

## TRANSPORT FOR LONDON

## BOARD

**SUBJECT: COMMISSIONER'S REPORT**

**DATE: 4 NOVEMBER 2010**

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## **1 INTRODUCTION**

This report provides an overview of major issues and developments since the Board meeting on 22 September and updates the Board on significant projects and initiatives. An overview of progress toward the delivery of key Mayoral transport priorities is provided as an appendix.

## **2 SPENDING REVIEW OUTCOMES**

The Comprehensive Spending Review was announced on 20 October, followed later in the afternoon by the Mayor outlining what it meant for London, including transport.

### **Delivering a 21st century transport system**

The funding settlement means that TfL can continue to deliver its top transport priorities, including the full scope of Crossrail and the upgrade of the Tube. In addition, London's extensive and accessible bus network is maintained at the mileage level set out in the business plan.

Major Tube congestion relief schemes at Victoria, Bond Street, Tottenham Court Road, Paddington and Bank are also secured. The East London Line extension to Clapham Junction will go ahead, and be delivered by the end of 2012. TfL's commitments for the London 2012 Games will be delivered, and Barclays Cycle Hire will be extended east before the 2012 Games, and all 12 Barclays Cycle Superhighways will be delivered by 2015.

The Mayor also announced that, following the completion of the consultation process, the Western Extension of the Congestion Charging zone will be removed by Christmas. The charge in the central zone will increase to £10, or £9 if paid through Auto Pay, from 4 January 2011, as previously proposed and now consulted upon. The Mayor will also keep under review the effectiveness of the charge on congestion in central London.

The level of fare increases for 2011 was also outlined. Fares will, on average, be increased at the level announced last year by the Mayor, which is RPI plus two per cent (that is, 6.8 per cent), while free travel and concessions for Londoners will be protected. A new initiative will also be introduced in January 2011, whereby all evening peak Tube journeys into Zone 1 will be charged at the off-peak rates, as opposed to the peak fare currently charged.

### **Meeting the challenges of the new funding settlement**

The current business plan contains a massive programme of savings and efficiencies of over £5 billion, but further savings are required to meet the challenge of the new funding settlement. Detailed work on this will take place during the business planning process through to March 2011. However, in broad terms, several key areas have been identified to address the reduction in the Department for Transport (DfT) grant, in light of the new settlement.

TfL has been working hard to realise savings and efficiencies and, at the same time, the London economy has proved to be remarkably resilient to the economic downturn. Ridership on Tube, rail and bus services has bounced back with much greater strength than was originally assumed under last year's Business Plan. This demonstrates that it is London that is leading the UK back into growth, and this must be harnessed for the benefit of the country as a whole. The combination of these efficiencies, which have already been identified and are being implemented, as well as stronger fare revenue, accounts for over a third of the reduction in TfL's DfT funding.

Following a review undertaken by Crossrail management, over £1 billion in savings to Crossrail construction will be delivered by introducing a more efficient construction timetable, which will mean the Crossrail central section now being completed in 2018, and a phased introduction of the other sections and stations.

London Underground (LU) has been looking to make significant savings as it focuses on the core priorities of delivering a reliable service, and line upgrades and schemes to relieve congestion at major stations. The end of the PPP means LU can look for synergies across the line upgrades to deliver them more efficiently, and with less disruption to Londoners, as well as looking at its other works, leading to further reduction in cosmetic work at stations, and deferral of non-essential civil works.

As TfL focuses on its core priorities, some areas of expenditure will be reduced, and TfL will look at ways of increasing revenue and delivering further savings. This will include reducing the funding provided to boroughs for small scale projects to reflect the reduction over four years of the general grant received from the DfT. As less funding will be available, some areas such as walking and road safety campaigns, and smarter travel initiatives will need to be scaled back. For those that remain, TfL will deliver in a more efficient way, and will seek to partner with external organisations to seek sponsorships, and other types of funding for such initiatives. Expenditure on the TfL road network will be

reduced, and TfL will seek to preserve the state of good repair of the roads through greater operational efficiency. It remains the Mayor's vision that London is Europe's leading city for electric vehicles. TfL will thus seek to replace a TfL funding reduction with partnerships and alliances with manufacturers and others to deliver this. Also, TfL will charge for parking on the Transport for London Road Network, which is currently generally free.

A wholesale restructure of TfL, led by me has begun to ensure that the organisation is fit for the next ten years and not the last ten. This will reach its conclusions in the spring of next year, but in everything that TfL does, the focus will be on protecting investment in London's transport network and frontline services and delivering the best possible value for money for fare payers and taxpayers.

### **Meeting the challenges of the new funding settlement**

Given that the settlement has only just been confirmed, TfL will now need to work through the implications for its activities in detail, as part of the business planning process. The immediate next steps will be a submission to the GLA Budget process in the second half of November, based on the new settlement, and what has been announced in response. Internal work on a new business plan for TfL will be developed over the winter, working with the Finance and Policy Committee and the Board. This will result in a new business plan being prepared for approval by the Board, and publication in March, at the same time as the TfL Budget.

## **3 IMPROVING THE UNDERGROUND**

### **Jubilee line incidents**

On the morning of Monday, 18 October, there were a number of issues with the traction current on the southbound Jubilee line track. The traction current is the electrical supply to the third and fourth conductor rail system that provides power to the trains.

The traction current ceased shortly after 8.45 am, causing trains in the St. John's Wood and Baker Street section to shut down. Services between Waterloo and Finchley Road were suspended, and four trains were stalled between Baker Street and St John's Wood. Passengers had to be detrained on to the track, with the final detraining of over 1,000 passengers being completed between 10.30 and 11.43am. In addition, a northbound train approaching Green Park was worked back to Westminster, arriving at 9.45am. Through services on the Jubilee line were restored with severe delays at 5.45pm. The cause of the incident was confirmed to be an 80 metre section of tunnel telephone wires which snapped, and came down on the southbound track between St John's Wood and Baker Street. It is believed that the damage was worsened by a southbound train passing over the section. A formal investigation into the incident has been launched.

Also in the same week, a broken rail was found in a junction to the south of Green Park by an overnight patrol. However, it was not possible to repair or replace the rail before the start of traffic the next morning, on Wednesday 21 October 2010, and the Jubilee line had to be suspended between Finchley Road and London Bridge until 5.50am. After this, the suspension was reduced to the section between Green Park and Waterloo. At 10.20am, the line was again suspended between Finchley Road and London Bridge to implement protection arrangements, and shortened to between Finchley Road and Waterloo while the track was replaced. Through services on the line resumed shortly after 4pm.

### **Victoria line incident**

Just after 9am on Tuesday 19 October, a 2009 stock southbound Victoria line train stalled on the approach to Finsbury Park. As a result, services had to be suspended between Seven Sisters and Highbury & Islington, with three trains stalled behind the defective train between Seven Sisters and Finsbury Park. The three trains completed lengthy wrong direction moves at the permitted slow speed to Seven Sisters, with the last being cleared by 10.23am, with no customer issues reported. Detrainment of 404 passengers from the defective train to Finsbury Park commenced at 10.45am, and was completed by 11.20am.

The failure was traced to an air main connection coming loose on the train, which led to a loss of air pressure and caused the brakes to be applied. This was isolated, and the train was taken to the Northumberland Park Depot at 12.15pm, with through services on the Victoria line resuming shortly after. This was a manufacturing fault on a new train.

### **Mile End incident**

LU was notified on 26 August of the Office of Rail Regulation's intention to prosecute LU for a breach of the Health and Safety at Work Act, following an incident at Mile End station on 17 November 2009. A partially detached and damaged inter-car canvas barrier between two cars of a moving Central line train struck three women standing on the platform. LU produced a Formal Investigation Report into this incident, which was subsequently reviewed and found to be thorough by the Rail Accident Investigation Branch. All the recommendations of this investigation have already been implemented, and LU is confident that the chances of recurrence are very low. An update will be provided to a joint meeting of the Safety, Health and Environment Assurance Committee and the Rail and Underground Panel in December.

### **Jubilee line upgrade**

Following the establishment of weekend service between Stratford and Waterloo, using the new transmission based train control (TBTC) system, it is to be extended to the next section of the line. However, the first passenger service on the Stratford to West Hampstead section over the weekend of 25-26 September did not perform as well as expected, and a number of system fixes, both hardware and software, are being implemented to address this. TfL is

continuing to aim for the introduction of the TBTC system for a weekday passenger service between Stratford and Dollis Hill by the end of the year. The final decision will depend on the performance of weekend testing and operations until then.

### **Victoria line upgrade**

Training of train operators on the new 2009 stock has been completed, allowing increased use of the new trains. By mid-October, 16 new trains were in service, and in the four-week period to 16 October, they provided over 30 per cent of the line's operated train kilometres, up from 22 per cent in the previous four-week period. Growth in reliability continues to remain the main focus.

### **Sub Surface Railway (SSR) upgrade**

The first new S-stock train in service is achieving a higher level of fault free running than expected, due to successful off-site testing at the Old Dalby test track. This contrasts with the current non-reliability being experienced with the new trains for the Victoria line, where the PPP restrictions prevented LU from imposing the requirement for off-site testing to the same degree as is being done at Old Dalby for the new S-stock.

The second production train has been received, and is now also in passenger service. 92 train operators have been trained on the S-stock, and clearance for station integration testing with the S-stock trains has been obtained for the entire Metropolitan line to Aldgate. Best and final offers for signalling are due from the last two tenderers by the end of October. Timelines for awarding the contracts are dependent on detailed engineering and operational review of the submissions, with a target date of February 2011.

### **King's Cross St Pancras Station**

On 27 September, King's Cross St Pancras became the 62nd step-free station on the Underground, when the lift providing step-free access to the Northern line platforms was commissioned. This is the final of ten lifts that have been installed as part of the £800 million station redevelopment project that has quadrupled the size of the station, and the whole of which has been delivered on time, and within budget. However, the post-commissioning performance of the lift has been unsatisfactory, and LU is working with the manufacturer to achieve more reliable passenger service levels.

### **Victoria Station upgrade (VSU)**

Advance utility works for the upgrade are progressing well, and scheduled to be completed at the end of 2010. The main works will then commence at the beginning of May 2011. Discussions are now taking place with the City of Westminster to ensure effective coordination and mitigation of a number of other interventions anticipated to take place in the area during the first few months of 2011. These include reconstruction of a BT chamber in Buckingham Palace Road, crane operations in Colonnade Walk, and resurfacing in Grosvenor Place.

## Awards

At the National Rail Awards held on 16 September, the King's Cross St Pancras station redevelopment project was awarded the first prize in the Civil Engineering Achievement category. Three further LU entries were highly commended – the Piccadilly line for London Commuter Operations, LU Maintenance for Maintenance Team of the year, and the Climate Change Strategy Team in the Environmental Excellence category.

Also, at the RailStaff Awards held on 23 October, Simon Lewis, a duty manager at Wembley Park Train Depot won the Rail Manager of the Year Award, and Patricia Holgate, Head of Resourcing for LU won the Recruiter / HR Person of the Year Award.

## 4 EXPANDING THE OVERGROUND

### 4.1 London Overground

#### Customer satisfaction

The second quarter Customer Satisfaction Survey was completed at the end of August, and showed an overall satisfaction score of 81. This is an increase of three points from the previous quarter, and is the highest score for overall satisfaction since the survey started. It reflects the impact of investment in services, and the progress made since London Overground took over the services:

	<b>Silverlink</b> (June to September 2007)	<b>London Overground</b> (June to September 2010)
Cleanliness / freedom from graffiti	67	83
Personal safety at stations	74	85
Number of staff seen at stations	48	73
State of trains	57	88
Reliability / punctuality	62	77

#### Trains

London Overground's fleet of Class 378 electric trains is soon to be complete, with the introduction of extra carriages. The extra carriages are being added to all trains on the Clapham Junction to Stratford, and Richmond to Stratford routes, and will increase the capacity of the Class 378 electric trains by one-third. This was made possible by the recent platform lengthening work at stations along the lines, and is necessary as a result of the success of London Overground.

Two-carriage Class 172 diesel trains are being introduced on the Gospel Oak to Barking route, in addition to the four trains currently in service on the section (out of the full fleet of eight trains). The new 172 trains are expected to be more reliable than the older class 150 units. The design of the interior, seating and doors is also expected to improve boarding and alighting, assisting in maintaining service punctuality.

## Stations

Improvement works are underway at 17 London Overground stations – Crouch Hill, Caledonian Road, Canonbury, Carpenders Park, Hatch End, Haringay, Dalston Kingsland, Homerton, Kentish Town West, Camden Road, Hackney Central, Walthamstow Queens Road and Kensal Rise. Headstone Lane, Watford High Street, Kilburn High Road and Leyton Midland Road are in the handover period. Work at the ten ex-Southern stations (between New Cross and West Croydon) is due to begin in November this year.

At all the stations, passengers will benefit from improved communications including new public address systems and automatic train announcements. Improvements to station 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 top / bottom of stairs.



### The refurbished Headstone Lane station

#### Overground Infrastructure Project

Two further closures are planned at Christmas, and in early 2011, along the Richmond to Stratford line to enable Network Rail finally to commission the new

signalling. Further short closures will be in place during spring 2011, and weekend-only closures will continue until mid-2011. A comprehensive communications plan is now being rolled out to ensure that passengers and other stakeholders are kept informed about the planned service changes and alternative travel arrangements during the forthcoming closures. A press release was issued in mid-September, posters have been displayed at stations, and letters have been issued to stakeholders. TfL is currently finalising alternative travel arrangements, and will provide further details in the coming weeks.

### **New South London Line**

Tender responses have now been received for the construction of the new 1.3 kilometre link from Surrey Quays to Clapham Junction. It is expected that final tender reviews will be undertaken at the end of the year, with construction due to start in spring 2011.

Network Rail is continuing with the design of the connections into the existing national rail network, and the works at Clapham Junction.

### **Awards for the East London Line**

The East London Line project has now won three awards. It won the Major Project of the Year at the National Rail awards in September, and then the Regeneration Project of 2010 at the British Construction Industry Awards in October. It has also been awarded Large Scale Project of the Year at the Railway Industry Innovation Awards.

## **4.2 Docklands Light Railway (DLR)**

The Stratford International extension will now be opening in early 2011 once construction and testing of the line is complete. Test trains are scheduled to start running on the extension in November. The extension will be delivered well in advance of the London 2012 Olympic and Paralympic Games, and in time for the new Westfield Shopping Centre opening in Stratford later in 2011.

## **4.3 Tramlink**

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

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



## **4.4 Working with the Train Operating Companies**

### **Joint TfL-London TravelWatch South London Line study**

Following the Secretary of State's confirmation that the DfT would not provide funding for the proposed package of mitigation measures recommended by the joint study, the Mayor has proposed taking forward part of the mitigation package, which would see some existing long distance Kent coast services stop at Denmark Hill, and/or Peckham Rye stations. Analysis indicates that this proposal, which would go some way to mitigating the withdrawal of the London Bridge – London Victoria services in the interim, would be at almost no cost, feasible in timetable terms, and therefore achievable under the current franchise, even in the current financial climate. The Secretary of State has since confirmed that he is happy for TfL officers to discuss the feasibility of the proposal with Southeastern.

### **Rail value for money study**

Rail industry costs have increased significantly since privatisation, and are higher than in other European countries. The Rail Value for Money study led by Sir Roy McNulty is developing its initial findings and has issued an initial report to government. The study, which is due to conclude in spring 2011, is looking at ways in which rail industry costs can be reduced. It is a wide ranging review covering industry structure, processes and people issues, and looks at both infrastructure and operations.

TfL made a submission to the study team in August, identifying areas where costs could be reduced, and I met Sir Roy in October. Areas raised included more focused project sponsorship, a less restrictive interpretation of standards, new ticketing technology, better franchising models and improved revenue collection.

### **Reforming Rail Franchising**

The DfT is currently consulting on reforming Rail Franchising, in advance of the next batch of franchise replacements which include Greater Anglia and Essex Thameside. The consultation document proposes that franchises should be of longer duration to encourage investment by Train Operating Companies in the industry. It also proposes less prescription of service levels and quality, with operators having a greater role in service specification. Macroeconomic risk would be transferred to government through indexation of franchise payments to Gross Domestic Product or Central London Employment, as appropriate.

TfL has responded to the consultation, arguing that there is no 'one size fits all' approach to franchises. For inner suburban services, where fares are low relative to longer distance fares, and most travel non discretionary, longer franchises and less prescription are not necessarily appropriate. The Mayor and TfL make the case for a greater role for TfL and the Mayor in franchising of London's inner suburban services, to deliver the best value for money.

## **Southern franchise**

As an example of the benefits of involving TfL in rail franchises, train operator Southern is close to the completion of refurbishment and deep clean of all its stations within the GLA boundary. These stations have also been staffed all day since spring 2010. From December, Southern is increasing services to turn-up-and-go frequencies for most of the traffic day, every day of the week. Partially paid for by TfL, but at a modest cost of £4 million, these initiatives help meet the aspirations of the Mayor's Transport Strategy (MTS) for common service standards across rail services in London.

## **High Level Output Specification (HLOS) developments**

The Government has been reviewing its spending priorities on HLOS1 as part of the Comprehensive Spending Review (CSR), following the announcement in the summer of a suspension of new rolling stock orders. Schemes already committed will deliver 57 per cent of the extra vehicles originally intended for London, with the remainder being at risk. South Western is the most significantly affected corridor, with no committed extra vehicles.

The Thameslink Programme is a key part of the HLOS1 expenditure, and an enabler for much of the additional rolling stock required for train lengthening. The Mayor has written to the Secretary of State asking about the programme for implementation. There is expected to be more clarity on both the HLOS1 train lengthening schemes, and the Thameslink Programme in the next few weeks. The delivery of Thameslink to the complete specification is essential to relieve crowding on the Tube in central London.

## **Freight at Barking Riverside**

TfL is continuing to work with stakeholders and industry partners on rail freight terminals serving High Speed 1 in the London Riverside area. Access to one of the potential sites is currently at risk from a planning application for a supermarket regional distribution centre on an adjacent site. London Rail is working to understand the implications of this, and is seeking to safeguard rail access for the future.

## **Airtrack**

The Airtrack scheme, which would provide direct access to Heathrow from Waterloo, Guildford and Reading, is also under review under the CSR, and a date for the public inquiry is on hold until the funding situation has been clarified.

While supporting the principle of Airtrack, TfL had objected to the scheme on grounds of timetable impacts, business case, infrastructure for future expansion, integrated fares and ticketing, and impacts of level crossing down-times on the TLRN. Following close working with BAA's consultants, TfL has been able to withdraw its objections on all points, except level crossings. TfL is continuing to work closely with BAA's consultants on potential mitigation measures for the level crossing impacts.

## **4.5 Crossrail**

### **Governance**

The Sponsor Board met twice in September, and considered proposals from Crossrail Limited (CRL) to improve the affordability of the project. Sponsors also discussed and approved the commercial plan for the procurement of the rolling stock and depot.

### **Health and Safety**

September saw the launch of the new 'Be a hero for Target Zero' film along with ongoing supervisors' training by Crossrail. The film has reached all sites across the programme, and has been well received.

CRL is committed to implementing the occupational health standard of Constructing Better Health (CBH), the UK-wide scheme for the management of occupational health in the construction industry. All contractors working for CRL will be required to implement CBH standards.

Three serious incidents occurred during August, relating to falls from height. Investigations have been concluded, and lessons learnt are being actioned to minimise the risks of reoccurrence.

### **Works update – tunnelling**

On 2 September, Crossrail announced the shortlist for the refurbishment of the Connaught Tunnel, which is a major part of the Abbey Wood branch, and the shortlist for the Pudding Mill Lane Tunnel Portal. Crossrail intends to award these contracts in 2011.

Tenders have been received from the five pre-qualified bidders for all four of the main tunnelling contracts – C300 (Running Tunnels West), C305 (Running Tunnels East), C410 (Station Tunnels West), and C510 (Station Tunnels East).

CRL is in the process of evaluating these tenders and expects to be in a position to make award recommendations to the CRL Board and Sponsors at the beginning of December.

### **Construction Update**

- Liverpool Street – enabling works commenced during September, and include the re-routing of cabling, and part-demolition of platforms 2 and 3.
- Paddington – The three-week blockade required for LU and Crossrail work was completed on time. Piling works are continuing over the Bakerloo line and Hammersmith & City line stations, and the disused LU ticket hall has been demolished. CRL continues to work with the City of Westminster over proposals for the temporary closure of Eastbourne Terrace.
- Bond Street – Demolitions and utilities diversions are ongoing.

- Royal Oak Portal – The first enabling works have been completed and walling construction commenced.
- Tottenham Court Road – Enabling works, including utilities diversions for the western ticket hall, are underway.
- Westbourne Park (Paddington New Yard) – Preparatory work for demolition is underway.
- Farringdon – Preparatory work for demolition is underway.
- Pudding Mill Lane – Construction of ‘cut and cover’ tunnels has commenced.
- Whitechapel – Construction of the working platform over the East London Line has commenced.
- Limmo Peninsula – work to re-route the gas pipeline to facilitate the construction of the Limmo Peninsula Shaft has been successfully completed without incident.
- Canary Wharf – Construction is proceeding to plan, and there are no issues likely to delay or disrupt progress towards achieving the tunnel boring machine access date, or the completion date.
- Surface Works – CRL continues to review Network Rail’s Key Date 1 submission.
- Rolling Stock and Depot – CRL intends to issue an OJEU notice for the Crossrail rolling stock and depot imminently, as approved by the Finance and Policy Committee.

### **Skills Agenda**

CRL’s education programme ‘Young Crossrail’ launched its own website in September, [www.youngcrossrail.co.uk](http://www.youngcrossrail.co.uk). The new site has been specially developed to teach young people aged 4-19 about the Crossrail programme. It will also be used to distribute a range of curriculum-led teaching resources, based on topics related to Crossrail. Key features of the site include an interactive map containing progress information and facts on each Crossrail station, a series of career profiles on Crossrail employees, and information on the Crossrail Lorry and Site Safety programme.

### **Work starts on Crossrail Academy**

Work will begin in November on the new Crossrail Tunnelling and Underground Construction Academy (TUCA) in east London. The Academy will see Crossrail, Europe’s largest transport infrastructure project, offering training to at least 3,500 people in underground construction over the lifetime of the project.

Crossrail at its peak will employ some 14,000 people and will provide a crucial boost for London’s economy. The Tunnelling and Underground Construction Academy aims to address the shortage of people with the necessary skills to work on Crossrail, and other tunnelling projects across the UK.

## **5 GETTING LONDON MOVING**

### **5.1 A fair deal for motorists**

#### **Traffic Signal Timing Reviews**

333 signal timing reviews have been completed so far this financial year, delivering just over a seven per cent reduction in stop-start delays for traffic. This has been achieved alongside an almost two per cent increase in the number of occasions when all pedestrians waiting to cross the road will have cleared during the first green man.

#### **London Permit Scheme**

Since the introduction of the London Permit Scheme on 11 January, TfL has issued 38,093 permits and rejected 5,243. 245 Fixed Penalty Notices have been given to works undertakers, including 87 for working without a permit. In addition, 212 Section 74 charges have been imposed on works undertakers for overrunning works, and approximately 433 days of disruption have been saved through collaborative working.

#### **Northbound Blackwall Tunnel Refurbishment**

The project remains on track to complete six months ahead of schedule, and within budget, in June 2012. The night-time tunnel works on 6 September were cancelled to help mitigate the impact of the LU strike action, and the closure was delayed by an hour, to start at 10pm, during the October strike.

#### **Improvement of the Elephant and Castle Southern Roundabout**

On 8-10 October, the Elephant and Castle southern roundabout was converted to a traffic light controlled junction to help smooth traffic flow through the area. Work to change the traffic layout began in July, and included road resurfacing, installation of temporary traffic signals, and realigning kerbs and road markings. The project is part of the Mayor's 'Great Outdoors' initiative, and has helped deliver wider paved areas, improved lighting, and additional street trees. New cycle lanes and advanced stop lines will also be installed.

Work will also begin to install new pedestrian crossings and to fill in the existing subway network underneath the roundabout. The full scheme, including improvements to the public space around the area, is anticipated to be completed by spring 2011.

#### **Olympic Transport Coordination Centre (TCC)**

TfL is delivering the centre for co-ordinating transport during the London 2012 Olympic and Paralympic Games. It will be set up to bring together all transport agencies to a single site for the duration of the Games. The centre will improve coordination and enable quick responses to each individual modal control centre. Updated detailed operating plans were issued to all Reference Group Members, in support of the first TCC exercise, held on 15 September.

## **Lane Rental**

The DfT's 90-day consultation on lane rental proposals was due to commence in July. However, the timetable for this has been delayed due to the need to brief new Ministers on the scheme. It is understood that any lane rental proposal would now be subject to the Government's mandate that any regulation that introduces a new charge on business has to be balanced with the withdrawal of regulatory charges elsewhere. TfL has asked DfT to confirm that the delay in consultation will not have an impact on the overall programme, which would see regulations laid before Parliament in May 2011, and coming into force in October 2011 at the earliest.

## **Olympic Route Network (ORN) compliance**

10 of the 12 boroughs that responded to the ORN Compliance Service Specification have confirmed that they wish to provide Civil Enforcement Officers to patrol the ORN during the Games. Responses are anticipated shortly from the remaining affected boroughs.

## **5.2 London Buses**

### **Route 149 Conversion**

On 17 October, route 149, which runs between Edmonton Green and London Bridge Station, was converted from articulated to double-decker buses. The route is the fourth to be converted. 35 new double-decker buses will run on the route, and frequencies will increase during peak hours Monday to Friday. The cost of running the service has been reduced by nearly £1 million over the life of the new contract. It is also estimated that moving from having bendy buses with open boarding to double-decker buses will save over £500,000 a year from fare evasion on this busy route.

### **Oxford Street Bus Reductions**

Further changes were made to routes serving Oxford Street in September, as part of delivering the Mayor's commitment to a 10 per cent reduction in bus services in each of two years. Routes 15 and N15 were withdrawn between Regent Street and Paddington Basin – route 15 now runs between Regent Street and Blackwall Station, and route N15 between Regent Street and Romford. Route 159 now runs as a 24-hour service between Paddington Basin and Streatham, and route N159 has been withdrawn. New route N109 was introduced between Oxford Circus and Croydon, and the new route N64 was introduced between Thornton Heath Pond and New Addington.

### **On-Bus Ticketing Equipment**

Approval was given to enhancements to on-bus ticketing equipment in September. This will further improve the reliability and availability of the equipment, and produce data about the specific stop at which each smartcard transaction takes place, which will be of value for bus network planning. Delivery will be integrated with TfL's Future Ticketing project to use contactless bank cards to pay bus fares, for implementation by early 2012.

### **New Bus for London**

Favourable coverage was received of the stage two mock-up of the bus (which demonstrates the fully fitted out state of the vehicle) following a preview event for the media on 15 September in Ballymena, Northern Ireland. The mock-up will be delivered to London, and the public launch and subsequent stakeholder engagement will take place in November. The chassis and bodywork for the proving (engineering test) vehicle is currently in the build stage.

### **East London Transit (ELT) Shortlisted for Bus Award**

The East London Transit Phase 1a (ELT1a) project has earned TfL a shortlisted place in the Infrastructure category of the UK Bus Awards 2010. The winners will be announced at a presentation ceremony in London on 16 November.

ELT1a is a comprehensive upgrade of the bus service and supporting infrastructure along a nine kilometre route from Ilford to Dagenham Dock via Barking Town Centre. The project brings together unique and distinctive branding of bus livery and shelters, extensive highway and streetscape infrastructure, public art, and publicity materials to create a customer-focused package. It has succeeded in delivering high levels of bus priority, transforming the streetscape and smoothing traffic flow for all road users. New highway design has regulated parking and loading, and provided priority for bus passengers, while urban realm improvements have rejuvenated busy retail areas and provided improved accessibility to shops and services.

### **East London Transit Phase 1b (ELT1b)**

Following a Public Inquiry in January 2010, the Secretary of State for Transport had confirmed the TfL (East London Transit 1b) Compulsory Purchase Order 2009. This confirmation allows TfL to purchase the necessary land required for the scheme, and move into the construction phase of the project. The tender process for the Advanced Works will begin in November, with construction starting in early 2011.

### **Sale of East London Bus Group**

The East London Bus Group, which has about 15 per cent of the market share in London, has been sold to Stagecoach. Stagecoach had previously sold the company to a group of investors managed by Macquarie in 2006. TfL welcomes Stagecoach back into the London market, and is confident that they will maintain the service quality that Londoners and TfL expect.

### **Dial-a-Ride**

Dial-a-Ride delivered 98,758 trips from 22 August to 18 September, a 4.9 per cent increase on the same period last year. In the financial year to date, Dial-a-Ride delivered 629,863 trips against a target of 621,429. This is 8,434 more trips than planned, and nine per cent more than the same periods last year. 10,529 trips refused in the period were slightly higher than the 10,235 refused in the same period last year. However, the increase in trip delivery reduced the refusal rate to 8.5 per cent from 8.7 per cent in the same period last year.

Reservation teams for Dial-a-Ride are operating under the Call Centre Association Global Standard requirements, to enable performance and monitoring arrangements to be embedded prior to final formal assessment in January 2011.

## **6 IMPROVING THE URBAN ENVIRONMENT**

### **6.1 Championing electric vehicles, car clubs and moving to hybrid buses**

#### **Electric Vehicles**

Negotiations are nearing completion with Siemens for it to deliver the Pan-London Scheme back-office functions in early 2011. Evaluation of bids for the electric vehicle and infrastructure procurements are complete, and now going through the Corporate Assurance process. Both procurements are on track for contract award in January 2011. The Electric Vehicle brand has been secured, allowing for launch of the Electric Vehicle website and brand in November.

### **6.2 Improving the urban realm**

#### **Low Emission Zone (LEZ) Phases 3 and 4**

The Mayor's decision to introduce LEZ Phase 3 in January 2012 was confirmed on 20 September. Work with IBM is well underway to amend the LEZ systems and web information to reflect this. The LEZ operator information campaign, which will reference the simultaneous implementation of Phases 3 and 4, and will target the operators of affected vehicles, is on track to be launched in January 2011.

#### **TfL Design Review Panel**

The newly established TfL Design Review Panel held its first meeting on 1 September. The panel has been established in response to the Mayor's Better Streets manifesto, which requires all schemes over £2 million to be subject to a design review, to ensure they meet the objective of delivering high quality public realm. The panel will review both TLRN and borough schemes, and includes membership drawn from across TfL and Urban Design London.

The first scheme to be looked at by the panel will be Britannia Junction in the London Borough of Camden. The space is adjacent to the Underground station in Camden Town, and will seek to improve the pedestrian experience, while visibly creating a more cohesive streetscape.



### **Piccadilly Two-Way**

The preliminary works on Pall Mall and St James's Street for the planned re-introduction of two-way traffic are already underway, and the overall scheme is due to be completed by the end of November 2011. When finished, the scheme will deliver a dramatic improvement in the quality of public realm, and facilities for pedestrians, while also improving conditions for buses and other vehicles.

### **Leicester Square**

Preliminary work was started in early September on improvements at Leicester Square, which is one of the Mayor's Better Streets projects. The scheme, which is partly funded through the Local Implementation Plan Major Schemes programme, will be completed by March 2012, and will transform the quality and accessibility of key streets leading through, and to the Square in advance of the 2012 Games.

## **6.3 Encouraging walking and smarter travel**

### **Promoting Walking**

TfL has produced a short film to promote TfL's Key Walking Routes initiative. This will be aired on TfL's YouTube channel to demonstrate the benefits of walking to stakeholders, and other Londoners.

## **7 ENCOURAGING MORE CYCLING**

### **Barclays Cycle Superhighways**

Construction work on Routes 2 (Bow to Aldgate) and 8 (Wandsworth to Westminster) started on 1 October, with preparatory work on Mile End Road (on the Bow to Aldgate route) in advance of resurfacing, to provide a smoother journey for cyclists. Kerb improvements at Armoury Way on the Wandsworth to Westminster route have also been undertaken. As well as installing highly visible blue cycle lanes that are at least 1.5 metres wide, other works scheduled on the two routes include:

- Introducing 24 new Advanced Stop Lines (ASLs) at junctions along both routes;
- Making modifications to 30 junctions along both routes to make them safer for cyclists (including the installation of 'Trixi' cycle safety mirrors, upgrading traffic signal equipment, and assessing the possible removal of existing left-turn slip roads);
- Providing a quicker and safer way for cyclists to travel across the Bow Roundabout, on the Bow to Aldgate route;
- Introducing a clearly marked diversionary route, so that cyclists can avoid the busy junction of Battersea Park Road and Queenstown Road on the Wandsworth to Westminster route, and

- Introducing mandatory cycle lanes wherever possible, including along 25 per cent of the Wandsworth to Westminster route.

As of the end of September, 90 businesses had registered with the Cycle Superhighways workplace scheme, and there have been over 600 expressions of interest in the scheme. The Superhighways smarter travel workstream is also funding the new Certificate of Professional Competence accredited driver training on 'Safer London Driving.' This training was launched on 15 September, and 17 freight operators located along the Superhighways routes attended.

### **Barclays Cycle Hire**

Research to measure user satisfaction and attitudes towards the scheme, as well as gain a better understanding of who is actually using the scheme began on 20 September. On 8 October, the 1 million journeys mark was reached on the cycle hire scheme. More recently, the number of registered members has also crossed the 100,000 mark. Service levels at the customer service centre have improved significantly, with all KPIs consistently met since 19 September. Backlogs in e-mails, refunds, and call-backs were all cleared over the course of August and September.

Redistribution continues to be the biggest operational issue, particularly during the morning peak at mainline rail stations. Trials are underway at key rail stations, and around Holborn, to use temporary pens to deal with extremely heavy usage in these areas, and a permanent solution will be agreed shortly. Work to deliver and test the 'casual users' functionality is on-track, and this phase of the scheme is expected to be delivered before the end of the year.

Approximately 80 additional planning applications will need to be submitted for extensions to existing sites during October, November and December. The scheme launched with 315 docking stations, and the total number is now 340, out of an eventual total of 400, and the current number of cycles in circulation is over 4,500, out of an eventual total of 6,000.

### **Cycle Films**

So far, there have been over 300,000 viewings of TfL's online 'Catch up with the Bicycle' films (which are hosted on YouTube, and also accessible from the TfL website). The films highlight the experiences of cycling in London for both celebrities and regular Londoners.

## **8 BY THE RIVER**

### **River Piers**

A study is being undertaken to examine the feasibility of using the SS Robin (a former freight vessel) and its pontoon as an extension to Tower Pier instead of

building a bespoke pontoon, which, if suitable, would save both time and cost. The results of the study are expected imminently.

## **9 IMPROVING THE JOURNEY EXPERIENCE**

### **9.1 Safety and security**

#### **Cycle Task Force Expansion**

The Metropolitan Police Service (MPS) Cycle Task Force, part of the Safer Transport Command, and funded by TfL, added 10 more officers on 29 September to improve cycle safety and crack down those who disobey the rules of the road. Since its launch in June, the team has security marked nearly 5,000 bikes, made nearly 20 arrests for bike theft, and reunited some owners with their stolen bikes.

The unit also ran a six week operation this summer to target road users who disobeyed traffic signals, encroached on ASLs, cycled carelessly or on pavements, or used their mobile phones on the Cycle Superhighways. The operation resulted in:

- More than 900 Fixed Penalty Notices (FPNs) of up to £60 issued to drivers and motorcyclists;
- More than 400 FPNs of up to £60 issued to cyclists;
- Around 300 people attending an Exchanging Places safety education course, and
- 106 cyclists issued FPNs for lesser offences, who were given the option to have their FPN cancelled if they attended this course, and 50 per cent of them did.

#### **Cycle Hire Thefts**

The number of stolen bikes from the Barclays Cycle Hire Scheme continues to be very low. Only five bikes have been reported stolen to the police since the scheme launch. Two of the stolen bikes were 'undocked' at the time, as Serco was over-providing at Waterloo. Four bikes have been recovered by the police, and five arrests have been made.

#### **Motorcycles in Bus Lanes Safety Campaign**

A new radio advertising campaign was launched on 5 October, aimed at improving drivers' awareness of motorcyclists in bus lanes. This is part of a package of measures that TfL and the MPS have introduced to tackle an increase in the rate of motorcyclist collisions, predominantly with cars turning into, or out of side roads on routes where motorcyclists have access to bus lanes. These were identified by the previous motorcycles in bus lanes trial. Additional measures include introducing targeted enforcement of speeding motorcyclists in bus lanes to improve safety, and updating the TfL-funded MPS

BikeSafe course, which provides advanced motorcycle and scooter training, and now includes extra training on awareness of vehicles crossing their path at junctions.

### **Freight Operator Recognition Scheme (FORS) Events**

The FORS Safety Challenge seminar was held on 9 September, attended by 51 freight operators, and hosted by the AA and Backwatch Safety Systems. At this event, the Senior Traffic Commissioner praised FORS for its objectives, and recommended that all freight operators take advantage of such schemes to help address the safety challenges faced by the industry. A Big Breakfast event was held on 15 September, attended by 21 freight operators and hosted by the London Boroughs of Barking and Dagenham. These events raised interest in the new driver Certificate of Professional Competence safety training, and have led to several new FORS registrations.

### **Fusion Centre**

Significant progress has been made towards fulfilling a proposal in the Mayor's Transport Strategy to deliver a joint TfL and police intelligence function regarding London's transport network. This Fusion Centre for London's transport system brings together representatives from TfL, the MPS and the British Transport Police, to enable joint working, effective sharing of information, and the analysis of data from the three groups. The Fusion Centre was up and running in September, with its initial work focussing on three priority locations (Victoria, Stratford and Finsbury Park) identified through strategic analysis of crime data.

## **10 EFFICIENT AND EFFECTIVE DELIVERY**

### **10.1 Planning and Strategy**

#### **Draft Replacement London Plan Examination in Public**

The second sitting of the Examination in Public for the draft replacement London Plan started on 6 September. TfL has attended 17 of the 23 discussion sessions so far, including the ones on transport. Some of the key issues that have been discussed included:

- The need for flexibility for developers in light of possible re-phasing of transport investment;
- The key role played by traffic in emissions reduction and air quality targets;
- The desirability of road traffic reduction targets, and the apparent inconsistency with policies that allow relaxation of certain parking standards in outer London;
- The removal of the Congestion Charging Western extension;
- The 'weakening' of the road building policy, and promotion of road based river crossings;

- The safeguarding of wharves for river transport use and potential development ‘blight’, should transport related uses not be forthcoming, and
- The strategic priorities in planning obligations, and the role of the Mayoral Community Infrastructure Levy in relation to local priorities, particularly given the likelihood of less developer funding being available, and the impacts on scheme viability.

TfL and the GLA gave robust defences of draft policies, citing MTS policies and proposals where appropriate. Selected changes to the text of the draft London Plan have also been offered, reflecting some of the points raised by objectors. The October sessions focussed on housing, with TfL attending sessions on quality of life, housing density and social infrastructure.

### **Sub-regional Transport Programme**

The Sub Regional Transport Plans (SRTPs) have been drafted for each sub-region. The plans are structured around the MTS goals, and include high-level implementation plans for schemes and policies planned to be implemented over the short (2010 to 2014), medium (2015 to 2020) and long (2020+) term, in order to align with Local Implementation Plan funding timescales.

Summary presentations of the key issues in each plan were presented at a series of workshops led by the Sub-regional Ambassadors with boroughs and other stakeholders. The concept of Sub-regional Panels, building on the existing engagement arrangements, was presented and endorsed at these workshops. The panels will provide more opportunities for modal representatives to engage with boroughs and other stakeholders on strategic issues in each sub-region.

The SRTPs were presented at the London Councils meeting held on 14 October. The purpose of the presentation was to update the Transport and Environment Committee members on the SRTP work, and get their comments, before the plans are published in November.

### **Vauxhall Nine Elms Battersea (VNEB)**

Following the publication of the consultation draft of the Opportunity Area Planning Framework (OAPF) in November 2009, TfL is continuing to lead on several follow-up projects. A Development Infrastructure Funding Study, which looks at how the infrastructure recommendations of the OAPF can be funded and implemented, was commissioned by the GLA, the London Boroughs of Wandsworth and Lambeth, and local landowners. A final report was produced on 15 October. The GLA and TfL will use the recommendations to inform a revised ‘Development Contributions’ chapter, which will be consulted on, and inform the final draft of the OAPF.

TfL has also completed a strategic assessment of the transport interventions tested as part of the original VNEB transport study. This was based on the goals, challenges and outcomes set out in the MTS. The assessment supported the findings of the VNEB transport study, that an extension of the Northern line

was the best option to support growth in the area. This continues to feed into the work that LU is doing on defining the preferred alignment of the Northern line extension to Battersea Power Station.

### **Thames River Crossings – cable car**

An update on the scheme was provided to the Finance and Policy Committee, where it was agreed to progress towards the planning application stage, as well as an OJEU advertisement.

TfL has now prepared all the necessary engineering and design inputs, and developed all the planning application documents including the Design and Access Statement, Environmental Statement, Planning Statement and the Statement of Community Involvement for the submission. Negotiating the design and land issues with key stakeholders has been complex, but TfL will be submitting the planning application on 29 October.

## **10.2 Safeguarding TfL finances**

### **Use of resources**

The Audit Commission is to be disbanded as of 1 April 2012, and although it continues to function as a legal body until that date, the Commission and KPMG, the appointed auditors will not be doing any further work on the 'Managing Performance' and 'Use of Resources' exercises in respect of the 2009/10 financial year. However, by the time KPMG were asked to cease work on the 'Use of Resources' assessments for 2010, they had already completed the fieldwork. Consequently, at TfL's request, KPMG produced a report on the work it had completed, which was then considered by the Audit Committee at its meeting on 28 September.

Overall, management's view is that had the 'Use of Resources' assessment process been completed as in prior years, it is likely that it would have resulted in an overall assessment that TfL 'performs excellently' in 2010, compared to 'performs well' in 2009. 'Performs excellently' is the highest level of performance on the former assessment scale. The assessment is reported in detail as part of Agenda item 9.

### **Tax Incremental Financing**

TfL has been leading on work examining the funding and financing challenges of delivering the infrastructure required to realise the Opportunity Area at Vauxhall Nine Elms Battersea. One potential solution is tax incremental financing (TIF), a completely new method of financing in the UK whereby future increases in tax yield generated by some upfront investment in infrastructure are ring fenced to pay for that investment, rather than being collected and distributed nationally by central Government. TfL has been discussing the potential introduction of TIF in the UK with the GLA, politicians, and Her Majesty's Treasury (HMT), as well as other stakeholders, such as the British Property Federation.

These discussions culminated in an announcement on 20 September by HMT, stating that Local Authorities are to be granted TIF borrowing powers. While further details on the application of TIF in the UK are yet to be released, this is an encouraging development that may act as a catalyst in driving investment in infrastructure that will help to regenerate and redevelop many areas of London, as well as the rest of the UK.

### **10.3 Managing the workforce**

#### **RMT/ TSSA industrial action**

A second 24-hour strike by some RMT and TSSA members took place on 3-4 October. As in the previous strike in September, some trains ran on all lines apart from the Circle, but more services and stations were operated, especially in central London, than during the last strike and many stations in Zone 1 remained open. Talks aimed at resolving the dispute continue.

Separate action in a dispute over pay and conditions by Northern and Jubilee line fleet maintenance staff employed by Alstom-Metro has been suspended, following the receipt of a significantly improved offer from the company.

#### **Impact on the rest of the network**

##### Roads

In preparation for the strike, the Traffic Operations Centre partners agreed a common approach to the management of the road network on strike days, specifically on locations for the Road Response Teams (RRTs), a strategy for internal communications, and the dissemination of information to external stakeholders. During the strike, the London Streets Traffic Control Centre monitored and managed the road network, mitigating congestion using traffic signal contingency plans, and the provision of information to the media to notify road users of the state of the network. A debrief resulted in improved strategies to understand pinch point locations, allocate RRTs, coordinate communications, and manage incidents jointly with stakeholders. This will help plan for any future strike action.

Congestion Charging and parking enforcement continued as normal to keep the road network as clear as possible, to enable the reliability of the bus network to be maintained. More targeted parking enforcement, aimed at protecting the bus network was requested from the relevant Highway Authorities at key locations. TfL's Works Co-ordination and Permitting Team engaged with works promoters to encourage early completion of ongoing works, postpone works, and reduce the impact of ongoing works in sensitive locations.

Overall, there was increased traffic on many commuter routes into London, with the AM peak starting at 6am, and the PM peak lasting longer. Traffic flows showed increases of up to six per cent, particularly to the north and west of central London.

## Buses

An additional 132 buses were added to key routes on the bus network, to help manage the influx of passengers from the Underground. The cost of providing this additional service was covered through extra fares revenue, as bus patronage was up 20 per cent on the day of the strike. On the river, additional services were operated by City Cruises.

## Walking and cycling

Increased pedestrian activity was observed over the network, primarily around main line stations. Increased cycling activity was observed over the network on the day of the September strike, including nearly a 25 per cent increase in hires across the Barclays Cycle Hire network.

## Taxis

TfL funded marshals at five mainline station taxi ranks (Charing Cross, King's Cross, Waterloo, Liverpool Street and Marylebone) between 6.30am and 10.30am. The fixed-fare taxi sharing schemes at Euston and Paddington operated as normal.

## DLR

The DLR ran three-car trains between Stratford and Canary Wharf during the tube strikes in September/ October. The 3-car service ran every six minutes during the peak, and the extra services meant a 50 per cent increase in capacity on the route, providing space for an additional 2,200 passengers per hour in each direction.

## **Keeping customers informed during industrial action**

The two 24-hour strikes on 6-7 September and 3-4 October also saw unprecedented demand and the highest traffic on record for the TfL website.

Around 26 million page views were delivered in September, and 21 million in October, with no loss in performance. At the same time, Journey Planner received 11 times the normal traffic at peak periods and delivered 7.7 million page views. For the October strike, the service status messages were updated to provide more information to customers, and TfL worked with smart phone application developers, Google, and others to make sure that their services were similarly updated.

For the October strike, TfL call centres handled 26,000 calls, which was three times the usual load, and was made possible by new technology that enabled the rerouting of calls to other customer services areas. By multi-skilling TfL's customer service operators, Oyster and bus staff were able to handle travel calls, allowing TfL to service more calls than ever before, which would have equated to around 50 extra staff, prior to the new technology and multi-skilling.



## **Retirement of Ian Brown, MD of London Rail**

Ian Brown, the Managing Director of London Rail, is to retire after today's meeting, and will take up an advisory role in London Rail and Crossrail until he leaves TfL on 31 March 2011.

In a career spanning over 40 years, Ian has made an outstanding contribution to public transport and the rail industry, and has played a central role in many projects, including:

- The transformation of the DLR, which has been integral to the growth of Canary Wharf and the wider redevelopment of east and south-east London;
- London Overground, established three years ago, which has improved rail services in London beyond all recognition;
- The East London line, reopened in May and linking Hackney and Croydon, providing the first major stage in what will become London's 'orbital railway';
- London Tramlink, taken into the TfL family and now providing an excellent service to passengers in south London;
- Oyster pay as you go, now available for use on national rail services in Greater London, and
- Creating a new vision for the better use of the national rail network in London.

In addition, Ian has been central to making the case for Crossrail and representing TfL's interests as joint sponsor of the project as it has moved from the drawing board to implementation.

The way in which London Rail operates in the longer-term will be considered as part of the wider review of TfL's organisational structure. In the meantime, Mike Brown will become Managing Director of London Rail, alongside his existing role of Managing Director of London Underground, with the Crossrail Joint Sponsor team reporting to Steve Allen. I am sure the Board will join me in wishing Ian a long and happy retirement.

## **David Brown, MD of Surface Transport**

David Brown, who has led as the Managing Director of Surface Transport over the past four years will be leaving TfL at the end of March 2011, to become Group Chief Executive of the Go-Ahead Group, a FTSE 250 company and leading provider of public transport in the UK.

David has made an outstanding contribution during his time at TfL, and has been responsible for the delivery of all of the Mayor's surface transport initiatives, from smoothing traffic flow to the New Bus for London. He has also been at the forefront of the Mayor's cycling revolution, leading the successful introduction of Barclays Cycle Hire and Barclays Cycle Superhighways. On London's buses, David has overseen growth in passenger numbers and quality, and a reduction in crime.

David was also responsible for innovative new schemes like the Low Emission Zone, alongside groundbreaking events in the Capital such as 2007's Grand Départ of the Tour de France and regular stages of the Tour of Britain. I am sure that the Board will join me in wishing him the best of luck in his new role, and thanking him for what he has achieved for the Capital.

## **11 OTHERS**

### **Visit by the Pope**

TfL worked with HM Government, the Metropolitan Police, event organisers and other agencies, to provide public transport for the travelling public and the massive numbers of visitors to Westminster Abbey, Westminster Cathedral and Hyde Park, during the Pope's visit on 17-19 September. TfL worked to ensure good public transport for all, as well as to keep any disruption due to the necessary road diversions and closures to a minimum.

The weekend also saw the Tour of Britain Cycle Race, a parade by the Apprentice Boys of Derry, and a demonstration against the Pope's visit by approximately 10,000 people. A coordinated plan helped reduce the impact of these events. This was particularly important as pedestrian numbers were very high throughout the weekend.

### **London Bombings inquest**

The London Bombings inquest commenced on 11 October. The inquest, led by the coroner Lady Justice Hallett, is expected to last for five months, and will consider a large amount of evidence and testimony, including from LU and TfL concerning the events of 7 July 2005. This is a long-awaited and crucial step for all those involved, but particularly for the bereaved and injured. This will be a difficult process, and has already been the subject of intense media scrutiny. TfL will be submitting evidence over the course of the hearing, and will be doing everything possible to assist the process.

TfL and LU employees, and those of our contractors, responded to the unfolding events of 7 July in a calm and professional manner, acting swiftly in line with emergency procedures. They went above and beyond the call of duty that day, and in the days and weeks that followed, to assist customers and restore transport services to London as soon as possible. TfL is continuing to offer support to all employees affected by the incident.

Peter Hendy  
Commissioner  
Transport for London  
November 2010

## Appendix 1 – TfL Progress on Mayoral Priorities

Mayoral Commitment	Recent activity	Future milestones
<p><b>Introduce a Cycle Hire scheme</b> A cycle-hire scheme covering Zone One with ~6,000 bikes to be launched in summer 2010</p>	<ul style="list-style-type: none"> <li>• The scheme was launched on 29 July 2010</li> <li>• By 8 October, 1 million journeys had been completed on the cycle hire scheme</li> <li>• More recently, figures from 23 October show that the scheme now has 99,400 registered members, who have taken over 1,298,712 journeys since launch</li> <li>• Work to deliver and test the ‘casual users’ functionality is on-track</li> <li>• The scheme launched with 315 docking stations, and the total number is now 340, out of an eventual total of 400, and the current number of cycles in circulation is over 4,500, out of an eventual total of 6,000</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of the ‘casual users’ functionality</li> <li>• 6,000 cycles and 400 docking stations in place</li> </ul>
<p><b>Introduce Cycle Superhighways</b> 12 easily accessible, direct routes feeding into central London complemented by cycle training, maintenance and parking</p>	<ul style="list-style-type: none"> <li>• Routes 3 (Barking to Tower Gateway), and 7 (Merton to City) were launched on 19 July</li> <li>• Construction work on Routes 2 (Bow to Aldgate) and 8 (Wandsworth to Westminster) started on 1 October</li> </ul>	<ul style="list-style-type: none"> <li>• A rolling programme of routes to be delivered up to 2015</li> </ul>

<b>Mayoral Commitment</b>	<b>Recent activity</b>	<b>Future milestones</b>
<p><b>Remove pedestrian guardrail</b> The safe reduction of pedestrian guardrail on Red Routes to remove unnecessary clutter, improve the urban realm and encourage better interaction between road users</p>	<ul style="list-style-type: none"> <li>Using the Guardrail Risk Assessment Framework and safety audit process, TfL has reviewed all 204 kilometres of pedestrian guardrail on the TLRN and, as a result, had removed 63.4 kilometres in total by September, exceeding the Mayor's target of removing 60 kilometres by the end of June 2010</li> </ul>	<ul style="list-style-type: none"> <li>In line with its Better Streets objectives, TfL is continuing to look for opportunities to remove unnecessary street clutter from the network</li> </ul>
<p><b>Support and implement innovative urban realm projects</b> Major urban realm projects that make London's streets as attractive and enjoyable as possible, for example the plans for Exhibition Road and Oxford Circus</p>	<ul style="list-style-type: none"> <li>TfL has established a Design Review Panel, in response to the Mayor's Better Streets manifesto, which requires all schemes over £2 million to be subject to a design review, to ensure they meet the objective of delivering high quality public realm</li> <li>The Panel held its first meeting on 1 September, and the first scheme it will look at, will be Britannia Junction (Camden Town), which will seek to improve the pedestrian experience, while visibly creating a more cohesive streetscape</li> </ul>	<ul style="list-style-type: none"> <li>Exhibition Road scheme to be delivered by 2012</li> <li>Euston Circus to be delivered by 2013</li> <li>Other major schemes to be delivered across London through 2010-2012</li> </ul>
<p><b>Introduce a new Bus for London</b> A new iconic Bus for London on the streets by 2012</p>	<ul style="list-style-type: none"> <li>A mock-up of the bus, which demonstrates the fully fitted out state of the vehicle was presented at a preview event for the media on 15 September</li> <li>It will be delivered to London, with the public launch and subsequent stakeholder engagement taking place in November</li> </ul>	<ul style="list-style-type: none"> <li>First prototype to be delivered by late 2011</li> <li>New buses to enter service in 2012</li> </ul>
<p><b>Encourage the uptake of electric vehicles (EVs) in London</b></p>	<ul style="list-style-type: none"> <li>Negotiations are nearing completion with Siemens for it to deliver the Pan-London Scheme back-office functions in early 2011</li> </ul>	<ul style="list-style-type: none"> <li>Launch of the Electric Vehicle website and brand in November 2010</li> </ul>

<b>Mayoral Commitment</b>	<b>Recent activity</b>	<b>Future milestones</b>
Encourage uptake, with the aim of making London the electric vehicle capital of Europe	<ul style="list-style-type: none"> <li>• Evaluation of bids for the electric vehicle and infrastructure procurements are complete, and now going through the Corporate Assurance process, and both procurements are on track for contract award in January 2011</li> <li>• The Electric Vehicle brand has been secured, allowing for launch of the Electric Vehicle website and brand in November</li> </ul>	<ul style="list-style-type: none"> <li>• 100,000 vehicles (five per cent of London fleet) to be electric “as soon as possible”</li> </ul>
<b>Deliver Crossrail</b> Ensure that Crossrail is delivered on time and to budget, looking at value engineering options to minimise costs	<ul style="list-style-type: none"> <li>• The Sponsor Board met twice in September, and considered proposals from CRL to improve the affordability of the project</li> <li>• On 2 September, Crossrail announced the shortlist for the refurbishment of the Connaught Tunnel, which is a major part of the Abbey Wood branch, and the shortlist for the Pudding Mill Lane Tunnel Portal</li> <li>• CRL is in the process of evaluating tenders for all four of the main tunnelling contracts, and expects to be in a position to make recommendations to the CRL Board and Sponsors at the beginning of December</li> <li>• Construction and enabling works are continuing as planned</li> </ul>	<ul style="list-style-type: none"> <li>• Services to be launched in 2018 onwards</li> </ul>
<b>Deliver tube upgrades</b> Ensuring tube upgrades remain funded and continue to be delivered on time and on budget	<b>Victoria Line:</b> <ul style="list-style-type: none"> <li>• Training of train operators on the new 2009 stock has been completed, allowing increased use of the new trains</li> <li>• 16 new trains were in service by mid-October, and</li> </ul>	<ul style="list-style-type: none"> <li>• Victoria line upgrade to be completed by 2013</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
	<p>in the four-week period to 16 October, they provided over 30 per cent of the line's operated train kilometres</p> <ul style="list-style-type: none"> <li>• Growth in reliability continues to remain the main focus</li> </ul>	
	<p><b>Jubilee Line:</b></p> <ul style="list-style-type: none"> <li>• Following the establishment of weekend service between Stratford and Waterloo, using the new TBTC system, it is now being extended to the next section of the line</li> <li>• However, the first passenger service on the Stratford to West Hampstead section over the weekend of 25-26 September did not perform as well as expected, and a number of system fixes, both hardware and software, are being implemented to address this</li> <li>• TfL is continuing to aim for a weekday passenger service between Stratford and Dollis Hill by the end of the year, but a final decision will depend on the performance during the weekend testing until then</li> </ul>	<ul style="list-style-type: none"> <li>• Jubilee line upgrade likely to be delivered in 2011</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
	<p><b>Northern Line:</b></p> <ul style="list-style-type: none"> <li>• Following the acquisition of Tube Lines, disruptive closures of the Northern line have been cancelled</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Northern line upgrade timescales to be finalised depending on the Jubilee line upgrade timelines</li> </ul>
	<p><b>Piccadilly Line:</b></p> <ul style="list-style-type: none"> <li>• The upgrade programme is currently under review</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery dates to be reviewed in light of the recent takeover of Tube Lines, to ensure synergies with the rest of the upgrade programme</li> </ul>
	<p><b>Sub-surface Railway (SSR) lines:</b></p> <ul style="list-style-type: none"> <li>• The first new S-stock train in service is achieving a higher level of fault free running than expected, due to successful off-site testing at the Old Dalby test track</li> <li>• The second production train has now been received, and is undergoing testing at Old Dalby</li> <li>• 92 train operators have been trained on the S-stock, and clearance for station integration testing with the S-stock trains has been obtained for the entire Metropolitan line to Aldgate.</li> </ul>	<ul style="list-style-type: none"> <li>• New trains enter service on the Metropolitan line in 2010, the Circle and Hammersmith &amp; City Lines in 2012 and the District Line in 2013</li> </ul>

<b>Mayoral Commitment</b>	<b>Recent activity</b>	<b>Future milestones</b>
<p><b>Remove bendy buses</b> Removing bendy buses cost-effectively from London streets</p>	<ul style="list-style-type: none"> <li>On 17 October, route 149 was converted from articulated to double deck buses</li> </ul>	<ul style="list-style-type: none"> <li>Route 18 will be converted by the end of 2010</li> <li>The remaining routes: 12, 25, 29, 73, 207, 436 and 453 will be converted by the end of 2011</li> </ul>
<p><b>Launch integration between Overground and Underground</b> Extend Oyster Pay as You Go (PAYG) to national rail stations within Greater London so lowest fares always available, Oyster fitted on all London-based rail services and ongoing updates to maps to reflect the network</p>	<ul style="list-style-type: none"> <li>Oyster PAYG was successfully extended to all national rail stations in London, as well as on four C2C stations in Essex on 2 January</li> <li>A new map showing the reach of Oyster PAYG across London has been released</li> </ul>	<ul style="list-style-type: none"> <li>A further TOC Summit will be organised in early 2011</li> </ul>
<p><b>Publish a vision for London's transport ambitions</b> A comprehensive vision for London's transport network, including major projects and better use of existing assets, integrated with the workings of the GLA and consistent with the London Plan</p>	<ul style="list-style-type: none"> <li>The MTS was published on 10 May, setting out the Mayor's vision for transport in London to 2031</li> <li>The MTS is the principal policy tool through which the Mayor and TfL exercise their responsibilities for the planning, management and development of transport in London, to support its population and employment growth over the next two decades</li> </ul>	<ul style="list-style-type: none"> <li>TfL to publish the Sub Regional Transport Plans (based on the MTS goals) in November</li> </ul>



Mayoral Commitment	Recent activity	Future milestones
<p><b>Explore a new crossing in the Thames Gateway</b> Investigate the feasibility of a new crossing in the Thames Gateway</p>	<ul style="list-style-type: none"> <li>TfL has been investigating options for improved river crossings in the east of London, and more detailed investigation of preferred options continues</li> <li>Other workstreams in progress include the introduction of a cable car, 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</li> </ul>	<ul style="list-style-type: none"> <li>TfL to submit the planning application for a Cable Car by end-October</li> <li>Further investigation of river crossing options to be undertaken, depending on the funding availability</li> </ul>
<p><b>Introduce a new permitting system</b> A common permit scheme for London, enabling TfL and the boroughs to coordinate and plan works better, as well as impose proper controls on the execution of works, to reduce their impact on the travelling public</p>	<ul style="list-style-type: none"> <li>The London Permit Scheme was launched by TfL and 16 London boroughs on 11 January</li> <li>Since the introduction of the scheme, TfL has issued 38,093 permits and rejected 5,243</li> <li>245 Fixed Penalty Notices have been given to works undertakers, including 87 for working without a permit</li> <li>In addition, 212 Section 74 charges have been imposed on works undertakers for overrunning works, and approximately 433 days of disruption have been saved through collaborative working</li> </ul>	<ul style="list-style-type: none"> <li>TfL is working to encourage the majority of London's boroughs to implement a permit scheme</li> </ul>

<b>Mayoral Commitment</b>	<b>Recent activity</b>	<b>Future milestones</b>
<p><b>Deliver better river services</b> Setting up a River Concordat group to consider how to make better use of the river including an enhanced service on the river that can transport people to Olympic sites and provide a unique London experience</p>	<ul style="list-style-type: none"> <li>• A study is being undertaken to examine the feasibility of using the SS Robin (a former freight vessel) and its pontoon as an extension to Tower Pier instead of building a bespoke pontoon, which, if suitable, would save both time and cost</li> </ul>	<ul style="list-style-type: none"> <li>• TfL will continue to work towards providing enhanced passenger services on the river, especially during the Olympic and Paralympic Games</li> </ul>
<p><b>Smoothing traffic flow</b> Smoothing traffic flow through the review of traffic signals, permitting of roadworks, trial (and possible implementation) of pedestrian countdown at traffic signals, and encouraging shift to more sustainable modes</p>	<ul style="list-style-type: none"> <li>• 333 signal timing reviews have been completed this financial year so far, delivering just over a seven per cent reduction in stop-start delays for traffic</li> <li>• This has been achieved alongside an almost two per cent increase in the number of occasions when all pedestrians waiting to cross the road will have cleared during the first green man</li> </ul>	<ul style="list-style-type: none"> <li>• Enable 200 SCOOT (responsive traffic light) sites by March 2011</li> <li>• 1,000 traffic signals to be reviewed by the end of the year</li> </ul>
<p><b>Earn your Travel back</b> Taking away the right to travel from young people who abuse it and allowing them to earn it back through community service</p>	<ul style="list-style-type: none"> <li>• The scheme was launched in August 2009</li> <li>• There were 14 Earn Your Travel Back events between 22 August and 18 September, involving a variety of conservation-based projects</li> <li>• Of the 158 young people booked, 147 fully participated, have had their concessionary travel reinstated and received a new Zip Oyster card</li> </ul>	<ul style="list-style-type: none"> <li>• TfL will continue to monitor rates of take-up and reinstatement of concessions</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
<p><b>Deliver affordable fares for Londoners</b> Affordable fares for Londoners who are most likely to find the cost of public transport too expensive</p>	<ul style="list-style-type: none"> <li>• Free travel for London war veterans was introduced from November 2008</li> <li>• Extension of Freedom Pass to cover travel 24 hours a day from January 2009</li> <li>• Half price travel on buses and trams for Income Support claimants introduced from January 2009</li> <li>• Introduction of half price bus and tram travel for Londoners in receipt of Jobseeker's Allowance or Employment and Support Allowance from April 2009</li> </ul>	<ul style="list-style-type: none"> <li>• The Mayor has protected all free travel, despite the implications of the Spending review announcements</li> <li>• A new initiative will also be introduced in January 2011 to charge all evening peak Tube journeys into Zone 1 at off-peak rates, as opposed to the peak fare currently charged</li> </ul>
<p><b>Other key Mayoral Priorities that have been substantively delivered include action on safety</b> Action on safety and security, including 440 extra Police and Community Support Officers and 50 extra British Transport Police Officers</p>	<ul style="list-style-type: none"> <li>• 10 more officers added on 29 September to the MPS Cycle Task Force, which is part of the Safer Transport Command, and funded by TfL to improve cycle safety and crack down those who disobey the rules of the road</li> <li>• The Fusion Centre, which brings together representatives from TfL, the MPS and the British Transport Police, to enable joint working, effective sharing of information, and the analysis of data from the three groups was up and running in September 2010</li> <li>• 440 extra PCSOs for Safer Transport Teams – rollout was completed on 15 June 2009 and all 32 teams are now operational</li> <li>• 50 additional BTP officers – rollout was completed in May 2009 on the suburban rail network – this</li> </ul>	

Mayoral Commitment	Recent activity	Future milestones
	<p>provides coverage at over 100 of the worst stations and routes in terms of crime in outer London boroughs</p> <ul style="list-style-type: none"> <li>• Crackdown on illegal touting, including introduction of 34 extra enforcement officers</li> <li>• Ban on alcohol on public transport was introduced in June 2008</li> </ul>	