

Board

**Transport
for London**



Date: 27 June 2012

Item 5: Commissioner's Report

This paper will be considered in public

1 Summary

1.1 This report provides an overview of major issues and developments since the Board meeting on 15 March 2012 and updates the Board on significant projects and initiatives. The London Mayoral elections have also taken place since the Board last met, and a separate paper at Agenda item 8 gives details of TfL's summary of the Mayor's transport priorities 2012-2016.

2 Recommendation

2.1 **That the Board note the report.**

3 Improving the Underground

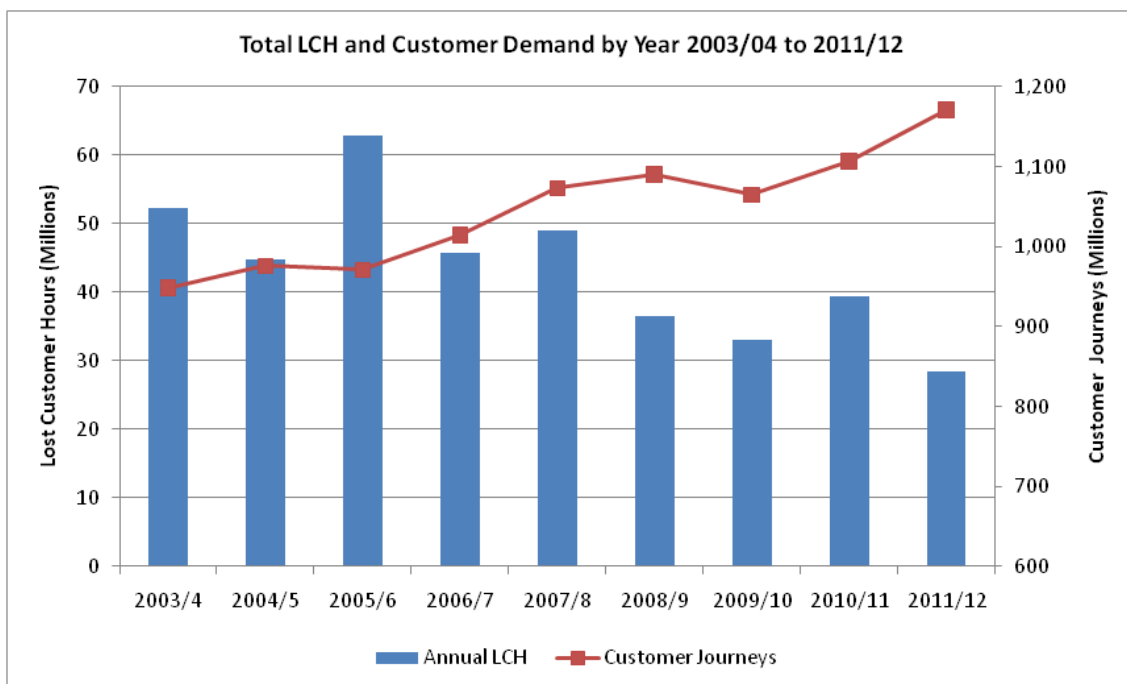
3.1 London Underground Performance

Service performance for 2011/12 was the best in the history of the Underground. This is as a result of both the reliability programme introduced last year and the realisation of the benefits from the Upgrade programmes.

Reliability for the year was at a record high, with the number of Lost Customer Hours at their lowest since the measure was introduced in 1999. This, together with enhanced timetables and a lower level of engineering work-related disruptions, contributed to a record train service volume of 72.4 million kilometres being delivered. This was an increase of over five per cent on the previous year. Over the year as a whole, excess journey time at 5.82 minutes was better than the previous year by almost 0.7 minutes and is the lowest score since the measure was introduced.

Passenger numbers on the Underground rose by 5.7 per cent from the previous year to a new record of 1,171 million.

LU is not complacent and will continue to improve on these performance levels. Building on the existing reliability programme, LU is working on a plan to reduce delays by a further 30 per cent. This further reduction will be challenging. The existing reliability programme's work to date has laid a strong foundation, but has largely focused on how to do things 'better'. To meet this new target, the plan which is in development will emphasise what needs to be done 'differently', which may need significant investment.



3.2 Transforming the Tube

Jubilee Line Upgrade

On 25 March, the second post Upgrade timetable change increased peak-hour capacity on the Jubilee line to 30 trains per hour (tph). This is equivalent to creating space for an additional 12,500 passenger journeys per hour during both the morning and evening peaks. Since the introduction of the Transmission Based Train Control system a year ago, average journey times on the Jubilee line have improved by 11 per cent and are now nearly two minutes faster from end to end.

Sub Surface Railway Upgrade

The number of new S Stock trains (S8) delivered to London totalled 44, of which 41 have been made available for passenger service on the Metropolitan line. Delivery of the remaining 14 trains will be completed by 31 December 2013. Introduction of the S Stock trains (S7) into passenger service on the Hammersmith & City line commences with a service between Hammersmith and Moorgate prior to the 2012 Games.

Improvement works to upgrade the power supply between Earl's Court and Aldgate East have begun. This is in preparation for the first of the 80 new trains that will start to be introduced on parts of the District line next year.

Over Easter, engineering work took place at Hammersmith to replace and relocate points and install new signalling to accommodate the new longer trains.

Victoria Line Upgrade

Following the completion of the delivery of the 47-strong Victoria line fleet, a new timetable was introduced on 22 April. This increased the service by two tph in the peak (to 30tph) and by one tph in the off-peak, adding a quarter of a million kilometres to the service volume operated on the line. This is equivalent to carrying around 12,500 additional passengers per hour. A further timetable to introduce 33tph peak frequency is planned to be introduced in 2013.

Central Line

On Wednesday 6 June, the Central line was suspended between Liverpool Street and Leytonstone due to flooding in the Mile End area. The flooding was caused by a burst Thames Water main which severely flooded a long stretch of tunnel - affecting signalling, track, power, drainage and communications equipment.



While services were disrupted, TfL ran replacement buses between Leytonstone and Stratford, and Mile End and Stratford.

Before London Underground (LU) could resume a full service, millions of litres of water needed to be pumped out and engineers needed to inspect, test and re-commission hundreds of pieces of equipment. Trains that had been stranded had to be retrieved from their locations and tested. LU then needed to test-run before resuming services across the length of the line.

A full service resumed in the afternoon of Thursday 7 June after more than a hundred people had worked flat out through the night to clear up after the incident.

Jubilee Line

On 23 May at 17.28, a northbound Jubilee line train stalled in a section of tunnel approaching St John's Wood. After initial efforts to fix the train were unsuccessful, an attempt was made to push it using a second train to St John's Wood station. This was also unsuccessful, and customers were walked out from both trains. Station staff helped more than 770 customers to safety with the support of British Transport Police and London Ambulance Service. Customers who had to be detrained have received an extra £40 compensation in addition to a refund for their journey. TfL have contacted all of these customers individually to apologise for this incident and the disruption caused.

Bakerloo line tunnel

On 26 April, service was partially suspended on the Bakerloo line as a result of a train striking a bulge in the tunnel wall, which had developed following routine work to prevent water ingress. This section of tunnel, which has unique steel sheeting, was inspected and service was restored later that day following repair works.

Rail Grinder incident - August 2010

The Office of Rail Regulation (ORR) have informed LU that they intend to prosecute the company along with Tube Lines and Schweerbau over the incident in August 2010 involving an engineering rail grinding train on the Northern Line.

Following the incident, a Formal Investigation Report was prepared along with an investigation by the independent Rail Accident Investigation Branch and LU has implemented all recommendations in both reports.

New Lifts in service at Wembley Central

Two new lifts at Wembley Central station have come into service, with the construction work completed on time. The lifts were constructed as part of Network Rail's Access for All Project to provide step-free access to and from platform level, in readiness for the London 2012 Olympic and Paralympic Games. The station is one of those serving Wembley Stadium.

Track Replacement

A new record was set over the weekend of 24/25 March by the LU Track Partnership, for ballasted track renewal. In total, 707 metres of track were renewed and 126 metres of drainage were excavated.

Upgrades to Passenger Operated Machines

LU is carrying out an upgrade of passenger operated machines (POMs), including making changes to the design of the touchscreens to make it easier and quicker for customers to get the ticket they need. The new design, which is based on research conducted with customers last year, will also be more user friendly for staff. The new design will be rolled out across stations at the end of the year with some smaller changes being made before the Games.

Benchmarking report

TfL has now completed its second, annual benchmarking report. The report, which was prepared under the direction of the Independent Investment Programme Advisory Group, focuses on the unit costs of maintaining and upgrading the LU network and the reliability of those assets. The report describes the historic trends and future actions to improve unit costs and asset reliability and includes a high level comparison of LU to other international metros. A copy of the report can be found through the following link:

<http://www.tfl.gov.uk/corporate/about-tfl/publications/1482.aspx>

4 Expanding the Overground

4.1 London Overground

London Overground Performance

London Overground exceeded its customer satisfaction target by four points in 2011/12 with a score of 82. Following recent capacity enhancements and the opening of Westfield Stratford City shopping centre, London Overground reached over 102.6 million passenger journeys for the full year. Record daily passenger journeys of 466,000 were recorded on 5 March 2012.

During the period there were, however, some days of notable disruption to services on the North London and East London Lines. These took place on Friday 25 May as a result of a loss of power to the overhead lines between Highbury and Islington and Caledonian Road and Barnsbury, caused by a tree coming into contact with the overhead electrification system near Highbury and Islington station; and on Saturday 2 June, when North London Line services were disrupted, as a result of significant damage to overhead line equipment at Willesden, which was caused by a faulty train but which took until Sunday 3 June to resolve.

As a result of these incidents a thorough review of North London Line reliability has been undertaken in conjunction with Network Rail and our operator LOROL, and a further programme of reliability improvements established. This includes enhanced maintenance and vegetation control, additional response resources both for the Games period and beyond, and strengthened Network Rail command and control procedures in the case of major incidents. On the East London Line changes have been made to electrical feeding arrangements to improve resilience around Surrey Quays together with a LOROL-led review of arrangements for recovering services in the case of disruption.

New South London Line

The infrastructure for the extension is now complete. Test running of new trains will take place over the summer with public services due to commence on 9 December 2012. Work to improve the Grant Road entrance at Clapham Junction station continues.

Crystal Palace Station Refurbishment

On Tuesday 15 May, an information session for the Crystal Palace Enhancement project was hosted in the Victorian ticket hall at the station. The event was extremely well received with approximately 200 local stakeholders attending. Attendees were able to see artists' impressions of the new station and look over plans for the three new lifts that will be installed by early 2013.

London Overground Awards

In March, London Overground won the 'Most Improved Metro' award at the international Metros awards. London Overground was also honoured with the 'Passengers Matter' award at the International Association of Public Transport (UITP) Local Rail Summit in Warsaw, in recognition of the passenger-focused improvements made to the network since TfL took it over in 2007.

Tramlink

London Tramlink Performance

The full year score for customer satisfaction was 86, which was in line with target. Passenger journeys totalled 28.5 million in 2011/12, which was 0.5 million up on target. Service performance for Trams, as measured by scheduled service kilometres was 99 per cent, which was one per cent above target.

Additional Trams

Five of the six new Stadler trams have now arrived in Croydon. In advance of the launch of the service pattern planned for the end of June, a period of testing on the network is under way. The additional line will increase service significantly on some of the busiest sections of the network and improve connectivity of Croydon Town Centre.

Tram Twin Tracking

Work is ongoing to complete a programme of twin tracking works between Mitcham and Mitcham Junction which will, when completed, increase the flexibility and resilience of Tramlink. This project is key to making the Wimbledon to New Addington branch more reliable and once we have created the twin track layout, trams will be able to run at their full speed of 80kph along this branch.

Docklands Light Railway

Docklands Light Railway (DLR) Performance

DLR passenger journeys for the year totalled 86.1 million which was 4 million above target. For the full year, service reliability beat target by half a per cent (97.5 per cent) and the departure score was just below target at 97.6 per cent.

DLR services have, however, been affected by a small number of high impact incidents, the most critical of which was a failure of the radio communications system on 2 May. An inquiry has been held into the technical factors leading to the failure, and the impact would have been much smaller had back up procedures worked as planned. Serco, TfL's operator, has put in place strengthened arrangements for testing and rehearsing use of back up equipment on DLR.

4.2 Emirates Air Line

Emirates Air Line opens to the public on Thursday 28 June 2012, providing a new river crossing for East London. The 1.1km long river crossing will have the capacity to carry up to 2,500 people per hour in each direction, the equivalent of 30 buses. It will operate seven days a week, from 0700 to 2100 Mondays to Fridays, 0800 to 2100 on Saturdays and 0900 to 2100 on Sundays.

Passengers will very soon get to experience this exciting new addition to London's transport network. Londoners and visitors to the capital will be able to experience a direct way of crossing the river whilst enjoying the fantastic views from the cabins. The Emirates Air Line is an amazing achievement for all of those involved, especially given the short timescales of the project.

4.3 Working with the Train Operating Companies

Rail devolution

The campaign to devolve responsibility for contracting inner suburban commuter services in North East and South East London continues. The formal submission from the Mayor to the Department for Transport is on 28 June. The stakeholder campaign continues with MPs, Borough leaders, media, pressure groups and other key stakeholders.

Crossrail Train Operating Concession

On Friday 25 May over 20 delegates from across the UK and International rail industry attended a Crossrail Industry briefing event - the first step in our process to select an operator for the Crossrail Train Operating Concession.

5 Delivering Crossrail

5.1 Works Update

Tunnelling

Crossrail's first Tunnel Boring Machine (TBM) (Phyllis) broke ground at Royal Oak Portal on 3 May. Phyllis is now making her way towards Paddington and when she has made sufficient progress, Ada, Crossrail's second TBM, will follow. The machines will progress through the Paddington station box to Bond Street and then onwards to Farringdon.

Excavated material is also beginning its journey onwards from Westbourne Park, travelling by train to Northfleet in Kent. Northfleet is the transfer point where the material will continue its transit by water. In the summer, it will be moved to the Wallasea Island nature reserve.

Victoria Dock

On 16 March, the award of the contract for Crossrail's final tunnel portal was announced. The Victoria Dock Portal contract will be delivered by VINCI Construction UK Ltd and construction will commence in the autumn.

Canary Wharf station

At the end of March, Canary Wharf Group plc completed construction of Canary Wharf Crossrail station's platform level, five months ahead of schedule, making it ready to receive the two eastern TBMs in 2013. Construction of the Crossrail project began at the North Dock in Canary Wharf less than three years ago. Since then, the construction team has driven over 1,000 piles and pumped nearly 100 million litres of dock water - the equivalent of 40 Olympic swimming pools. Approximately 300,000 tonnes of material has been excavated from beneath the dock bed and almost 375,000 tonnes of concrete poured.

In May, the basement level of the new station was handed over from Canary Wharf Contractors (CWC) to eastern tunnels contractor Dragados Sisk Joint Venture (DSJV) to allow them to prepare for the arrival of the TBM.

CWC has started the fit out activities at ticket hall level, commencing blockwork and the first fix of services before beginning the ceiling and wall finishes.

Moorgate

Plans submitted by Crossrail and Aviva Investors for a commercial and retail development at 101 Moorgate were given the go ahead by the Corporation of London at the end of March. The new scheme will comprise approximately 88,000 sq ft of new retail and commercial space.

Plumstead Portal

Crossrail's Plumstead Portal contractor, Hochtief Murphy JV (HMJV), has completed the first stage of piling for the Plumstead portal that will take TBMs below the River Thames. In just over 100 working days, the team has installed 646 piles deep into the ground to form the retaining walls for the portal structure.

Eleanor Street and Mile End Park Shafts

On 18 May, the contract for ventilation and access shafts at Eleanor Street and Mile End Park was awarded to Costain Skanska JV. The shafts will house ventilation and emergency exit facilities between Stratford and Liverpool Street stations.

At Mile End, the works will include the relocation of a coach park and all-weather football pitch within the grounds of the park. These will be rebuilt and operational before work starts on the Crossrail shaft to ensure continued access by the local community throughout.

5.2 Other

Recognition

In April, Crossrail scooped the Construction Client of the Year award at the Building Awards 2012. The award was presented during a ceremony that salutes the best-in-class companies and projects from right across the Built Environment.

6 Getting London Moving

6.1 Smoothing Traffic Flow

Lane Rental

TfL received approval from the DfT to go ahead with its proposal for a targeted and avoidable Lane Rental scheme on 16 March, and the scheme officially launched on 11 June.

In the interim, TfL ran a shadow scheme in order to test scheme processes, including IT facilities. The shadow scheme commenced on 10 April and ran until 25 May. Feedback is being provided to all works promoters on their permit applications in order to ensure that permit refusals are kept to a minimum. The first shadow bills went out on 30 April.

The Lane Rental Working Group has been set up and is meeting weekly, working in collaboration with the Lane Rental Steering Group (which is looking at higher level policy areas around Lane Rental). The Working Group's remit is to focus on the practicalities of the scheme and ensuring mechanics and processes are understood in the lead up to 'go live'.

Clearway 2012

The first of TfL's works embargoes as part of the Clearway Programme was enacted on 1 March. This will run until 30 September, and applies to all planned works on the Core and Venue ORN (and the A501 on the Alternative ORN). The second phase of Clearway will come into effect on 1 July, and this will apply to the Alternative and Training ORN until 9 September.

Management of the Road Network

TfL is developing plans in response to the Mayor's election pledge to create a Roads Task Force to carry out a strategic review of London's roads and report to the Mayor within six months of the election.

Journey Time Reliability

TfL is committed to improving Journey Time Reliability (JTR) on 23 corridors on the TLRN. This is done through comprehensive corridor management, identifying pinch points, valves and hot spots, and understanding how each corridor operates in relation to the surrounding road networks. TfL can then apply techniques such as signal timing reviews, designed to maximise the performance of London's existing infrastructure; Split Cycle Offset Optimisation Technique (SCOOT) implementation to respond better to changes in flow across the network; and management of road capacity through specific engineering interventions to ensure the road network runs smoothly.

Inner Ring Road

The Inner Ring Road is one of the 23 TLRN corridors on which TfL is committed to improving JTR. The ring road has 236 signals, the majority of which operate under SCOOT control. Unlike many of the other key corridors, where flow is predominantly tidal, taking traffic in and out of central London in the AM and PM peaks, the Inner Ring Road has a relatively even flow in both directions in both peaks. The current JTR year to date performance of the Inner Ring Road is 84.1 per cent, which is a 0.4 per cent improvement on the year to date figure for this time last year.

The improvement comes in spite of some major schemes that are currently underway along the corridor, including the Victoria Station Upgrade (VSU) Project, where responsive real-time traffic management is in place to avoid undue disruption. As part of this real-time traffic management, police rapid response units have also been requested to monitor the area for obstructions and ensure compliance with parking and stopping regulations to ensure traffic flow is optimised. Furthermore, Surface Transport has coordinated with LU's contractors carefully to minimise the disruption caused by the essential works at this location, and any incidents on the network are being dealt with rapidly. Traffic signal engineers are continually liaising with the control room, monitoring the network, and fine tuning signal timings as required.

New SCOOT implementation at Marble Arch has produced a responsive network where traffic signal timings optimise in response to prevailing traffic

conditions with considerable benefits to Edgware Road and Bayswater Road. The average improvement in the AM and PM peak was 13.8 per cent for delay. In addition, improved network intelligence due to SCOOT detection information has enabled improved response time to network fluctuations and incidents.

A205 Corridor

The A205 (South Circular) is another of the 23 TLRN corridors. In 2011 to 2012, several key pieces of work took place on the A205 with the aim of improving customers' experience. A targeted signal timing review was carried out on Brixton Hill, and SCOOT was enabled at Catford Gyratory and Catford Hill as part of the Mayoral programme.

The Corridor Manager has worked to ensure that the impact of the numerous major road works on the A205 has been minimised. For example, temporary traffic signals were dynamically managed under SCOOT control for the duration of gas works at West Hill. Further work was also undertaken in Wandsworth Town Centre to minimise the impact of major gas works at the junction of Wandsworth High St / Ram St / Garrett Lane.

Overall, customer satisfaction with the A205 (combined with the north circular) has increased to a score of 74, up from 71 in 2010. Customer satisfaction with the traffic light timings also increased from a score of 70 in 2010 to 74 in 2011. In the same time period, the customers who were satisfied with estimating how long their journey would take rose from a score of 69 to 71 while the satisfaction of customers with the ease of crossing main roads rose from 70 to 71.

Traffic Signal Timing Reviews

The Signal Timing Review (STR) programme allows TfL to maintain London's traffic signals at their optimum settings, thereby minimising unnecessary vehicle stops and delay, reducing congestion, smoothing traffic flow and, in so doing, contributing to reductions in emissions. To date this financial year (to 27 April), 73 signal timing reviews have been completed, which has so far brought a 10.22 per cent reduction in delays for traffic at these sets of signals. This was achieved with no overall disbenefit to pedestrians.

Split Cycle Offset Optimisation Technique (SCOOT)

SCOOT reduces delay and improves journey time reliability through the dynamic control of traffic signals. SCOOT optimisation has now been completed at 581 sites, delivering a 12.8 per cent reduction in delay and a five per cent reduction in the number of times vehicles have to stop as they travel through the network.

SCOOT Gold has recently been released specifically for the Games. This allows engineers to maintain JTR on the ORN by specifying a maximum level of vehicle saturation on a link or series of links. SCOOT Gold will therefore assist in achieving target Games Family journey times, and as a legacy will allow Corridor Managers to improve JTR across the TRLN corridors.

6.2 Reducing Delay and Disruption

TfL focuses on reducing delay and disruption across London through a variety of initiatives, including the Mayor's Roadworks Pledge, the London Permit Scheme, and the Mayor's Code of Conduct. These aim to improve cooperation and coordination between highway authorities, utilities and other organisations and develop real incentives for works promoters to apply best practice and reduce the amount of disruption to traffic.

London Permit Scheme

TfL's powers under the London Permit Scheme allow it to align the timing and coordination of works and to reduce associated delays and disruption across London. To date this financial year, TfL has granted 3,685 permits and refused 1,349 permit applications. 21 Fixed Penalty Notices have been given to works promoters, including six for working without a permit. In addition, 14 Section 74 charges have been imposed on works undertakers for over-running works. Through good planning, collaborative working and early engagement with promoters, approximately 735 days of disruption have been saved on the TLRN.

A "workathon" on Bishopsgate between Fenchurch Street and Camomile Street was completed in March, following works to provide power supplies to four developments in the City. Multiple utility, TfL and development works were coordinated within the closure, including major gas and water main replacement works, road crossings for telecoms supplies, resurfacing and highway defect repairs. As a result of this major collaborative effort, over 680 days of disruption were prevented.

TfL Traffic Information

TfL's live Twitter feed (@TfLTrafficNews) has amassed over 9,000 followers since its launch at the end of January. Direct contact from followers means that issues can be related out-of-hours and more information can be added to TfL's original tweets, provided by members of the public experiencing the issues on the road.

Classroom to Boardroom Day

TfL's Traffic Directorate supported a 'Classroom to Boardroom' event on 16 March, attended by 14 to 15-year-old students from two academies in Greater London, and facilitated by Entrepreneurs in Action. The event challenged pupils to tackle a real business issue and to come up with workable solutions. Students were asked to work out how they would efficiently replace old, faulty and expensive traffic lights and came up with suggestions for solutions.

Based on the success of the first day, a second Classroom to Boardroom Challenge was held on 15 June, involving 16 to 17-year old students from two of the Mayor's Academies. Two work placement opportunities were awarded to those who performed exceptionally well in the challenge.

Cooperative Networks Industry Day

An Interactive 'Industry Day' was hosted by TfL on 18 April. This was a forum to allow a variety of suppliers and subject matter experts from industry areas such as telecommunications, automotive, database and system integrators to discuss TfL's Traffic Directorate's aspiration for a Cooperative Network suitable for the 21st Century.

Company submissions are being treated as strictly proprietary material, and it is expected that follow on discussions on a one-to-one basis may take place in order to allow TfL to gain a better understanding of what is possible. TfL will look to hold another Industry Day event following the Games.

6.3 Maintaining Assets

London Highways Alliance Contract (LoHAC)

12 London Boroughs have joined with TfL to tender four new area based collaborative highway maintenance contracts. Use of LoHAC contracts for Local Implementation Plan funded schemes is also expected where better value is demonstrated. Tender submissions were due on 1 June, with the quality evaluation being undertaken by a joint TfL and Borough team. A contract award recommendation will be made to the November TfL Board.

Hammersmith Flyover

On the morning of 28 May, the Hammersmith Flyover fully reopened to general traffic following vital repair work that commenced in January 2012. TfL carried out overnight closures to the flyover in the two weeks leading up to the 28 May which allowed the works to be carried out more quickly and efficiently, minimising the disruption to road users. The repair works have seen approximately 200 metres of central reservation along the flyover removed, a new structural slab and concrete barriers installed, as well as tailored anchorages for the new cables within the structures. Throughout April, approximately 22 kilometres of new cables were installed above and below the bridge deck as part of a bespoke design, which will supplement the load capacity of the existing cables. These new cables are surrounded by wax oil to prevent deterioration and allow inspection and replacement if required in the future.

Work to date has focused on strengthening the weakest five spans of the 16 span viaduct to enable it to once again carry full traffic loadings. However, to ensure the long term integrity of the structure, TfL will return to the flyover during 2013 to strengthen the remaining 11 spans. This work will be carried out, where possible, with no weight or lane restrictions and minimal closures to the flyover, which will be coordinated by TfL to minimise traffic disruption. TfL will also consider alternative designs for the next phase of the works to help further reduce traffic disruption in the area. Following completion of this work, there is no reason why the flyover will not be capable of taking full traffic loadings for many decades to come.



Cycle Junction Review

The Junction Review process has been completed at ten locations. A further 83 locations are currently in progress. Scheme options for 27 locations have been shared with external stakeholders. TfL is currently considering which schemes arising from the review may be prioritised for early delivery.

King's Cross

The new direct alignment pedestrian crossing across the mouth of Pancras Road at the A501/Pancras Road junction was completed in mid March. Works undertaken at the A501/York Way junction are substantially complete and minor outstanding traffic signals works were scheduled for 6 June. The provision of Advance Stop Lines (ASL) and improved tactile paving layout at the A501/Caledonian Road junction will be completed prior to the 2012 Games. Provision of additional push button units at the A501/Caledonian Road junction require additional duct runs to be provided. This work will take place following the Games period.

Cycle safety at Bow Roundabout

The innovative new early start facility for cyclists at the north-west corner of Bow Roundabout was opened on Friday 1 June. Further work was undertaken during the Jubilee Weekend to iron out some initial issues observed on site during its first day of operation, and the scheme re-opened for the evening peak

on Wednesday 6 June. Discussions are continuing with the full range of stakeholders to monitor its success, and some further minor changes, including new signage and information leaflets are being provided. Police Cycle Safety Task Force officers will be present on site during the morning and evening peaks for the first two full weeks of operation, with an education and advice stance moving towards enforcement as this period progresses. Early meetings with the DfT are now being planned to explore the trialling of cycle specific traffic signals that will further enhance and improve this type of facility. Formal monitoring and evaluation of the Bow Early-Start scheme will be undertaken during the coming weeks.

6.4 London Buses

New Bus for London (NBFL)

TfL is in negotiation with manufacturer WrightBus regarding an order of up to 600 production buses for central London routes. The first of these will be introduced to London streets in early 2013 following placing of an initial order in summer this year. As of mid June, there were four prototypes operating in passenger service on route 38 from Victoria to Hackney from Monday to Friday in open-platform and conductor mode, with three running at weekends. These have been providing valuable operating experience and performance data to TfL. The remaining four are being built and will be progressively introduced. The bus continues to attract significant media interest and is overwhelmingly popular with passengers and the public.

Hybrid buses – DfT funding

TfL is set to have 315 hybrid buses in the London fleet by December 2012. As of May, there were 294 diesel-electric hybrid buses in operation and a further 161 on order. The hybrid introduction programme anticipates a total of 455 hybrid buses being introduced by March 2013 following the award of a third Green Bus Fund (GBF) grant of £5m, which secured 104 hybrid buses. This is in addition to the 140 hybrid buses already procured with a combination of DfT GBF awards and TfL funding.

7 Improving the Urban Environment

7.1 Championing Electric Vehicles

Source London

The milestone of installing over 600 Source London charge points by the end of April 2012 was met on 30 April. There are currently 675 charge points in the Source London Network, including over 100 fast points. Installation of the charge points that will support the 2012 Games Electric Vehicle Fleet continues to progress well with 102 of the 114 charge points now installed.

More installations are currently underway and potential new locations are being discussed with various partners to ensure the milestone of 1,300 charge points installed by April 2013 is met.

7.2 Improving the Urban Realm

Leicester Square Launch

On 23 May, the £15.3m revamp of Leicester Square officially reopened after a 17 month transformation. Of the £15.3m, TfL contributed a total of £6.075m, made up of £3m from the Local Implementation Plan (LIP) Major Scheme budget and £3.075m from Westminster's LIP formula funding spread over a number of years. The remainder was funded by Westminster City Council and Leicester Square property owners. More than 11,000 square metres of attractive granite paving has been laid, green spaces created and seating provided for visitors. New lighting has been installed to deter anti-social behaviour, which had long blighted the centre of the square, making it more attractive to visitors and workers after dark. Leicester Square, which has already created 1,000 new jobs, is the latest in a number of world famous London destinations to be transformed through London's Great Outdoors initiative. The redevelopment works have played a key role in attracting major investment in the area, with international companies such as the W London hotel and American confectionary giant M&M's World® London choosing Leicester Square for their flagship establishments.

Congestion Charging (CC) and LEZ Operations

LEZ Phases 3 and 4 were successfully launched on 3 January. Compliance rates for phase 3 vehicles (vans and minibuses) now stand at 98.5 per cent and, phase 4 vehicles (lorries, buses and coaches) stand at 93.5 per cent.

The LEZ operation continues to operate well. Following the go-live in January, call volumes, enquiries and registrations have now returned to normal volumes. The main enquiries remain customers querying how to become compliant with the scheme or registering to ensure the status of their vehicle is recorded correctly with TfL. Congestion Charging Auto Pay registrations are continuing at a steady rate, averaging 1100 a week, with total registrations hitting the 200,000 milestone in April 2012.

7.3 Encouraging more cycling

Barclays Cycle Hire (BCH)

Over 12.5 million journeys have now been taken by customers of the Barclays Cycle Hire Scheme, which include over 3.1 million casual user journeys. March 2012 experienced a record number of hires, with usage volumes up 45% on the same period last year. The highest number of hires on a single day was recorded on 24 May when a total of 42,008 trips were made. Furthermore, over 291,000 journeys were made during the week ending 27 May. This surge in usage coincides with the recent period of good weather and the increased publicity around the phase 2 launch. 170 new docking stations were created as part of the phase 2 expansion, taking the total number of stations across London to 570. New memberships continue to be received at an average rate of around 500 per week, however, this rose to 750 for the week ending 27 May 2012 for reasons previously discussed.

7.4 Taxi and Private Hire

Law Commission - Consultation

The Law Commission published a consultation paper on 10 May with provisional proposals for reform of the legal framework relating to taxis and private hire vehicles in England and Wales, including within London. The consultation includes 73 proposals and questions that look into all aspects of taxi and private hire licensing. The terms of reference are as follows:

To review the law relating to the regulation of taxis and private hire vehicles, with a view to its modernisation and simplification, having due regard to the potential advantages of deregulation in reducing the burdens and increasing economic efficiency.

London Taxi Private Hire (LTPH) is currently working through the proposals to understand the impact on London. Where there are areas of disagreement or additional areas, TfL would like to see included in the review TfL will meet with the Law Commission for further discussion. TfL will also be discussing the impact of proposed changes with the Traffic Commissioners, Metropolitan Police Service (MPS), City of London Police, Birmingham City Council, Manchester City Council and the Local Government Association and London taxi and private hire trade representatives to compare initial views.

The Law Commission plans to publish a final report with a draft Bill in November 2013; it will then be for Parliament to decide whether to change the law. TfL will be providing a comprehensive response to all proposals in the consultation and keep the Board updated appropriately.

7.5 By the River

River Bus services to treble between Putney and Blackfriars

On 24 May, TfL announced the appointment of KPMG Thames Clippers to be the new operator of the Putney to Blackfriars route. Thames Clippers will significantly enhance the existing River Bus Service by two thirds on weekdays on modern, fully accessible catamarans. In addition, the Thames Clipper River Bus will now stop at more piers, including St George's Wharf in Vauxhall, and provide easy interchange to River Bus services operating in the east to Woolwich Arsenal. Passengers will also benefit from the introduction of Oyster to the route, as Thames Clippers accept Pay as You Go and offer a reduced fare to passengers with travelcards.

Concordat River Action Plan

The Tower Pier extension opened for boat passenger use on 3 May following off-site fabrication and installation of the pontoon. A programme to close a small number of snagging issues has been completed including enabling CCTV coverage of the extension. As part of a separate initiative to improve accessibility at Tower Pier, portable roller ramps are to be introduced to help wheelchair users board and disembark boats and a set of steps is being

modified to link the upper waiting area with the berthing area. A new roof was installed over the pontoons at Greenwich Pier in period nine of 2011/12. Both are Olympic legacy projects and, along with the additional accessibility improvements at Tower Pier, are co-funded by the Olympic Delivery Authority.

Woolwich Ferry

The procurement process for the new operating contract for Woolwich Ferry is progressing and the tender list has been drawn up. The invitation to tender has been prepared pending finalisation of TUPE clauses and robust operational performance incentives.

8 Improving the Journey Experience

8.1 Safety and Security

Pedicabs Enforcement

TfL and the Safer Transport Command (STC) continue to work with Westminster Safer Neighbourhood Team to undertake regular enforcement operations of pedicabs, with at least weekly operation taking place. The operations, which started in October 2011, have seen 175 arrests/ seizures and 450 warnings issued, including 53 arrests and 99 warnings since April 2012.

Operation Kansas

Operation Kansas, a high profile joint initiative between TfL, the Traffic Commissioners, the Vehicle and Operators Services Agency (VOSA) and the TfL funded Safer Transport Command (STC) from the MPS and City of London Police, launched at the beginning of March to step up enforcement against illegal luxury or novelty vehicles that have increasingly become part of the capital's nightlife. Over a ten week period (up to and including the 26 May 2012), 174 vehicles have been stopped and examined and 20 impounded. Furthermore, over 100 prohibitions have been issued along with 60 Fixed Penalty Notices and other reports for traffic offences. The operation will continue in the run up to the London 2012 Games. Over the last few weeks, there has been a noticeable reduction in non-compliance and no seizures, indicating that the operation is having a positive impact.

Operation Emperor

A multi-agency police operation known as Operation Emperor, involving over 200 uniformed and plain-clothed British Transport Police, Metropolitan Police Service and City of London Police officers - funded by TfL - took place on Thursday 17 and Friday 18 May 2012. The target of the operation was anti-social behaviour, robberies and other offences across London and resulted in 117 arrests. The operation saw officers conducting patrols on stations and at locations across London, showing that criminal and anti-social behaviour is not tolerated and our partners regularly conduct high-visibility patrols on and around the public transport network across London and the Capital's roads to tackle issues.

With operations such as Operation Emperor, all relevant agencies are increasingly working together to tackle crime and antisocial behaviour consistently on public transport. This high visibility operation is a clear deterrent to anyone intending to commit a crime or antisocial behaviour on TfL's network. Owing to TfL's investment in safety and security, including comprehensive CCTV coverage and dedicated policing teams on the buses and the Tube, London's transport network is a low crime environment with crime at its lowest level for seven years.

The latest crime statistics

End of year figures for crime on TfL's network show a nine per cent reduction in transport crime compared to the previous year. This means a reduction of 58 per cent since 2005/6. End of year bus related crime figures for 2011/12 show a 9.4 per cent reduction (2,253 fewer offences) compared with the same period in 2010/11. The outturn crime rate is 9.3 crimes per million passenger journeys, compared to 21.6 in 2005/6 (a 56 per cent reduction).

In line with London as a whole, robbery remains an area of concern with an increase of 3.9 per cent (an additional 105 offences) compared to last year. Operational responses to this issue implemented in the last quarter of 2011/12 have made a significant impact on robbery levels (figures for the first three quarters of 2011/12 showed an 18 per cent increase). The best performing borough is Havering with a 31.1 per cent reduction in crime and the worst is Kingston with an 11.8 per cent increase (31 extra offences).

Early results from LU/DLR show a reduction of ten per cent giving an outturn of 9.9 crimes per million journeys. April's bus related figures continued to fall, with a 6.9 per cent reduction compared with April 2010/11. Robbery is showing a reduction of 14.5 per cent and the category increases are in fraud and forgery (118.8 per cent, 19 additional offences) and sexual offences (2.8 per cent, 1 additional offence). April's figures for LU/DLR are not yet available.

9 Efficient and Effective Delivery

9.1 Safeguarding TfL finances

Credit Rating

On 17 May, Standard & Poor's affirmed the 'AA+/A-1+' issuer credit ratings on TfL, with stable outlook. This was based on TfL demonstrating improved budgetary performance, supported by a strong funding framework and growing levels of demand. The stable outlook reflects the expectation that TfL will maintain good budgetary performance, marginally increase its level of tax-supported debt as a percentage of consolidated operating revenue and maintain a very positive liquidity position throughout the rating horizon.

The National Government Opportunities (GO) Awards

The National Government Opportunities (GO) Awards showcase the very best that public sector procurement has to offer - as a career, as a market sector

and, most importantly, as a means of delivering more efficient and effective public services. TfL was one of the eight shortlisted finalists under the category “GO Sustainability or Corporate Social Responsibility Initiative of the Year Award” for the Strategic Labour, Needs and Training (SLNT) programme. TfL won the award at the 2012 Procurex National exhibition.

9.2 Managing the workforce

Fit for London

After 20 weeks and more than 100 sessions, the final Fit for London events took place at Stratford International on 29 March. Almost 21,000 TfL staff from across TfL have seen Mike Brown and Leon Daniels outline their vision for the future, visited the Olympic exhibition and enjoyed a tour of the Olympic Park.

10 2012 Games

Games Communication

With only 30 days to go until the start of the Olympic Games, TfL is continuing to get the message out to its customers and London more generally about planning their Games time travel so that they can avoid delays. Most recently TfL’s focus has been on road users and those with disabilities.

In early June TfL released detailed plans on the Olympic Route Network (ORN) a network of roads linking Games venues, which will ensure all athletes, officials and the world’s media get to their Games events on time. Along with road events such as the Marathon, road users are being asked to avoid central London, the ORN and venues. Detailed briefings have been undertaken by TfL’s press team along with senior TfL staff. As a result, TfL’s tough messages have been communicated and written up in a responsible and accurate manner.

On 13 June TfL launched accessible transport films to help disabled people unfamiliar with London’s public transport system use Oyster and plan their journeys. The films, one of which is narrated by Paralympic legend and TfL board member, Baroness Tanni Grey-Thompson DBE, are available at tfl.gov.uk/mobility. In addition, 16 key Tube stations will provide temporary manual boarding ramps during the Games and TfL’s journey planner has also been upgraded to make it easier to plan step-free journeys online. These measures will help make London 2012 the most accessible Games ever held.

TfL’s overarching message is:

“We have twin objectives – to deliver a great Games and keep London and the UK moving. During the Games, London will be turned into a massive sporting and cultural venue. As a result central London, the ORN and areas around venues will be exceptionally busy.”

“To avoid delay and disruption to your journey, you will need to plan ahead. Avoid driving in central London, around the ORN and venues from mid July. And don’t chance it / get caught out. Check out GetAheadoftheGames.com for all the tools and information you need to avoid the travel hotspots at the busiest times.”

Olympics Recognition Agreements

LU has reached agreements with all four unions regarding the fair reward of LU staff who will be expected to work flexibly during the London 2012 Games. This follows the RMT’s acceptance of the deal at the end of last month – which saw their members join those of ASLEF and Unite who had already signed up to the deal - and TSSA who have agreed in principle. There are some minor issues still outstanding which are being worked through with the RMT at the moment.

The agreement sees stations, maintenance and service control staff and operational managers receiving up to £850 subject to attendance, customer satisfaction scores and working flexibly for defined periods in order to deliver a successful Games. Under the agreement with train drivers’ unions made in September, drivers will have the ability to earn up to £1000 overall (of which £500 is guaranteed), recognising that the changes to their working framework during the Olympic period are greater. The agreement covers the period from 27 July until the end of the Paralympics on 9 September.

Separately, RMT confirmed on 28 February that it is in dispute with LU over “a ban on TfL (head office) staff taking leave during the Olympic Games” and RMT has just balloted for action and action short of a strike on this issue. The number of staff balloted was 212 with more than 80% choosing not to vote or voting no to industrial action. However, of those who voted there was a majority who voted yes to strike action. TfL does not believe that action or action short of a strike would have a significant impact.

At the time of writing a bus strike is scheduled to take place on Friday 22 June – the Commissioner will provide an update at the meeting on 27 June.

The Games Roads Online Tool

On 24 May, TfL launched an online 'Temporary Road Changes' planning tool, enabling London's road users to see how the areas where they live, work and visit will be affected. The new 'Temporary Road Changes' tool currently includes information about the Olympic and Paralympic Route Networks (ORN/PRN) and the Road Event routes in London. More information, including traffic management around the Road Events routes and venues, will be added to the 'Temporary Road Changes' tool in early June.

Following a year of consultation with residents, businesses, boroughs and other interested groups, and after many amendments to ensure the plans keep London's traffic moving while Host City commitments are met, the temporary traffic changes along the 109 mile ORN and smaller PRN have now been confirmed by the ODA with the consent by the Secretary of State for Transport.

Through the 'Temporary Road Changes' tool, TfL is doing everything possible to make sure roads users are aware of what changes will be in place. Signage along the roads and public information campaigns both before and during the Games will ensure roads users have all the information they need to comply with the changes. The 'Temporary Road Changes' tool is located on www.getaheadofthegames.com, which hosts all the information road and public transport users need about travelling in London and around other UK venues during the Games. Since the website was launched on 30 January this year, it has been visited over a million times with up to 27,000 unique visitors a day.

Out-of-hours deliveries

On 2 April TfL, London Councils and London's business community confirmed that they will be sympathetic to companies that need to make or receive out-of-hours deliveries in London during the London 2012 Olympic and Paralympic Games.

London boroughs reserve the right to continue to enforce against businesses that are inconsiderate or disturb local communities, especially if complaints are received about excessive noise being made when making or receiving deliveries.

Effective steps to minimise the chance of any enforcement action include following the Code of Practice and, in particularly sensitive areas, businesses are advised to discuss this issue with local Borough Councils in advance.

In order to support the needs of London's residents and those of the freight industry and businesses affected by Games-time restrictions, TfL published the final Code of Practice for out-of-hours deliveries. The code, which was developed with the Noise Abatement Society and the Freight Transport Association, provides businesses and delivery companies with simple, practical guidance on how to minimise noise from night-time deliveries and is available on the TfL website.

Transport Advice to Businesses (TAB)

Almost 2,000 businesses have now attended workshops and over 18,600 businesses have attended Business Intermediary Events. The Travel Advice for Business web pages were migrated from the London2012 website to Get Ahead of the Games on 28 March, which included a refresh of some information. A mail drop to 45,000 businesses in hotspot locations has been completed, with the majority of the follow up door knocking also completed.

On 6 June, TfL wrote to the leaders of 500 of the capital's biggest companies, thanking them for their leadership in preparing for Games-time travel and asking them to ensure that their staff understand their Games-time plans.

11 Other

Service during the Queen's Diamond Jubilee celebrations

TfL operations on the Queen's Diamond Jubilee weekend (02- 05 June) proceeded well and there were no major issues concerning planned parallel events, which included the Belgium versus England friendly football match and a Coldplay concert at the Emirates Stadium.

Traffic on the road network was generally light throughout the weekend, with significant reductions observed at various sites. Hourly flows were measured for the Sunday, Monday and Tuesday based on a sample of ten automatic traffic counters in central London, and compared to a baseline of the average of the prior two Sundays. Sunday and Tuesday both had significant road closures in place for events, and all Royal Park's roads were closed for the duration of the Bank Holiday weekend.

An enhanced command and control structure as well as technical engineering support was put in place for the entire weekend to strengthen system management and liaison both within TfL and also with other organisations such as the British Transport Police.

A key transport success factor was the excellent provision of information, allowing people to plan their journeys beforehand to enable safe and successful return trips, as well as dynamic messaging on the day through the TfL website and variable messaging sign (VMS) displays. A comprehensive piece of work is now underway to ensure that all lessons learnt are acted upon in time for the 2012 Olympic and Paralympic Games.

London Plan

The Mayor has formally agreed that consultation can begin on revised early minor alterations (REMA) to the London Plan. The alterations combine the earlier minor alterations, which include affordable housing and cycle parking standards to reflect further work by TfL, with revisions to make the London Plan fully consistent with the National Policy Planning Framework. Consultation on the REMAs will run from 6 June to 31 July, with an Examination in Public planned later in the year.

Keeping our customers informed: Oyster online journey statements

Improved self service options for Oyster customers with online accounts started from 1 March. All eight million Oyster customers are now able to view their journey history in an improved format. Until now, only approximately half a million customers were able to access their data online. The new formats bring enhanced transparency to fares and capping, with daily totals displayed. For the first time, Travelcard journeys are also displayed with customers able to print out a statement for expenses or download the data for further analysis.

There are approximately 20,000 requests being made for online statements on an average weekday.

Customer Research: Tube Upgrade Plan tracker results

In May, the proportion of Londoners thinking London Underground is 'on the way up' fell slightly from April's high point of 51 per cent, to 47 per cent. This is still very high and is close to the level it was achieving before the BBC TV Tube programme aired (the programme gave a significant boost to this figure during its broadcast period). Those thinking LU is 'on the way down' only amount to nine per cent of Londoners. The main reasons Londoners give for LU being on the way up are the upgrades and improvements, showing that the communications are playing a vital role in managing LU's reputation.

Campaign recognition has remained stable at 62 per cent, and is significantly higher amongst frequent LU users.

Mentoring

In early February, Finance launched a new Mentoring Programme. This programme will build on the successes and lessons learned from the 'Backing Young Britain Campaign' in 2010/11, when over 30 staff across Finance were matched with young people not in education, employment or training (NEET). By year end 2011/12, 31 mentors had been successfully matched with mentees, with the aim of providing invaluable support to the young people in their search for employment. Following successful induction training for all involved, the support team now co-ordinate the Mentoring Programme, including the monthly keeping-in-touch sessions.

The skills team has also generated 93 new work and apprenticeship opportunities. Positions were created for young people and the long term unemployed through new pilot projects in engineering, electrical, IT, security and bus driving.

Freight and fleet initiatives

2 to 27 April marked a period of exceptional performance for Freight and Fleet initiatives. 53 new Fleet Operators Recognition Scheme (FORS) bronze memberships were awarded, which now takes the total number of vehicles with bronze, silver or gold membership to over 50,000. In addition, the scheme now has over 92,000 registered vehicles, representing almost 30 per cent of the lorries and vans in London. TfL's driver safety courses have now been complemented by the new Greener City Driving course, which has been piloted and accredited for roll-out in 2012-13, subject to funding availability. Between 2 April and the 27 April over 665 commercial vehicles Surface: commercial vehicle drivers? attended TfL's accredited safety training, which meant TfL exceeded the full year target of 3,300 by 113 drivers.

WiFi now live at first Tube stations

Since 7 June, London Tube travellers have been able to get online following the introduction of Virgin Media's next generation WiFi service on London Underground. Travellers can now get online at King's Cross, Warren Street, Oxford Circus, Green Park, Victoria and Euston Tube stations.

Up to 80 stations across the capital are planned to be connected by the end of July and 120 stations are expected to be live by the end of 2012.

Marketing Society Award for Excellence – Teen Road Safety Campaign Research

This week, TfL's research to develop the Teen Road Safety campaign won the Marketing Society Award for Excellence. The research programme was managed by TfL's Customer Research and Insight Team and conducted by 2CV Research. The key insight was that a communications campaign could effectively use the strong bonds teenagers have with their friends in order to make them reconsider their risk-taking behaviour on the road. By showing that the worst-case outcome of their behaviour was not the risk to oneself but to one's friends, the insights provided the basis for a campaign which the judges called 'incredibly powerful'. This research programme has now won three major industry accolades; in 2011, it won the Market Research Society's Applications of Research Award and the Marketing Week Research Award.

Conduct of Board and Committee Meetings

On 15 March, the Board approved changes to TfL's Standing Orders to incorporate the requirements of the Localism Act 2011, which brought the conduct of the meetings of TfL's Board and its committees within the requirements of the Local Government Act 1972. The revised Standing Orders came into effect on 3 May 2012.

In compliance with the legislation, public notice of the meetings of the Board and its committees is on display in the reception areas of our head office building, Windsor House, and at the venue for the meetings. In addition, public notice is also available at tfl.gov.uk.

The first meetings held under the new arrangements were the Finance and Policy Committee, on 31 May and the Audit and Assurance Committee, on 15 June 2012. The papers for these meetings were dispatched on time, five clear working days ahead of the meeting and were also made available at tfl.gov.uk at the same time. The meetings were held at our Palestra office, as the room allows easy access for the public and is fully accessible for disabled people. There were no members of the public in attendance for either meeting.

As part of TfL's commitment to openness and transparency, all information that was previously published under the previous meeting regime will continue to be published. This will include papers considered by panels, although the meetings of TfL's panels are not covered by the requirements of the Local Government Act 1972.

Retiring Board Members

TfL would like to place on record its thanks to those members who have retired from the Board since its last meeting. Their contribution and commitment have been valuable in helping TfL successfully to move towards its goal of keeping London working and growing and making life in London better.

List of appendices to this report:

None.

List of Background Papers:

None

Peter Hendy

Commissioner

Transport for London

June 2012