade discounts
- ii) value added tax

Please refer to Section 7.8 regarding ownership categorisation to understand how to interpret ownership, where an enterprise is part of a parent organisation.

7.4 Financial Year

Financial Year relates to 1st April – 31st March or any other 12 month period as defined by the company.

All data must be relating to the last approved accounting period and calculated on an annual basis. In the case of newly-established enterprises whose accounts have not yet been approved, the data to apply shall be derived from a reliable estimate made in the course of the financial year.

7.5 Balance Sheet Total

The annual balance sheet total refers to the value of your company's main assets.

7.6 Ownership

Individual or those in named control holding capital or voting rights - either through private or shared ownership - of any given business entity.

7.7 Definition of Size

Where headcount and turnover and/or balance sheet conditions apply to different size definitions, headcount acts as the more predominant aspect, in defining size.

An organisation does not need to satisfy both turnover and balance sheet total, only one of the conditions and may exceed one of them without losing its status. This is illustrated by an organisation which has 30 employees, a turnover of £12 million and a balance sheet total of £10 million. The number of employees figure would class the organisation as a small organisation, however the turnover and balance sheet total define the organisation as medium. In this case, the headcount would be used to define the classification of the organisation. This organisation would be classed as a small organisation.

To illustrate this, the following scenarios have been mapped for the different characteristics of supplier diversity definitions (based on information from the Department for Trade & Industry (now Department for Business Enterprise & Regulatory Reform)):

		Turnover/Balance Sheet Total		
		£5.6m net(up to)/ £2.8m net (up to)	£22.8m net(up to/incl.)/ £11.4m net (up to/incl.)	£22.8m net(over)/ £11.4m net (over)
Employees	0-49	✓	Employees more predominant	Employees more predominant
	50-249	Employees more predominant	✓	Employees more predominant
	250+	Employees more predominant	Employees more predominant	✓

7.8 Ownership Categorisation

EU Commission Definition on Enterprise Ownership Categorisation

The European Commission's Guidance published in 2005 "The New SME Definition: User Guide and Model Declaration"⁶, outlines parameters for

defining an organisation's ownership categorisation and whether an organisation is autonomous, partner or linked.

7.8.1 Autonomous

This is the most common category of ownership.

An organisation is autonomous if:

- It is totally independent, i.e. there is no participation in other enterprises and no enterprise has a participation.
- It has a holding of less than 25% of the capital or voting rights (whichever is the higher) in one or more other enterprises and/or outsiders do not have a stake of 25% or more of the capital or voting rights (whichever is the higher) in your enterprise.

If an organisation is autonomous, it means that it is not a partner or linked to another enterprise

7.8.2 Partner

An enterprise is a partner enterprise if:

- It has a holding equal to or greater than 25%, of the capital or voting rights in another enterprise and/or another enterprise has a holding equal to or greater than 25% in the other.

It is not linked to another enterprise. This means, among other things, that voting rights in the other enterprise (or vice versa) do not exceed 50%.

7.8.3 Linked

Enterprises formed as a **group** through the direct or indirect control of the majority of voting rights. An enterprise owned by another or through the ability to exercise a **dominant influence** on another enterprise.

Two or more enterprises are linked when they have any of the following relationships:

- One enterprise holds a majority of the shareholders' or members' voting rights in another.
- One enterprise is entitled to appoint or remove a majority of the administrative, management or supervisory body of another.
- A contract between the enterprises, or a provision in the memorandum or articles of association of one of the enterprises, enables one to exercise a dominant influence over the other.
- One enterprise is able, by agreement, to exercise sole control over a majority of shareholders' or members' voting rights in another.

⁶Refer directly to the EU Commission Definitions for more guidance:
http://ec.europa.eu/enterprise/enterprise_policy/sme_definition/sme_user_guide.pdf

8. Document Owner & Contact Details

For further information, please contact Carina Cottam, Programme Team, Group Procurement, Finance, Transport for London via email:
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FA4 WORK RELATED ROAD RISK

FA4.1 For the purposes of **Clauses FA4.2 to FA4.9** (inclusive) of this Contract, the following expressions shall have the following meanings:

“Bronze Accreditation”	the minimum level of accreditation within the FORS Standard, the requirements of which are more particularly described at: www.fors-online.org.uk
“Car-derived Vans”	a vehicle based on a car, but with an interior that has been altered for the purpose of carrying larger amounts of goods and/or equipment;
“Collision Report”	a report detailing all collisions during the previous 12 months involving injuries to persons or fatalities;
“Delivery and Servicing Vehicle”	a Lorry, a Van or a Car-derived Van;
“Driver”	any employee of the Service Provider (including an agency driver), who operates Delivery and Servicing Vehicles on behalf of the Service Provider while delivering the Services;
“DVLA”	Driver and Vehicle Licensing Agency;
“FORS”	the Fleet Operator Recognition Scheme, which is an accreditation scheme for businesses operating van and lorry fleets. It offers impartial, independent advice and guidance to motivate companies to improve their compliance with relevant laws and their environmental, social and economic performance;
“FORS Standard”	the standard setting out the accreditation requirements for the Fleet Operator Recognition Scheme, a copy of which can be found at: www.fors-online.org.uk

“Gold Accreditation”	the highest level of accreditation within the FORS Standard, the requirements of which are more particularly described at: www.fors-online.org.uk
“Lorry”	a vehicle with an MAM exceeding 3,500 kilograms;
“MAM”	the maximum authorised mass of a vehicle or trailer including the maximum load that can be carried safely while used on the road;
“Side Guards”	guards that are fitted between the front and rear axles of a Lorry and that comply with EC Directive 89/297/EEC and the Road Vehicles (Construction and Use) Regulations 1986;
“Silver Accreditation”	the intermediate level of accreditation within the FORS Standard, the requirements of which are more particularly described at: www.fors-online.org.uk
“Van”	a vehicle with a MAM not exceeding 3,500 kilograms.

Fleet Operator Recognition Scheme Accreditation

FA4.2 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services, it shall within 90 days of the Contract Commencement Date:

FA4.2.1 (unless already registered) register for FORS or a scheme, which in the reasonable opinion of TfL, is an acceptable substitute to FORS (the “**Alternative Scheme**”); and

FA4.2.2 (unless already accredited) have attained the standard of Bronze Accreditation (or higher) or the equivalent within the Alternative Scheme and shall maintain the standard of Bronze Accreditation (or equivalent standard within the Alternative Scheme) by way of an annual independent assessment in accordance with the FORS Standard or take such steps as may be required to maintain the equivalent standard within the Alternative Scheme. Alternatively, where the Service Provider

has attained Silver or Gold Accreditation, the maintenance requirements shall be undertaken in accordance with the periods set out in the FORS Standard.

Safety Equipment on Vehicles

FA4.3 The Service Provider shall ensure that every Lorry, which it uses to provide the Services, shall:

- FA4.3.1 have Side Guards, unless the Service Provider can demonstrate to the reasonable satisfaction of TfL that the Lorry will not perform the function for which it was built if Side Guards are fitted;
- FA4.3.2 have front, side and rear blind spots completely eliminated or minimised as far as practical and possible, through the use of fully operational direct and indirect vision aids and driver audible alerts;
- FA4.3.3 have equipment fitted with an audible means of warning other road users of the Lorry's left manoeuvre; and
- FA4.3.4 have prominent signage on the Lorry to warn cyclists and other road users of the dangers of passing the Lorry on the inside and of getting too close to the Lorry.

Driver Licence Checks

FA4.4 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services the Service Provider shall ensure that:

- FA4.4.1 it has a system in place to ensure all its Drivers hold a valid driving licence for the category of vehicle that they are tasked to drive, along with recording any endorsements, or restrictions on the Drivers licence; and
- FA4.4.2 each of its Drivers engaged in the provision of the Services has a driving licence check with the DVLA or such equivalent before that Driver commences delivery of the Services and that the driving licence check with the DVLA or equivalent authority is repeated in accordance with either the following risk scale (in the case of the DVLA issued licences only), or the Service Provider's risk scale, provided that the Service Provider's risk scale has been Approved in writing by TfL within the last 12 months:
 - FA4.4.2.1 0 – 3 points on the driving licence – annual checks;
 - FA4.4.2.1. 4 – 8 points on the driving licence – six monthly checks;

FA4.4.2.3 9 – 11 points on the driving licence – quarterly checks; or

FA4.4.2.4 12 or more points on the driving licence – monthly checks.

Driver Training

FA4.5 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services the Service Provider shall ensure that each of its Drivers undergo approved progressive training (to include a mix of theoretical, e-learning, practical and on the job training) and continued professional development to include training covering the safety of vulnerable road users and on-cycle hazard awareness, throughout the Term of the Contract.

Collision Reporting

FA4.6 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services, the Service Provider shall:

FA4.6.1 ensure that it has a system in place to capture, investigate and analyse road traffic collisions that results in fatalities, injury or damage to vehicles, persons or property and for generating Collision Reports; and

FA4.6.2 within 15 days of the Commencement Date, provide to TfL a Collision Report. The Service Provider shall provide to TfL an updated Collision Report within five working days of a written request from TfL.

Self Certification of Compliance

FA4.7 Where the Service Provider operates Delivery and Servicing Vehicles to provide the Services, within 90 days of the Commencement Date, the Service Provider shall make a written report to TfL detailing its compliance with **Clauses FCA4.3, FA4.4 and FA4.5** of this Contract (the “**WRRR Self-certification Report**”). The Service Provider shall provide updates of the WRRR Self-certification Report to TfL on each three month anniversary of its submission of the initial WRRR Self-certification Report.

Obligations of the Service Provider Regarding Subcontractors

FA4.8 The Service Provider shall ensure that those of its sub-contractors who operate Delivery and Servicing Vehicles to provide the Services shall:

FA4.8.1 comply with **Clause FA4.2**; and

FA4.8.2 where its subcontractors operates the following vehicles to provide the Services shall comply with the corresponding provisions of this Contract:

FA4.8.2.1 For Lorries – **Clauses FA4.3, FA4.4, FA4.5 and FA4.6;** and

FA4.8.2.2 For Vans – **Clauses FA4.4, FA4.5, and FA4.6,**

as if those sub-contractors were a party to this Contract.

Failure to Comply with Work Related Road Risk Obligations

FA28.9 Without limiting the effect of any other clause of this Contract relating to termination, if the Service Provider fails to comply with **Clauses FA4.2, FA4.3, FA4.4, FA4.5, FA4.6, FA4.7 and FA4.8:**

FA4.9.1 the Service Provider has committed a material breach of this Contract; and

FA4.9.2 TfL may refuse the Service Provider, its employees, agents and Delivery and Servicing Vehicles entry onto any property that is owned, occupied or managed by TfL for any purpose (including but not limited to deliveries).

SCHEDULE 3 - SERVICES

**Volume 2a
The Specification**

Bus Origin & Destination Surveys - Fieldwork

TfL Reference Number: tfl_scp_001270

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0. DOCUMENT CONTROL

0.1 Document History

Version	Date	Changes since previous issue
V0.1	15 September 2015	First draft
V1.0		Final

0.2 Final Version Approval

Authors

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1. ORGANISATIONAL OVERVIEW

1.1 Transport for London (TfL)

TfL is an executive body of the Greater London Authority, created in 2000 as the integrated body responsible for the Capital's transport system. Its primary role is to implement the Mayor of London's Transport Strategy and manage transport services across the Capital. TfL is made up of many predecessor organisations covering almost all transport modes in London, and therefore has the ingredients and accumulated experience to provide one of the largest integrated transport systems in the world.

TfL comprises of different modes. The modes are Surface Transport, Corporate, London Underground and Rail. TfL is a partner in Crossrail. TfL manages London's transport network and is responsible for London's buses, the Underground, the Docklands Light Railway (DLR), London Overground, London River Services, Barclays Cycle Hire, electronic vehicles and policing. TfL also runs Victoria Coach Station and the London Transport Museum.

TfL is responsible for 360 miles (580km) of main roads, and all of London's 4,600 traffic lights. In addition, it manages the London Congestion Charging scheme and regulates the city's taxi and private hire trade. TfL also promotes a range of walking and cycling initiatives across the Capital.

Surface Transport who is letting this contract is an integral part of TfL, and as its name implies is responsible for the oversight of the London Bus Network, Victoria Coach Station, Dial-A-Ride, the Public Carriage Office, London River Services, the TfL Road Network, Congestion Charging, traffic management, road safety, walking, cycling and freight.

1.2 Business Unit – Buses Directorate

Buses is part of Surface Transport and manages the planning, contracting and performance of the London bus network, as well as day to day operational aspects.

The main responsibilities include :

- developing the bus network
- competitively tendering bus services and ensuring contract compliance
- monitoring the bus network and targeting poor performing operators or routes
- dealing with ticketing issues
- maintaining the new iBus technology
- developing the next generation of real time passenger information
- operational aspects, such as implementing diversions, planning special adverts and rail replacement services, incident response and control of bus stations.

To assist in its responsibility to develop the bus network, a Bus Origin & Destination Survey (BODS) is carried out.

2. INTRODUCTION

2.1 Background

The Bus Origin & Destination Survey is used to support preparation of business cases associated with service development and to contribute to the general understanding of the way passengers use the network. BODS data is also used for wider applications across TfL where a wider dataset is processed, enabling improvements to the way bus data is used in constructing TfL's strategic transport models. The survey has been conducted since 1983. Contracts are in place with incumbents to cover the period until August 2016, but there is now a need to re-tender the requirement, to enable the surveys to continue thereafter.

The survey consists of two distinct elements, fieldwork and processing. This specification relates solely to fieldwork.

This specification provides details of the background and current methodology for carrying out the fieldwork of the survey. It is purely for guidance and though it does cover in detail the activities to be carried out and give information as to the dimensions of the work, it is not to be taken as being exhaustive.

2.2 Objectives

The objectives of the Bus Origin & Destination Survey are therefore:

- To provide accurate and timely origin/ destination data for use in network planning and evaluation of service changes.
- To provide data reporting changes in customers travel patterns on all London's bus services
- To provide data on bus services in London as a whole.

3. SCOPE

3.1 General Requirement

To carry out the fieldwork of the Bus Origin & Destination Survey in accordance with this specification (including any amendments made following the submission of proposals).

The area covered is essentially all of Greater London, although some routes cross this boundary. The survey incorporates all bus services operated on behalf of LBSL within Greater London, including those with 24 hour operation and dedicated school buses. Mobility Buses and Dial-a-Ride buses are not normally included in the area surveys. Each survey is normally area based containing approximately 30-40 routes specified by LBSL's Network Development Section. Private bus operators provide the services to be included in the surveys. The number of operators may fluctuate as bus service contracts change hands over time.

Normally the survey is conducted between the hours of 0700 and 2200 although some journeys may be surveyed outside this time period to ensure that the required coverage is achieved within the above times. A number of services operate for 24 hours per day. When these routes are to be surveyed, the coverage is extended to cover the full 24 hours.

3.2 The Survey Card

The questionnaire (Appendix 1) asks passengers a series of questions about the journey that they are currently making. In addition to questions relating to origin and destination it also asks for information on other modes of transport used during the journey and information on trip purpose. Brief details on how the fare was paid are also requested. Further questions request information on postcodes, car ownership, gender and age of respondent and whether resident in the UK. Most of the questions are answered by ticking boxes although passengers are asked to fill in their start and finish addresses.

The questionnaire content, has been developed following extensive research and review since the BODS surveys were started and it is intended that the wording and sequence of questions will initially remain largely unchanged. However, as more use is made of Oyster data, the questions may be changed during the later period of the contract. There could also be minor changes to assist with the data encoding processes. Should any changes be proposed by the service provider, these must be approved by the LBSL Passenger Data Manager.

The successful contractor will not be required to arrange printing and supply of questionnaires. LBSL has a separate contract in place to carry out this process.

3.3 Survey Fieldwork

An overview of the entire survey planning process and fieldwork is given here to aid bidders in their applications. Details of the work which LBSL will continue to carry out, is also included, so that bidders can be fully aware of whose responsibility each task will be.

The main requirements expected from bidders in this work category are;-

- Provide Surveyors for fieldwork
- Provide on-site Supervisor/s
- Provide Standby Surveyors
- Surveyor staff discipline
- Ensure quality of fieldwork

3.3.1 The Survey Programme and Survey Locations

Each survey is normally centred on one geographical area containing approximately 30-40 bus services, however as the programme is driven partly by tender dates for individual route contracts, it is inevitable that most surveys include some routes somewhat distant from the main area. Bidders should provide details on how they would achieve the provision of staff in the right numbers, especially for early and late duties for the routes, which may be outside the main survey location. Surveys are normally conducted on Mondays to Fridays and weekend working is not normally required. However, contractors must be prepared to carry out fieldwork at weekends should the need arise.

3.4 Survey Planning

Survey planning is a process, which takes six to eight weeks. This involves plotting the location of all stops served on each route, physically affixing identifying numbers to those stops (hail & ride sections of route only), planning the surveyors duties from the operators schedules to obtain the required minimum coverage, producing the daily documentation (control sheets and duty schedules) to be used by the surveyors and recruiting the temporary staff to actually carry out the on-bus work. LBSL will continue to carry out the above tasks with the exception of the recruiting of temporary staff (see 3.5.)

3.4.1 Stop Plotting

Prior to the survey commencing an iBus description is logged for every bus stop served during the survey. iBus is an on-bus passenger information system that displays next bus stop to be served accompanied by an audio announcement, e.g. 'Oakdene Road'. For hail & ride sections of route, where there are no fixed stops and the bus will stop on request, obvious landmarks are used, since iBus has yet to be fully introduced along these roads. Each bus stop is allocated a unique survey stop number, from which surveyors control sheets will be determined. *LBSL will continue to carry out these tasks.*

3.4.2 Compilation & Sample Size

Surveyor's duties are compiled wherever possible to match driver duties or spells of work. This makes supervision on the day of the survey much easier as changeovers of surveyors take place at the same time and place as the drivers. Thus if the service is disrupted by operating problems, control of the surveyors is simplified if they are scheduled to stay with the driver. When planning the total number of survey duties on each route, there are various minimum coverage percentages that must be achieved. Where more than eight bus per hour (b.p.h) are scheduled, the requirement is for a minimum of 50% coverage. Between five and eight b.p.h. requires a minimum of 50-66%, while four b.p.h. would require 75% coverage. Three buses per hour or less requires 100% coverage. All of these percentages refer to the normal survey time period "window" (0700-2200) rather than the complete traffic day. LBSL will make sure that the required coverage is acceptable when they compile surveyor's duties. LBSL will also adjust surveyor's duties on the day, in the event of any disruptions to service, to ensure that these minimum sample percentages are achieved.

3.4.3 Surveyors Control Sheets (see also Appendix 2)

Crucial to the whole survey process is the correct issue and collection of individual questionnaire cards by surveyors on each bus. Cards are serially numbered and by recording at which stop each card was issued and at which stop the passenger represented by that card alighted, a point to point loading is obtained. Therefore surveyors need to know at all times exactly where they are on the route. So for each route the LBSL survey planners will prepare a Surveyor Control Sheet (Appendix 2), which gives the iBus description plus the BODS stop number assigned to that stop.

Having prepared master control sheets and compiled surveyor's duties, LBSL staff will collate the sets of control sheets for each route. This provides each duty with a set of sheets for each surveyor covering all the survey journeys for that duty in the correct sequence. Instruction sheets are also inserted at relevant places within the sets, advising surveyors on any special instructions

(i.e. boarding places etc). Also produced at this time is a Supervisors Day Sheet that shows details of all the duties to be covered that day, and is used by the Supervisors to record actual operation where it differs from that scheduled. LBSL will carry out all these duties.

3.5 Staffing and Recruitment

Recruitment of staff will be the responsibility of the successful contractor. New surveyors will receive training to be able to perform their duties on the survey. The successful bidder will carry out the recruitment of surveyors. Training of new staff is expected to be carried out jointly by LBSL and the successful contractor, a 50% split being suggested. However, LBSL would be receptive to alternative training methods suggested by bidders. Each survey would be expected to require on average between 40-60 staff daily, although up to 80 staff might be required during the first couple of weeks of each survey.

Surveyors should represent a broad range of LBSL's customers. They must be smart in appearance and have good communication skills with the ability to be tactful and polite when dealing with passengers. They must be able to write legibly on a moving vehicle and therefore neat handwriting is essential. LBSL will reserve the right not to allow surveyors to commence work if it considers them to be unsuitable in any way. Under no circumstances are surveyors to become involved in operational matters of individual buses, bus companies or their employees. Surveyors recruited must be available for any shift during the working day (06.00-23.00), since most of their duties will be matched to driving spells operated by the drivers. These can be for continuous periods of approximately five to six hours. It will normally not be possible to change surveyors during these driving spells. Some surveying is conducted at the fringes of the quoted time periods to ensure that full coverage is obtained between those times. On a typical day of 20 duties requiring two surveyors, approximately 10-12 duties would be early duties finishing by 18.00

Bidders should clearly state the recruitment process they propose to use. Please state whether any advertising is proposed and how staff will be recruited. The recruitment timescale should be provided (i.e. when is it proposed to start the recruitment and when will successful candidates be notified). Bidders should state if they intend to recruit locally or more widely. It should be emphasised that surveyors will be expected to be available in large numbers for the main 'run-out' of buses from the garage, or first bus stop, each morning, between about 06.00 and 07.30. Surveyors will also be expected to be available for the last surveyed buses, typically between 22.00 and 23.00. Due to the unsocial hours worked by the surveyors, recruitment locally is suggested as being the most effective. There will be no facilities for the parking of vehicles associated with the contractor or its staff at bus

garages and bus stations under any circumstances. For a survey requiring a daily duty requirement of 40 staff (excluding standby duties) please indicate how many interviews you would expect to conduct to achieve this target. LBSL may wish to be involved in the selection process and applications should clearly state whether this is acceptable to them.

3.6. Survey Plan

LBSL will produce a plan and timetable for the entire survey, detailing which routes are to be surveyed on which day. This plan will normally be produced once the majority of services contained in the survey have been compiled, since the largest routes are normally surveyed earlier on the survey, because they require the most staff. It is often necessary to change at short notice the order of routes to be surveyed to take account of known disruptions to services which would make the survey unrepresentative on a given day.

3.7 Fieldwork

All of the fieldwork takes place on-bus (except supervisor, in part). The current methods normally employ two surveyors per bus (vehicles with a separate entrance and exit door). One surveyor stands at the entrance and hands out numbered questionnaire cards to passengers as they board, and records the serial numbers of the cards issued at each stop on a printed control schedule. Passengers are asked to complete the questions on the cards during their journey and hand them to the second surveyor positioned at the exit door as they alight. This second surveyor records the stop number on the collected cards where each passenger alights. Even if a passenger does not answer any of the questions on the card, a record of that passenger's boarding and alighting stop is thus recorded. A refused card is not issued to the next passenger but placed to one side, therefore ensuring that a record is made of that passenger boarding the bus. Surveyors are also required to complete details of start and finish times of the journey surveyed.

Bidders should note that the questionnaires are handed to all passengers aged 5+ years, although they are requested not to answer any questions which might identify them (see appendix 1).

On single deck, single door vehicles, only one surveyor is used, performing both handing out and collecting in tasks.

Different surveying techniques are used on the Heritage Routemaster vehicles that operate over a section of route 15, plus routes 507 and 521 which are operated by dual door single deck vehicles with passengers boarding and alighting through both doors. Alternative methods are also employed on routes operated by new Routemaster vehicles (three separate