

TRANSPORT FOR LONDON

BOARD

SUBJECT: COMMISSIONER'S REPORT

DATE: 16 SEPTEMBER 2010

1 INTRODUCTION

This report provides an overview of major issues and developments since the Board meeting on 23 June and updates the Board on significant projects and initiatives. This report does not include the Mayoral priorities appendix; this is provided on a quarterly basis and will be included in the Commissioner's report to the Board meeting in November.

2 IMPROVING THE UNDERGROUND

2.1 London Underground

Engineering train incident on the Northern line

On 13 August, an engineering rail grinding unit (RGU) became defective as it approached Archway, travelling southbound on the High Barnet branch of the Northern line. Engineers began to move the defective RGU northbound by coupling it to an out of service Northern line passenger train. The RGU then became detached from the passenger train because of a failed coupling device and rolled southbound before coming to a stand at Warren Street on the Charing Cross branch of the Northern line.

Passenger trains were diverted to the City branch while the RGU was directed to the Charing Cross branch where passenger trains had continued without stopping and had been cleared. The incident involved the suspension of the Northern line between Finchley Central and Archway and from Camden Town to Kennington via Charing Cross until 18:00 on the day.

London Underground (LU) and Tube Lines are conducting a joint Formal Investigation. Separately, the Rail Accident Investigation Branch (RAIB) is conducting its own, independent investigation into the incident.

LU has suspended the use of the RGU, which is provided to and operated for Tube Lines by a sub-contractor. The Office of Rail Regulation has placed a Prohibition Notice on Tube Lines to the same effect.

Barking Cable Fire

On Friday 2 July, at around 17:30, a trackside fire near Barking signal cabin caused serious damage to cables resulting in the loss of traction current, signal mains and telephone communication. Twenty two trains were stalled between Mile End and Upminster, and six trains had to be detrained, involving around 1,500 people being walked off. Engineers from LU, EDF Powerlink and Thales worked around the clock to restore services, but inevitably there was severe disruption to the District and Hammersmith & City lines, with services between Plaistow and Dagenham East suspended until the morning of Wednesday 7 July. We were very pleased with the efficiency demonstrated by all parties in returning services to normal as quickly as possible, and we are grateful to the many staff who worked long hours in the process.

The fire occurred at a location where the cables cross land owned by Network Rail, and was fuelled by excessive vegetation which had become very dry following several weeks with very little rainfall. The incident is the subject of an LU Formal Investigation Report.

District Line Incident at Plaistow Station

On 8 September, a signalling irregularity occurred as a train exited Plaistow station bay road platform on the District line at 08:20, causing a train to be routed onto the eastbound track, but travelling westbound. The train's emergency brakes were immediately applied by the signalling system, bringing the train to a halt within one train's length.

LU engineers undertook protective measures, the mainline signals were tested, and all points secured prior to returning the site to operational service, with through services resuming around 14:00. The site was subject to a full test during the following engineering hours and the bay road platform was returned to full operational use for start of traffic on 9 September.

LU is now conducting a Formal Investigation Report to determine the root causes. Checks have been undertaken at other sites potentially affected by recent modifications. This incident and the Northern Line incident are the subject of a paper to be discussed at the Board Meeting.

Jubilee Line Upgrade

The Jubilee line's new signalling system entered customer service over the weekend of 14/15 August, with the first train using transmission based train control running in customer service between Stratford and Waterloo on the Saturday morning. A number of technical hitches and incidents were resolved, with the service improving steadily throughout the weekend. On the Sunday, the line ran all 11 trains in service as planned, with an average six minute gap maintained between trains and minimum delays.

Despite this encouraging step forward, it has become clear that the programme inherited from Tube Lines was badly behind schedule. A series of further closures through to the end of 2010 has been announced, mainly affecting the north end of the line. However, to enable the full end-to-end system to be tested, the whole line will need to close for one weekend in October, one in

November, and over the Christmas period. Extensive testing during August and September will allow LU to confirm during the autumn when the upgrade is likely to be completed.

Northern Line Upgrade

Following the acquisition of Tube Lines, the early evening closures of the Northern line that were planned to take place from 5 July have been cancelled. Three weekend closures which had been due to take place between Kennington and Morden during August were also cancelled. Once a likely completion date for the Jubilee line has been established and the delivery methodology for the Northern line has been agreed with Thales, a revised programme and cost for the completion of the upgrade will be produced. This information is unlikely to be available until the final quarter of 2010 and will not indicate a line completion date before 2013.

Victoria Line Upgrade

By the middle of August, 12 new trains were available for service on the line, signalling and line control from the new service control centre had been successfully demonstrated, and driver training was almost complete. However, the train service went through a period of poor reliability during July, primarily caused by signalling glitches and teething troubles with some of the on-board train systems. These have been addressed at engineering, operational and maintenance levels, and the mitigation put in place is resulting in improved performance. In addition, following modifications to all 2009 stock trains, temperatures within the cars have been reduced.

Sub Surface Railway (SSR) Upgrade

On Monday 2 August, the Mayor and I joined the first of the new air-conditioned S stock trains to enter passenger service. The train ran from Wembley Park to Watford before returning to Neasden depot. From Tuesday 3 August onwards, the train entered passenger service between Wembley Park / Harrow-on-the-Hill and Croyley. The new trains will roll out across the Metropolitan line by the end of 2011. They will start being delivered on the Circle and Hammersmith & City lines from 2011, and start operating on both lines from 2012. The District line will follow in 2013, and all 191 new trains will be on the network from 2015.

Enabling works to prepare Baker Street station for S stock trains have been completed, allowing platforms 3 and 4 at the station to reopen to passengers on 26 July. A short list of two bidders for the Automatic Train Control contract has also been decided.

Circle & Hammersmith line blockade

The Hammersmith branch of the Circle & Hammersmith line closed from 24 July to 15 August in order to facilitate major Crossrail engineering work at Paddington. During the closure, LU took the opportunity to carry out line upgrade works at various locations in readiness for the introduction of new S7 trains next year. The works included platform extensions to accommodate the longer trains, installation of energy efficient conductor rails and track replacement and drainage works.

For the period of the closure, the Circle line reverted to its old circular service pattern, while Hammersmith & City line services operated between Edgware Road and Whitechapel on weekdays only, the whole line being closed at the weekends. Rail replacement bus services operated between Hammersmith and Paddington and ticket acceptance was arranged on local buses. An extensive information campaign and additional support staff were also provided to assist customers during the closure. The line reopened as planned on 16 August.

Bond Street Station Redevelopment

The contract for the redevelopment of Bond Street station has been awarded to Costain Laing O'Rourke Joint Venture. Main construction will commence in 2011. When completed in 2017, the £300 million redevelopment will provide:

- A big increase in station capacity ahead of the completion of Crossrail
- A new entrance and ticket hall north of Oxford Street to increase capacity and provide step free access to both the Central and Jubilee lines
- New escalators and an additional access route to the Jubilee line to reduce congestion
- Improved interchange between the Central and Jubilee lines
- Step free access to the new Crossrail station
- Improved pedestrian areas around the station with new seating and lighting

More than 155,000 passengers currently use Bond Street Tube station every day and this is expected to rise to over 225,000 with the arrival of Crossrail.

Accessibility

During a planned weekend closure of the Victoria line between Walthamstow Central and Seven Sisters in July, platform humps were successfully installed on the northbound platform at Blackhorse Road and platform 1 at Walthamstow Central. This is the first time this type of work has been completed at two stations during a single 52-hour closure. The humps provide a much smaller step and gap between the middle cars of the new train (where the four wheelchair bays are located) and the platform, as mandated by the Rail Vehicle Accessibility Regulations. Except for Pimlico, which has been granted an exemption, humps will be installed at all other stations on the Victoria line by the end of next year.

On 12 August, Kingsbury became the 61st station to achieve step-free capability on London Underground, when two new lifts entered customer service two months ahead of schedule, providing full step-free access between street level and both platforms.

PPP Report

In August, LU published its annual PPP & Performance Report for the year to 31 March 2010. The report highlights the delivery of significant improvements and the good and sustained daily maintenance performance achieved across all areas (both Tube Lines and LU Maintenance). However, it also recognises the frustration caused by the delayed completion of the Jubilee Line Upgrade. The full report can be found on the TfL website.

3 EXPANDING THE OVERGROUND

3.1 London Overground

New East London Route

The London Overground service between Dalston Junction and West Croydon has been operating a full service since 23 May. Customers are enjoying brand new walk-through air conditioned trains, four newly built stations and four further refurbished stations with upgraded CCTV, passenger information systems and lighting, and staff on duty at all times while trains are running.

Patronage continues to grow week on week; current estimates are that between 60,000 and 70,000 passengers are using the service each day.

Promotion of the line is ongoing with a joint campaign running with the London Museums Hub called "Culture Line". The campaign, which promotes the use of London Overground services to reach 10 of London's museums situated on or near the line, has been advertised at stations, online and via an insert in Time Out. The campaign has achieved substantial press coverage.

Extension to Clapham Junction

The Invitation to Tender for the main civil engineering contract for the construction of a new 1.3 kilometre railway link between the existing South London Line and Surrey Quays was issued in August. The contract is expected to be awarded in the final quarter of 2010, with work anticipated to start shortly afterwards.

The funding package for the project did not include the cost of building a new station at Surrey Canal Road. The Department for Transport (DfT) has indicated it is unwilling to offer funding for a new station at Surrey Canal Road. However, provision for a station will be included in the design of the scheme, which would allow construction at a later date. TfL continues to work with the London Borough of Lewisham to ensure that the provision for a future station is as effective as it can be to support the future development of the area.

Joint TfL-London TravelWatch South London Line Study

The Mayor has written to the DfT requesting funding for a package of mitigation options recommended by the joint study. However, the Secretary of State has since responded to confirm that he is unable to commit the required £900,000.

The Mayor will continue to press the DfT for an interim solution, namely stopping the existing long distance Kent coast services at Denmark Hill and Peckham Rye stations when the South London line service is withdrawn in 2012. Analysis undertaken by TfL, with input from Network Rail and the DfT, indicates that this solution would have almost no cost, would be feasible in terms of train timetables, and would therefore be achievable under the current franchise even in the current financial climate.

North London Railway Infrastructure Project (NLRIP)

Two further closures are planned at Christmas and in early 2011 along the Richmond to Stratford line to enable Network Rail to commission the new signalling. The details of the Christmas closure are as follows:

- 18 December (evening) – 24 December 2010 (evening): no service between Gospel Oak and Stratford.
- Christmas Day – no service on any route.
- Boxing Day – no service on any route.
- 27 December (morning) – 3 January 2011 (evening): no service between Richmond and Stratford. The Clapham Junction to Willesden Junction service will only operate between Shepherd's Bush and Clapham Junction.

A comprehensive communications plan will be implemented to ensure passengers and stakeholders are kept informed about the service changes and alternative travel arrangements.

Stations

Improvement works at Headstone Lane station were completed in August 2010, and work at 13 other London Overground stations is currently underway (Watford High Street, Kilburn High Road, Leyton Midland Road, Crouch Hill, Caledonian Road, Canonbury, Carpenders Park, Hatch End, Harringay, Dalston Kingsland, Homerton, Kentish Town West and Camden Road).

Passengers will benefit from improved communications, including a new PA system and automatic train announcements. Improvements to the CCTV and new electronic displays will also be rolled out as part of the refurbishment works. Numerous other accessibility improvements will be made, such as the provision of dual handrails and tactile paving at the platform edge and the top/bottom of stairs.

Platform extensions and other structural work at stations on the Richmond to Stratford line are due to complete by autumn 2010 to enable trains to be extended to four carriages.

3.2 Docklands Light Railway (DLR)

New DLR Timetable Delivers 11 per cent Capacity Increase

From 10 July, trains on the DLR have been running more often during the peak periods, giving passengers an 11 per cent increase in capacity.

The new morning peak timetable has increased services from 13 to 15 trains per hour on the principal Bank – Lewisham route with the ability to carry an extra 1,100 passengers every hour. In addition, during the evening peak, there is an 11 per cent increase in capacity on the busy Stratford to Canary Wharf route, with a train frequency of 10 trains per hour providing the capacity to carry an additional 490 passengers.

The DLR's annual passenger numbers are continuing to increase, with around 67 million journeys made this year, representing an increase of eight per cent.

Three-Car Project

By lengthening trains from two to three carriages, the DLR is transforming its entire network, allowing it to meet and plan for future passenger growth and accommodate demand during the London 2012 Olympic and Paralympic Games.

The DLR is now running a full three-car service on the Bank-Lewisham route, with excellent results:

- 86 per cent of passengers surveyed said that as a result of the upgrade they now rarely or never have to let a train pass before boarding. This is a significant improvement given that over half of the passengers said they regularly or occasionally had to let trains pass before the upgrade.
- Two thirds of all passengers interviewed stated they could not suggest anything that DLR could have done better during the upgrade.
- Less than one in five passengers who were aware of the upgrade changed travel mode during the works, and this was largely due to the closure of Bank station.

The Beckton route is currently being upgraded to accommodate three-carriage trains, and this is on track for completion by Spring 2011. Once these works are completed, the entire DLR network will be three-carriage compatible, with services being rolled out where demand requires.

Stratford International Extension

The extension which was originally scheduled to open in the summer will now open in January 2011. Although this is slightly later than planned, the extension - which is key to the success of the London Olympics transport plans - will still be completed well before the 2012 Games. Construction at all stations on the line extension is nearing completion, with the testing phase currently scheduled to commence in October.

When the extension opens, trains will run from Stratford International to Woolwich Arsenal and Beckton at least every 10 minutes, with more trains at peak times. During the Games, trains will operate at least every five minutes.

3.3 Tramlink

Tramlink continued its infrastructure upgrade programme this summer with a £1 million rail replacement and track maintenance project in central Croydon. The network is now 10 years old, and work was undertaken to replace rails that were nearing the end of their working life.

The central Croydon loop of the Tramlink network was the focus of the project, which took place between 21 and 26 August at three main sites near West Croydon, Reeves Corner and Church Street tram stops. Work included replacing 110 metres of rails and a switch (where different sets of tracks

connect) on Church Street, and undertaking other associated maintenance work on Wellesley Road and George Street. Although work finished ahead of schedule, heavy rainfall prevented the completion of the resurfacing work on the replaced set of tracks. This was completed on 5 September.

TfL is also looking at options to help meet the projected increase in demand on the network, including the acquisition of new trams.

3.4 Working with the Train Operating Companies

Oyster Pay As You Go continues to be a success. A million journeys are being made each week on National Rail using Oyster Pay As You Go, with a continuing upward trend. The Oyster system and the equipment on stations are performing well.

3.5 Crossrail

Crossrail Sponsor Board

On 6 July, Crossrail Limited (CRL) presented to the Crossrail Sponsor Board the initial results of Project Assure, a project to demonstrate that the whole project can be delivered in a robust and affordable manner. An alternative delivery option was presented on 15 July.

CRL is continuing to work on a range of measures to ensure value for money including value management, risk reduction and controlling indirect costs. Further work is ongoing to support Spending Review discussions.

CRL's subsequent Project Assure results submission was discussed at the 2 September Sponsor Board meeting, and provided sponsors with an updated cost forecast on the baseline project together with further details on alternative delivery options.

At the Sponsor Board meeting on 15 July, CRL presented its draft Rolling Stock and Depot Procurement Strategy. Final approval for the strategy will be sought at the meeting of the TfL Board. CRL also presented its recommended approach on signalling, which was supported by sponsors, but which requires further analysis to clarify some outstanding issues.

Tunnels

The evaluation of C300 (Tunnels West) tender responses continues to make good progress. Tenders for C305 (Eastern Running Tunnels) were received on 18 August. The tender return dates for C410 and C510 (Station Tunnels West and East) were extended by three weeks, to 9 September and 23 September respectively. C310 (Thames Tunnel) has a tender return date of 21 October to allow bidders time to finalise their tenders after submission of the other main tunnels bids. Prequalification of C315 (Connaught Tunnel) and C350 (Pudding Mill Lane Portal) has been completed.

Paddington Station

CRL continues to work closely with the City of Westminster over proposals to close temporarily Eastbourne Terrace from November 2010 as part of the Paddington station works. The taxi ramp at the Paddington triangle site was demolished and a temporary ramp installed during a three week closure of the Hammersmith & City Line. The works were carried out in conjunction with London Underground maintenance works on the line.

Farringdon Station

At Farringdon station, preparatory work for demolition is ongoing. Network Rail has completed the demolition of Cardinal Tower and is preparing the piling for the foundations of the new western ticket hall to serve Thameslink and Crossrail. On 15 July, Transport Minister Theresa Villiers visited the site.

Woolwich Station

Work on the Woolwich Station project remains on hold while discussions between CRL, Berkeley Homes, and the London Borough of Greenwich continue.

Other Stations

Canary Wharf Group continues to make excellent progress on the Canary Wharf station, with the section of the North Dock now fully drained and piling almost complete. At Bond Street, demolition work is ongoing, and utility diversions are currently under way. New station designs for Whitechapel station were made available to members of the public during June and July. The new plan includes a number of upgrades that will benefit passengers and local residents while delivering better value for money.

Surface Works

CRL received Network Rail's 'Key Date 1' submission at the end of August. The submission will be reviewed over the next few months before a target price for the surface works between CRL and Network Rail is agreed.

Trains and Depot

In August 2010, CRL posted the Periodic Indicative Notice for the Crossrail Rolling Stock and Depot. This notice advises the market that CRL intends to issue an OJEU notice for the Rolling Stock and Depot in the autumn.

Health and Safety

Investigations into incidents involving injury to staff at the Paddington Integrated Project, Canary Wharf Station and Bond Street demolition site have been concluded. Lessons learned from these incidents have been considered by CRL's management and these will contribute to the ongoing 'Target Zero' campaign across the programme.

Skills Agenda

CRL launched its Skills & Employment Strategy on 22 July. The strategy sets out how local people will be provided with opportunities to work on the construction of Crossrail, which will employ up to 14,000 at its peak. The key

priorities of the strategy are to maintain safety, inspire future talent, support local labour and revitalise the skills base.

Linked to this, CRL has embarked on a new initiative called Young Crossrail Ambassadors in conjunction with the Science, Technology, Engineering and Mathematics Network (STEMNET). CRL is encouraging executive members to become ambassadors of STEMNET to act as role models for young people.

4 GETTING LONDON MOVING

4.1 A fair deal for motorists

Congestion Charge Consultation

The ten week statutory public consultation on the Variation Orders to remove the Western Extension, introduce Congestion Charge Auto Pay, increase the cost of the charge, and amend several discounts and exemptions, closed on 2 August. Nearly 14,000 responses were received, which are currently undergoing analysis. TfL has commenced drafting a report for the Mayor to reflect the comments received during the consultation process, which will be submitted at the end of October. It is expected that the Mayor will make a decision on these Variation Orders in mid-November.

Traffic Signal Timing Reviews

308 signal timing reviews have been completed so far the financial year (up to 20 August), which has resulted in a 7.7 per cent increase in the number of occasions when all queued traffic is discharged during the first green signal. This has been achieved alongside a small (1 per cent) increase in the number of occasions when all pedestrians waiting to cross the road clear the kerb during the first green man period.

London Permit Scheme (LoPS)

Since the introduction of the LoPS on 11 January and up to 20 August, TfL has issued 34,422 permits and rejected 4,672. A total of 242 Fixed Penalty Notices have been given to those undertaking work, including 87 for working without a permit. In addition, 188 Section 74 charges have been imposed for overrunning works, and approximately 400 days of disruption have been saved through collaborative working.

ITV ran an item on roadworks and the LoPS on its 'London Tonight' programme on 31 August. The programme focussed on the delay, disruption and frustration caused to road users by roadworks. The programme contained a number of factual inaccuracies, including the fact that overstay charges were only introduced as part of the LoPS (overstay charges have been available to highway authorities since 2001). However, it helpfully highlighted the need to tackle the issue of disruption caused by roadworks and featured an interview with Baroness Valentine (London First), who has been supportive of the permit

scheme and the Mayor's initiative to introduce a targeted road works lane rental scheme in London.

The London Permit scheme helps highway authorities to plan and coordinate roadworks more effectively, and Kulveer Ranger pointed out in his interview with ITV that since the introduction of permits, TfL has saved around 375 days of disruption through collaborative working on the Transport for London Road Network (TLRN).

Northbound Blackwall Tunnel Refurbishment

On 27 August, TfL announced that essential works to upgrade the northbound Blackwall Tunnel will be completed six months ahead of schedule, which means that the upgrade will be finished in time for the London 2012 Olympic and Paralympic Games in July 2012.

Work completed so far includes the installation of new ventilation fans and concrete floors in two of the tunnel's four shafts and the installation of temporary lighting, CCTV and communications systems, which will allow the old systems to be removed. Work to install the permanent systems, which will bring the tunnel up to current standards, will begin later this year.

Because of the good progress of the refurbishment programme, there were no overnight closures of the Blackwall Tunnel for refurbishment works during the August Bank Holiday weekend, and TfL has also cancelled the previously advertised weekend closure for 10-13 September.

The final weekend closure in 2010 will now take place from 21:00 on 15 October to 05:00 on 18 October. This will allow TfL's contractor, BAM Nuttall, to carry out work on the ventilation shafts that cannot be done during normal weeknight closures. The closure has been planned to avoid any major local events and closures on the Jubilee line, DLR or other river crossings in London. TfL also expects to be able to reduce the number of weekend closures required next year, and a final decision on this will be made after the October weekend closure.

Motorcycles in Bus Lanes

The previous trial of Motorcycles in Bus Lanes concluded on 5 July. During the 18 months covered by this trial, all bus lane sites where the trial was in operation were monitored. 28 sites were also examined in detail and compared to 28 control sites on parallel routes where motorcyclists did not have access to bus lanes. It found that there was no increase in cyclist collisions with motorcyclists in bus lanes and more than half (51 per cent) of motorcyclists switched from riding on the outside of the road to using bus lanes.

However, the independent report found that there was an increase in the rate of motorcyclist collisions, predominantly with cars turning into or out of side roads on routes where motorcyclists had access to bus lanes. In light of those findings, a decision was made to introduce a new trial, which started 24 July and will run for 18 months.

The new scheme will differ from the previous trial in that it will directly target the safety issues which have arisen by including a new road safety campaign aimed at improving drivers' awareness of motorbikes in bus lanes. Motorcyclists on BikeSafe training will have their course material updated to include extra training on awareness of vehicles crossing their path at junctions. The trial is supported by the Metropolitan Police Service (MPS) Motorcycle Tasking Team, who will target speeding motorcyclists in bus lanes.

Collaborative Working

A serious Thames Water (TWU) manhole defect on the A406 Staples Corner Westbound slip road required a lane closure to allow repairs on the weekend of 26/27 June. A survey of the area conducted by TfL noted additional non-urgent TWU defects, together with a number of road maintenance defects. All of the works were coordinated to take place under one set of traffic management measures and 41 defects were repaired in total. 11 days of disruption were saved.

Dial-a-Ride

Dial-a-Ride delivered 101,454 trips from 25 July to 21 August, a nine per cent increase compared with the same period last year. In the year to 21 August, Dial-a-Ride delivered 531,285 trips, over 9,000 more than the same period of 2009, representing a rise of nine per cent. At this rate, actual trips are marginally ahead of meeting the revised Business Plan yearly target of 1.35 million trips. Trip refusals of 9,940, were slightly higher than the 9,851 trips refused in the same period last year, however the increase in trip delivery saw the refusal rate drop from 8.5 per cent in the corresponding period last year to 7.8 per cent this year.

A pre-assessment audit of the Dial-a-Ride call centre took place in July. Call Centre Association Global Standard accreditation is now planned for January 2011 to enable performance and monitoring arrangements to be embedded within Dial-a-Ride prior to final assessment.

4.2 London Buses

Completion of Route 38 Corridor Management Pilot Study

A tour of the new contra-flow bus lane in Piccadilly Circus was held on 24 June to mark the completion of the five year corridor study, with those involved in the project joining myself and Councillor Colin Barrow, Leader of the City of Westminster. The scheme was funded by TfL and delivered in partnership with the London Boroughs of Camden, Islington, Hackney and the City of Westminster.

TfL has contributed traffic signal design and modelling expertise to the project. Early indications are that forecast bus journey time savings of five minutes at Piccadilly Circus are being achieved and sometimes exceeded, while traffic

network capacity and resilience have been maintained and in some cases enhanced. Pedestrian crossings have also been improved.

New Bus for London

WrightBus is on target to complete the stage two mock-up of the bus, which demonstrates its fully fitted-out state as well as its geometric design and layout, by the end of September. The mock up will be launched to stakeholders in London during November.

West Ham Bus Garage

The West Ham bus garage was officially opened on 14 July. The garage, which will house over 300 buses, has a range of eco-friendly features, including a wind turbine and a green roof. It has been designed and built to help staff recycle as much as possible, and to avoid the wasteful use of natural resources through rain water harvesting, biomass boilers, and combined heat and power units. Natural ventilation minimises the need for air conditioning, and the bus washing facilities are designed to recycle 70 per cent of the water used. Any of the excess energy generated by the turbine that is not used by the bus garage is sold back to the national grid for general use, delivering cost savings. The garage is predicted to cut carbon dioxide emissions by 27 per cent compared to a building built with traditional materials.

5 IMPROVING THE URBAN ENVIRONMENT

5.1 Championing electric vehicles, car clubs and moving to hybrid buses

Electric Vehicles

Evaluations of the charging infrastructure procurement bids have been completed, and four bidders were taken forward to the Competitive Dialogue phase, which took place between 26 July and 20 August. Responses to the invitation to tender for the electric vehicle framework procurement were received on 11 August from 18 bidders.

On 25 June, TfL welcomed four new electric vehicles into its fleet. The four new Mitsubishi i-MiEVs, part-funded by the Government's Low Carbon Procurement Partnership, are used by TfL to inspect roadworks, and feature specially designed livery to distinguish them from traditional petrol and diesel vehicles. By the end of this year, TfL will have up to 10 electric vehicles in its fleet.

5.2 Improving the urban realm

Low Emission Zone – Deferral of Phase 3

TfL's consultation on a variation order to defer the extension of the Low Emission Zone (LEZ) to larger vans and minibuses from October 2010 to January 2012 closed on 4 July. TfL received 89 responses, of which roughly

one third were in favour of the deferral and one fifth against it. A report has been given to the Mayor, and a decision is expected to be announced the week commencing 20 September.

LEZ Phase 3 will require the oldest, most polluting larger vans and minibuses to meet the Euro III standard for particulate matter in order to drive without charge in the LEZ from 3 January 2012. On the same date, the standard applicable to the HGVs, buses and coaches already subject to the LEZ would be increased to Euro IV for particulate matter.

Preparations are being made to launch an information campaign in January 2011, targeted at the operators of affected vehicles. The campaign is designed to give sufficient time to ensure vehicles are compliant in advance of the new emissions requirements coming into force, thus maximising the compliance levels and air quality benefits of the scheme. TfL is also engaging key service providers to ensure that they are able to support the January 2012 implementation date.

Dust Suppression

As part of a package of measures to achieve the objectives of the Mayor's Air Quality Strategy, TfL is implementing a programme of targeted cleaning and application of dust suppressants at air quality priority locations. Dust suppressants have been applied in Europe and are the focus of the EU Life project CMA+. Calcium Magnesium Acetate (CMA) is a saline solution that is biodegradable, harmless to plants and water and works to reduce the resuspension of particulate matter (PM₁₀) when applied to road surfaces.

The EU project has demonstrated PM₁₀ reductions between of 10 and 40 per cent. London's priority locations carry far more traffic than the CMA+ trial locations, so it is difficult to predict the effectiveness of the measure in London. The programme of application of dust suppressants in London includes monitoring to evaluate the benefits but also to ensure that the measure is applied in the most effective way.

Application of dust suppressants will begin in late October 2010, using TfL's street maintenance vehicles fitted with bespoke spraying equipment. Initially, implementation will focus on two priority locations, Marylebone Road and Upper Thames St. If these initial trials prove successful, wider application of the measure will follow.

5.3 Encouraging walking and smarter travel

Pedestrian Guardrail Removal

Using the Guardrail Risk Assessment Framework (GRAF) and safety audit process, TfL has reviewed all 204 kilometres of pedestrian guardrail (PGR) on the TLRN and, as a result, has removed 63.4 kilometres in total to date

(exceeding the Mayor's target of removing 60 kilometres by the end of June 2010). Following the application of the GRAF and safety audits to the entire TLRN, there are sections of PGR that have been identified to remain but where retention appears counterintuitive. TfL intends to review the GRAF assessments and safety audits for these sections of PGR, undertake further analysis, and determine whether they could be removed safely. In line with its Better Streets objectives, TfL will continue to look for opportunities to remove unnecessary street clutter from the network.

Legible London

Delivery of Clear Zone pilot and prototype signs in Westminster is progressing and is planned to be complete by the end of September. The Olympic Host Boroughs have finalised a wayfinding strategy for the Olympic Park Fringe Area, promoting a large scale roll out of Legible London before and after the Games. Step-by-step guidance to help boroughs, Business Improvement Districts and other private land owners to introduce Legible London in their areas has been produced. The guidance, which is available online, was launched during a workshop at the London Transport Museum on 13 July.

Smarter Travel Awards

The winners of the 2010 Smarter Travel Awards were announced on Thursday 24 June at an awards ceremony at the London Transport Museum. Hosted by David Brown and Ben Plowden (Director, Better Routes and Places), the awards recognised outstanding individuals, projects and campaigns in 12 categories that have positively changed the way people travel.

6 ENCOURAGING MORE CYCLING

Cycle Hire Scheme

The Barclays Cycle Hire Scheme launched to members on 30 July with 315 docking stations and 5,000 bicycles across Central London. The scheme had over 11,000 members signed up when it went live. The launch generated considerable media coverage. TfL provided over 350 volunteers to staff the busiest 110 docking stations during the first four days of go-live. These volunteers distributed leaflets, communicated how the scheme works and endorsed cycle training and safety messages.

As of 9 September, the scheme had over 80,000 members, who had made more than 500,000 journeys on hire cycles since the beginning of the scheme. The number of daily trips varies to a large extent with the weather but now averages around 20,000 hires per day. Demand is highest in the morning and evening peaks, particularly focussed around the 6 central London mainline rail stations. 7 September was the busiest day for the scheme so far - partly due to the strike action – and over 24,400 trips were undertaken by members.

The low numbers of lost and stolen bikes has been encouraging; only five cycles have been reported stolen to the police. A number of cycles that appear to be missing from the network on a day to day basis (around 20-30) are often

re-docked hours or days later, suggesting that customers have failed to dock them properly. Reflecting this, just 15 cycles have remained missing from the fleet for over 14 days. There have been four confirmed accidents leading to injury to scheme members; all injuries were classified as minor.

It remains challenging to meet re-distribution requirements at the most popular docking stations (particularly in the morning and evening peaks). In the short term, Serco provide staffed collection hubs at the four busiest rail stations but in the medium term, working with the boroughs and Network Rail, it should be possible to expand the number of docking points at key locations.

Since launch, engineers have been continuing work on installing more docking stations across central London. The total number is now up to 335 - making it even easier for Londoners to access the bikes and return them at the end of their journeys. The current number of cycles in circulation is 4,675, and when complete, the scheme will have 6,000 cycles and 400 docking stations, providing around 10,000 docking points.

Cycle Superhighways

On 19 July, the Mayor, Cathy Turner (Barclays Head of HR), and David Brown launched Barclays Cycle Superhighways Routes 3 and 7 at Clapham Common. Approximately 500 stakeholders, locals and cyclists passing by on Route 7 had an opportunity to sign up for cycle training, take a guided ride along the route and get a free bike health check, with minor faults fixed by a qualified mechanic. The Metropolitan Police also ran their 'Exchanging Places' activity to educate cyclists how to avoid lorry drivers' blind spots. The launch was featured in various pan-London media, including an extended feature on BBC London News. The next two routes, which run from Wandsworth to Westminster (Route 8) and Bow to Aldgate (Route 2), have selected construction contractors and awarded final tender on 25 August, which enabled mobilisation for an end of September construction start date. These two routes will open in Summer 2011.

Cycling Superhighways Smarter Travel Measures

At the Barclays Cycle Superhighways launch, TfL promoted the work-end and home-end measures that will support cyclists using the new routes. Cycle trainers explained the benefits of the free or partly subsidised commuter cycle training on offer. The 'Workplace Scheme' to encourage commuting by cycle has now achieved over 600 expressions of interest, with 83 businesses registered covering over 40,000 employees.

Cycling Revolution

On 16 July, a breakfast event took place to secure stakeholder support for the continued delivery of the Cycling Revolution. The event was attended by over 40 delegates, including members and officers from the 'Biking Boroughs', and signatories of the Cycling Revolution London report. The event will be followed up with a regular e-mail bulletin to update the group on continuing delivery of the Cycling Revolution.

Sky Ride

Over the summer, the Mayor hosted three Sky Ride events across London – Ealing on 18 July, Redbridge on 15 August, and Central London on 5 September. The Ealing Sky Ride attracted over 13,000 participants, including many families. Over 600 bikes were security marked by the Police and/or received a free safety check and repairs. The Redbridge Sky Ride attracted 5,000 participants and included a cycling festival at the Redbridge Cycling Centre. The event achieved coverage in local press and good feedback from the Leader of the London Borough of Redbridge, Councillor Keith Prince. The Central London Sky Ride attracted 85,000 participants, as compared with last year's numbers of 65,000. A full evaluation for all three Sky Ride events was made available to the Sky Ride Board the week commencing 20 September.

Cycle Films

On 20 August, TfL released five films promoting cycling in London, highlighting the experiences of both celebrities and London residents. Each film concentrates on a different aspect of the Mayor's cycling revolution, such as the Barclays Cycle Hire scheme, or the new Barclays Cycle Superhighways, and tells a story around one of the people taking part. The films, which highlight the pleasures and ease of using a bike to get around London, can be viewed on TfL's website or on YouTube. A sixth film, which will be released in cinemas, features the new 'Bike Song' track by producer and DJ, Mark Ronson.

7 BY THE RIVER

Improving River Services

Thames Clippers has carried out a trial of a system to capture the number of passengers boarding at each pier, in order to get a more complete picture of the number of passengers using their scheduled river services. The feasibility of introducing this system to all operators is being investigated. The new system would provide reliable real-time passenger counts and a way of measuring the effectiveness of future river initiatives.

River Services and the Olympics

River Services will play a key role during the 2012 Games, providing an alternative mode of travel to the River Zone venues. Two key pier projects to be completed before the games are extending Tower Pier and installing a roof on Greenwich Pier. These improvements will be joint-funded by TfL and the ODA. A contractor was appointed on 18 June for the Greenwich pier roof installation.

Woolwich Ferry

An order has been placed for a detailed survey of the condition of the civil, mechanical and electrical equipment at the Woolwich ferry terminals. The results of the survey will determine the maintenance required over the coming years.

8 IMPROVING THE JOURNEY EXPERIENCE

8.1 Safety and security

Pedestrian Countdown at Traffic Signals (PCaTS)

TfL's trial of pedestrian countdown technology reached a significant milestone with the launch of the first of eight trial sites outside Palestra on Blackfriars Road on 21 June. A press event took place that morning and gave PCaTS a good degree of coverage in both television and print media. The remaining seven trial sites were installed throughout July, and the eighth site at Oxford Circus was launched on 27 July. Research on pedestrian behaviour and perception with regards to the new technology continues to be conducted at each site.

Crime levels on London Buses

On 30 June, the Mayor announced official bus related crime figures for 2009/10, revealing that crime on buses in the Capital was at its lowest level for six years. There were 2,000 fewer offences in 2009/10 than in the previous year, a drop of eight per cent. Despite a continued increase in bus passenger journeys over the last five years, the rate of crime per million passenger journeys has been halved, from 22 to 11. Figures confirmed that over the last year, bus vandalism went down by 37 per cent, violence against the person offences dropped by ten per cent, and robberies fell by eight per cent.

Road Safety Announcement

Casualty figures for 2009 were published on 18 June and demonstrated that casualty reduction targets for 2010 were exceeded one year ahead of schedule. London has seen a 52 per cent reduction in the number of people killed or seriously injured (KSI), and a 72 per cent reduction in the number of child KSIs (the 2010 targets are a 50 per cent reduction in KSIs and a 60 per cent reduction in child KSIs). In 2009, the number of KSIs fell by eight per cent from 2008, with 299 fewer KSIs, and the number of fatalities fell below 200 for the first time since recent records began.

Cycling Heavy Goods Vehicles (HGV) Safety Campaign

To try to reduce collisions between cyclists and HGVs, a new education campaign was launched on 6 July to make cyclists aware that undertaking at junctions can be fatal and to help them understand how large a lorry's blind spots are. The campaign includes the use of posters on billboards and bus shelters and the distribution of lorry-shaped leaflets onto 11,000 bike handles in central London. To place a greater emphasis on cycling education, TfL's website provides information for cyclists on how best to position themselves on the road near lorries and has a short two minute film on how to cycle safely. The website also includes new technology – Augmented Reality – which allows users with a webcam to see a 3D interactive version of a lorry and its blind spots.

In addition, a range of benefits for members of the Freight Operator Recognition Scheme have been secured with seven suppliers, who are offering cycle safety services and products (such as accredited driver safety training or side sensor equipment) at a discounted rate.

‘Trixi’ Mirrors at Junctions

The first cycle safety (‘Trixi’) mirror to be trialled in a UK city was unveiled at a junction in Tooting on 6 July. Trixi mirrors give drivers of large vehicles better visibility of cyclists at junctions, with the aim of reducing collisions. 36 of these mirrors have been placed at traffic signals on London’s roads for a six month trial period, 33 of which were installed at locations along the Barclays Cycle Superhighways pilot routes. Three more mirrors will be installed at off-superhighway locations once prior monitoring has been carried out.

Cycling theft

An announcement was made on 26 August by TfL, Kulveer Ranger, and broadcaster and cyclist Jon Snow, to encourage London’s cyclists to get their bikes security marked and registered with the Cycle Task Force team. The recently introduced team, which is part of the MPS Safer Transport Command and is funded by TfL, has been formed to tackle bike theft and vandalism. The task force recommend London’s cyclists take the following steps which could help the police reunite owners with their stolen bicycles:

- Keep a record of bike frame numbers and provide them to the police if bicycles go missing;
- Attend a free police bike marking session or buy a security marking kit to give the bicycles their own unique number;
- Register bicycles on a recognised database so that police can use it to reunite stolen goods with their legitimate owners.

The Cycle Task Force has made 36 arrests related to cycle crime, and by the end of August had security marked more than 4,000 bikes.

Operation Safe Bus 2

The MPS Safer Transport Command’s Operation ‘Safe Bus 2’ began on 19 July. The operation covered the end of term, summer holidays and the return to school, as historically this period has seen a rise in crime and anti-social behaviour between 15:00 and 18:00. All Safer Transport Teams were involved in the operation, providing enhanced policing activity over this period.

8.2 Improving customer information

Digital strategy

TfL has defined a new digital strategy in order to meet increasing consumer demands. Historically, TfL has had an extensive set of data sources used to operate the transport network in London and to provide customer services. Customer expectations regarding the access to and use of data, in particular digital services, are rapidly evolving.

The digital strategy considers the use of TfL data and opportunities to increase customer benefit and operational efficiency by sharing TfL data sources with others. Making data directly available to the public will help to provide excellent customer service through, for example, encouraging other parties to develop innovative ways of using TfL data to provide the public with additional and potentially highly creative public transport services at a reduced cost to TfL. Meanwhile, TfL will continue provide directly the core services that its users expect. This reuse of TfL data simply widens user choice.

TfL will allow parties who reuse its data to charge end users but TfL will still provide core information services at no, or minimal, cost to users. In addition, TfL's intellectual property will be protected from misuse by other parties.

The data is made available to third party developers via the GLA data store and is also held in a special 'developers area' on the TfL website. Applications are then built by the developers and sold on to customers as a final product. The final cost reflects the work the developer has invested in creating a product that customers want. Examples of data that is available include the location of Barclays Cycle Hire docking stations, station accessibility and Oyster ticket shop locations. Applications which have been developed using the data provided include, real-time Barclays Cycle Hire docking station capacity and real-time station departure boards.

9 EFFICIENT AND EFFECTIVE DELIVERY

9.1 Planning and Strategy

Brent Cross and Southall Gasworks Planning Applications

TfL performs a statutory role, advising the Mayor on the transport impacts and mitigations related to significant planning applications referred to him. Earlier this year, following more than five years of work with the London Borough of Barnet and the developer to reach a mutually acceptable position, the Mayor allowed the London Borough of Barnet to grant outline planning permission for the £4 billion regeneration project at Brent Cross and Cricklewood. As part of the agreement, TfL negotiated a rigid set of mechanisms designed to give it comfort that the transport impacts of the application will be properly assessed and mitigated against at each stage of the development.

There was a risk that the Government Office for London (GOL) would 'call in' this application for a full Public Inquiry. However, at the end of June, GOL decided that a full Public Inquiry was not required as it was satisfied that the plans were in general conformity with national planning policy guidance and that the issues raised were best dealt with by the local planning authority.

The Mayor has also used his new planning powers this summer to approve the Southall Gasworks scheme in the London Borough of Ealing. This planning application has been subject to passionate and, at times, fierce local objection.

TfL provided evidence to the Mayor in support of the scheme, with a particular focus on transport, congestion and air quality. The Mayor concluded that the strategic regeneration benefits of the scheme sufficiently outweigh the local impacts, such as town centre congestion, many of which already exist and are only slightly worsened by the development. Planning permission for both schemes will be granted once complex legal agreements have been signed.

River Crossings – Cable Car

TfL completed a four-week public consultation on the proposal for a cable car between the Greenwich Peninsula and the Royal Docks. This attracted considerable press interest and over 900 responses to the consultation were received, with approximately 80 to 90 per cent agreeing it would be an exciting new feature, would support the economy and be a valuable addition to the transport network. TfL has also met with planning authorities and key landowners to explain the scheme details and confirm the alignment. TfL is developing all the necessary planning application documents and is working with potential developers to progress the scheme, which will only go ahead if external funding is secured.

High Speed 2

The results of Lord Mawhinney's review of High Speed 2 are now available. The report recommends Old Oak Common as the best means of access to Heathrow airport and does not suggest a station at Heathrow as part of the London to Birmingham section. However, Lord Mawhinney suggests that a station may be required once the high-speed network extends to Manchester and Leeds. Safeguarding for this should be considered as part of the initial HS2 plans and TfL supports this viewpoint.

The second of Lord Mawhinney's key suggestions is to terminate High Speed 2 services at Old Oak Common instead of Euston. TfL does not support this suggestion as it presents issues of line capacity east of Old Oak Common and of station capacity at Old Oak Common and some Crossrail stations. TfL is involved in further work looking at High Speed 2 serving Heathrow and links to High Speed 1.

Olympic Route Network Launch

A press launch attended by the Mayor, Theresa Villiers, executive members of the Olympic Delivery Authority (ODA) and the London 2012 Organising Committee (LOCOG), was held on 29 July at Palestra. A publication called 'On Time' was unveiled during this event, detailing how London's road network will operate during the Games in 2012. 2.5 per cent of London's roads have been designated as part of an Olympic Route Network or Paralympic Route Network (ORN/PRN), which will be roadwork free and subject to measures such as traffic signal timing changes, side road closures, banned turns, changes to traffic lights and pedestrian crossings, and adjustments to bus and coach stops.

The aim of the ORN/PRN is to help people who are essential to the Games, such as athletes, judges, referees and other officials, to get to venues, but also to ensure that millions of Londoners are able to go about their business with as little disruption as possible. TfL will be planning and implementing any changes

to the road network or public transport, and will be responsible for restoring the network post-Games. TfL will also be hosting the Transport Coordination Centre during the Games period in order to ensure that the road network runs smoothly.

Olympic Route Network Compliance

A workshop with affected London boroughs was held on 9 July to discuss the approach to delivering a compliance service (including on-street enforcement and vehicle removal) on the Olympic Route Network (ORN). All 17 boroughs with responsibility for ORN roads were subsequently issued with a service specification detailing times, dates and locations of compliance requirements. 11 boroughs responded by 3 September detailing how they intend to meet these requirements and providing an outline cost for doing so. The remaining six are being pursued. A Memorandum of Understanding between TfL and the ODA setting out the funding arrangements for the compliance project has been prepared and is awaiting sign-off by both parties.

Olympics Supplementary Planning Guidance

TfL is working with the GLA to ensure appropriate transport inputs to Olympics legacy Supplementary Planning Guidance (SPG), which is currently being developed. Initial transport modelling results were presented to the last Steering Group, and further strategic modelling tests are being derived to test the impact of mode share changes on the highway and public transport network, both from car to public transport and from car to walking and cycling, with the aim of reducing the significant highway congestion forecast in the area. The second draft of the SPG has been received and TfL is preparing a response. The SPG will be subject to public consultation from November 2010.

Mayor's Air Quality Strategy

TfL has supported the GLA in developing the Mayor's Air Quality Strategy (MAQS), in particular, on the transport air quality modelling and on the development of the transport-related proposals. It has supported the consultation on the draft Strategy, which closed on 13 August, and is considering the responses to the consultation alongside the GLA.

The Mayor and the London boroughs are legally obliged to work towards the Government's air quality objectives, and the Government, in turn, is committed to meeting limit values set out in European legislation. Air quality in London currently exceeds EU limit values for particulate matter (PM₁₀) and nitrogen dioxide (NO₂).

In relation to PM₁₀, the Government has applied to extend the deadline for meeting the EU limit value to 2011. While modelling indicates that London should meet the limit values for PM₁₀, there are a few 'hot spots' in London which may be at risk. In order to tackle these specific sites, the Mayor is planning to implement a number of targeted local measures in addition to the broader measures set out in the strategy. TfL is also working with the relevant boroughs to encourage action and discuss detailed options.

Delivery of Sub-regional Models

TfL is developing a suite of five sub-regional models to inform transport and land use planning decisions across London. The models are designed for use by TfL, the London boroughs and developers to ensure that consistent and good value planning decisions are made. The Central and North sub-regional models – delivered in June and October 2009 respectively – are being used in a number of transport studies, including by the ODA. Since the last TfL Board meeting, the West London sub-regional model has been delivered and the remaining South and East sub-regional models are due to be delivered in October 2010. The models will be subject to robust validation before being used more widely.

London Plan Examination in Public

TfL is a participant in the replacement London Plan Examination in Public (EiP). The first sitting of the EiP finished on 16 July, and representatives from TfL attended discussion sessions related to 20 matters, answering transport questions and supporting the GLA's case where appropriate. The second session took place on 6 September and included the major transport issues such as aviation, scheme safeguarding, modal policy and car parking.

9.2 Working with the Boroughs

Borough Engagement

Following the local elections in May, all new Councillors have been briefed on TfL's role. This engagement has been supported by two joint TfL and London Councils events to discuss the programme of work in hand to embed the Mayor's Transport Strategy in each of London's five sub-regions (North, South, East, West and Central) via sub-regional transport plans. The workshops and individual meetings have been well received and have helped boroughs in the preparation of their Local Implementation Plans. Council Members have had the opportunity to provide input to the sub-regional plans.

9.3 Safeguarding TfL finances

Making a case for TfL's settlement

The Government has decided that it needs to address the country's budget deficit quickly. The Treasury has asked all 'non-protected' Government departments to set out what budget cuts of 25 per cent and 40 per cent up to 2014/15 would mean for their spending. All departments affected, including the Department for Transport, which provides some £3 billion a year of TfL's funding, have now submitted their projected cuts to the Treasury based on these scenarios.

Discussions between departments and the Treasury are continuing before the Chancellor makes his announcement on 20 October about where the cuts will actually fall. Notwithstanding work undertaken to mitigate the impact, TfL is faced with having to sustain a considerable reduction in its funding. Alongside a wide range of supporters including businesses and the media, a concerted

campaign is underway to ensure that two vital points are recognised by Government.

First, London is the engine room of the UK economy and cuts will seriously impede this country's economic recovery. There has been a huge amount of public support for our case to preserve investment in the Tube and Crossrail and to sustain London's bus network.

Secondly, TfL has made a powerful case that it is well ahead of Whitehall and other parts of the public sector in making efficiency savings and cutting waste. TfL strongly believes that it should receive credit for the existing programme of over £5 billion of savings and efficiencies.

TfL does not yet know what the scale of cuts will be and no decisions have yet been taken about how cuts will be accommodated. Regardless of the scale of cuts, TfL is undertaking a fundamental review of how the organisation is structured. This will define what structure best allows TfL to meet its operational challenges of next few years, while continuing to deliver investment and services vital to the UK.

TfL Credit Ratings

TfL receives a long term credit rating (outlook of more than three years) from all three of the main credit rating agencies: Standard and Poor's (S&P) since 2000, Fitch since 2004 and Moody's since 2006. Fitch have provided TfL with a short term rating (outlook of up to one year) since 2004, and S&P and Moody's published a short term rating in June.

The table below shows TfL's long and short term ratings. The three short term ratings provided by the agencies are the highest ratings possible, and the rating of the Commercial Paper (CP) Programme is linked directly to the main short term rating.

| | Short term rating | CP Programme rating | Long term rating |
|---------|--------------------------|----------------------------|-------------------------|
| Fitch | F-1+ | F-1+ | AA (stable) |
| Moody's | P-1 | P-1 | Aa1 (stable) |
| S&P | A-1+ | A-1+ | AA (stable) |

TfL's ratings have been affirmed in light of the Tube Lines acquisition and the imminent launch of TfL's CP programme. All of the reports issued by the rating agencies are available on TfL's website at www.tfl.gov.uk/investors.

Termination of the Prestige Contract (Fares and Ticketing)

On 16 August, the Ticketing Services Contract managed by the consortium TranSys, consisting of Cubic and HP (formerly known as EDS) was terminated and replaced from 17 August by the Future Ticketing Agreement (FTA), managed solely by Cubic.

As part of this change, Cubic decided to replace all hardware services that manage ticketing and fares collection from the HP Data Centre with their own Data Centres and hardware, as well as all communications links to stations and bus garages. This transition began in February and was completed over the weekend of 24/25 July. The new hardware services provide additional system resilience.

When the Board approved giving notice on the Ticketing Services Contract on 30 July 2008, savings over the Business Plan period of £99 million were projected. Since then, further savings have increased the overall level of savings to £157 million.

TfL is verifying the completeness of the intellectual property (IP) in the Oyster system and, as the Board was informed in May, has started to exploit this IP. An income of £1.8 million is expected from sales to date.

Transparency

At a recent Mayor's Question Time, the Mayor committed TfL to publishing all payments online. This has subsequently been reinforced by a letter from the Secretary of State for Communities and Local Government to local authorities which outlines the government commitment to increasing transparency:

- New items of local government spending over £500 to be published on a council-by-council basis from January 2011.
- New local government contracts and tender documents for expenditure over £500 to be published in full from January 2011.

TfL will meet the commitment to publish information on spending by November.

9.4 Managing the workforce

LU Industrial Relations

Train operator members of the ASLEF union based at Rickmansworth train crew depot took 24-hour industrial action on 21 July and again on 11 August in support of a disciplined colleague. Around 50 per cent of Metropolitan line services operated on each of these days.

The RMT and TSSA unions balloted for industrial action over the proposed changes in operations. LU has proposed a reduction of 800 posts, around 150 of which would be in management or administration and around 650 on stations, largely from reducing ticket office staffing, in line with decreased demand for ticket office services. However, LU has continually assured that

there will be no compulsory redundancies, and no compromise on safety or customer service. The result of the RMT ballot announced on 11 August showed that 2,810 members voted yes to strike action, representing 32 per cent of the RMT members that were balloted, while 893 members voted no to strike action. The TSSA ballot result was announced one week later with 384 of the 1,097 members balloted (35 per cent) voting yes to strike action.

The two unions undertook joint strike action starting in the evening of Monday 6 September running through until Tuesday 7 September. LU was able to operate over a third of normal service, with some service offered on a part of all lines bar the Circle line and many of the main central London stations open. Similar action is also planned for 3 October, 2 November and 28 November. An indefinite overtime ban for all LU members of both unions will also start on 6 September.

Talks with the RMT and TSSA at ACAS are scheduled for the week commencing 20 September.

Strategic Labour Needs and Training - Procurement

Working with the GLA group's Responsible Procurement Team, TfL has developed an approach entitled 'Strategic Labour Needs and Training' (SLNT) to ensure its suppliers have the capacity and capability to deliver projects, while also ensuring employment and training opportunities are made available to Londoners experiencing worklessness, underrepresentation or barriers to employment. This approach is supported through the LDA funded supplier skills team.

Significant results have been achieved over 2009/10 including 642 apprenticeship opportunities, 297 worklessness job starts and a range of other outcomes such as work placements and ex offender positions. This financial year there have been 81 new apprenticeships along with 132 worklessness job starts to date. The SLNT approach has just won an Excellence in Public Procurement Award and has been identified as best practice both within the GLA and nationally by organisations like the National Apprenticeship Service.

9.5 OTHERS

London Assembly Review of London TravelWatch

On 24 March, the London Assembly established a working group to report to the Assembly on London TravelWatch (LTW), the city's Transport users' watchdog.

The main proposal to emerge from the review was LTW should not remain as a separately constituted organisation and its functions and duties in relation to the representation of the Capital's public transport users should be vested in the London Assembly. It has been proposed to take this change forward with the

relevant government departments during the autumn. In addition, the report recommended that the six board positions due to become vacant in December 2010 should not be filled.

TfL is focussed on providing the best possible service for Londoners and visitors. TfL has worked with LTW proactively, openly and transparently since it was established, and engages with the London Assembly in the same way. TfL will continue to work constructively with any organisation that promotes the interests of its passengers.

FIFA 2018 World Cup Bid Inspection

The 2018 FIFA World Cup Inspection Team arrived in London on 23 August to start its inspection of England's bid. The delegation met Deputy Prime Minister Nick Clegg in Downing Street and visited Wembley Stadium, leaving London on 24 August to continue its tour of the country.

TfL helped to ensure fast and efficient road transport in and around London by undertaking extensive testing to identify optimal routes, ensuring signals operated at peak performance on each of the journeys, and maintaining good communication with the Metropolitan Police. The journey times delivered were all well within expectation, leaving the Inspection Team with a favourable impression of road transport in the city.

The delegation was also taken safely and promptly to Wembley Stadium using the Jubilee and Metropolitan lines, and was shown a new S Stock train which had been parked in a siding.

Before the Inspection Team departed London, they were given a presentation on transport in the city.

Board Meeting Refreshments

Please note that sandwiches will no longer be served at the conclusion of TfL Board Meetings. There will be tea and coffee available during and at the end of the meeting. Food will be available from the City Hall café which is adjacent to the meeting room.

Peter Hendy
Commissioner
Transport for London
September 2010