



# Annual Report and Accounts

2005/06

MAYOR OF LONDON

Transport for London



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# Message from the Mayor

London is a city on the move. A safe, clean and reliable transport system is fundamental to transforming it from one of the world's great cities into the world's greatest capital.

Whether we choose to travel by road, river or taxi, on the buses, trains or Tube, on foot or by bike, we are all experiencing a more integrated transport system that is benefiting from a major investment programme.

This year, Transport for London (TfL) took an important step towards playing a more direct role in running London's rail network when the Government announced that it will take over management of the North London Railway in November 2007.

TfL is already making a vital contribution to plans for integrating the rest of the Capital's rail network more closely with other part of its transport system.

There is still much to do to deliver improvements to the existing system, especially on the Tube. We will keep up the pressure on Tube Lines and Metronet, the private companies maintaining and upgrading the Underground. I have praised

them when they deliver projects on time and on budget, but I will be forthright in my criticism if engineering overruns or other unnecessary disruptions continue to inconvenience the travelling public.

London's continuing growth means the increased capacity that TfL is creating on its network will be vital, while the need for Crossrail is indisputable.

At the same time, we need to work with businesses, local communities and schools to manage the growing demands on London's transport system. TfL's 'Transport 2025' (T2025) project is helping to develop a strategic response to the challenges arising from London's future expansion.

Following the events of 7 July 2005, the people employed by TfL and its partners demonstrated the irrepressible courage and determination that defines our city. The speed at which they restored transport services was remarkable, and they played

a key part in supporting London's recovery in the wake of the attacks.

Looking ahead, TfL's long-term commitment to improving and developing London's transport network will be crucial to the Capital's future prosperity and its long-term contribution to the national economy.



Ken Livingstone  
Mayor of London





# Commissioner's foreword

I begin by acknowledging the remarkable professionalism and courage shown by our own and our contractors' staff and their colleagues in the emergency services during and after 7 July 2005.

Their resilience in getting London's transport network up and running again so quickly is further testament to the calibre of staff working on it. While it is important to look forward, it is equally important to remember the numerous examples of heroism and bravery that undoubtedly saved many lives on that terrible day.

Those who displayed such outstanding bravery have been honoured at the highest level – by the Mayor and the Prime Minister at a reception held in their honour in December 2005, and by the Queen, who hosted events involving a number of staff at Buckingham Palace and made awards in the New Year's Honours List.

Throughout 2005/06, TfL continued to consolidate its reputation as an organisation that delivers. The success of our second bond issue in March 2006 demonstrates a growing confidence in our abilities among the financial markets in the UK and abroad.

TfL's five-year Investment Programme is progressing well. The planning and execution of a large number of infrastructure projects is in full swing, and we have completed several milestone infrastructure projects including the Docklands Light Railway (DLR) London City Airport extension and the addition of a seventh car on all Jubilee line trains. These improvements will enable TfL to keep pace with London's rising population and employment levels, and will contribute to the success of the Olympic and Paralympic Games in 2012.

One of the year's most notable highlights was the performance of London's 8,200-strong bus fleet. Last year, passenger numbers on the bus network were the highest for more than 40 years, while service quality continued to rise. The number of bus journeys has now risen 40 per cent since 2000, delivering the Government's national bus target in London alone.

For the third year, the Congestion Charge proved highly effective at reducing congestion

throughout central London, while the many discounts available to Oyster users have made public transport more convenient and affordable for millions.

Despite the impact of the 7 July attacks, London Underground (LU)'s performance continued to improve during 2005/06. In February 2006, it was named Train Operator of the Year at the HSBC Rail Business Awards.

The Public Private Partnership (PPP) infrastructure companies Metronet and Tube Lines have delivered some achievements but they have failed to perform in other key areas. They remain firmly in the spotlight and it is up to their shareholders to demonstrate that they can improve their performance.

Passengers who have contended with the results of years of under-funding on the National Rail network in London are benefiting from long-overdue investment in making the system more



reliable, cleaner and safer, and TfL's North London Railway concession will result in new standards of provision for Londoners beyond November 2007.

Announced by the Mayor and the new Secretary of State for Transport, Douglas Alexander, the move to install Oyster technology at National Rail stations in Travelcard Zones 1 to 6 is another important step towards creating an integrated transport system.



Although travelling in the Capital is becoming safer, there is no room for complacency. We are working to create the safest possible transport system, and nothing is higher on our priority list than the well-being of the people who travel and work on it. In 2005, we saw 45 per cent fewer people killed or seriously injured on London's roads than the 1994-1998 baseline.

This fall exceeded the Government's 2000 target of a 40 per cent reduction by 2010. Intensive investment in further reinforcing safety on the Tube is bearing fruit, while the travelling public is also benefiting from other safety initiatives such as the installation of closed-circuit television (CCTV) on all buses.

We are determined to create a transport system free of any barriers to those who wish to travel. This is imperative to ensuring that everyone is able to share in our city's success. During the year, we took positive steps towards opening up the transport system to people

who may previously have felt excluded from it. By the end of December 2005, for example, all London buses – except those on the two heritage routes – were accessible to people with limited mobility. We continue to invest in further improving services for disabled people such as Dial-a-Ride and Taxicard.

Since September 2005, young people under 16 have been eligible for free bus and tram travel, while under-11s accompanied by an adult have been eligible for free Tube and DLR travel since March 2006.

The success of the DLR – which is playing such an important role in east London's renaissance – exemplifies how safe, efficient and accessible public transport can act as a catalyst for regeneration. Along with other major projects in TfL's development portfolio, it is helping to improve social inclusion for many people living in London's most deprived areas.

Minimising transport's impact on the environment is equally important and we are working closely on the Mayor's agenda to tackle pollution and climate change. The number of cyclists in London is reaching ever higher levels, and we are equally committed to making our city as accessible and welcoming as possible to pedestrians.

Our achievements in 2005/06 were underpinned by the growing strength of our relationships with London's boroughs, businesses, trade unions, local communities and the travelling public. We are committed to taking London with us as we work towards creating a transport system that does justice to our city's status as the world's premier capital.

We are under no illusions about the scale of the challenges facing the Capital's transport system as a result of the London Plan's forecast growth in population and jobs. These challenges have been highlighted by TfL's T2025 project. This study has analysed in detail the potential impact of London's

growth on its transport networks. This analysis will help to shape our work and inform our investment decisions in the years ahead.

I conclude by paying tribute to my predecessor Bob Kiley, who stepped down as London's first-ever Commissioner for Transport at the end of January 2006. During his five years at TfL, he laid the foundations for an integrated organisation, and the increased investment and improving services we are now seeing.

The task ahead is formidable, but I have every confidence in our ability to overcome the challenges we face. With the support of our partners, we are moving ahead and delivering.



Peter Hendy  
Commissioner, Transport for London







WELCOME TO  
LONDON CITY AIRPORT

## Delivering operational improvements

The TfL network demonstrated considerable resilience in the face of the terrorist incidents on 7 July 2005. These events had a major impact on both the Tube and bus networks.

TfL responded by restoring bus services on the same day, and Tube services not directly affected by the attacks were running again by the following day. All services were restored within four weeks.

Despite the disruption caused by the attacks, passenger demand for services recovered more quickly and more strongly than expected.

# Surface Transport

## London Buses

London's bus network continued to set new performance records as passenger numbers reached their highest levels since 1965.

In the year to March 2006, there were over 1.81 billion passenger trips on the network, an average of around 6.3 million journeys every weekday and a 1.3 per cent increase on the previous year.

The number of operated kilometres rose to 454 million, the highest since 1957. The Capital's 100 night bus routes carry 34 million passengers every year, more than double the number in 2000.

London's buses are now achieving their best service quality since records began in 1977.

With the exception of the buses operating on London's two heritage routes, every vehicle on the Capital's mainstream bus network was fully accessible to users with limited mobility by the end of December 2005. In addition, every vehicle on the mainstream bus network has now been fitted with CCTV.

A number of further initiatives are underway. Steps are being taken to make buses more comfortable during hot weather by fitting additional opening windows and improved ventilation, and preventing heat build-up by painting bus roofs white.

The overall performance of the Capital's bus network attracted external recognition. In March 2006, a report by the London Assembly's Transport Committee concluded that intensive investment

### Buses operational performance

	2005/06	2004/05	2003/04	2002/03
Passenger journeys (millions)	1,816	1,793	1,702	1,534
Kilometres operated (millions)	454	450	437	397
Percentage of schedule operated (per cent)	97.7	97.7	97.2	96.1
Excess wait time (high frequency) (minutes)	1.1	1.1	1.4	1.8
Passenger satisfaction (per cent)	77	77	77	76



in London's buses had created a reliable network offering value for money to passengers.

A joint report from the Audit Commission and the National Audit Office published in 2005 stated that London's bus network was 'leading the way' in the UK with significant growth in passenger numbers.

## Victoria Coach Station

Every year, Victoria Coach Station (VCS) provides facilities for around nine million passengers. Providing a safe, comfortable environment for them, as well as those seeing them off or welcoming them, is of prime importance.

In 2005/06, use of VCS increased, with 392,000 coaches arriving or departing from the coach station, some 4,000 (2.1 per cent) up on the previous year.

The TfL Surface Advisory Panel endorsed the findings and recommendations of the London Coach Terminal Review in January 2005. Plans are now in hand to explore the redevelopment of the VCS site and its surrounding area.

## Public Carriage Office

During 2005/06, the Public Carriage Office (PCO) licensed around 13,000 private hire drivers. Continuing the process introduced in April 2003, it also licensed over 38,000 private hire vehicles during 2005/06. This means the licensing of the London private hire industry is largely complete.

In December 2005, the PCO successfully completed a review of the conditions of fitness that apply to licensed taxis (black cabs), and in light of the research undertaken, decided to retain the turning circle requirement as one of the conditions.

TfL also took steps towards preparing a public consultation document on the licensing of pedicabs. This move comes in response to concerns for the safety of pedicab drivers and their passengers.

## Freight and deliveries

In April 2005, TfL established a dedicated Freight Unit to promote the vital role that freight plays in sustaining London's position as a world-class city. The effective management of freight movements across the Capital is essential to the success of its economy.

Working in partnership with the freight industry, freight users, investors and regulators, TfL's Freight Unit aims to encourage best practice in an area of growing importance. Its remit covers freight movements across all transport modes.

During its first year, the Freight Unit contributed to several notable initiatives including the launch of the London Construction Consolidation Centre pilot in September 2005; commissioning the construction of a new multi-modal refuse collection vehicle (MMRCV); and working with British Waterways on plans for using MMRCV technology to move waste, recyclables and construction material on the West London Canal Network.





By the end of March 2006, the Freight Unit had finished drafting the London Freight Plan (LFP). A final version of the LFP is scheduled for publication by the end of 2006.

The continued involvement of freight operators is critical to achieving TfL's long-term vision. TfL joined forces with the Metropolitan Police (Met) to launch the Freight Operator Recognition Scheme (FORS). This scheme is designed to encourage best practice among freight operators serving London, helping them to improve their operational performance and adopt safer working practices. FORS is scheduled to roll out across London in 2007/08.

## Cycling

In June 2005, TfL published the London Cycle Design Standards, which will provide urban planners and engineers with best practice guidance on building a transport system that fully addresses the needs of cyclists.

TfL funded the installation of 4,500 new cycle parking spaces on streets and at schools, colleges and rail stations around the city. Cyclists using the 24-hour, fully staffed cycle park at Finsbury Park's new transport interchange, for example, now benefit from a secure locking system incorporating smartcard technology.

At the beginning of September 2005, TfL joined the Mayor, the London Development Agency (LDA) and the Capital's official visitor organisation Visit London to host the Tour of Britain finale.

In February 2006, TfL followed the finale's success by announcing that London will host the start of the Tour de France in 2007. The aim of this initiative is to further boost the profile of cycling in a city where cycling's popularity is growing rapidly.

The Tour de France, which lasts three weeks, is the world's most popular annual sporting spectacle, attracting hundreds of thousands of spectators every day and millions of TV viewers. Known as Le Grand Départ, the three-day start to the event will begin with an opening ceremony in central London, followed the day after by an 8km time trial around the Capital, passing many of its iconic landmarks. On day three, competitors will head out of London towards Canterbury on the first stage of the 3,500km race.

The event will celebrate cycling and showcase the Capital before a global audience, providing an opportunity to show the world that London is capable of hosting international sporting events of the highest calibre, and giving cycling in London a huge boost.

## Walking

Since walking is one of the most efficient and environmentally friendly forms of transport, TfL places a strong emphasis on making London as pedestrian-friendly as possible.

Throughout the year, it worked closely with the London boroughs and other stakeholders towards making London one of the world's most walkable cities. In September 2005, TfL launched 'Improving







Walkability', which provides good-practice guidance on making London more pedestrian-friendly. Aimed at London borough planners and developers, these guidelines will be supported by the rollout of a professional training programme in 2006 for the people who will use them.

There was more good news for the Capital's walkers with the completion of the 78-mile Capital Ring strategic walking route, which links parks, commons and other open spaces in a circuit that stays within 10 miles of Big Ben.

TfL's efforts to encourage young Londoners to walk more continued with its support for the ever-popular Walk to School Week initiative, which is held twice a year across the UK.

## London Trams

### Croydon Tramlink

The number of people using Croydon Tramlink during 2005/06 rose by 7 per cent to 22.5 million.

This growth was reinforced by the opening in December 2005 of a new tram stop serving Croydon's Centrale shopping centre.

Work continued on exploring potential route options for extending Croydon Tramlink from Harrington Road to Crystal Palace.

## London River Services

In 2005/06, London River Services (LRS) recorded over 2.3 million passenger journeys at its piers and on its contract riverbus services, operated by

Thames Clippers. This total represents a 1.3 per cent increase over the previous year.

For several hours after the 7 July attacks, the River Thames carried the only form of public transport in central London. All services were free of charge, and Thames Clippers increased their frequency to one departure every 10 minutes until midnight. Immediately after 7 July, the Thames Clippers service continued to perform strongly, with usage rising by up to 50 per cent. In addition, there has been a rise in the number of private charter boats using LRS piers.

Rising passenger numbers have been matched by improved levels of service and accessibility. By the end of March 2006, Europe's first Ramp Rider was open to the public at Greenwich Pier, allowing disabled people to move more easily between the promenade and the floating pontoon. Together with the operators, TfL continues to fund a one-third discount for Oyster and Travelcard holders making point-to-point riverbus trips.

## Congestion Charging

Congestion Charging continues to deliver important benefits. Drawing on data produced in 2005, the Fourth Annual Monitoring Report on the scheme indicated that congestion levels in the Congestion Charging zone were 22 per cent lower than in 2002, the year before the scheme was introduced.

In addition, Congestion Charging has helped to sustain significant improvements in bus services





and air quality, while independent research demonstrates that it has also helped to improve road safety, with up to 70 fewer road injuries per year as a direct result of the scheme. The report (see [tfl.gov.uk/tfl/cclondon](http://tfl.gov.uk/tfl/cclondon)) indicates that reductions in congestion were slightly lower in 2005 than in previous years. The average reduction since the scheme began is well above the initial target, and it reflects changes in road space allocation to improve road safety and assist pedestrians, cyclists and buses, which are demonstrably achieving additional benefits.

At the same time, this reduction needs to be read in the context of the long-term trend of increasing congestion across London. Measured in this way, congestion is 30 per cent lower than projected against the background trend.

It is estimated that the Congestion Charge has also cut the number of car trips made in the Capital every day by up to 70,000.

In July 2005, the Congestion Charge rose from £5 to £8 per day. Plans to extend the Congestion Charging zone westward to cover parts of Westminster and most of Kensington and Chelsea were also announced. The extended zone will commence in February 2007.

## Streets

TfL, which is responsible for managing and maintaining the 580km of red routes that make up the TfL Road Network (TLRN), London's 10 major road tunnels and 2,500 road structures such

as bridges and pedestrian subways, has started work on its first Highway Asset Management Plan.

This document, which will be launched in 2007 and updated on a regular basis, provides a clear account of how TfL intends to spend public funds on maintaining the TLRN and what benefits the public can expect to see as a result of its investment.

### TLRN Step Change project

During the year, TfL invested around £13m on upgrading the TLRN through its Step Change project, which comprised around 500 separate initiatives.

Among other improvements, they involved renewing footpaths, replacing damaged road signs, laying anti-skid surfaces, installing irrigation systems and planting new trees and shrubs.

### Directorate of Traffic Operations

TfL's Directorate of Traffic Operations (DTO) is responsible for the management and operation of all of London's traffic signals and systems.

A DTO programme to review the signal timings of London's computerised signals has optimised timings at 500 sites over the last year. This equates to a review cycle of 4.5 years, a significant reduction when compared with the cycle of 27 years in 2003.

To meet London's current and future operational requirements, the DTO has invested in the development of trainees. In the last 12 months it has inducted a further 20 graduates on to its three-year development programme. This takes the total number of graduates joining the programme to 62 since it began in 2003.





London's traffic system is one of the largest and most complex in the world and the DTO is developing a visionary strategy for meeting the Capital's future traffic operations and systems requirements. This programme, the London Traffic Systems Vision, will provide a long-term view of the systems and technology needed to manage the growing, and often competing, demands for street space.

### **Network Management Duty Action Plan**

Among other obligations, the Traffic Management Act 2004 places a Network Management Duty (NMD) on TfL, the London boroughs and other Local Traffic Authorities to ensure that traffic is allowed to flow smoothly across the road networks under their control. In response, the Traffic Manager's Office published an action plan, which clearly sets out how TfL is approaching its NMD.

### **Ensuring compliance with rules of the road**

Ensuring compliance with parking and traffic regulations is integral to maximising the capacity of London's road network. TfL's Transport Policing and Enforcement Directorate (TPED) delivers targeted enforcement of bus lanes, moving traffic contraventions and parking controls on the TLRN. The operation includes the deployment of on-street Traffic Wardens and Transport Police Community Support Officers (TPCSOs) and camera enforcement.

As a result of decriminalised parking enforcement of the TLRN, TPED has delivered increased enforcement and compliance to facilitate improved traffic flows and reduce congestion.

### **Effective incident management**

Re-opening Battersea Bridge to traffic three months ahead of schedule and on budget exemplifies TfL's ability to safely and cost-effectively implement complex repairs against the tightest deadlines. The 116-year-old, Grade II listed structure was badly damaged after it was struck by the 200-tonne gravel barge, James Prior, in September 2005.

Even though it remained open to buses, bicycles and pedestrians, there were fears that the bridge would have to remain closed to other traffic until the summer, depriving the public and local businesses of a vital link that normally carries around 1,300 vehicles an hour at peak times.

However, effective teamwork between TfL's engineers and contractors, combined with advanced repair techniques and text-book project management, saw Battersea Bridge re-opened to traffic three months early on 15 January 2006.

The core repair contract was awarded to Mowlem less than two months after the incident. The repair work itself involved an innovative engineering technique which used heated steel rods and plating to 'stitch' the damaged sections of the cast iron bridge back together well before schedule and within budget.

At the end of October 2005, a bus caught fire in the eastbound tunnel of the Limehouse Link. Road users endured severe disruption and delays. TfL's specialist teams and contractors completed critical repairs two weeks sooner than expected, re-opening the tunnel on 16 November 2005.

# London Underground

Use of the LU network has grown steadily from 2002/03, with a record 976 million journeys recorded in 2004/05. Last year there were 971 million journeys, a particular achievement given the terrorist atrocities of 7 July 2005. Initially, these events caused a fall in passenger numbers. But as services on the affected Tube lines returned to normal, ridership began to recover. This resurgent demand meant that by October, LU passenger numbers were again at record levels.

Over the last three years, service volumes have increased significantly and – excluding the effect of the July 7 attacks – reliability has improved. In recognition of this, customer satisfaction has reached record levels. This is a major achievement given that more and more people are using the Tube. It reflects both underlying service

improvements and the standard of customer service provided by LU staff. All these factors contributed to LU being named Train Operator of the Year at the HSBC Rail Business Awards in February 2006.

## ‘London Underground and the PPP: the third year 2005/06’

Under the PPP contracts, the maintenance and upgrading of LU’s assets – including the track, trains, signals and stations – is undertaken by two private sector consortia, Metronet and Tube Lines (referred to as the infracos).

Each year LU produces a detailed report on the performance of the PPP and the infracos. This year’s report – ‘London Underground and the PPP: the third year 2005/06’ – was published in July 2006. The report notes that in an extraordinary

## London Underground operational performance

	2005/06	2004/05	2003/04	2002/03
Passenger journeys (millions)	971	976	948	942
Kilometres operated (millions)	69	69	68	66
Percentage of schedule operated (per cent)	93.6	95.3	93.1	92.2
Excess journey time (unweighted) (minutes)	3.3	3.2	3.4	4.2
Passenger satisfaction (per cent)	78	78	76	75



year for LU, the infracos played a full and outstanding part in the response to the terrorist attacks of 7 July 2005, working quickly to restore services for customers.

However, the report also notes that, despite an overall improving trend, day-to-day performance was inconsistent and there was an unacceptably high level of failures, many of which had severe impacts on customers.

Achievements in delivering improved assets have included the completion of the Wembley Park station rebuild, and the addition of a seventh car to each Jubilee line train, both by Tube Lines. Similarly, Metronet is now delivering the refurbished District line fleet on schedule.

However, the infracos failed to meet their key challenges. Tube Lines made some progress in its attempts to turn around the performance of the Northern line, but its achievements remained significantly short of the benchmark. Metronet was unable to demonstrate that it had gained control of its renewal programme, and is still behind in a number of areas, including stations, with fewer than half of the scheduled refurbishments and modernisations completed by March 2006.

LU issued Corrective Action Notices to both Metronet and Tube Lines for their repeated failure in these respective areas – a severe contractual measure requiring improved performance.

The situation for Northern line customers was made worse by a three-day suspension of the service in October 2005. This was to allow for

full checks on, and remedial works to, the trains' tripcock systems. These are designed to stop the train if it wrongly passes a red signal. The checks and remedial works became necessary due to a loss of confidence in the tripcock system and Tube Lines' ability to ensure adequate maintenance of it, following repeated failures.

Customers also suffered the effects of an unacceptably high number of engineering works overruns – 207 or an average of nearly four per week. Many of the overruns, caused by Metronet and Tube Lines, could have easily been avoided if the works had been better planned and managed. Looking ahead, LU has made it clear to Metronet and Tube Lines that consistency of performance must improve.

This is especially important as TfL's Investment Programme moves into a new phase, with complex line upgrade programmes due to be delivered over the next 10 years.

The 30-year PPP contracts will undergo their first 7½-year review in 2010. It is essential that there is sufficient funding to continue the improvements in the second period, and that these improvements are delivered in an economic and efficient way, as promised by the infracos.

The full PPP report is available at [tfl.gov.uk/pppreport](http://tfl.gov.uk/pppreport).







# London Rail

## Docklands Light Railway

The DLR is a key driver of the regeneration of east London and the Docklands area. Since 1997, the railway, which is 100 per cent accessible to wheelchair users, has been operated and maintained by Serco. In March, TfL awarded the franchise to Serco for a further seven years after a competitive bidding process.

In 2005/06, the DLR enhanced its position as the UK's most reliable railway with record figures in the schedule operated and on-time performance categories (see table). Passenger numbers also grew strongly, from 50.1 million in 2004/05 to 53.07 million in 2005/06.

Passenger numbers will continue to grow on the DLR. By 2009, around 80 million passenger journeys are expected to be made on the DLR network annually.

Among the factors driving the anticipated rise are the increased use of the recently-opened London City Airport extension; the completion of the Woolwich Arsenal extension and three-car upgrade in 2009; and the Stratford International extension, due for completion in 2010.

Completing the London City Airport extension on time and within budget was among the year's most notable achievements. The £140m project involved laying 4.4km of new track linking four new stations. Since the extension's opening, journey numbers have been encouraging, with around 10,000 customers using the line each weekday.

### DLR operational performance

	2005/06	2004/05	2003/04	2002/03
Passenger journeys (millions)	53.07	50.1	48.5	45.7
Kilometres operated (millions)	3.6	3.3	3.4	3.2
On-time performance (per cent)	98.65	98.5	98.2	98.1
Excess journey time (unweighted) (minutes)	3.3	3.2	3.4	4.2
Passenger satisfaction (per cent)	78	78	76	75

# Pan-TfL developments

## Safety

The safety of everyone who travels or works on London's transport network is TfL's highest priority. Through a combination of education, engineering and enforcement, TfL is committed to creating the safest possible transport system.

### Employee health and safety

In 2005/06, major injury rates for employees across all parts of TfL were significantly below the national average rate given by the Health and Safety Executive (HSE) for the UK public transport sector. The HSE average rate is 237 major injuries per 100,000 employees, while the equivalent rates across TfL were: Surface Transport 160, LU 75, Rail 0 and Corporate Directorates 0.

TfL is committed to improving the health of its employees and reducing absence due to health problems. In 2005/06, sickness absence among TfL employees was 13.05 days per employee, compared with 12.48 days per employee the previous year.

It should be noted that the events of 7 July 2005 played a major part in raising this figure and it is not surprising that there was a notable increase in sickness absence among LU employees after the attacks. By the end of the year, levels had fallen back to pre-7 July levels. Further reducing sickness absence among all staff remains a key TfL priority.

To address the issue, TfL has developed and trialled programmes to address its principal causes – mental ill-health and musculo-skeletal problems.

These are being rolled out across TfL and they will be closely monitored.

### Road safety

In 2005, 26,742 road traffic collisions resulting in personal injury on the public highway were reported to the Met and City of London Police within Greater London. These collisions resulted in 31,830 casualties. Of these, 214 were fatally injured, 3,436 were seriously injured and 28,180 were slightly injured.

The toll of deaths and injuries on the Capital's roads is still too high. Nevertheless, when it comes to improving road safety, London leads the rest of Europe and continues to make good progress. The 2005 figures show a 45 per cent fall in killed and seriously injured (KSI) casualties on the Capital's road network against the 1994-1998 baseline.

This fall far exceeds the Government's 2000 target of a 40 per cent reduction by 2010, with the exception of incidents involving powered two-wheel vehicles. Although there was a six per cent reduction in such incidents during 2005 compared with 2004, the target in this area has not been met.

Powered two-wheel vehicles remain a significant safety risk and TfL highlighted the dangers they pose with two high-impact advertising campaigns on TV and cinema screens – 'Crash!' and 'Look, Don't See'. A parallel initiative, BikeSafe London, which offers motorcyclists expert guidance from police officers, remains highly popular and is consistently oversubscribed.



Following many years of declining pedal cycle casualties, there was an increase in cycle KSIs, from 340 in 2004 to 372 in 2005. Although there are more cyclists on London's roads, TfL is working to gain a better understanding of the factors underlying this trend.

The Mayor has now set new, lower casualty reduction targets of a 50 per cent reduction in KSIs, a 60 per cent reduction in child KSIs and a 25 per cent reduction in slight injuries by 2010. The target for powered two-wheel vehicle KSIs remains the same at 40 per cent.

In pursuit of these targets, TfL is working in partnership with the London boroughs, the Met and City of London Police to develop a programme of road safety initiatives that delivers the most appropriate combination of education, engineering and enforcement.

### **Safety education**

The 27 per cent reduction in KSIs involving children under 16 in 2005 against the 2004 figure was particularly encouraging. The Mayor's new lower casualty reduction target of a 60 per cent fall by 2010 has already been met some four years early, with child KSIs now 62 per cent below the 1994-1998 baseline.

This improvement is attributed to a combination of factors, including road safety training and education as well as road safety works. But there is emerging evidence that the number of these KSIs involving people from Black, Asian and Minority Ethnic (BAME) communities is disproportionately high.

Work to verify the data and analyse the underlying causes is in hand.

TfL takes a life-long learning approach to safety education, with a strong emphasis on engaging young people as early as possible. Starting with the Children's Traffic Club for three-year-olds, its safety education programme made strong progress during the year with the publication of 'The A-Z of Traffic Tales', a collection of safety-related stories aimed at four- to seven-year-olds.

The success of 'The A-Z of Traffic Tales' was followed by a number of award-winning safety campaigns including 'Don't Die Before You've Lived' and 'Drug Driving? You'd Be Off Your Head', which were both aimed at teenagers.

In partnership with the London Safety Camera Partnership (LSCP), TfL launched the 'Boy Racer' campaign. Aimed at male drivers aged between 20 and 34, the campaign used a mix of media to emphasise the dangers of speeding.

The DLR offers the 137 primary schools in its operating area an individual annual rail safety talk. On average over 13,000 children, including those with special needs, attend the talks each year. As a result, the DLR was re-accredited with the Business in the Community 'Big Tick' in 2005 for its responsible corporate practice. In addition, the 60 secondary schools in the DLR's catchment area receive safety information leaflets and posters.

### **Road safety engineering**

Road safety schemes accounted for the bulk of TfL's direct road safety investment during 2005/06.





TfL also supported over 200 bids for funding local safety schemes through the Borough Spending Plan (BSP) process. Introducing 20mph zones in residential areas has continued to lead to KSI reductions of up to 57 per cent in these zones.

TfL works in close consultation with the London boroughs and their contribution to improving London's road safety is vital.

### **Road safety enforcement**

Road safety cameras have made a major contribution to improving safety on London roads. Studies have shown a 50 per cent reduction in KSIs at new safety camera sites in London. In a joint initiative with the LSCP, TfL announced the installation of new digital speed cameras at speeding danger spots around London in November 2005.

The introduction of speed awareness courses for drivers breaking the speed limit was scheduled for summer 2006. This positive development will help to change attitudes and behaviours among drivers – a fundamental step towards achieving a safe road network.

New time–distance camera technology offers the potential to enforce 20mph zones in residential areas using cameras rather than road humps. TfL hopes to secure equipment approvals and implement pilot schemes within 12 months.

### **Transport Policing and Enforcement Directorate (TPED)**

TPED improves the safety and reliability of London's transport services by reducing transport-related crime, disorder and illegal activities. With TfL

funding, TPED has deployed additional police resources to support London's bus network, LU, DLR and parts of the National Rail network.

Throughout 2005/06, TPED continued to play an important role in ensuring people can travel more safely and more quickly around the Capital through initiatives designed to cut crime and the fear of crime while facilitating the smooth movement of traffic across London's transport system.

TPED also implemented a unique enforcement solution on the TLRN, combining police presence with cameras to enforce decriminalised offences.

The expansion of its revenue protection activities on buses has enabled TfL to better safeguard fare revenue and raise the visibility of uniformed personnel.

Overall, investment in TPED has delivered positive results with compliance gains on the TLRN; controls on fare evasion; and improvements in the performance of TfL's partners, the British Transport Police (BTP) and the Met. During 2005/06, the two police forces made a combined total of 12,000 transport-related arrests.

TPED's integrated approach to transport policing, community safety, integrated criminal and civil enforcement also enabled a rapid, coherent and sustained response to the terrorist attacks on 7 July 2005.

### **London Buses safety and security**

Excluding those killed and injured during the 7 July 2005 bombings, there were three passenger





fatalities on London's buses during the year, one more than the previous year. In addition, 866 customers were reported as having suffered major injuries, compared with 730 in 2004/05. There was also an incident which resulted in the death of a bus driver.

In November 2005, TfL and bus operator First unveiled the UK's first fully realistic bus driving simulator at the Willesden Junction depot in north-west London. Designed to enhance rather than replace traditional training methods, the simulator uses state-of-the-art technology to give trainee drivers first-hand experience of the potential hazards they will encounter on London's roads – from unpredictable pedestrians to bad weather.

The argument for simulator training is compelling: studies show that they can cut preventable road crashes by as much as 43 per cent.

The on-bus environment influences people's perceptions of safety and security. To address this issue, TPED has instituted the BusTag team to reduce the incidents of graffiti and etching on buses using CCTV images. Establishing this team has led to over 760 arrests since inception, and it has had a real impact on persistent vandals on the network.

### **Taxi and private hire safety and security**

Hard-hitting campaigns such as 'Know What You're Getting Into' have highlighted the dangers associated with using illegal minicabs – especially for women. This effort is complemented by the Met's aggressive pursuit of illegal minicab touting. TfL's dedicated

Cab Unit, designed to address touting by unlicensed minicabs, made nearly 850 arrests in 2005/06.

To make it easier for people to travel safely, TfL launched a text messaging service that sends the contact details of licensed minicab offices and taxis direct to mobile phones. People can also search for licensed minicab offices using the newly-launched 'Find a Ride' pages on the TfL website ([tfl.gov.uk](http://tfl.gov.uk)).

Meanwhile, marshalled taxi ranks were introduced at a number of town centres including Bromley, Kingston and Croydon following a successful trial in the West End.

### **London Underground safety and security**

Excluding those killed and injured in the 7 July bombings, there were two customer fatalities on LU during the year. Only one of the last 15 years has had fewer incidents. In addition, 117 customers suffered major injuries, compared with 118 in 2004/05.

Given the number of people it carries, crime on the Underground is actually relatively low, but TfL recognises that customers perceive it as a concern and it is committed to reducing crime as much as possible across its networks. Offences fell by 3 per cent, with a total of 30,915 offences recorded, while passenger numbers were less than 1 per cent down at 971 million.

Introduced some two years ago, reassurance policing continued to prove very effective at addressing people's concerns and changing perceptions. TfL funded the recruitment of another 30 BTP officers during 2005/06, bringing

the total number of new officers to 200 over the last two years.

The introduction of CompStat, in partnership with TPED, has allowed the BTP to deploy its resources more effectively across the Tube network. This proven performance management system was instrumental in delivering a policing service for LU that achieved nine out of nine performance targets for the network.

Passengers also benefited from the installation of additional Help points and improved digital CCTV systems at 25 stations as part of TfL's continuing station upgrade programme.

TfL continues to crack down on graffiti, and its attention has now turned trackside where a zero-tolerance approach has already proved successful in a number of areas. It combines this approach with a tough policy on anti-social behaviour. A Crime and Disorder Partnership Unit (CDPU) has been formed, a joint initiative between LU and the BTP. Now part of TPED, this unit has seen a further 30 Anti-Social Behaviour Orders (ASBOs) served by the Courts over the last year. As a result, there has been a noticeable drop in incidents of youth disorder at stations.

Additionally, the CDPU launched Operation Rhino, a partnership between the BTP, LU and the Metropolitan Police Air Support Unit. Its aim is to protect the Underground from vandalism, stone-throwing and trespass by young people at known crime hotspots. The exercise has led to a marked reduction in delays caused by vandalism on the

east end of the District line and a reduction in the number of missile-throwing incidents – especially during school holidays.

### **National Rail safety and security**

Over recent years, TfL and its partners have spent over £20m on delivering safety and security improvements across London's rail network.

In total, TfL has helped to fund the installation of new, centrally-monitored CCTV cameras and Help points at over half of the 304 stations on London's rail network. Many of these stations also benefited from improved lighting, anti-vandal waiting accommodation, real-time travel information and new public address systems.

In 2005/06, TfL launched a £2.7m package of on-train and station security enhancements in partnership with train operator One and the London Borough of Hackney.

Other notable developments during 2005/06 include security improvements and increased policing on the North London Railway, operated by Silverlink Metro but shortly to be a TfL concession; the opening of a new BTP base at Highbury & Islington station; and the innovative roll-out of reassurance policing on the Silverlink network, in partnership with TPED. This drove an improvement in people's perceptions of safety and security and provided the foundation for further expansion of transport policing on key parts of the National Rail network.

TfL works closely with all train operating companies (TOCs) serving the London rail network.





During the year, a number of these partners completed important safety and security upgrades, among them Thameslink, c2c, First Great Western Link, South Eastern Trains, Southern and WAGN.

Meanwhile, TfL and the BTP responded to public concerns with the launch of Operation Shield, an initiative specifically designed to combat knife crime on London's public transport network.

## Accessibility and inclusion

TfL is committed to ensuring that London's transport network should be fully accessible and inclusive.

### London Buses

By the end of December 2005, every bus route in London was operated by wheelchair-accessible buses, with the exception of the Capital's two heritage bus routes. Not only are London's buses now providing step-free access, but the installation of on-bus CCTV across the entire fleet has further improved the safety and security of the bus network.

To further enhance the accessibility and performance of London's bus fleet, TfL also installed over 400 fully accessible bus stops.

The £117m iBus initiative, scheduled to go live in 2007, will further improve access to London's buses through the introduction of on-board audiovisual next-stop signs (see page 65).

### Dial-a-Ride and Taxicard

Dial-a-Ride is a door-to-door service for disabled people when they cannot use buses, trains or the Tube. In May 2005, TfL introduced 33 innovative Dial-a-Ride vehicles following the biggest design change to the service's fleet since its launch 25 years ago. These vehicles have improved suspension, more space and electric swivelling seats so that passengers no longer have to negotiate steps. By March 2006, another 113 of the new vehicles were in service.

Their design was the result of close teamwork between Dial-a-Ride's in-house team and specialist coach builder Salvadore Caetano. Following the success of the vehicles, Salvadore Caetano is now marketing them to other accessible transport providers and users.

In 2005/06, TfL once again increased its funding for the Taxicard service, which provides transport for older people and people with serious mobility problems. As a result of the extra money, the service was able to increase the number of trips it made during the year by almost 20 per cent.

TfL launched several other services for disabled people during the year. They include the Dial-a-Ride Travel Assistance Scheme and the 'Out and About' guides. Launched in November 2005, this series, which includes guidance for carers, provides advice for people with learning difficulties to help them develop into confident, independent travellers.





## Croydon Tramlink

All vehicles on the Croydon Tramlink were re-fitted to comply with the Government's Rail Vehicle Access Regulations. Completed by December 2005, this work provides improved access to the system.

## London Underground

Improving access to the Tube network is core to TfL's accessibility strategy. In March 2006, TfL announced that it was on schedule to make 25 per cent of Tube stations step-free by 2010, and committed to making a third of the network step-free by 2013.

Induction loops, tactile paving, brightly coloured handrails, improved signage and new audio and visual information facilities are being installed at stations undergoing refurbishment as part of the PPP station improvement programme.

Other work to improve accessibility on the Tube included the successful trialling of wide-aisle gates at Canary Wharf and London Bridge stations, with a third trial at Westminster station; the installation of new lifts at Wembley Park station and the Western Ticket Hall at King's Cross station; disability training for over 8,000 frontline LU staff; and the installation of tip-up seats to accommodate wheelchairs, buggies and luggage on the District line's newly-refurbished D stock trains.

In addition, LU and infraco staff involved with infrastructure projects received best practice training in accessible design.

## London Rail

TfL welcomed the launch of the Department for Transport (DfT)'s Railways for All strategy in March 2006. The strategy, which incorporates several TfL recommendations, outlines how transport funding will be targeted to improve accessibility at all rail stations in the UK.

Fifteen London rail stations have been included in the first phase of this programme, which complements TfL's investment in other improvements to make its infrastructure more accessible.

During 2005/06, TfL invested around £3.4m in accessibility enhancements at National Rail stations in London. They included step-free access at Norbiton station, low-window ticket office facilities for wheelchair users at seven other stations, seating designed to good-practice access standards, and accessible shelters at Walthamstow Queens Road station.

## Docklands Light Railway

The DLR's new London City Airport station provides step-free access thanks to two lifts which provide access from street level to the airport entrance through to the DLR platforms. Opened in December 2005, the two lifts have helped to cut waiting times for those passengers with impaired mobility, using wheelchairs or travelling with heavy bags.

As part of its inclusion strategy, the DLR recruits 'ambassadors' from its local communities to help improve DLR accessibility for under-represented





groups. The ‘ambassadors’, who are fluent in a variety of languages, work within communities, disseminating travel and safety information and providing guidance on issues such as ticketing and personalised travel planning.

DLR produced a guide – fronted by one of its ‘ambassadors’ – offering free advice and details of local courses which can be accessed via the railway. DLR also uses an ongoing marketing campaign, ‘Yourrailway’, to encourage ridership among local residents.

## Employment

As well as working towards a transport system that is accessible to anyone who wishes to travel on it, TfL is also working to widen access to its employment opportunities.

In line with its Equality and Inclusion strategy, TfL took steps to encourage more women to take advantage of these opportunities, particularly in the bus industry. In April 2005, TfL hosted a successful seminar, ‘Women in the Bus Industry’, which brought together a broad cross-section of key stakeholders to discuss new ways of attracting more women employees.

TfL is working with the London bus companies on other ways of making bus driving an attractive career option for women. While progress to date has been encouraging, there is more work to be done in this area and TfL’s efforts continue.

TfL maintained its support for the Women’s Transportation Seminar (WTS), London, the first

European chapter of an international organisation founded in the United States in 1977. The organisation focuses on advancing women in the transport industry, through career development, networking opportunities, training and events. With the support of TfL and other like-minded organisations, WTS London was able to offer its members a subsidised membership fee, which has greatly improved the organisation’s accessibility.

In November 2005, TfL launched ‘Put Yourself in the Driving Seat’ – a campaign designed to encourage people from a wider diversity of backgrounds to become licensed taxi and private hire drivers, reflecting London’s cultural mix.

During the year, the London Rail team managing the East London Line Project (ELLP) included contract clauses to ensure that its suppliers place as much emphasis on equality and inclusion as TfL does.

Schools, colleges and employment agencies along the proposed East London Line route have been actively engaged by the contract team and bidding contractors. This approach has now been rolled out in other TfL contracts.

## Environment

London’s transport system directly affects the environment, both within the city itself and beyond. TfL has an important role to play, both in minimising environmental impacts and supporting the implementation of the Mayor’s environmental strategies, particularly those of climate change.

It has developed a set of key performance indicators (KPIs) to measure progress in environmental improvement and mitigate against any negative impacts its operations may have. The environmental objectives cover energy use, pollutant emissions to air, land and water, noise, resources, waste, and the built and natural environment. TfL's 2005 Environment Report ([tfl.gov.uk/tfl/reports](http://tfl.gov.uk/tfl/reports)) demonstrated that TfL had made significant progress towards providing a truly sustainable and environmentally sound transport system. While acknowledging that there is still work to be done, TfL made significant progress on seven out of 10 of its principal environmental objectives.

TfL applies the principles of sound environmental management to its own estate, which comprises 50 office buildings and 27 operational facilities. Alongside TfL's wider environmental KPIs, implementing sustainable building solutions and green procurement processes will become increasingly important.

### Climate change

TfL recognises that addressing climate change is one of London's key transport challenges. Each year, around 42m tonnes of carbon dioxide is generated as a result of activity taking place in the Capital. Of this, the transport sector (excluding aviation) is responsible for just over 20 per cent or about 9m tonnes.

TfL is committed to the development and implementation of a climate change mitigation strategy, which seeks not only to reduce carbon

dioxide emissions directly attributable to its operation of the public transport network, but also emissions from the wider transport sector.

During 2005/06, extensive analysis was carried out by TfL to establish the level of carbon dioxide emissions across the organisation, and more broadly for transport in London. Over the next year, TfL will use this analysis to develop additional specific actions needed to meet the Mayor's carbon dioxide targets. TfL has also been working to ensure that the issue of climate change adaptation is fully addressed. It is promoting less carbon-intensive travel in the future using low-carbon technologies, fuels and energy.

A total of 18.3 per cent of electricity procured by TfL in 2005/06 was through green tariff energy contracts. TfL is assessing how it can best increase the amount of electricity that will come from renewable sources in future.

During the year, LU recorded significant achievements in energy management. By the end of 2005/06, it had cut energy consumption at its stations by an impressive 23.7 per cent against baseline figures for the previous five years. This success was partly due to the Station Energy Challenge, an annual competition that rewards stations which save energy.

In March 2006, six hybrid diesel/electric single-deck buses were added to London's bus fleet. These state-of-the-art vehicles are being trialled on route 360 as part of TfL's continuing efforts to minimise carbon dioxide emissions from London's



buses. The hybrids are powered by an electric motor that is charged by a small diesel engine. Not only are they cleaner and quieter than conventional diesel buses, they also offer passengers a smoother and more comfortable ride.

TfL also continues to operate three hydrogen fuel cell demonstration buses, which only emit water vapour and, therefore, have a minimal impact on the environment. Following an assessment of these and other low-carbon bus technologies, TfL will be looking to significantly increase the number of low-carbon buses in its fleet.

In September 2005, TfL announced an ambitious programme to roll out the world's largest network of solar-powered bus stops across the Capital. This groundbreaking initiative – which started in Ealing, Hillingdon and Hounslow after a successful pilot – means that over the next five years, solar-powered bus stops will be introduced at the rate of 1,400 every year.

The technology used in this £7.9m project has been designed to operate in the UK's gloomiest weather conditions and is powered by solar batteries on top of existing bus stops. The solar batteries automatically illuminate bus stops at dusk, helping waiting passengers to feel more secure while making it easier for bus drivers to see them.

Achieving significant reductions in transport-related carbon dioxide and air pollution emissions will require a commitment to helping people to make more sustainable travel choices. TfL activity

in both these areas is discussed in detail in other sections of this report (see pages 48-49).

### Emissions to air

Reducing pollution from individual vehicles and reducing overall traffic levels is a key part of the Mayor's Air Quality Strategy. Over recent years, for example, TfL has launched a series of innovative programmes designed to reduce the environmental impact of London buses. Recently, this has involved successfully retro-fitting 24 buses with nitrogen oxide abatement equipment.

By December 2005, every London bus had been fitted with an environmentally friendly filter as part of TfL's £30m Diesel Particulate Filter programme. Launched in 1999, this initiative has achieved a 90 per cent reduction in the three most harmful emissions produced by buses – fine particulates (PM10), carbon monoxide and hydrocarbons.

The PCO continued to work closely with its partners, notably the Energy Saving Trust, on developing new technologies which comply with the Mayor's Taxi Emissions Strategy. As part of this strategy, every vehicle in London's 20,000-strong licensed taxi fleet will be required to meet stringent emissions standards by 2008. A small environmental surcharge of 20p added to each taxi fare in April 2005 will help licensed taxi drivers meet the costs of investing in greener technologies.

On behalf of the Mayor, TfL has consulted with the public and stakeholders on draft revisions to the Mayor's Air Quality and Transport Strategies to allow for a London-wide Low Emission Zone (LEZ).







The proposed LEZ is aimed at deterring the most polluting diesel-engined vehicles from being driven in Greater London. Subject to the outcome of further public and stakeholder consultation on detailed proposals, the LEZ would initially target the most polluting heavy goods vehicles, buses and coaches based on their emission standards from 2008.

## Waste

TfL is committed to reducing the impacts of waste produced by its own and its contractors' activities. LU is the principal contributor in this area.

In 2005/06, LU achieved a decrease of 11 per cent in commercial and industrial (C&I) waste produced, and an increase of seven per cent to 27 per cent in the amount of C&I waste that was recycled.

## Fares and ticketing

### Oyster

Oyster's continuing success exemplifies TfL's capacity for delivering complex, technology-based improvements. It is helping to create an integrated, user-friendly public transport system that offers real value for money.

Launched in summer 2003, Oyster is now established as the UK's most advanced and widely-used travel smartcard. It has helped to cut queues, journey times and travel costs while allowing TfL to simplify its fare structure.

During 2005/06, TfL further improved the system with the introduction of automatic Oyster top-up for customers wishing to pay as they go and avoid

queuing for single tickets. In addition, Oyster holders can choose to renew their season tickets or top up their Oyster by phone or over the internet. This complements the service already available at Tube stations and ticket stops.

The decision to freeze Oyster single fares and set daily price caps below one-day ticket prices at the start of 2006 triggered a steep rise in Oyster take-up. By the end of the 2005/06 financial year, over seven million Oyster cards had been issued. These are now used for over 60 per cent of all journeys on London's bus and Tube networks. In total, 1.25 billion journeys were made using Oyster in 2005/06, compared with 0.75 billion the previous year. Of these journeys, around a third were made on the Tube and around two-thirds on the bus network.

There are now 4,997 smartcard devices at LU, train and DLR stations and tram stops (compared with 4,498 in 2004/05), 8,093 on buses (compared with 7,712 in 2004/05) and 2,283 (compared with 2,248 in 2004/05) at agency sales outlets.

During 2005/06, TfL worked with potential private sector partners to examine whether Oyster could be developed as a medium for low-value purchases in convenience retailers close to TfL facilities in London. After thorough investigation, TfL has concluded that although such a facility would be popular with customers, it would not be cost-effective to introduce at present.

### Free travel for children

In June 2005, the Mayor announced that under-16s would be eligible for free bus and tram travel, a





policy that TfL successfully implemented in September 2005.

In March 2006, the Mayor announced that under-11s accompanied by an adult would be eligible for free Tube and DLR travel from the following month.

Granting young people free travel is part of the Mayor's strategy to embed more environmentally-sound travel habits from an early age while helping young people to unlock education, sport, leisure and employment opportunities.

### Penalty fare increase

TfL is determined to clamp down on fare evasion. In recent years, the introduction of more services has been matched by stronger revenue protection measures.

Not only are there more ticket inspectors on the network, but in June 2005 the penalty fare rose from £10 to a standard £20 across the Tube, buses and DLR. In addition, TfL is seeking Parliamentary powers to introduce a two-tier penalty fare system on buses and the Tube, with a discounted charge for prompt payment.

## London's Transport Museum

In September 2005, the main part of London's Transport Museum closed for a comprehensive £20m makeover scheduled for completion in 2007. In total, the project secured over £13m of external funding against a target of £15m.

Contributions came from a variety of sources including the Heritage Lottery Fund, corporate donors and charitable trusts. Before the Museum closed, it hosted visits by 15,016 pupils from 479 schools, while its resource desk dealt with 6,600 enquiries.

In addition, 93,000 children took part in taught sessions as part of the Museum's Safety and Citizenship initiative. During the closure, the Museum depot in Acton will continue to offer a comprehensive programme of public and school events.

## Advertising and marketing

During 2005/06, TfL launched a programme of marketing and advertising campaigns designed to promote its services and communicate the wider benefits of using them. In addition, it ran a number of awareness-raising campaigns focusing on critical issues such as travel safety (see page 29).

Following the events of 7 July, TfL unveiled 'Everyone's London', a campaign designed to encourage people back on to the Capital's Tube and bus network. This initiative was launched with some of London's best-known museums, galleries, restaurants, theatres and attractions. People travelling to these destinations on public transport were entitled to discounts of up to 60 per cent from participating venues.

Following its fare revisions in January 2006, TfL launched a high-profile poster campaign to





promote the benefits of using Oyster. This was followed by a second campaign during the spring, which aimed to encourage greater uptake of Oyster among bus passengers and reduce cash usage on the bus network.

Other campaigns during 2005/06 successfully supported initiatives such as the Low Emissions Zone consultation process and free travel for children on buses and trams, while another campaign encouraged motorists to pay the Congestion Charge by SMS text message.

All TfL's 2005/06 campaigns helped to produce positive results. For example, the number of sexual assaults on women using illegal minicabs fell from 14 per month in 2002 to 10 per month in 2005. In the same year, there was a 45 per cent reduction in the number of people killed or seriously injured on the Capital's roads.

Around 350,000 people switched to Oyster following the January fare revisions, while there was a 17 per cent reduction in cash usage on the 100 bus routes targeted during spring's Oyster campaign.

In January 2006, the new contract for TfL's bus shelter advertising concession commenced in a deal with outdoor advertising specialist Clear Channel. Awarded following a highly competitive tender, the 10-year contract will more than treble the annual revenue TfL currently receives from the business, generating an income of £14m, which can be invested in further improving London's transport infrastructure. The new concession

covers the sale of media space and the maintenance and design of street furniture across half of TfL's portfolio of London-wide bus shelters.

## Travel Demand Management

In 2005/06, there was a significant increase in the amount of future funding to support Travel Demand Management (TDM) projects, which TfL continues to develop and implement in partnership with the London boroughs, businesses, schools and community groups.

Funding has been increased from £17m in 2005/06 and, initially, £18m in 2006/07 to £25m in 2006/07 and £30m in 2007/08.

These projects, some of which are detailed below, aim to encourage people to switch to more environmentally friendly modes of travel. As such, they are vital to the long-term sustainability of London's transport system.

### Travel Plans

In partnership with the National TravelWise Association and the London boroughs, TfL continues to support the development of Travel Plans, which play an important part in encouraging cleaner, greener travel while reducing car use. TfL helped to fund the work of 17 dedicated travel plan co-ordinators in the London boroughs and employed two travel plan co-ordinators in-house.

They are responsible for helping organisations, including schools and businesses, to develop a set of mechanisms and targets that reduce the environmental impact of travel and traffic.

Their work continues to produce measurable achievements. Initial survey results from the 2005/06 academic year show a 10-15 per cent drop in the number of children in London being brought to school by car. TfL is investigating this trend further, but it is confident that this scale of reduction is sustainable. The London Borough of Bromley, for example, reported an average shift of 13 per cent away from cars, with some schools reporting a shift as high as 30 per cent.

Across London, 120,000 children are now walking to school one day a week as part of the TfL-initiated 'Walk on Wednesday' campaign. This initiative consistently produces a reduction of up to 30 per cent in car use each Wednesday among participating schools.

Workplace Travel Plans introduced in key congested areas are proving equally effective. The Stockley Park business park near Heathrow Airport, for example, has seen a 20 per cent reduction in staff arriving by car over two years. In partnership with organisations such as Sport England, TfL continues to develop and promote best practice in workplace travel planning.

## Good Going

In September, TfL added its support to a week of events organised by Good Going, the London-wide campaign for sustainable transport launched in

September 2004. Timed to coincide with European Mobility Week, the programme included 'Cycle Day' and 'In Town Without My Car'. In conjunction with ITV's 'Britain on the Move', TfL also helped to organise walks around each London borough.

## Business efficiencies

TfL continues to focus on capturing efficiencies from within the organisation, allowing greater investment in front-line service delivery. TfL's efficiency programme is part of the overall drive for efficiencies in Government, launched by Sir Peter Gershon in 2004.

In his 2005 budget report, the Rt Hon Gordon Brown MP, Chancellor of the Exchequer, highlighted TfL's progress, noting that: 'Transport for London will deliver £107m of efficiency gains in 2004/05 from better procurement, improved communications infrastructure and shared services in finance and human resources.'

In addition, during 2005 TfL asked KPMG to undertake an independent audit of its efficiency programme. The audit concluded that rigorous processes are in place to capture and report savings, and it highlighted several areas of good practice.

In terms of delivery, 2005/06 was another successful year, with over £220m of savings realised (including £74m sustained from previous years). This brings the total cumulative savings delivered since TfL established its efficiency programme in 2003 to over £380m. These savings



were delivered through a wide range of initiatives across TfL's activities.

### **Efficiencies from introducing Oyster**

The continued increase in the use of Oyster across TfL's network allows efficiency savings to be delivered in a number of ways.

The decline in the overall use of cash on the bus network reduces waiting time at bus stops, improving the journey time reliability for bus passengers and, coupled with competition in the market, leads to lower contract prices for TfL. Savings of £20m were delivered from the bus network in this way.

Further efficiencies were generated through reduced ticket commission, better customer information and reduced need for ticket office staff, freeing up staff time to be redeployed towards more essential customer service activities.

There was also a significant reduction in revenue lost from ticket irregularities on the Tube, largely attributable to the move to Oyster.

### **Reducing back-office costs**

Further savings were delivered in 2005/06 through the introduction of shared service centres in Finance and HR. The Finance Service Centre has reduced headcount in this area by a third and also delivered record performance across a range of KPIs. The introduction of the HR Service Centre has changed the way employee administration, recruitment and training is carried out.

A reduction of 127 full-time equivalent staff (FTEs) and improved service levels have been achieved within TfL's core activities.

### **Improved project finance and management**

Project activities are continually reviewed to ensure that they are delivered in the best possible way. Examples include the implementation of a train identification system project in-house within LU rather than through contractors, and the proactive work of the corporate finance unit in delivering more than £18m of savings through innovative financing of projects such as the DLR Woolwich extension and railcar upgrade.

### **Improved procurement**

Efforts continued to realise efficiencies from TfL's formidable buying power, leading to £73m of savings in 2005/06. These arose not just through new TfL-wide contracts giving economies of scale, but also through better individual project and category procurement exercises, including the outputs of value engineering exercises on major projects. Initiatives were also taken forward both to ensure effective competition within TfL's contractor markets and to develop new, efficient procurement techniques, such as the use of online e-auctions for engineering and project management services.

Delivering efficiency savings required sustained effort, and many of the early benefits arising from the formation of TfL out of separate predecessor organisations and the introduction of common back-office systems have now been realised. A reduction in the use of external consultants has also helped to achieve efficiency savings.

New initiatives developed during 2005/06 will give rise to further efficiencies. These include the Customer Services Integration Programme, which is developing a common back-office system for TfL's various contact centres; an initiative with the London boroughs focusing on better road maintenance procurement; and a further review of overheads across the Group.







Delivering London's  
future growth

In 2004/05, TfL reached a historic funding agreement with the Government that gave it unprecedented certainty over its financial position until 2010 and enabled the funding of TfL's Investment Programme.

The agreement came at a critical time in the development of London's transport system, as demand for its services continues to intensify and preparations for the 2012 Olympic and Paralympic Games get underway.

## Investment overview

TfL's historic funding agreement with Government in 2004/05 makes it unique among public sector organisations. It reflects the Government's confidence in TfL's ability to deliver complex, large-scale projects that can take years to complete. Significantly, it also gave TfL the authority to borrow up to £3.3bn.

To date, TfL has issued two £200m bonds, the first in December 2004 and the second in March 2006. The fact that both were strongly oversubscribed at competitive rates demonstrates that the financial community at home and abroad has strong confidence in TfL's ability to deliver.

TfL has also signed an innovative financing agreement with the European Investment Bank for £450m, to be drawn down over five years. This loan is linked to the funding of the core construction work on the East London Line Project and is a source of funds which is at a rate competitive with that provided by the Government to TfL.

At the end of March 2006, TfL borrowed £334m from the Public Works Loan Board, an arm of the Debt Management Office and part of HM Treasury. This brought TfL's borrowing to date to just under £750m.

## Investment Oversight

To reduce any risk to the success of its Investment Programme, TfL has established Investment Oversight – a dedicated team

responsible for briefing the Commissioner, Chief Officers and senior management on progress with TfL's capital programme.

Investment Oversight uses independent engineering firms to review critical projects and programmes. It also fosters constructive communication between those responsible for delivering the many projects in TfL's Investment Programme.

## Transport 2025: transport challenges for a growing city

During 2005/06, TfL worked towards the publication of 'Transport 2025: transport challenges for a growing city' (T2025).

This work looks at the future transport needs of London in the face of the strong population and economic growth forecast to take place over the next two decades.

T2025 identified the key challenges ahead. These include the need to cater for an additional 240,000 public transport trips every day into central London by 2025 and the risk of traffic congestion increasing by up to 20-25 per cent, with knock-on effects on the economy, quality of life, air pollution and climate change.

The work also identifies the key transport objectives guiding TfL's future investment in transport: to support sustainable economic



development; to reduce social exclusion; and to tackle climate change and enhance the environment. A range of policy interventions are being examined in response. These include capacity increases on LU as the PPP line upgrades and major station congestion relief projects are delivered along with increased rail capacity (including Crossrail).

There will also be renewed focus on the role of land use planning in reducing the need to travel and an emphasis on measures aimed at influencing travel behaviour.

During 2005/06, TfL also undertook 'Rail 2025', a major study into how London's rail network could be expanded to meet rising demand on the public transport system over the coming decades. 'Rail 2025' describes cost-effective ways of increasing peak capacity to meet future demand and, where possible, reduce overcrowding.

TfL also carried out and consulted over a parallel study into the impact that London's growth is likely to have on the Capital's strategic road network.

Both studies have now been incorporated into an initial T2025 report, which was published for stakeholder consultation in June 2006 (see [tfl.gov.uk/t2025](http://tfl.gov.uk/t2025)).

## Surface Transport investment

Surface Transport invested £290m in a range of initiatives that included a significantly expanded

programme of renewal works on the TLRN; developing bus priority; Congestion Charging, including the Western Extension Zone; the iBus radio and information system (see page 65); improving the Blackwall Tunnel southbound; implementing a number of significant walking and cycling initiatives; and improvements to road safety.

Key bus stations also benefited from new investment. Improvements include better accessibility, security, passenger information and interchange facilities at Finsbury Park, and work on a new, state-of-the-art bus station at Edmonton Green.

Investment in bus priority technologies – such as selective vehicle detection (SVD), which allows buses to be preferentially progressed through traffic signals – is helping to improve the speed and reliability of London's buses.

### Coulsdon Relief Road Project

At the end of March 2006, the Coulsdon Relief Road Project passed a key milestone when work began on jacking an 8,000-tonne concrete box into position beneath Smitham station. The box – which will carry the new A23 London to Brighton carriageway beneath the station – is 37 metres long, 10 metres high and 25 metres wide.

Train services through Smitham operated without disruption throughout its installation, which was completed by the end of April 2006.

Scheduled for completion in October 2006, the long-awaited relief road will divert 80 per cent

of vehicles away from the middle of Coulsdon, enabling local people to reclaim their local area after years of campaigning for a reduction in traffic and the chance to regenerate their town centre.

## Major projects

### Cross River Tram

TfL is developing route options for the Cross River Tram (CRT). Preparations are now underway to launch a public consultation on these routes from autumn 2006.

### East London Transit/Greenwich Waterfront Transit

East London Transit (ELT) and Greenwich Waterfront Transit (GWT) are busway transit schemes which will improve public transport and accessibility in the London Thames Gateway area. High levels of bus priority, segregation and vehicle quality will improve journey time, reliability and passenger experience.

The schemes, which are being delivered in phases, will connect local town centres, support regeneration and serve key development sites. The initial phases of ELT and GWT are currently being implemented with services due to start in 2008 and 2010 respectively.

### Thames Gateway Bridge

The proposed Thames Gateway Bridge (TGB) will link Beckton to Thamesmead in east London, providing a much-needed local link to help support the creation of jobs and housing in the area. A Public Inquiry into the Planning and Orders

applications for the bridge began on 7 June 2005 and closed on 3 May 2006. A decision on whether or not the scheme will proceed is expected in spring 2007.

### West London Tram

TfL has continued the development of the West London Tram (WLT), with work focusing on the detailed modelling required to support the design of this complex scheme. The design is being finalised ahead of a Transport and Works Act application, subject to the agreement of the TfL Board.

### Interchange Programme

Over the last year, the Interchange Programme has overseen the delivery of several key projects across London. They include construction at the Wembley stations and the Finsbury Park Transport Interchange, which incorporates improved safety and security facilities as well as a state-of-the-art cycle park. The new Greenwich Station Forecourt saw a small scheme deliver significant benefits at a local busy interchange.

As part of one of the most significant projects currently under way in London, the Interchange Programme continues to manage the surface interchange design for the King's Cross St Pancras redevelopment. The programme is also working on the development of a number of other possible future schemes at several stations including Highbury & Islington, Victoria, Crystal Palace, Ealing Broadway, Waterloo and Tottenham Hale.



### Stratford Station upgrade

To support the 2012 Olympic and Paralympic Games and the regeneration of east London, Stratford Station is being upgraded so that it can accommodate the predicted increase in passengers. Improvements include making the station fully accessible, increasing capacity, and providing passengers with easier interchange and connections to the new Stratford International station. The detailed design of these schemes has commenced and construction is due to commence in early 2007. The scheme continues to progress on time and on budget in support of the 2012 Olympic and Paralympic Games timetable.

## London Underground investment

Over half of TfL's Investment Programme will be spent on upgrading the London Underground network. A significant proportion of the investment is delivered via TfL's PPP contracts. However, because the PPP does little to address priorities such as providing step-free access and relieving station overcrowding, TfL is funding a number of projects outside the core PPP contracts.

Reliability remains a key priority for the Underground and the infracos strongly influence reliability through asset availability. Asset reliability is also strongly determined by maintenance performance. In 2005/06, PPP asset availability showed further improvement, notably on the Piccadilly line, while investment in reliability has continued.

Over the last three years, over 70km of track has been renewed or replaced, with the work rate increasing annually. Over the same period, 10 lifts and 64 escalators have been refurbished or replaced. Overall, this represents progress on the renewals programme and it is encouraging to see the track work rate increasing year on year.

However, the infracos remain behind the expectations set out in their bids in a number of areas. As set out in the latest report on the PPP ('London Underground and the PPP: the third year 2005/06'), LU and TfL continue to have concerns about the infracos' maintenance performance and attention to detail. In addition, the PPP will not deliver all the improvements that the Tube needs.

As a result, LU is investing in further reliability measures outside the core PPP. In the last year, work has included opening new sidings in the Wembley area to improve service recovery and to support events at Wembley stadium.

Over the next 15 years, all Tube lines are due for an upgrade under the PPP to replace assets and provide increased capacity to meet ever higher levels of demand forecast in the London Plan.

Upgrade activities have now started for most lines and progress to date has included:

- Improvements to allow greater reliability and increased service on existing lines, including the removal of speed restrictions and making more trains available for regular service
- Construction of the first pre-series train of the new Victoria line fleet due to come into service







from 2009. An interior mock-up of the new train was delivered in July 2006 for customer acceptance testing

- Closure of the Waterloo & City line over the summer of 2006 to upgrade the track, refurbish the trains and introduce improved signalling and control systems. These will eventually enable a 30 per cent increase in capacity
- In addition, further design work has been completed for the new sub-surface fleet, and installation of cables for the Jubilee and Northern line upgrades is commencing

In contrast to the renewals programme, the infracos' upgrade activities are broadly on target, though the programme is still at a relatively early stage.

Ahead of the sub-surface line upgrade, Metronet is charged with refurbishing the District line fleet by 2009. This work is a requirement, but also includes additional scope specified by LU outside the core PPP requirement. With 17 trains delivered by the end of 2005/06, customers have started to benefit from the accessibility, information and security features on the refurbished trains.

The PPP stations programme will see the refurbishment or modernisation of all LU stations over the next six years. In addition to décor improvements, refurbished stations offer improved customer facilities including upgraded CCTV, Help points, audio and visual information displays, tactile guidance systems, colour contrasts and induction loops.

At the end of 2005/06, work at a total of 34 stations had been completed. This is a much lower total than that envisaged in the PPP contracts for the end of the third year, and contractual action has been taken against Metronet in respect of their stations delivery.

The two most significant achievements of the last year were both projects outside the core PPP contracts. While these projects were delivered by Tube Lines, they were sponsored and paid for by LU.

The first project successfully achieved a 17 per cent capacity increase on the Jubilee line by adding a seventh car to each train and expanding the overall fleet size. The work was completed at the end of 2005 with minimum disruption, two days ahead of schedule, at a particularly busy time of the year. The higher capacity supports the growth of Docklands and will play an important role in serving the 2012 Olympic and Paralympic Games.

The second project – the completion of the two-year, £53m capacity upgrade of Wembley Park station in March 2006 – was a milestone event. The showpiece station, which will serve large crowds travelling to the new Wembley Stadium, is now capable of handling 37,500 passengers every hour – a 70 per cent improvement on previous levels. The station also now provides step-free access from the street to platform level.

Other projects outside the PPP include the rebuilding of King's Cross St Pancras, where the new Western Ticket Hall was opened shortly after the end of the 2005/06 financial year; development

of plans to enable step-free access at a third of stations by 2013; and completion of tunnelling works on the Piccadilly line extension to Heathrow Terminal 5.

The TfL Investment Programme is bringing about a level of investment on the Underground not seen for 70 years. More of the programme is now moving from design to physical implementation. In this context, maintenance of the existing assets is at least as important as delivery of new assets. As stated in the latest PPP annual report, the infracos must place more focus on basic asset maintenance, otherwise service reliability risks being compromised through the upgrade works. The infracos and their supply chains must seek to ensure that new assets are properly tested and have their reliability proven before implementation on the working railway.

However, the achievements of the last year, particularly the Jubilee line seventh car project, show that upgrades can be delivered successfully and it is important that all parties learn the lessons from this. The Investment Programme will ultimately deliver greater capacity, remove physical barriers to travel and improve the travelling environment for customers. Meanwhile, LU's priority is to ensure a safe and reliable service throughout the period of rebuilding.

## London Rail investment

### Docklands Light Railway

To support the rapid growth in demand for

services on the DLR, work is underway to reinforce its infrastructure. A £7.7m upgrade of its Beckton depot will enable it to accommodate the additional 55 vehicles currently on order from the manufacturer Bombardier. These vehicles will be delivered from 2007, and will be used to introduce three-car trains on the line between Bank and Lewisham following an infrastructure upgrade, a move that will increase capacity by up to 50 per cent and reduce overcrowding significantly.

Meanwhile, the network continues to grow. The extension from Canning Town to King George V station via London City Airport was delivered on time and on budget in December 2005. This £140m project involved laying 4.4km of new track linking four new stations.

Work has now started on two further extensions to the DLR network. The first links the London City Airport route to a new station at Woolwich Arsenal. Scheduled for completion by early 2009, this 2.5km extension under the Thames will play an important part in offering new opportunities for the communities living in the Thames Gateway and provide passengers with rapid links to the main Olympic and Paralympic Games venues in 2012.

The second is the Stratford International extension, which will involve the conversion of the North London Line between Royal Victoria and Stratford to DLR operation. Projected to open in 2010, the route will provide capacity and flexibility for future growth along the Lower Lea Valley and link directly to the Olympic Park.



## North London Railway

There was good news for London's rail passengers in February 2006 when the Government announced that TfL will take over responsibility for the North London Railway from the DfT in November 2007. This move, another high-level endorsement of TfL's capabilities, will give it the authority to revitalise one of London's most important rail links after decades of neglect.

The North London Railway, which carries 63,000 passengers daily, comprises 50 stations and 60 miles of track covering the North London line, the London Euston-Watford Junction local line, the West London line from Willesden Junction to Clapham Junction via Kensington Olympia and the Gospel Oak to Barking line.

The North London Railway is currently operated by Silverlink Metro and the process of appointing a successor is well underway.

Once TfL assumes responsibility, the public can expect to see enhancements including additional staff and facilities to improve customer service, tighter security, Oyster card ticketing and extra train services.

Long-term improvements will include new trains to replace the line's 30-year-old fleet, a station upgrade programme and more frequent services on all routes. TfL will specify and purchase the new trains.

TfL will also work with Network Rail to upgrade the North London Railway infrastructure to

ensure the delivery of enhanced services in time for the Olympic and Paralympic Games in 2012.

## East London Line Project

The ELLP is a key part of TfL's Investment Programme and transferred to TfL in November 2004. Once complete, it will help to revitalise some of London's most deprived areas and support the creation of new employment and leisure opportunities for over 75,000 people in north-east, south-east and south London.

Currently, £35m of enabling works, primarily involving the replacement or refurbishment of 21 bridges along the Kingsland Viaduct, remain on schedule and will be completed in autumn 2006. Repair works to an underpass on Cold Blow Lane, in Lewisham are also underway and will ensure that the Transport and Works Act powers acquired in 2001 for the Southern section, will not expire. The Main Works contract together with the rolling stock contract for new trains will be awarded in late summer 2006.

Passenger services will be sought through a concession. Phase one of the ELLP is scheduled to be delivered by June 2010 and will extend existing services north to Dalston Junction and south to New Cross, Crystal Palace and West Croydon.

If approved, phase two would further extend the line west to Clapham Junction and connect to the North London Railway stations at Canonbury and Highbury & Islington.





## Stratford International

Work on Stratford International station continued during 2005/06. Close partnership between a number of stakeholders is critical to the success of this project, which is due for completion in 2007.

Once opened, the new station will further accelerate the East End's regeneration and is another vital piece in London's preparations for the 2012 Olympic and Paralympic Games.

## Crossrail

Throughout the year, TfL worked with the DfT and Cross London Rail Links Limited (CLRL) to progress Crossrail, the largest urban rail scheme under development anywhere in the world.

Critical to sustaining London's status as a world-class city, Crossrail involves the construction of a rail line from Maidenhead, west of London, to Shenfield and Abbey Wood in the east.

The social and economic arguments for this scheme have won widespread support among key stakeholders in London and across the South East. It is essential to support London's growth and to sustain its position as a world-class financial centre.

The Crossrail Hybrid Bill was introduced to the House of Commons on 22 February 2005 and re-introduced on 18 May 2005 following the General Election. In July 2005, the bill passed an important milestone when it successfully completed its second reading in Parliament, before going before a Commons Select Committee.

Once passed, the Crossrail Hybrid Bill will give the powers needed for the construction, maintenance and operation of the new line. Towards the end of March 2006, Crossrail presented revised tunnelling proposals that will greatly reduce the disruption experienced by east London communities during the construction phase. Days later, Crossrail awarded its first design contracts – another milestone in the development of a vital asset for London and the UK.

## Olympic and Paralympic Games update

On 6 July 2005, London was officially named as host city of the 2012 Olympic and Paralympic Games. TfL was pivotal to drawing up the travel blueprint that supported the city's successful bid. Both events present a formidable transport challenge. During the Olympic and Paralympic Games alone, TfL will be responsible for transporting 500,000 spectators and 55,000 Olympic and Paralympic family members safely and reliably every day for 16 days.

To meet these challenges, TfL helped to establish a pan-London transport strategy that will:

- Provide safe, secure and reliable transport for all participants and the Olympic and Paralympic Games families
- Provide fast, frequent, reliable transport for visitors
- Ensure Olympic and Paralympic Games

transport will be sustainable, environmentally friendly and totally inclusive

- Keep London moving throughout the Olympic and Paralympic Games, ensuring they are a positive experience for everyone
- Achieve maximum value for money for investment on transport for the Olympic and Paralympic Games
- Facilitate the regeneration of east London to leave a positive legacy

By the end of March 2006, TfL's bid team was preparing to hand over its detailed implementation plans to the newly established Olympic Delivery Authority (ODA). Established under the London Olympic and Paralympic Games Act 2006, the ODA holds ultimate responsibility for completing the £17bn Olympics infrastructure programme in good time for the opening ceremony. As one of the ODA's key partners, TfL will remain closely involved in preparations for the Olympic and Paralympic Games.

Progress towards the 2012 Games continued throughout 2005/06. Among other milestones, TfL extended the DLR to London City Airport, began work on a second DLR extension to Woolwich Arsenal, progressed plans for the DLR's proposed Stratford International extension, and increased capacity on the Jubilee line by 17 per cent with a seventh carriage on each train.

TfL is confident that the Capital's transport strategy for the Olympic and Paralympic Games will be successfully implemented on schedule

and on budget, leaving a legacy that will support east London's regeneration well beyond 2012.

## Technology and innovation

TfL recognises that technology has a crucial role to play in making London's transport system safer, faster and more accessible. Its technical innovations are already delivering real improvements.

These innovations include Oyster (see page 44) and Journey Planner, a comprehensive travel information service accessible through TfL's website ([tfl.gov.uk](http://tfl.gov.uk)), a mobile phone or interactive TV.

London Buses is making good progress towards the roll-out of the £117m iBus Automatic Vehicle Location (AVL) system, which is set to revolutionise the way services are delivered and monitored. The new system uses a combination of technologies, including satellite tracking and GPRS data transfer, to help bus operators provide a more regulated, efficient service. It achieves this by pinpointing every vehicle in London's 8,200-vehicle bus fleet, relaying information between the driver, garage and central control point on its progress.

iBus is scheduled to start rolling out across London's bus garages in 2007, and will eventually be used on all London bus routes.





# Delivering through partnership



The achievements outlined in this report are a direct result of the dedication and support shown by the staff of TfL and its contractors, working alongside key stakeholders and partners. TfL continues to foster strong relationships internally and externally to ensure that it meets the objectives outlined in the Mayor's Transport Strategy (MTS).

## People

TfL recognises that recruiting and retaining committed and talented people is critical to building a truly world-class transport system. At the heart of its human resources strategy lies a commitment to equality and inclusion. Throughout 2005/06, TfL took active steps to ensure that its workforce better reflects London's diverse demographic profile.

During 2005/06, the proportion of Black, Asian and Minority Ethnic (BAME) staff in TfL rose from 28 per cent to 30 per cent. Although this figure is well above the percentage of economically active BAME people in London, it is not reflected at every level of the organisation.

To address this imbalance, TfL remains committed to recruiting from Black, Asian and Minority Ethnic (BAME) communities while also investing in the development of BAME staff on its payroll. LU achieved its targets for BAME and women in senior management roles, with most other diversity indicators moving in the right direction. By the end of the year, the overall proportion of women within TfL was 22.3 per cent. Although below target, this is a significant improvement on previous years and testifies to the success of a concerted effort to attract more women to join the organisation at every level.

In recent years, TfL has been successful at encouraging more women to take up careers with LU. By the end of 2005/06, for example, the overall percentage of female train operators was

7.4 per cent compared to 3 per cent in 2001.

Meanwhile, a recent in-house survey indicated that the number of TfL staff reporting a disability is now just slightly below 8.3 per cent, which is the percentage of economically active disabled people in the Capital. The survey was conducted to provide a more accurate account of disabled employees and to overcome previous under-reporting of disability status.

TfL is committed to raising awareness of diversity issues, particularly among the organisation's managers. March 2006 saw the launch of Valuing People Through Fairness and Inclusion, a course designed to give non-operational staff an insight into social identity strands such as faith, gender, disability, sexual orientation and age that make up the workplace culture.

Among other initiatives in this area is a continuing campaign aimed at recruiting more BAME drivers to become licensed taxi and private hire drivers.

TfL invests extensively in helping its own staff and those employed by its contractors to fulfil their professional and personal potential. For example, it has been running two bespoke BTEC qualifications in partnership with London's bus operators, training providers and trade unions since 2002.

One course is designed for service controllers, the second for drivers. With around 24,000 frontline staff on London's buses, bringing them all up to BTEC standard was always going to be a major undertaking. Yet by the end of 2005, all current



drivers with at least a year's experience had passed the drivers' course.

LU's Managing Diversity Competence Programme (MDCP) has been instrumental in equipping its managers to understand and meet the needs of all its customers while ensuring that its culture is welcoming and inclusive to everyone. In April 2005, the programme received a vote of confidence at the highest level when it was voted the overall winner in the public sector category at the Opportunity Now Awards.

In relation to the provision of public services in its Head Offices, under Part three of the Disability Discrimination Act 1995, TfL focused on addressing areas of building and space infrastructure that are barriers to access. Accordingly, the emphasis has been on providing step-free access to buildings where public services are provided.

TfL has also undertaken improvements to associated systems such as automatic door opening. In relation to staff areas, under Part two of the Disability Discrimination Act 1995, the emphasis has been on improvements for employees who experience barriers to communication and access to information.

Among other work, this has involved providing improved signage, induction loops and lighting upgrades in critical areas such as escape routes.

## Personal recognition

Several TfL staff members were recognised in the Queen's New Year's Honours List 2006 for their

courageous and professional response to the 7 July bombings. TfL Commissioner Peter Hendy, who was Managing Director of Surface Transport at the time of the attacks, and Tim O'Toole, Managing Director of LU, both received the CBE. David Boyce (LU), John Boyle (LU), Alan Dell (London Buses), Peter Sanders (LU) and Timothy Wade (LU) received the MBE.

## Industrial relations

TfL recognises that good industrial relations with all employees and trade unions are critical to the delivery of day-to-day operations and the Investment Programme. To help ensure the long-term stability of London's transport system, TfL strives to develop sound relations with these stakeholders through clarity, consultation and negotiation, and abiding by agreements once it makes them.

TfL is developing a consultation and negotiation framework that provides clarity on recognition and representation across TfL Corporate, London Rail and the non-operational areas of Surface Transport, as well as establishing a formal structure for engagement between TfL and the seven recognised trade unions.

They are Amicus, the National Union of Rail, Maritime and Transport Workers (RMT), Prospect, the Public and Commercial Services Union (PCS), the Transport and General Workers Union (TGWU), the Transport Salaried Staffs' Association (TSSA) and Unison.

Arrangements are underway to establish consultative groups at local level and the collective bargaining structure at TfL Group level. Using this as the basis for pay discussions, TfL was able to agree a three-year pay deal for core staff in March and, outside LU, there were no disputes over pay and conditions.

While 2005/06 was largely a constructive year for industrial relations at LU, it was regrettable that one dispute, involving RMT station staff members, led to some station closures on New Year's Eve 2005 and on 8-9 January 2006, although in both cases the disruption caused was minimal.

This dispute related to the implementation of new working rosters in preparation for the introduction of the shorter working week in February 2006. These rosters were introduced as originally planned – with more visible customer-facing staff – after the dispute was satisfactorily resolved through negotiation.

A dispute concerning booking-on arrangements for District line drivers that had led to the cancellation of a small number of trains over a period of several months was also satisfactorily resolved after negotiation.

Towards the end of 2005/06, LU opened negotiations with the unions over a multi-year pay agreement to build on the success of the previous two-year agreement, which expired in March 2006.

## 'Time to Talk'

The launch of LU's 'Time to Talk' programme in November 2005 demonstrated a strong commitment to reinforcing trust between management and staff through a shared vision.

The programme, comprising 23 two-hour meetings over two weeks, was led by LU's Managing Director Tim O'Toole and Chief Operating Officer Mike Brown. It was also timed to enable the organisation to reflect on the events of 7 July and the staff's response to them.

Among other objectives, 'Time to Talk' set out to explain how operating a world-class Tube meant combining a reliable, clean and safe service with high-quality customer care that reflects values embedded in the Underground's rich heritage. The meetings also considered how to make the Underground a better place to work.

Seventy-two per cent of participants who submitted feedback indicated that they found the 'Time to Talk' events useful, while 76 per cent indicated that the programme gave them a clearer understanding of the challenges facing LU.

In total, 9,300 LU staff members took part in 'Time to Talk'. Together, they submitted a total of 3,600 questions as part of an initiative that will help to shape LU's staff engagement agenda for the next two years.

In recognition of this achievement, 'Time to Talk' won the International Visual Communications



Association (IVCA) Live Events Gold Award in March 2006. These awards are given to initiatives that represent the highest levels of corporate communication.

## London boroughs

Close co-operation between TfL and London's 33 boroughs is critical to the delivery of the MTS and the Mayor's wider objectives. During 2005/06, TfL spent £162m towards funding the boroughs' transport initiatives through the Borough Spending Plan (BSP) process.

In December 2005, the Mayor announced a total of £159m for the boroughs for the 2006/07 BSP settlement. This funding covers a range of local transport improvements across London, including Safer School Routes, road safety schemes, improvements to local town centres, road maintenance and walking and cycling schemes.

The BSP-funded highlights for delivery in 2006/07 include the Acton Town Square project, which will enhance the existing public space, and the Plaistow Town Centre scheme, which supports Government efforts to regenerate the area under the New Deal for Communities programme.

The 2006/07 allocation also earmarked £29.4m to further reduce casualties on London's roads, while investment in cycling and walking rose from £12m to £15m, with a 28 per cent increase in funding for the London Cycle Network.

As the local planning, highway and traffic authorities, the boroughs play an important role in

delivering improvements to London's transport system and work closely with TfL to provide a range of local initiatives, such as road safety schemes, town centre improvements and walking and cycling projects.

The TfL Borough Partnerships team is responsible for managing the statutory strategic transport, planning and major projects consultation processes between TfL and the boroughs.

The team is also responsible for the overall coherence of TfL funding for the boroughs; a range of area-based, sustainable and accessible transport programmes in the boroughs; and ensuring TfL's relationships with these key partners remain as robust, transparent and productive as possible.

Joint initiatives such as the TfL–Boroughs Joined-up Working Group (TBJG), launched in September 2005, are an example of this partnership approach.

## Local Implementation Plans

In November 2005, Kingston became the first London borough to submit its Local Implementation Plan (LIP) for the Mayor's approval. In March 2006, the Mayor approved Kingston's LIP, another first in London. By the end of the same month, he had also approved LIPs from Camden and Hammersmith & Fulham. The remaining boroughs were on schedule to follow suit during the remainder of 2006, most of them by the summer. This achievement marked an important development in the relationship between TfL and

the London boroughs in their combined efforts to implement the MTS.

LIPs are documents required under the Greater London Authority Act 1999. They are designed to set out how each borough will deliver the MTS in their area.

Drawing them up demanded close co-operation between TfL and the London boroughs over an extended period, as drafts were prepared, widely consulted upon and then revised before submission for Mayoral approval. Their implementation is set to deliver a number of important benefits.

Borough LIPs, for example, will now have a strategic mechanism for ensuring the continued delivery of well-integrated transport improvements across London. Each LIP will address key priorities such as improving accessibility; safety and security; reducing traffic congestion; improving bus services; and developing local initiatives.

TfL is currently working with the boroughs to integrate the LIPs process with the BSP process, the mechanism that allocates transport funding at local level. The aim is to enhance an already impressive record of borough delivery and reduce the administrative demands of these processes, as often requested by boroughs.

## Consultation and engagement

Consultation with key stakeholders and the wider

public remains fundamental to the way TfL operates and improves the organisation's decision-making process. During the year, TfL's Consultation Unit sought external feedback on a range of high-profile issues including the westward extension of the Congestion Charging zone, the West London Tram, plans to run the Tube for an extra hour on Friday and Saturday nights, the Low Emission Zone and the East London Transit.

In addition, TfL continues to carry out regular, smaller-scale consultations on local issues such as bus route changes.

In November 2005, the PCO consulted on signage on private hire vehicles and prepared for a consultation on the licensing of pedicabs.

TfL's involvement in setting up the North Orbital Rail Partnership (NORP) is another example of the importance it attaches to engaging external partners. NORP represents the 17 London boroughs served by the North London Railway, which is currently managed by Silverlink Metro.

Led by Brent Council, the group is working to ensure investment in the line delivers real improvements, particularly between Gospel Oak and Barking. Its links with TfL will become particularly important once TfL takes over the management of the North London Railway in November 2007.

In addition, TfL continues to engage the London boroughs at senior level, both through its membership of the Association of London Government Transport and Environment



Committee (ALG/TEC) and through regular meetings.

TfL's Commissioner and Chief Officers continued their cycle of meetings with elected officers of the ALG/TEC and borough chief executives alongside a programme of visits to individual boroughs and borough partnerships.

TfL engaged with a wide range of stakeholders on 'Rail 2025', which sets out a long-term vision for rail travel in London, and on a parallel study into the likely demands that London's continuing growth will have on the Capital's road network. Along with 'Rail 2025', this study has now been incorporated into the T2025 project.

TfL's links with the companies that operate London's bus fleet continue to improve. It also continues to forge strong relationships with the Capital's TOCs as well as the wider rail industry. Meanwhile, the strength of TfL's relationship with the BTP and the Met was vividly demonstrated during and after the events of 7 July.

TfL places equal emphasis on building robust relationships with the diverse communities that rely on its services. As reported on page 40, the East London Line extension contracts ensure that suppliers attach as much importance to diversity and community relations as TfL does. Confident that this will deliver positive benefits, TfL is committed to extending this approach and sharing lessons learnt with other members of the Greater London Authority (GLA) family and the Olympic Delivery Authority (ODA).

## Urban design

TfL's Urban Design team continued to reinforce links within TfL and with the London boroughs, professional design bodies, other members of the GLA family and Urban Design London. This newly-established joint body, involving the ALG and other organisations, shares TfL's commitment to improving the look, feel and quality of London's public spaces.

In line with this commitment, TfL and its partners remain closely involved in the Mayor's 100 Public Spaces programme. Established in 2002, this pioneering initiative is underpinned by a conviction that world-class urban design is essential to London's development as a world-class city.

## Sustainable procurement

In the past year, TfL began implementing the GLA Group Sustainable Procurement Policy – most notably on the East London Line extension, but also more broadly over a wider range of areas. The policy has been developed to cover supplier diversity, fair employment, workforce welfare, strategic labour needs and training, community benefits, ethical sourcing and environmental sustainability.

Progressive implementation of the policy across TfL's £5bn annual spend has also involved the development of specific materials to support supplier diversity and environmental sustainability.

