

TRANSPORT FOR LONDON

BOARD

SUBJECT: COMMISSIONER'S REPORT

DATE: 24 MARCH 2010

INTRODUCTION

This report provides an overview of major issues and developments since the Board meeting on 3 February. The next update on delivery against the Mayor's transport priorities will be included in my report to the Board in June.

1 IMPROVING THE UNDERGROUND

1.1 London Underground

Visit by H.M. the Queen

On 24 February, Richard Parry, Managing Director of London Underground (LU) hosted a visit by Her Majesty the Queen to Aldgate station. The Queen was visiting a number of locations in the City of London, to meet the people who play a key role in ensuring the success of the City.



The Queen met with 40 LU employees, including station staff, train operators, maintenance staff, service control staff, and those involved in upgrading the Sub-Surface Railway. She also met staff involved in dealing with the aftermath of the bombing on a train near the station on 7 July 2005, and members of the Workplace Violence Unit, including the British Transport Police.

The Queen was also presented with an appropriate souvenir to commemorate the visit.

New Managing Director of LU

On 22 March, Mike Brown took up post as the Managing Director of LU. Mike, of course, was formerly the Chief Operating Officer of LU, and more recently Managing Director of Heathrow Airport.

I want to pay tribute to the work of Richard Parry, who, as Acting Managing Director pending Mike's arrival, has led the LU organisation forward very substantially. I am grateful to him, and I am sure the Board is too.

Carbon Trust Standard

LU has become the first public transport operator to achieve the Carbon Trust Standard. This recognises LU's work and commitment to reduce its carbon footprint across all activities. The Standard has been awarded to LU based on actions and achievements over the last three years (from 2006 to 2009), as well as plans to reduce carbon emissions in the future.

LU's Energy Station Challenge was commended by the Carbon Trust for reducing CO₂ emissions by 5,500 tonnes in the last three years. Light Emitting Diode (LED) lighting has been installed at several stations across the Underground network, and the new Northern line service control centre has London's largest single membrane green roof, the first on a railway building. In addition, the new trains on the Victoria and Sub Surface lines will make use of regenerative braking, generating CO₂ savings which will grow to an estimated 17,000 tonnes every year by 2015.

Rail Business Awards

At the Rail Business Awards held on 11 February, LU won two of the top awards and received commendations in several other areas. The Maintenance team won the Safety and Security Excellence award for the introduction of successful railway safety improvements in 2009. Wood Lane station, the first new station to be built on an existing line in more than 70 years, won the Department for Transport's Station Excellence of the Year award.

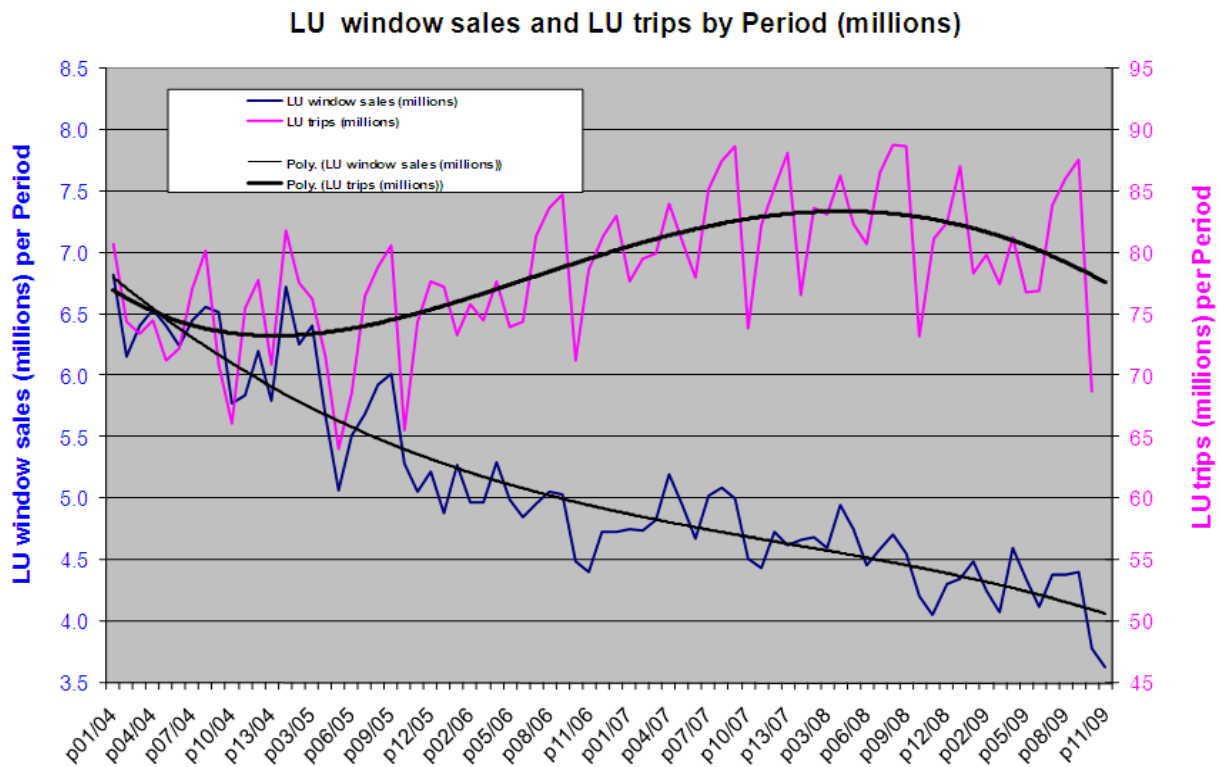
In other categories, LU was 'highly commended' as Rail Operator of the Year, and Tricia Madge, currently Acting Line General Manager on the Central line, was 'highly commended' in the Young Professional of the Year category. Valuing Time, LU's employee engagement initiative, was a finalist in the Internal Communications Excellence category. The Northern line's recent performance improvements were also recognised with Lee Jones, Director of Operations at Tube Lines, receiving the award for Rail Business Manager of the Year, for his efforts to improve maintenance on the line.

Staffing Strategy

On 11 March LU outlined its vision for a safe, efficient and transformed Tube. In the context of more frequent, reliable trains following the line upgrades and the rebuilding of London's busiest stations, massive improvement in safety and security on trains and at stations, record customer satisfaction scores and the

huge success and take-up of Oyster (see diagram below), LU proposals will ensure that all stations with a ticket office will continue to do so, with opening hours reduced in some areas to reflect the decline in demand but remaining open at the busiest times to serve customers.

The proposals would mean a net reduction of around 700-800 posts. LU is committed to delivering this change without the need for any compulsory redundancies by not filling vacancies and re-focusing staff to areas of greater customer need. LU will also be offering options for voluntary severance and flexible working. No changes will be introduced without consultation with staff and trade unions.



Circle Line

In the first period of operation of the new Circle & Hammersmith line service pattern, aimed at increasing service frequency and robustness, performance was impacted by factors unconnected with the timetable change, including rolling stock availability, staff sickness and adverse weather. Improvements in period 11 saw the percentage of trains in peak service rise by 4 per cent to 94.4 per cent and the percentage of schedule rise by a similar amount to 92.1 per cent, which was 3.5 per cent above the line’s target. Because of the extent of interworking with Metropolitan, District and Hammersmith & City line services, the Circle line is always vulnerable to service disruptions outside its own area of operation, and its targets are set at a level which takes this into account. The key measure of passenger waiting time shows that LU is achieving improved reliability and regularity of service.

Jubilee Line Upgrade

Tube Lines Limited (TLL) has provided a revised forecast for the delivery of the upgrade as October 2010, and is working to a programme which aims for partial delivery at the eastern end of the line in May. Software development still remains critical, and achievement of the programme is dependent on successful testing of the latest software version.

Northern Line Upgrade

In total, TLL has applied for 68 weekend closures of at least a section of the Northern line, over an 18 month period from the end of March. These closures are initially at the southern end of the line, before following the programme north, and include 18 full line closures. In addition, extended engineering hours are planned. LU continues to urge TLL to reduce their disruptive closure programme.

Victoria Line Upgrade

The first production trains (train 4 and train 5) have now successfully entered passenger service. Train production quality issues are being addressed (see below), and signalling system reliability continues to improve.

Sub Surface Railway (SSR) Upgrade

Enabling works for S-Stock operation have resumed at Baker Street and Aldgate with a new contractor, following the incident on 19 January when a train struck a scaffolding ladder at the station. Tenders for the Automatic Train Control signalling have been received and are being evaluated.

Quality Issues with Pre-Production Trains

Bombardier continues to work towards addressing quality issues with pre-production trains. On the Victoria Line, these have put the train delivery programme on the critical path, with consequent impact on maintenance and operator training. On the Sub Surface Railway upgrade, six nights were lost, with testing resuming on 28 January.

Periodic Review

The Arbiter made a final decision on second period costs on 10 March resulting in a £65m increase in costs from £4.394bn to £4.459bn in 2008 prices. When inflated using his inflation assumptions, the Arbiter estimated the funding gap as £330m over the course of the second 7 ½ year period (2010-2017). However, the Arbiter has assumed that LU can afford to pay £288m more than it has in the Business Plan and therefore the funding gap is estimated to be in the region of £618m. A final determination is due on 29 April. The Arbiter has invited LU and its stakeholders to state by 9 April whether they wish to make any amendments to the contract or to the amount of service charge that LU proposes to pay in the second and subsequent review periods.

Legal Challenges - Tube Lines Limited

On 15 March, LU successfully won an adjudication regarding Northern line operations for which TLL had submitted a claim for £34m. TLL were also instructed to pay LU's costs.

Central Line Loss of Signalling Control – 17 February 2010

At 5.30 pm on Wednesday 17 February, an incident occurred on the Central line involving a total loss of signalling control and train indications. All power to the Liverpool Street local site computers was lost, and all services were stopped while the location of stalled trains was confirmed. The cause of the failure was established to be a wiring issue on a fuse bay.

Fourteen trains were stalled, and a number of controlled train movements were put in place to enable detrainment of customers at stations. Most of the trains were dealt with promptly, and customer commendations were received for several of the drivers involved, for the way they reassured and managed their customers. Staff also handed out bottles of water on the platform, and ambulance staff were on hand in case anyone needed medical assistance. Shuttle services were established at the ends of the line around the affected area and through services were restored at 7 pm.

However, eastbound train 145 was the last stalled train to be detrained at Bethnal Green at 6.51 pm, and was not dealt with as quickly as it should have been. As a result, passengers were stuck in the train for a long time. TfL has apologised to passengers for the disruption and inconvenience caused, and a Formal Investigation Report has been commissioned to investigate the unacceptable delay in getting customers off trains in tunnels (including a full review of current processes and staff actions) so that lessons can be learned for the future.

Accessibility

On 12 February, Hainault became the 59th step-free station on the LU network, when three new lifts were brought into service – two standard lifts from platform to subway level and a 'low rise' lifting platform from the subway to the ticket office and street level. The station has also received wide aisle gates to help wheelchair users, as well as passengers with buggies and heavy luggage. In addition, new CCTV cameras, a new accessible toilet, electronic train information display boards, passenger help points, improved signage and lighting, and a new control room have been provided.

Victoria Tube Station Redevelopment

On 11 March TfL announced its intention to award the contract for the redevelopment of Victoria Tube station to a joint venture of Taylor Woodrow Construction and BAM Nuttall Limited.

Approved by the Secretary of State for Transport in July 2009, the £700m scheme will relieve congestion, provide step-free access to all platforms, and improve journey times by allowing passengers from Victoria Street to access the station without crossing a complex of busy roads. The first phase of construction will involve building a new North Ticket Hall under Bressenden Place. This will begin in 2011 and will be completed in 2016. The remaining work, including the enlargement of the South Ticket Hall and the installation of nine new escalators and seven new lifts, will be complete by 2018.

2 EXPANDING THE OVERGROUND

2.1 London Overground

New Trains

Thirty new electric trains have been delivered to TfL for service on the extended East London Line. Seventeen new trains have also been delivered for the existing London Overground network, 12 of which are now in passenger service.

East London Line Extension Phase One

Trial Operations are continuing on the East London Line, with the operator testing the timetable, and conducting staff and driver training.

The opening date for the full service from Dalston Junction in the north to New Cross Gate, West Croydon and Crystal Palace in the south is 23 May, with a further connection to the North London line at Highbury and Islington due to start in January 2011.

Members of the public were also given access to the Brunel Thames tunnel on 12 and 13 March, as part of the East festival.

East London Line Extension Phase Two

The contract for the detailed design of the new 1.3 kilometre rail link between the existing South London Line and Surrey Quays has been awarded to Mott Macdonald. The OJEU notice for the main construction contract will be issued at the end of March, with construction work likely to start in the final quarter of 2010.

A commitment from the DfT for an additional £7m funding contribution towards a new station at Surrey Canal Road station has still not yet been received, although a contribution from the London Borough of Lewisham of £3m as part of its LIPs has been agreed. However TfL understands the Minister of State for Transport has concerns that the case for the station is overly reliant on a single planning application, which has not yet been submitted for approval by the Developer to the London Borough of Lewisham. The DfT has also questioned

the station's demand projections. These issues will be further discussed between the DfT, TfL and the London Borough of Lewisham. The timing of DfT's contribution is now critical to enable more than passive provision.

North London Railway Infrastructure Project (NLRIP)

The closure between Gospel Oak and Stratford stations for the upgrade of the Richmond to Stratford line started as planned on 20 February, and will last until 31 May. During this period, work will be undertaken to replace tracks, build new platforms, lengthen existing ones, and start undertaking re-signalling work.

A comprehensive communications plan has been put in place to ensure that passengers have access to all the information they need to make their journey, and plan alternative travel options. Rail replacement buses will operate throughout the closure period, and initial indications suggest that the alternative arrangements are operating well.

As a result of the NLRIP upgrade works, passengers will benefit from eight peak trains per hour between Camden Road and Stratford from mid- 2011, as well as longer trains on the Richmond to Stratford, and Clapham Junction to Willesden Junction lines.

2.2 Docklands Light Railway (DLR)

Three-Car Capacity Enhancement Project

DLR operated its first three-car train in public service on 22 February, with the official launch by Kulveer Ranger on behalf of the Mayor a day later. A number of three-car trains are now running on the Bank-Lewisham line, DLR's busiest line. A full three-car service on the line will be achieved by April, and three-car trains will be rolled out across the rest of the network as demand requires.

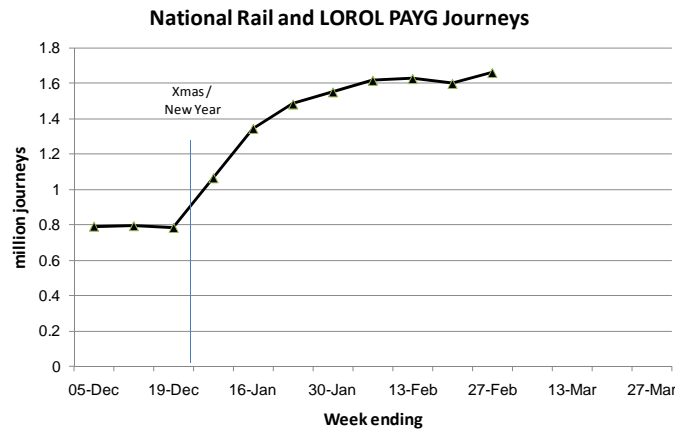
Stratford International Extension – Canning Town

Works to finish platforms are nearing completion, and mechanical/ electrical and telecoms installation has commenced at all stations. Connecting works with LU stations are scheduled for April. The line remains on course to open during 2010.

2.3 Working with the Train Operating Companies

Oyster Extension to National Rail Services In Greater London

The extension of Oyster Pay-As-You-Go (PAYG) to National Rail services in Greater London continues to be a success, with 0.8m additional National Rail PAYG journeys now being made each week (see graph below).



Mayor of London and Train Operating Companies Summit

A successful meeting took place on 12 February between the Mayor, TfL, the Association of Train Operating Companies (ATOC) and the train companies. Broad agreement was reached on a number of areas, to try and find solutions that would benefit the capital's rail passengers. The proposals related to the following key areas:

- a) Fares and retailing
 - Simplifying fares and ticketing on Tube/ National Rail services in Greater London.
 - Extending the acceptance of Oyster PAYG beyond the Greater London boundary, where it is logical to do so.
 - The train companies have agreed to review the Oyster Extension Permit over the coming months, as well as opportunities for increasing the retailing of Oyster at National Rail stations.

- b) Customer Information
 - Improving travel information for passengers, both online and at stations. This includes improved links between the websites of National Rail Enquiries, train companies serving the Greater London area and TfL, and the consolidation of route maps for the Capital.

- c) Station Standards
 - Developing safer, more secure stations. This work will be in line with the recommendations from the Better Stations report, and will also build on the success of the South Central franchise model, where TfL has worked with the DfT to secure minimum standards within the franchise specification.

- d) Service frequency
 - TfL and the Mayor will continue to influence service frequency through the franchise process

- Possible ways of increasing services that are beneficial to passengers will be jointly explored where they are cost effective, and where there is a strong commercial case for doing so.
- e) Mayor's Transport Strategy, major projects and planning for growth
- Joint working on the long-term planning process, sharing expertise on medium and long term planning for rail, to the benefit of passengers and stakeholders alike. This will be achieved through Network Rail's London Route Utilisation Strategy, Transport for London's rail planning process, the railway's Planning Ahead initiative, and the reflection of longer term planning initiatives within franchise specification.

These areas will now be taken forward by a high level liaison group, consisting of TfL, ATOC and the train operating companies, which was formed before the TOC Summit.

2.4 Crossrail

Sponsors

Crossrail (CRL) has submitted to Sponsors a comprehensive update of the scope, schedule and costs of the project (the Initial Control Baseline or ICB), including an assessment of delivery risks. CRL is refining the ICB design and developing proposals to ensure the project is delivered in a cost effective manner.

CRL's Industry Partners (including London Underground, Network Rail, Rail for London, Canary Wharf Group and Berkeley Homes) continue to refine the design. Network Rail and CRL are focusing on the work required for Network Rail's Key Date 1 (KD1) submission to CRL, due by 1 September 2010. KD1 requires overall cost and schedule submissions by Network Rail, as well as a detailed plan for the first Delivery Phase.

Procurement

Procurement continues apace with a number of contracts recently awarded, including enabling works at Bond Street, Farringdon, Paddington and Whitechapel stations, as well as Pudding Mill Lane and Royal Oak tunnel portals. Contract notices have also been published for the main civil works at Bond Street, Farringdon, Liverpool Street, Tottenham Court Road and Whitechapel stations.

The integration of the works required at Paddington is complex, but CRL, Network Rail and LU are working together to agree the Paddington Integrated Project (PIP) programme. The release of PIP phase 1 has allowed critical works to be progressed. The Commission for Architecture and the Built Environment (CABE) Crossrail design review panel has given its support for the PIP designs.

CRL has also invited expressions of interest for the three major rail tunnelling contracts that will deliver tunnels underneath central London, linking the Great Eastern and Great Western mainlines, and which will form the centrepiece of the project, and for the twin bored tunnels from Plumstead Portal to North Woolwich Portal. The contracts are expected to be awarded during 2010. Following a detailed review, Plumstead shaft is no longer needed to service the tunnel boring machines on the Thames Tunnel drive. This will be reflected in the revised design.

Work continues on the scheme at Westbourne Park and Old Oak Common, to integrate the Royal Oak tunnel portal, First Group bus depot work and the CRL depot work (in both construction logistics and railway operational phase). Preparatory work, managed by Network Rail on behalf of CRL, has commenced at the future tunnel entrance at Royal Oak in west London.

Property

CRL continues to meet, or exceed the legal requirements for compulsory purchases.

The squatters who occupied the Bath House Pub in Dean Street moved out on 31 January, ahead of a High Court hearing at which a possession order was granted. One flat in Diadem Court, Dean Street is still occupied, and is likely to continue to be until mid-March.

Corporate Affairs

On 11 February, a media event was held at the Canary Wharf Station site, where the Transport Minister Sadiq Khan started the pumps to commence dewatering the coffer dam surrounding the site in the North Dock.

The GLA Transport Committee's report 'Light at the End of the Tunnel; The Construction of Crossrail' was published on 23 February. The report contains six recommendations, covering funding, the provision of information, the Compulsory Purchase Order process, skills and employment, and the environment.

An informal meeting of CRL and TfL Audit Committees noted the progress made since CRL became a subsidiary of TfL, and recognised the value of the Integrated Assurance Group, established to ensure that the numerous Industry Partners (including LU, DLR and Network Rail) work together in delivering the project.

3 GETTING LONDON MOVING

3.1 A Fair Deal for Motorists

Traffic Signal Timing Reviews

Traffic signal timings are reviewed in order to reduce the time vehicles spend idling in queues, the number of stops between signals and pollutant emissions. From April 2009 to March 2010, 675 signal timing reviews have been completed. So far, this has brought a 5.7 per cent increase in the number of occasions when all queued traffic will be discharged during the first green. This has been achieved alongside a 1.2 per cent increase in the number of occasions when all pedestrians waiting to cross the road will have cleared the kerb during the first green man period.

Pedestrian Countdown at Signals

On 8 March, TfL made a submission to the Highways Agency and the DfT to gain approval for on-street trials of eight signals with all red stages. Should the request be successful, on-street trials will commence in mid-2010. Depending on the success of the trials, implementation of the technology could start in 2012.

Streetworks Permitting

Since the introduction of the permit scheme on 11 January, TfL has received 7,000 permit applications. Crucially, TfL have been able to refuse about 1,000 for a variety of reasons, something that was previously not possible. This is already reducing unnecessary disruption. As a result of permitting, authorities now get accurate works start dates, which facilitates the coordination of works and collaborative working within one traffic management area.

Code of Conduct

In April 2009, the Mayor agreed a voluntary Code of Conduct for roadworks with the five largest utility companies working in London (Thames Water, National Grid Gas, EDF Energy Networks, BT Openreach and Virgin Media). A progress assessment released by TfL found that the amount of utility works taking place outside peak hours on TfL roads by companies signed up to the Code had doubled. The progress report also found a reduction in the number of works inspected that required improvement for safety reasons, and only a small number of sites failing to display standard information signage.

Subsequently, on 25 February, representatives of London's six major utilities and TfL met with the Mayor to sign up to a stronger version of the Code of Conduct. The new, sixth signatory is Southern Gas. Furthermore, the major utility companies and London's boroughs have been invited to attend a Managing the Road Network summit on 12 March, where they discussed how to make further progress in reducing the disruption caused by road works.

Section 17 Overstay Charges

On 1 March, the DfT launched a consultation on plans to charge companies who allow their road works to overrun penalties of up to £25,000 a day – a tenfold increase on the current £2,500 maximum daily charge. The DfT is also setting out proposals for a tougher inspection regime giving local authorities more powers to charge utility companies for inspecting road works in their streets.

Elephant & Castle Southern Roundabout

On 15 February, works began to transform Elephant and Castle southern roundabout to a signalled junction. The preliminary works will involve preparations for new traffic signals and street lighting, repairs to drainage systems, and temporary alterations to the traffic island on the approach to the roundabout from Walworth Road.

The main works will start this summer, and will include putting in new cycle lanes and advanced stop lines for cyclists at junctions. Paved areas next to the roads will also be widened to provide more space for pedestrians and cyclists to navigate the junction quickly and safely. As traffic lights are being installed, the subways around the roundabout will be filled in and replaced with surface crossings, providing easier crossing options for local residents. New trees will be planted, and railings and other unnecessary clutter related to the subways removed. The main works are scheduled to be completed by early 2011.

Kender Street Triangle

On 15 February, TfL started work to convert the Kender Street Triangle to two-way traffic by removing the gyratory. The area will be made safer and more attractive for pedestrians and cyclists, by improving crossings and including a new cycle lane along Queen's Road.

The gyratory removal works will be complemented by 'Streets for People' works by the London Borough of Lewisham. These works, funded by TfL, are currently planned to begin in 2011 and will look to transform the appearance of the Kender Street Triangle. Works are also due to start soon on a scheme linked to road improvements that will revamp the neighbouring Hatcham Gardens. This work, as part of the Mayor's Great Spaces scheme, will see trees planted, new park furniture, a drinking fountain and a play space provided.

Tottenham Hale Gyratory

On 12 March, the results of a consultation into proposals to change the current Tottenham Hale one-way gyratory system to a two-way traffic flow system were published. There is a clear majority in favour of changing the one-way system into a two-way system, with 80 per cent of respondents in support, and only nine per cent opposed. Following comments received through the consultation some minor changes have been made to the overall design.

Utility diversions and advance works are due to commence this summer, through to spring 2011, with the main construction works commencing in September 2012.

Battersea Bridge Lighting Improvement Works

On 1 March, TfL began minor refurbishment works to the lighting on Battersea Bridge. A new, more efficient lighting system, which has been designed to complement the bridge's heritage lamp columns, will be installed and the lamp columns along the bridge will be repainted. While this work is carried out, one of the footways will be closed, while the other will remain open. The road will remain open for the duration of the works, and the delivery of all essential site materials has been scheduled to take place in the early hours of the morning.

3.2 London Buses

New Bus for London

Wrightbus, the company awarded the contract to design and build the New Bus for London, is now making progress with the underlying engineering design of the major structural frame, and has entered into negotiations with the principal component suppliers. TfL expects to have an engineering mock-up available for functional and geometric testing in the spring. Styling concepts for the bus are now being finalised, and the project is starting to focus on the chassis programme and the design of key composite parts.

East London Transit

The infrastructure for Phase 1a of the East London Transit (ELT) project is now complete, ahead of schedule and within budget. The new EL1 and EL2 services commenced service on 20 February. This 24 hour, high frequency bus service will now carry six million passengers a year between Ilford, Barking and Dagenham Dock. Sixteen brand new buses were manufactured exclusively for the route and are fitted with the latest environmentally friendly technology as well as TfL's real-time information iBus system.

A number of streetscape improvements have also been delivered as part of work on the new service. This included extra parking, road re-surfacing, better street lighting, upgraded bus stops and shelters and improved public spaces. The ELT also adds to work taking place to kick-start the regeneration of the Thames Gateway. It will provide new transport links to Tube and rail stations as well as providing bus services for residents on the Barking Riverside development.

To support the launch of the ELT, London Transport Museum's Safety and Citizenship team ran interactive sessions with students from Thames View Junior School in Barking, to highlight the benefits that the new buses bring, and also to educate the children on being safe and responsible around buses. In the academic year 2008/09, the Safety and Citizenship team and its voluntary Safety and Citizenship Officers talked to over 130,000 students at primary and

secondary school level to promote safe, responsible and confident travel on and around public transport.

4 IMPROVING THE URBAN ENVIRONMENT

4.1 Championing Electric Vehicles, Car Clubs and Moving to Hybrid Buses

Electric Vehicles

On 25 February, £9.3m from the DfT's 'Plugged-in Places' fund was announced for London. This funding, coupled with £5.6m from TfL and a £7.6m pledge from a consortium of public and private partners, will deliver a network of around 7,500 charging points by spring 2013, with 1,600 charging points to be installed over the next twelve months. This will contribute to the delivery of the Mayor's target of 25,000 charge points in London by 2015, with no Londoner more than a mile from a charging point. The planned network will be able to support tens of thousands more electric vehicles in London, and will help realise the aim to encourage 100,000 electric vehicles in London by no later than 2020. Over the period of the Plugged-in Places programme, 6,000 charging points are expected to be installed at work places, 500 on-street, 330 in public car parks, 50 at Tube stations, 140 in supermarket car parks and 120 in car club bays.

The consortium is comprised of EDF Energy, Enterprise rent-a-car, Europcar, Hertz, London boroughs, NCP, Nissan, Sainsbury's, Scottish & Southern Energy, Siemens, SMMT, Streetcar, Tesco, Transport for London and Zipcar.

Options for a single London-wide brand for electric vehicles have been shortlisted, and are now undergoing the Intellectual Property and Trade Marking process. The London-wide brand, along with a new website containing everything users would need to know about electric vehicles and charging points, will launch later this year.

Car Clubs

On 11 March, the Carplus Annual Conference 2010 took place at City Hall. The day featured a presentation by Kulveer Ranger, the announcement of the latest annual survey results by the Transport Research Laboratory and feedback from recent electric vehicle car club trials in London.

Car club membership has doubled in the last year and now exceeds 100,000 in London alone. TfL provides funding for additional bays and for an operator accreditation programme run by Carplus, the national charity promoting a rethink in car use.

4.2 Improving The Urban Realm

Woolwich Town Centre

On 3 March, the Woolwich Town Centre project received a Special Award for its contribution to the local community at the ICE London Civil Engineering Award 2010. Over the past four years, TfL has been working closely with the London Borough of Greenwich on the development of Woolwich Town Centre. These works have resulted in the re-routing of bus services to simplify the network, and have incorporated significant urban realm and streetscape improvements, including the installation of cycle parking and the planting of over 100 new trees. These works are also fully integrated with the new Woolwich Arsenal DLR station which opened in January last year.

The highways works have also enabled General Gordon Place to be closed to vehicular traffic, thus allowing General Gordon Square to be dramatically enhanced. TfL is funding £1.5m of the total £4.2m for the Woolwich Squares project (one of the Mayor's Great Spaces). Construction for the project will commence in spring 2010.

Pedestrian Guardrail

All pedestrian guardrail on the TfL Road Network (TLRN) has now been assessed for removal. Up to 6 February, 46 kilometres had been approved for removal and 36 kilometres had been removed. TfL is on target to remove 52 kilometres by June 2010 which, coupled with the eight kilometres removed last financial year, will enable TfL to meet its overall target of 60 kilometres. That will complete TfL's programme on the TLRN.

Pegasus Crossing

A new TfL funded crossing has been installed on the A3 between Richmond Park and Wimbledon Common, providing a direct and accessible route for pedestrians, cyclists and horse riders wanting to get from one green space to the other. The new crossing is one of only three in the Capital that gives special consideration to horse riders. Known as a Pegasus crossing, it has two control panels, one at standard height for pedestrians and cyclists and another two metres above the ground for horse riders.

Linking sections of the Greenways and Capital Ring walking and cycling routes, the recently-installed crossing will allow those enjoying these routes to cross directly from Robin Hood Gate in Richmond Park to Beverly Ride on Wimbledon Common, without having to use the existing footbridge.

Windrush Square, Brixton

On 26 February, Windrush Square in Brixton was opened by the Mayor. The work on the square was carried out by TfL, in partnership with the London Borough of Lambeth, Design for London and the London Development Agency. The area has now been transformed into a community focused space in the

heart of Brixton, providing a much-needed venue for local events. The new space now includes a water feature, over twenty new trees, and a sculptured granite seat. Improved lighting and additional CCTV has also been fitted to improve public safety and security in the square.

The completion of Windrush Square now means that work on the Brixton Town Centre improvement scheme is almost complete. The works, which began in 2006, will be completed by late 2010, and have already delivered a number of improvements to the roads and pavements around Brixton Town Centre. In November 2009, the gyratory system around St Matthews Church was removed and Brixton Hill widened to allow two-way traffic and help improve road safety and access to the town centre.

4.3 Encouraging Walking and Smarter Travel

Making Walking Count

On 29 January, TfL unveiled a new West End walking route which has benefited from £2.4m of public realm improvements, funded by TfL. TfL has worked with the London Borough of Camden, the City of Westminster, and the Corporation of London to deliver the wide-ranging pedestrian improvements.

At the heart of the new walking route, which runs from Covent Garden to Holborn Circus, is a newly created public space at Great Queen Street. The existing space has been greatly improved by increasing footway space and removing traffic signals, guardrail and street clutter from the area. The key retail street of Long Acre has seen pavements widened and re-laid using high quality materials and new street lighting. The historic square of Lincoln's Inn Fields has been restored with new footways, finished in characteristic materials and features accessibility improvements including drop kerbs and tactile paving. New cycle parking has been installed, as well as an electric vehicle charging point, while High Holborn has been de-cluttered with improved crossing facilities for pedestrians and more cycle parking. Great Queen Street will also host a cycle docking station as part of the Mayor's new Cycle Hire scheme and has car club parking facilities.

The improvements are part of the Mayor's policy of 'Making Walking Count' and have been designed to encourage more local walking. The improvements also include facilities to encourage cycling and greater use of electric vehicles.

Smarter Travel Sutton

On 4 March, the three year Smarter Travel Sutton pilot won the 'Most Influential Transport Achievement' award at the London Transport Awards. The Smarter Travel Sutton programme was delivered in partnership with the London Borough of Sutton and achieved a six per cent reduction in the share of resident car trips and a 75 per cent increase in levels of cycling. The award was in recognition of the initiative's contribution to demonstrating a new and cost-

effective approach to demand management which has the potential to be replicated by other boroughs in London.

5 ENCOURAGING MORE CYCLING

Cycle Security

TfL, in partnership with the Metropolitan Police Service (MPS), City of London Police, British Transport Police, Greater London Authority and other key stakeholders, is developing a Cycle Security Action Plan. The Plan will be launched in May as part of the Mayor's cycling revolution. It will set out action to reduce cycle theft and criminal damage to bikes in designated public places across London.

TfL has a range of activity underway to promote cycle security. This includes an increase in cycle parking spaces to 66,000 by 2012; marketing campaigns to improve locking practice by cyclists, and measures to reduce the risk of theft and criminal damage to cycle hire bikes. TfL is assessing the benefits of different bike marking and registration schemes. The outcome of this assessment will feed into a forum being established by the GLA with bike manufacturers and retailers. A series of local events led by the Safer Transport Teams, engaging with cyclists on preventing cycle theft, has also commenced.

Cycle Campaign

On 9 March, TfL launched its Cycle Safety Action Plan (CSAP). The final version of the CSAP outlines all the measures TfL is taking with its partner organisations to address cycle deaths and serious injuries in London, with a specific emphasis on collisions with goods vehicles, and how TfL can improve conditions for cyclists. A draft action plan was first published in October 2009, and this final version takes into account the feedback received from expert groups and members of the public. The plan prioritises the measures that will address the main causes of fatal and serious cyclist collisions, and lays out a comprehensive action plan for TfL and its partners during the next 12 months.

Alongside this publication, TfL has also launched its new cycle safety advertising campaign, broadcast on television, cinema and radio. The campaign focuses on four bank robbers and their meticulously planned heist, with the message that the more you look out for something, the more obvious it becomes.

Cycle Hire Scheme

As of 12 March, 485 planning applications have been submitted to the nine host boroughs of the scheme, of which 386 have been approved – an approval rate of 83.2 per cent. Work has also commenced on resubmissions which have been required where detailed design by the contractor has identified the need to alter the site layout or move the site. Negotiations continue with boroughs regarding street furniture design changes.

Construction work began in December 2009, with the installation of the Cycle Hire docking station foundations. As at 8 March, the foundations of approximately 60 sites had been completed.

Cycle Superhighways

On 15 February, works commenced on the two pilot Cycle Superhighway routes. Work has started on the Barking to Tower Gateway route, with resurfacing work near Westferry DLR station. On the Merton to City route, TfL is now trialling new continuous blue cycle lanes through three junctions. The purpose of the trials is to test the behaviour of cyclists and other road users in response to these lanes through signal-controlled junctions.

The DfT has approved the use of a Cycle Superhighway on-street symbol, and a special sign design, with some amendments to TfL's original proposals. In addition, an application has been made to the DfT for a trial of 50 convex safety mirrors at traffic lights, to improve drivers' visibility of cyclists.

Skyride

On 5 February, the GLA hosted a meeting with London boroughs to discuss the bidding process to host two outer London Skyrides in 2010. Applications had to be submitted to the GLA by 22 February, and the successful boroughs were informed by mid-March. The Skyrides will then take place between June and August, before the Mayor's central London Skyride event in September.

6 BY THE RIVER

The Olympic Delivery Authority has now confirmed a contribution of £500,000 towards the cost of providing a roof on Greenwich pier pontoon and an extension to Tower pier.

7 IMPROVING THE JOURNEY EXPERIENCE

7.1 Safety and Security

Touting

Since 1 August 2008, licensed private hire drivers convicted of taxi touting lose their licence for a minimum of one year. Their fitness to hold a licence will then be re-assessed by TfL if and when they reapply. The Cab Enforcement Unit made 1,230 arrests for touting between 1 August 2008 and 28 February 2010. To date, this has led to 344 Magistrates' Court convictions involving licensed Private Hire Vehicle drivers. Of these drivers, 234 have had their PHV driver's licences revoked, with the remainder still being processed.

Earn Your Travel Back (EYTB)

Up to the end of February, TfL had extended invitations to participate in the EYTB initiative to 2,044 individuals who have had their travel concession withdrawn as a result of a breach of the behaviour code. To date, 420 young people have been scheduled to attend volunteering sessions, with 382 successfully completing the day and earning back their concessionary travel (35 have failed to complete the day due to non-attendance, and three have failed due to poor punctuality or conduct). The take up rate from initial invitations is improving, but a proportion of individuals are still choosing to enter the appeals process, rather than immediately enter EYTB. It is anticipated that take up rates will continue to increase over time, particularly as initial appeals are dealt with, and a further opportunity to enter the EYTB initiative is offered to those who are unsuccessful.

Powered Two Wheeler Campaign

On 1 March, the latest DfT THINK! motorcycle safety campaign commenced on television, radio, cinema and online. The new television advertisements show bikers with flashing neon signs showing the rider's name and personality traits, after research showed drivers are more likely to notice motorcyclists on the roads if they personally know a biker. The advertisement encourages all drivers to see the person behind the helmet in a bid to tackle the huge over-representation of motorcyclists in road casualty figures. Motorcyclists account for one per cent of traffic but 19 per cent of deaths on Great Britain's roads.

ScooterSafe Campaign

Timed to coincide with the seasonal increase in scooter usage as spring begins, TfL will shortly start a campaign to promote rider safety and the need to wear protective clothing. The campaign's message will also focus on encouraging take up of 'rider safety day' courses to improve road skills.

The overall campaign will consist of a direct mail and email initiative, and the distribution of 'Z cards', containing safety information and details about ScooterSafe, to scooter stores across London.

London Motorcycle Policy Unit

On 5 February, TfL announced the setting up of a new London Motorcycle Policy Unit working in partnership with the Metropolitan Police Service. It focuses on improving safety, and employs 12 full-time police officers in a special 'Motorcycle Tasking Team'. The team runs training sessions for motorcycle riders, and carries out on-street enforcement to ensure that the motorbikes on London's streets are roadworthy and legal. Rider Skills Days, part of the BikeSafe scheme, are low cost, one-day practical courses designed to help motorcyclists improve their knowledge, skills and experience to make them safer, better riders. As well as professional riding techniques, the courses also cover motorcycle control, collision causation factors and security.

Road Safety Statistics

On 2 March, the Parliamentary Advisory Council for Transport Safety published its 10 year progress report on the 2010 road casualty reduction targets, revealing that Killed and Seriously Injured (KSI) figures in the United Kingdom were down 40 per cent in 2008 compared with the 1994/98 baseline. This compares with an Overall KSI reduction of 47 per cent compared to the Government target of 40 per cent, and a Child KSI reduction of 67 per cent compared to the Government target of 50 per cent. The number of cyclists killed or seriously injured on London's roads has fallen by around a fifth in the past decade, despite the fact that there has been a 107 per cent increase in the number of cycle journeys made on London's major roads during this time.

7.2 Improving Customer Information

Online Facility to Change Zip Picture

On 2 March, TfL announced a new online facility to enable holders of a TfL concessionary photocard, with the exception of Freedom Pass holders, to change their Oyster card photograph online, for a charge of £10.

Until recently, concessionary photocard holders were unable to change the photograph on their Oyster photocard. As a result, a number of Zip Oyster photocard holders were found to be travelling with what appeared to be deliberately damaged or defaced photocards. In the case of young people, this breaches the Behaviour Code they sign up to in order to receive their Zip Oyster photocards, and can result in their travel concession being withdrawn for up to a year.

New Bus Maps

On 16 February, TfL launched a new tool that provides passengers with access to detailed information about local bus services in London. Passengers can search for information using a postcode, street name, route number or place of interest, and the tool will display the nearest bus stops, details of the bus routes that call at the particular bus stop, and the current bus route timetable. The tool plots the bus routes over a Google map and allows easy navigation using zoom and drag, to be able to view surrounding areas. Information on planned disruptions along a bus route can also be provided when searching for specific bus routes.

This new service brings a major improvement to the way TfL delivers information about bus routes to its customers. In the first week, nearly 100,000 visitors came to the site viewing over 250,000 pages – indicating that visitors were using the tools and conducting searches rather than simply visiting the page. A marketing campaign was also launched to promote the service, which saw a 100 per cent increase in traffic on the launch day of the campaign.

Coach Parking Map

The Coach Parking in London Map 2010 was launched at City Hall on 10 March. For the past eight years, TfL, in conjunction with the Confederation of Passenger Transport, has been involved in the design and publication of the map, which provides useful information on coach parking and driver facilities in London. Now in its second year of operation, a dedicated Coach Drivers Helpline provides further advice and assistance on driver and parking facilities, as well as guidance on parking regulations. Furthermore, a unique internet-based traffic management tool, the Interactive Coach Parking Map, offers the latest information on coach parking along with real time traffic reports on planned road works and potential journey disruptions.

In addition, a new coach drop-off and pick-up point has been opened next to Westfield. The bays are located on Westfield Way. Limited parking is also available but needs to be booked in advance.

8 EFFICIENT AND EFFECTIVE DELIVERY

8.1 Planning and Strategy

Mayor's Transport Strategy

The public and stakeholder consultation of the Mayor's Transport Strategy (MTS) closed on 12 January. In total, 5,579 responses were received from members of the public, and 151 from stakeholder groups. Initial analysis has been completed to identify emerging issues and a detailed "Report to the Mayor" on the results of the consultation is being prepared. The final Strategy will be published after the elections in May.

Travel in London Report

The second Travel in London (TiL) Report was published on 18 March. TiL was published for the first time in April 2009. It replaced the annual London Travel Report with a wider data set and closer analytical focus on topics of relevance to the MTS and other Mayoral Strategies where appropriate. The TiL report summarises key trends and developments affecting how people travel around London, primarily from an analytical viewpoint and in relation to strategic travel and related trends in London. One important feature is that the public transport mode share increased by a further percentage point between 2007 and 2008, with a corresponding fall in the mode share of private motorised transport; mode shares (based on journey stages) changed by seven per cent between 2000 and 2008, towards more public transport and less private motorised transport.

Thames River Crossing

TfL has updated the Mayor on the progress made in developing short, medium and long term options for river crossings. Initial assessments of engineering issues, costs and benefits for the potential Silvertown link have been completed,

and further detailed investigation is now in hand to provide a greater level of certainty on traffic impacts and detailed design. Other workstreams in progress include an upgrade of the Woolwich Ferry, Blackwall Tunnel contingency measures, and further work on the potential for other crossings for pedestrians and cyclists, including passenger ferries.

Heathrow Judicial Review

A hearing into an application for judicial review of the Secretary of State for Transport's decision to support in principle a third runway, and sixth terminal at Heathrow took place between 23 and 25 February. The challenge was brought by the London Borough of Hillingdon, other members of the 2m Group, and environmental groups including Greenpeace. TfL was represented as an interested party. The case concerns the inadequacy of the consultation process, and the information taken into account in reaching the decision, including the treatment of surface transport access. The decision is expected within two to six weeks.

8.2 Working with the Boroughs

Thames Crossing Coordination

In February, TfL worked closely with London boroughs to plan and coordinate works on several Thames crossings and did not permit, as reported in the press, the simultaneous closure of five Thames crossings. While work did (during half-term week) take place at Albert, Hammersmith, Southwark and Waterloo bridges, as well as the Blackwall tunnel, only two of these involved full closures (Hammersmith and Albert), and only the works on Albert Bridge extended beyond the half-term week. Other works only involved lane restrictions, weekend or night-time working. In the week beginning 22 February, of the 16 crossings between Hammersmith and Blackwall, only two had work taking place with any impact at all on peak traffic flows. Apart from some increase in queue lengths on the approach to Battersea Bridge, and delays associated with a traffic signal failure on the morning of 16 February, there have been no abnormal delays as a result of any of these works.

Much of this work was carried out either during half term week (when traffic is typically 10-15 per cent lower than normal), overnight or at weekends, and TfL ensured that no adjacent crossings were affected at the same time. This is illustrative of good planning to minimise disruption.

Sub Regional Transport Planning

TfL is working with boroughs and other stakeholders to develop sub-regional transport plans for each of the five London sub-regions (north, south, east, west and central). "Challenges and Opportunities" documents have been produced for each sub-region. These articulate the draft MTS goals for each sub-region, set out more specific challenges for the region within this framework, and outline examples of potential schemes and policy options for addressing these challenges.

A joint TfL and London Councils workshop was held on 23 February to discuss these documents, and agree the next steps in developing the five sub-regional transport plans, which will be completed later this year. For each sub-region, these plans will confirm the main challenges and priorities, show how the MTS will be implemented, and set out the priority solutions.

Local Implementation Plans

Three Local Implementation Plan (LIP) preparation workshops have been held for borough officers, to provide details of how boroughs can approach the development of their LIPs, and have been well received by boroughs. In addition, the sub-regional “Challenges and Opportunities” documents are designed to help boroughs prepare their LIPs.

8.3 Working More Efficiently

Morning Newspaper Contract

On 5 March, TfL announced that, subject to contract, it intends to award concessions to distribute a free morning newspaper on the underground and at various bus stations to the Associated Newspaper Ltd title Metro. Metro’s current distribution contract with LU began in 1999 and comes to an end on 2 April.

Revenue generated through these contracts will help fund transport improvements and carbon emissions-cutting projects. The new deal will also further encourage newspaper recycling with more recycling bins at key stations.

Integrated Hydrogen Fuel Cell at Palestra

The UK’s biggest building-integrated hydrogen fuel cell was launched at Palestra on 19 February by Deputy Mayor Kit Malthouse. This demonstrates TfL delivering on two key areas of the Mayor’s Strategy, building retrofit and decentralised energy.

The Combined Heat and Power (CHP) plant, including the hydrogen fuel cell, will generate energy locally and cut carbon emissions and energy bills. The Trigeneration system should cut carbon emissions by up to 30 per cent, and generate £250,000 cost savings a year, with the fuel cell contributing £90,000.

The fuel cell, funded as part of the £25m TfL Climate Change fund, will provide electricity and heat to the building, and meet most of the building’s hot water needs. Part of the building’s cooling needs will come from a roof-mounted unit that converts waste heat to chilled water. As a result of these works, Palestra’s BREEAM rating went from ‘Very Good’ to ‘Excellent’. A permanent multi-media exhibition display has been created at the front of the building to display the carbon and water savings, and communicate the benefits of the project to the public. It is fuelled by the energy generated on site.

10:10 Carbon Emissions Reduction Campaign

TfL has joined City Hall in signing up to the 10:10 campaign, making the pledge to reduce carbon emissions by 10 per cent in the year to 31 March 2011. The scheme has signed up tens of thousands of individuals, organisations and businesses in the public and private sectors, to make significant cuts in carbon emissions.

TfL's commitment to the 10:10 campaign is expected to reduce CO₂ emissions by 2,700 tonnes per year, and generate savings of £400,000 through reduced head office energy bills in the next financial year. The reduction is significant in an already high performing estate, particularly when compared to both the wider property industry, and recognised benchmarks. It will be achieved in large part due to the Building Energy Efficiency Programme, a cost neutral project generating significant, ongoing and quantifiable financial savings. CO₂ savings will be delivered through a range of initiatives, including:

- The replacement of 2,500 light fittings with new, high efficiency fittings;
- Improvements to heating, cooling, lighting and ventilation systems;
- The installation of motion and daylight sensors on lights;
- The replacement of around 1,000 halogen bulbs with low energy LED bulbs (which will cut energy use by 90 per cent and increase lamp life by 25 times);
- Solar thermal panels to heat water from cleaner, renewable energy;
- Upgraded building control systems; and
- Ventilation heat recovery systems.

Investment Programme Advisory Group

Last October, the Mayor and Secretary of State for Transport announced that an independent advisory group would be established to oversee the entire TfL Investment Programme, including all maintenance, renewal, upgrades and major projects across its modes, but not the operation of services. The recruitment to this group commenced in January, with appointments to be announced in March. The group will become operational from May 2010.

Chartered Institute of Building Engineers (CIBSE) Environmental Awards

TfL was nominated in four categories of the CIBSE Low Carbon Performance Awards. On 3 February, TfL collected the Client of the Year Energy Performance Award. This award recognised TfL's continuous improvement in all areas of carbon reduction at head office buildings, including energy efficiency, decentralised energy, and influencing the behaviour of occupants through the Destination Green campaign and the Head Office Environmental Champions network.

Best Practice and Responsible Procurement

A delegation of Tanzania's central government visited TfL to learn more about TfL's responsible procurement work. TfL was referred as a best practice organisation by the Chartered Institute of Purchasing and Supply.

On 14 January, TfL's Responsible procurement and best practice team presented and facilitated workshops on the Responsible Procurement Programme at a Forum for the Future's leadership event for major infrastructure suppliers and public sector procurers.

8.4 Safeguarding TfL Finances

TfL's Credit Ratings

TfL's credit ratings were affirmed by Fitch Ratings as AA (stable) for the long term, and F1+ (which is the top rating) for the short term. This follows the annual update meetings with senior management in December 2009. The key drivers for a change (up or down) in rating are:

- Downgrade: a weakening of central Government support, a substantial decrease in revenue (due to a reduction in patronage) and consistent under-performance against the business plan.
- Upgrade: closer links with, and stronger commitment from, the central Government and a stabilisation of the debt burden.

TfL is still awaiting announcements from the other two ratings agencies, Standard & Poor's and Moody's.

Prestige

On 26 February, TfL repaid the debt associated with the Prestige PFI contract. The Prestige contract was terminated in August 2008, and will come to an end in August 2010. TfL has chosen to repay the debt earlier, in order to save approximately £4m on the debt service cost. The debt repayment follows an agreement with Transys, the PFI contractor that also provides continuing income from advertising on the ticketing system, and a transfer of the Oyster brand to TfL.

8.5 Managing the Workforce

TfL Band 1-3 Pay Settlement

The TfL three year pay settlement has been accepted by Prospect, TSSA, UNISON, Unite and RMT (subject to ratification by their National Executive). This follows the acceptance by the PCS trade union and 65 per cent of eligible employees.

The final settlement has not changed. The level of increases and length of the settlement remains the same. This settlement will come to an end on 31 March 2012. The pay settlement will now be implemented for all eligible employees and members of all unions. Those who have not yet completed a pay acceptance form do not need to do so to get their increase and the first year of the settlement will automatically be paid to all eligible employees in April.

9 OTHER EVENTS

9.1 Coroner's Inquest into the London Bombings of 7 July 2005

The Rt Hon Lady Justice Hallett DBE has been appointed as Assistant Deputy Coroner with jurisdiction over the 56 inquests that arise from the bombings on the London Transport network on 7 July 2005.

A pre-inquest review took place on 25 February, to consider preliminary issues with a view to the formal re-opening of the inquests. TfL was invited to indicate whether it wished to become an Interested Person for the purposes of these inquests, and has done so. The Deputy Coroner has commissioned narrative reports from the Metropolitan Police Service, and it is likely that TfL will be asked to provide information and, in due course, give evidence at the resumed inquests.

A decision will be taken in April on whether the inquests should resume and decisions will also be taken on the scope of the inquests and whether to hold a joint inquest for all of the deceased. I have advised the Deputy Coroner that TfL will do whatever it can to support the completion of the inquest process, and I have expressed the hope that it can be completed as soon as possible.

9.2 Group Human Resource Director

I am pleased to announce the appointment of Frank Douglas as Group Human Resource Director; Frank started on 15 February. He will take forward a new and revitalised programme of employee engagement, leadership capability and career development across the whole of TfL.

Peter Hendy
Commissioner
Transport for London
March 2010