

05

04

Annual report

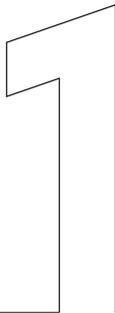




# Contents

---

<b>1. Mayor's message</b>	<b>1</b>
<b>2. 2003/04 review by Bob Kiley</b>	<b>3</b>
London Underground	5
London Buses	7
Street Management	9
Docklands Light Railway	13
London Rail	15
Public Carriage Office	17
London Trams	19
London's Transport Museum	21
London River Services	23
Victoria Coach Station	25
Accessible transport services	27
Policing and enforcement	31
Customer information	33
Employees	35
Business performance	37
The future of London's transport	41
<b>3. Financial review</b>	<b>43</b>
<b>4. Appendices</b>	<b>45</b>
Appendix 1 - Transport for London	45
Appendix 2 - Summary of progress towards the implementation of the Mayor's Transport Strategy	46
Appendix 3 - Membership of Boards/Panels/Committees/ Chief Officers 2003/04	68
Appendix 4 - Financial assistance	71
Appendix 5 - Guarantees, arrangements and indemnities	72
Appendix 6 - Operating statistics	73
Appendix 7 - Performance statistics	74
Appendix 8 - Employee numbers	75
Appendix 9 - Summary statement of accounts	76



## Mayor's message

In the last year, we have made significant progress and achieved some great successes in improving transport across London.

The congestion charging scheme has continued to cut the traffic congestion that previously crippled central London. Congestion has reduced by 30 per cent in the zone and traffic emissions are down 12 per cent. There were some initial difficulties as a result of the unsatisfactory service provided by Capita, the main contractor for the scheme, but since the introduction of a tough new contract last autumn, customer service has been much improved. We will continue to seek further improvements.

The reduction in traffic congestion has also helped London's buses to provide a quicker, more reliable service for passengers.

A vastly improved bus service across the network has encouraged the biggest growth in passenger numbers since the Second World War, with up to six million passengers using the buses every day.

London Underground has now been under my control for a year. I have put in place a strong management team who are working hard to ensure we get the necessary improvements to track, trains and signals from the private infrastructure companies responsible for maintaining the Tube network. It will take time for improvements to be perceptible, but we are determined to deliver a top quality service to Londoners.

Making travel in London safer is a continuing priority. I provided £50 million to the joint TfL/ Metropolitan Police Transport Operational Command Unit (TOCU) to fund more officers to tackle bus crime and illegal minicabs. I have also funded an additional 100 British Transport Police officers to deliver Reassurance Policing on the London Underground and the DLR. We have also started the final stage of licensing the minicab trade.



Our new electronic ticketing system, the Oyster card, now has two million users and is transforming travel on the buses, Tube and trams. By pre-paying for travel, passengers can avoid queuing for tickets and enjoy cheaper travel on single adult journeys on the bus and Tube.

The Government has indicated that it intends to give TfL and myself greater influence over rail services in London, so that we can plan a truly integrated public transport network. I am keen to move forward on this so that London rail services and station environments are raised to the levels of the bus and Tube.

One of the biggest challenges has been to secure long-term investment for vital transport improvements across the capital. We are making good progress.

The Government has now agreed borrowing limits that will allow us to proceed with the East London Line extension and other

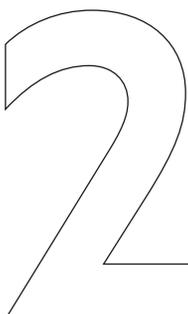
schemes that will boost our Olympic bid. There will be a Bill in Parliament later this year to kick start the long-awaited eastwest rail link Crossrail. We have also received Government backing for the Thames Gateway Bridge.

But we must continue to put the case for increased funding for the transport improvements and major projects which are essential to London's prosperity.

Through London's bid to host the 2012 Olympics, we aim to showcase our capital as a world class city, with a world class transport system.

A handwritten signature in black ink that reads "Ken Livingstone".

**Ken Livingstone**  
**Mayor of London**



## 2003/04 review by Bob Kiley

After decades of under-investment, it is vital that London's transport infrastructure is returned to a state of good repair.

Future capacity and service quality improvements are also essential if the system is to cope with the predicted population increase of 800,000 by 2016.

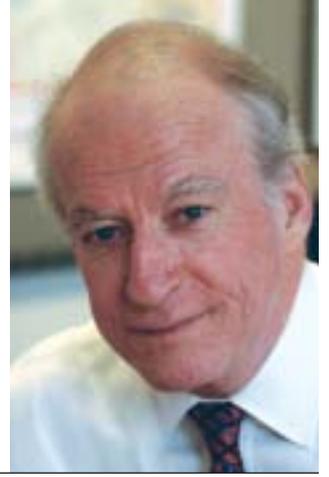
Over the last year, Transport for London (TfL) has been making this case to Government to consider in its Spending Review 2004 and highlighting that, with further funding, London's diverse and growing population can be supported by a transport system that provides access to essential jobs and services.

TfL has worked hard with its stakeholder supporters from business, disability and community groups, the boroughs, transport user groups and its customers, to get the Government to realise what it has achieved, and the simple fact that, without additional funding, the social and economic benefits of improved transport services would not be realised and could even slip backwards.

TfL has already proved that it is a public organisation that delivers. In the four years since it was formed, bus services have improved dramatically, with passenger numbers up by more than 31 per cent.

The Congestion Charging Impacts Monitoring Second Annual Report ([www.tfl.gov.uk/ccsecondreport](http://www.tfl.gov.uk/ccsecondreport)) highlighted that the scheme has reduced traffic delays in central London by 30 per cent. These, along with a number of other initiatives such as bus priority schemes, have resulted in a four per cent shift in travel patterns from private cars on to public transport, a trend not seen in any other UK city or elsewhere in the world.

In June 2003, TfL introduced the Oyster card, a revolutionary smartcard. The card holds various travel tickets which can be bought either over the phone, internet or at Tube stations or retail ticket stops.



The launch of the Oyster card is an example where effective TfL marketing has had a clear impact on passengers.

Within the first few months of the roll out, take up had exceeded expectations making the programme one of the biggest and most successful in Europe with 1.85 million Oyster cards issued at the end of March 2004. Use of the card is continuing to grow and it is already reducing queues at Tube stations and time spent by buses at stops. It will also enable the cashless operation of buses from 2006. Other possible future enhancements include auto top-up pay, customer accounts and mobile phone integration which will mean that passengers may never need to buy a ticket from a ticket office.

Since 2000, over £450 million has been spent on borough-led projects supporting a range of local transport improvements. In 2003/04, TfL provided a record level of investment to London's boroughs to fund local transport improvements in the coming year. TfL funds, totalling £140 million, were given for a range of local initiatives such as road renewal, road safety schemes, bus priority projects, safer routes to school, and other schemes that support walking, cycling and improvements to local town centres. TfL also continued to develop its programme of travel awareness activities in partnership with London's boroughs.

Over the next pages I'll explain in further detail the main achievements of 2003/04.

# London Underground

London Underground (LU) became part of the TfL group on 15 July 2003, ensuring a more integrated transport system for the capital.

Although we have been forced to accept the constraints that come with the Public Private Partnership (PPP) arrangements, and both the Mayor and I have been open regarding our views on this, we are committed to making the improvements necessary to start the long road to Tube renewal.

During 2003/04, over 10,000 metres of track were renewed, and service increases introduced, to deliver additional train kilometres - 67.7 million in total - an increase of over three per cent since last year. Timetable improvements have ensured more off peak services on the Metropolitan and Northern lines, and escalator refurbishments have been undertaken at Baker Street, Embankment, Liverpool Street, Heathrow Terminals 1, 2 and 3, South Wimbledon and Wanstead stations. In addition, three Underground stations at Fulham Broadway, Kilburn and West Ham have been upgraded to include step-free access to the platforms.

However, due to years of under-investment in the Tube system, we are facing a myriad of problems which the three million daily users of the network rightly expect us to address. Train service reliability is a priority issue which we are tackling not just through revised timetables, but through better use of our staff, with Station Assistants now positioned on Underground platforms in central London to reduce the amount of time that trains spend waiting in stations.

Safety remains a priority. Although the Underground has, historically, a good safety record, comment on the past financial year cannot be made without recognising that there were two derailments on the network at Camden Town and Hammersmith. These events demonstrated how the Tube's infrastructure has been allowed to deteriorate through lack of investment over the years. But they also show that safety must never be taken for granted and how important the PPP and renewal programmes are to ensure that we see no repeat of these events in future.

LU has recently published its review of Tube operations and performance under the PPP to the financial year end 2003/04. Entitled 'London Underground and the PPP - the First Year' ([www.tfl.gov.uk/pppfirstreport](http://www.tfl.gov.uk/pppfirstreport)), the report highlights that Metronet and Tube Lines have had some successes, particularly with cleaner stations and trains and in tackling graffiti on trains. But for us to provide a better Tube service, we need key assets such as trains, track and signals to improve.

During the past year, has met six out of the seven targets set by Government. These include exceeding targets set for customer satisfaction and excess journey time and meeting targets for the service volumes operated (measured in kilometres).







# London Buses

In 2003/04, there were 1.7 billion bus trips, the highest since 1968.

We remain proud of what we have achieved with buses in London. One third of all bus journeys in England are made in London, with London Buses now carrying over 5.7 million passengers on over 6,800 scheduled buses on a typical weekday – the highest number of daily trips reached 6 million in 2003/04. Network coverage continued to expand in 2003/04 and operated bus mileage in London is now higher than at any time since 1957.

Service levels have improved, as has bus reliability; thanks to the effects of congestion charging, bus priorities and transport policing, and the introduction of quality incentive contracts which reward bus operators for good performance and penalise poor performance. Improvements have also been made to bus passenger information over the last four years, with the roll out of stop specific timetables and spider maps.

TfL research shows that only 18 per cent of Londoners do not use the bus, compared to 24 per cent one year ago – so better, more frequent services, and better passenger information really do translate into a greater willingness to get on board. Passengers have also benefited from the refurbishment of Victoria bus station and will further benefit from the works being undertaken at Walthamstow, Waterloo and Vauxhall and those being planned for Hammersmith.

Bus journey time and reliability have improved through a greater number of bus lanes (now totalling more than 1,000) and other bus priority measures, which are now enforced by over 1,300 static and bus mounted CCTV cameras, and by the TfL funded, Metropolitan Police Service Transport Operational Command Unit (TOCU). This is deploying over 900 uniformed Police Officers, Police Community Support Officers and Traffic Wardens on London's streets to ensure buses are kept moving and that there is a safe environment for passengers to travel in.

In 2003/04, this unit issued nearly 100,000 traffic tickets for parking violations on Red Routes and made over 3,500 arrests. One hundred and ninety Bus Revenue Protection Inspectors minimised lost revenue by checking 7.5 million passengers in 2003/04 and identifying 65,000 ticketing irregularities.

Over the past year, TfL has also started taking part in a pioneering two-year European Union funded project to improve air quality by introducing three first-generation hydrogen fuel-cell buses on bus route 25.

In April 2004, in recognition of the improved service provided by London Buses, we received the Government's Beacon Scheme Award in the category 'Better Local Public Transport'.

# Street Management

TfL committed a substantial level of investment on the Transport for London Road Network (TLRN) over the last year to address the inherited backlog of maintenance and produce an overall improvement in its quality.

There were further increases in carriageway re-surfacing and reconstruction and works to improve the condition of principal roads on the TLRN. This has resulted in a decrease in the percentage of roads in need of repair from 14.2 per cent to 11.5 per cent, making them safer for all users.

The major £15.5 million refurbishment to extend the life of the southbound Blackwall Tunnel by 30 years is nearing completion and work commenced on the Coulsdon Town Centre Improvement Scheme in January 2004, with the expectation that the by-pass will be complete in two years time. Those living in the Coulsdon area or using the road, should find it improves access and traffic flow in the town centre, as well as delivering priority lanes for buses, taxis, lorries and motorcycles and giving better pedestrian and cycle facilities.

Major improvement works are continuing on the A13. Once finished, users and residents should see a very real benefit in the reduction of accidents and congestion and the improved reliability of transport connections.

For passengers at Vauxhall Cross, changing between bus, rail and Tube has proved difficult, with pedestrians and cyclists having to use a road dominated by cars and lorries. TfL in partnership with the Mayor of London, Cross River Partnership, London Development Agency and London Borough of Lambeth has worked on a major project to improve the interchange. The scheme, due to be completed in 2004, will result in a fully integrated interchange, with easier access and changes between modes.

In May 2003, we established the Directorate of Traffic Management with a remit to minimise disruption and optimise traffic operations on London's main roads. Its programme of activities to 'get London moving' includes the development of a pilot system that will reduce the disruption from street works by planning, co-ordinating and permitting road and street works in London.

The Road and Street Works Centre of Excellence is committed to reducing the traffic impact of the one million road openings in London every year. Improving traffic flow for everyone is a key objective of the Traffic Management Act 2004, which has now received Royal Assent.

# WAIT

wait



cross  
with care



do not start  
to cross

FLASHING



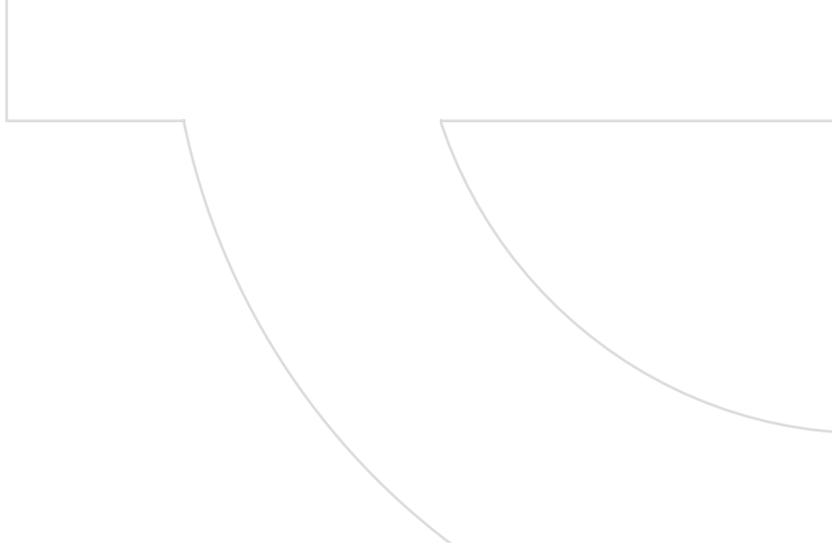
The legislation is positively welcomed by TfL, which has been active in providing support for its development.

The London Traffic Control Centre constantly monitors traffic and takes action to reduce congestion arising from accidents, road works, demonstrations and similar disruptive events. It works closely with the TOCU to deploy Police Officers, Police Community Support Officers and Traffic Wardens to reduce congestion at 20 key congestion pinch points in London and other areas identified as problems during the day. Six teams of these staff are now regularly being deployed to reduce congestion and improve traffic flow.

Road safety has remained a priority for TfL and there has been a range of road engineering schemes and targeted advertising campaigns over the past year. These have included a focus on the safety of children and young people. The number of people killed or seriously injured on London's roads has been reduced by more than 25 per cent since the late 1990s as our Road Safety Plan has been put into action.

TfL also launched a ground-breaking, award winning marketing initiative aimed at saving lives on the capital's streets. To highlight the growing issue of powered two wheeler (P2W) riders killed or seriously injured on London's roads, TfL has been running the 'See and be Seen' advert on TV and in cinemas in London during 2003 and 2004. The advert demonstrates the dangers faced by drivers and motorcycle riders connected with right turns. The adverts have received critical acclaim, with Campaign magazine voting the TfL advert the third best cinema commercial of all time. The campaign also went on to win prestigious Gold and Special Campaign Account Planning Group creative planning awards.

Progress for 2003/04 has been broadly on course to meet the Mayor's targets for reductions in road casualties. Last year, overall casualties were down seven per cent and fatalities down three per cent on the previous year (Dec 2002/03). And while national casualties involving P2W's have continued to rise, the number of P2W riders and passengers killed or seriously injured in London fell by six per cent in 2003 compared to 2002. This is in spite



of a three per cent rise in the numbers of motorcycles registered in London and more P2W trips.

With the success of the central London congestion charging scheme in meeting its key objective of reducing traffic congestion, we have undertaken consultation on a revision to the Mayor's Transport Strategy to allow a western extension of the central London congestion charging scheme. Leaflets with a questionnaire on the revision were sent to 3.3 million households, 240,000 businesses and 1,400 stakeholder organisations within the Greater London area.

The consultation was also advertised on local radio, in the press and on the internet. Although the final decision as to whether to proceed with a scheme is unlikely before summer 2005 at the earliest, this consultation has shown Londoners that we are keen to engage with them and hear their views. We carried out a similar large-scale consultation on the Thames Gateway Bridge proposals, prior to submitting an application for planning approval.

The first phase of the World Squares for All project at Trafalgar Square opened in

July 2003. The £25 million scheme created a major new pedestrian area between the Square and the National Gallery, which are now linked by a new central staircase. Additional pedestrian improvements across London include new and upgraded pedestrian crossings, and the installation of dropped kerbs and tactile paving making travelling around easier for those who are visually impaired.

The Walking Plan for London was launched in February 2004. The plan aims to encourage more people to walk for short journeys and also to make trips over longer distances by a combination of walking and public transport, thereby promoting walking as a viable, healthy and environmentally friendly activity.

TfL launched the London Cycle Action Plan in February 2004 and has also invested in a range of measures to improve conditions for cyclists on the street, together with more cycle parking at stations and in schools and free training. This has resulted in a 23 per cent increase in the levels of cycling across London between May/June 2003 and May/June 2004.

## Docklands Light Railway

Now carrying 48.5 million passengers a year, the need for expansion of the Docklands Light Railway (DLR) has become critical, especially with the continued growth of Canary Wharf and adjacent new residential areas.

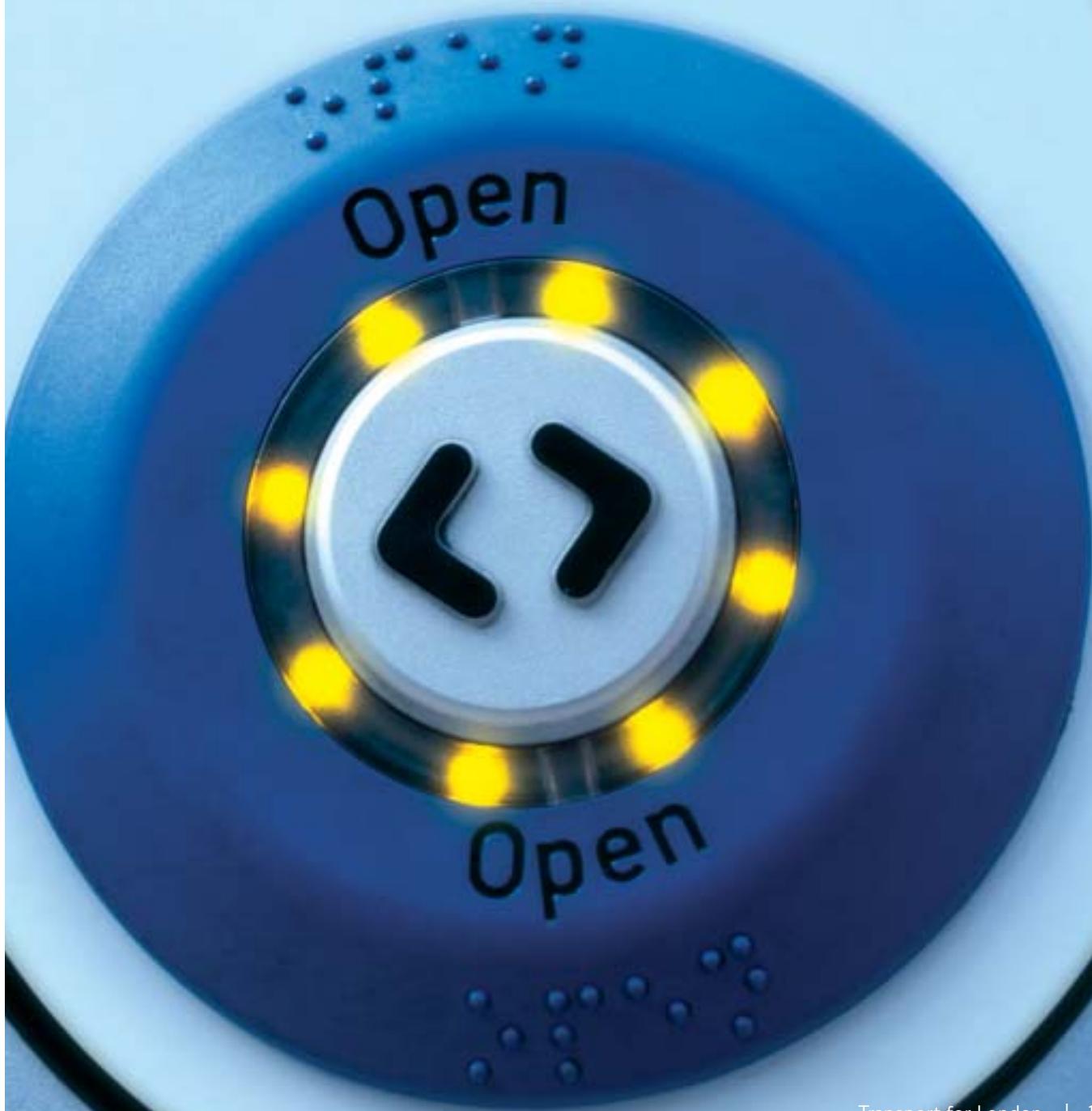
DLR has performed very well with increases in both reliability and customer satisfaction. In February 2004, the morning peak service was increased to provide additional capacity between Lewisham and the Isle of Dogs.

An extension of the DLR to Silvertown and London City Airport is currently under construction with scheduled opening in December 2005.

In March 2004, an Order was made by Government, under the Transport & Works Act, granting the powers for the further extension of the railway from

King George V station at North Woolwich under the Thames to Woolwich Arsenal.

An application has also been submitted to Government by the DLR for approval to undertake construction works to increase capacity between Bank, Tower Gateway and Lewisham. Although unlikely to be approved before 2005, the plan would mean vastly improved infrastructure and ensure the capacity to cope with the continued growth in Docklands and the Thames Gateway. Development work has also continued on the extension of the railway to Barking Reach and to Stratford International.





## London Rail

---

TfL submitted a proposal to the Department for Transport's rail review arguing that TfL should be given more responsibility for London's inner suburban rail services.

The proposal includes fare harmonisation, the extension of the Oyster ticketing system, simplified service patterns on busy commuter routes to increase capacity, better interchanges at key stations, improved stations, management and the delivery of major projects.

TfL London Rail is already actively involved in improving the rail network. In 2004, London Rail will be investing over £10 million to equip both trains and stations with facilities to improve passengers' journeys. Over £5 million of this will be invested in CCTV, Help Points and improved lighting at stations on the Southern and South West Trains networks. There are also plans to invest £3-4 million on trains and stations in North London.

Crossrail, the high frequency London metro service which will run from Maidenhead and Heathrow in the West to Shenfield and

Ebbsfleet in the East, has also received positive support from Government in recent months.

An announcement from the Secretary of State in July 2004 gave Crossrail the go ahead to prepare a Hybrid Bill for submission to Parliament 'at the earliest opportunity'. Following on from this announcement, Crossrail is launching a second round of consultation in August 2004 which will run until the 27 October 2004.

If given the go-ahead, Crossrail will provide half of London's requirement for new transport capacity by 2013 when it is planned to be built and each train will be capable of carrying in excess of 1,100 people every two and a half minutes between Paddington and Liverpool Street in the rush hour.





## Public Carriage Office

Following the licensing of 2,300 private hire minicab operators, the Public Carriage Office (PCO) started licensing London's 40,000 private hire drivers.

In the next financial year (2004/05), all private hire vehicles will have to meet strict licensing safety standards. This is a real and concerted effort to improve the quality of service and safety for passengers.

The PCO and the Transport Policing Enforcement Directorate have worked closely with the Metropolitan Police Transport Operational Command Unit and other agencies, to target minicab touts, undertaking regular operations to arrest illegal drivers and check on vehicle roadworthiness.

The PCO has also continued to focus on the 'Safer Travel at Night' campaign aimed at women passengers and the 'Know what you're getting into?' advertising campaign promoted at bars and clubs. This has successfully raised awareness of the risk of being sexually assaulted in illegal minicabs.

The campaign has also encouraged use of taxis and Night buses and has informed people how to find out about licensed private hire operators.



## London Trams

There were approximately 19.1 million passenger journeys made on the Croydon Tramlink in the last year (compared with 18.7 million the previous year).

This growing number of journeys has continued to reduce car use in Croydon with 20 per cent of passengers choosing to use the tram instead of their cars. The success of the tram continues to be attributed to the reliability of the service in linking important town centres, residential areas and employment locations and we are looking into the viability of extending the Croydon Tramlink.

Over the past year, TfL has been working on proposals for two new tram schemes

in London. More detailed design options have been developed for the West London Tram proposal, which would run from Uxbridge to Shepherd's Bush.

At the end of 2003, we started to meet with local groups to discuss the proposals ahead of the public consultation starting in June 2004. Development work continued over the last year to establish whether or not the proposal to build the Cross River Tram, from King's Cross to Peckham, is feasible.



**This train is for**

## London's Transport Museum

The Museum's efforts to preserve and present to visitors the history of London's public transport received a major boost in July 2003 with the award of a £9.47 million grant from the Heritage Lottery Fund.

Together with funds raised from industry and foundations, this grant will enable vital work to be carried out to improve the Museum's environment and update visitor displays. When completed in 2006, the newly renovated Museum should attract additional visitors and will serve as a focus for its pioneering outreach and education programmes.

Over 210,000 visits were made to the Museum in Covent Garden and the Museum Depot at Acton during the year, including groups from nearly 600 schools and colleges.

Over 55,000 children from every London borough participated in the Underground Schools Liaison programme. This is managed by the Museum's education department and encourages safe and responsible use of the capital's transport by London's future citizens.

The Museum Depot at Acton is regularly open to the public, giving an opportunity to see behind the scenes and participate as volunteers in the care and presentation of one of the world's finest urban transport collections.



**LONDON TRANSPORT**





## London River Services

---

In 2003, a new river pier opened at Millbank, close to Tate Britain, with a new boat service direct to Bankside, near the Tate Modern.

In August, London River Services (LRS) awarded a 10 year net cost contract to Thames Clippers to secure the future of the Savoy to Canary Wharf and Rotherhithe riverbus service. The operator will also receive private sector sponsorship secured by London First.

A demand study carried out for LRS identified no significant new traffic flows, but a need for more information about existing services. We intend to address this lack of awareness by working with stakeholders to improve signage and publicity and with 'Visit London' to encourage tourism on the Thames.



Gates 1



Travel Agent

VCS

Toilets for Dis



Help

Lost P



## Victoria Coach Station

---

There have been 196,000 coach departures during the year from Victoria Coach Station (VCS) and more than 10 million passengers travelling through its gates annually.

VCS continues to expand its ability to communicate with the diverse range of passengers who do not have English as a first language. Front line staff speak over 20 languages between them, which is useful when passengers travelling from Europe or other parts of the world need help purchasing tickets or transferring to other modes.

For elderly and disabled travellers, VCS now provides a mobility assistance service where disabled travellers are helped to and from coaches and have access to a dedicated mobility assistance waiting room. Around 4,000 requests were received for personal assistance during the last financial year.





## Accessible transport services

For disabled people in London unable to travel via mainstream public transport, TfL provides a range of subsidised door-to-door transport.

Demand for these services is growing with Dial-a-Ride trips having increased by over 55,000 in the last year. In 2003/04, Dial-a-Ride provided nearly 1.3 million trips for disabled Londoners, a 4.3 per cent increase on the previous year.

In order to better meet the needs of Dial-a-Ride passengers, we are gradually phasing in smaller, people carrier vehicles which will be a more efficient way of carrying out individual journeys, whilst still retaining the ability to cater for multiple occupancy.

A pilot scheme will also be introduced in the coming year offering travel assistance to help and encourage disabled people to use accessible mainstream transport, where this is an appropriate option. Dial-a-Ride would then provide a door-to-door link at either end of the journey.

Since November 2001, TfL has been funding the Taxicard scheme, which has

resulted in over £6 million of funds being spent on additional door-to-door trips for disabled people.

Overall, there has been a 70 per cent increase in the number of disabled people who have taken advantage of the Taxicard scheme since 2001/02, with more than 900,000 people using the scheme last year.

In the last year, we have helped to expand the door-to-door transport service by providing funding to allow the boroughs of Greenwich, Redbridge and Barnet to introduce Taxicard schemes and we are supporting the introduction of a 'Capital Call' scheme in nine outer London boroughs. The scheme uses licensed minicabs rather than traditional black cabs and provides Taxicard members with an additional £200 budget to spend on travel. So far over 3,000 extra trips have been taken using the scheme.



All taxis are wheelchair accessible, and private hire vehicles as well as taxis are now obliged to carry assistance dogs.

We are also undertaking a strategic review of door-to-door transport in London which is due to report later in 2004.

London Buses has done much to improve the accessibility of its network. More than 90 per cent of buses are already low-floor and wheelchair accessible, offering step free access for those with mobility problems, and we are working towards making the bus network 100 per cent accessible by December 2005.

We invest over £3 million per annum in improving the highway infrastructure at bus stops to make it more accessible and convenient for the mobility impaired, which includes the installation of accessible bus stops, dropped kerbs and tactile paving.

Over £3 million a year is also invested in a BTEC training course for bus drivers, conductors and service controllers to ensure customers receive a better service. The course addresses areas such as good driving practice and health and safety and provides skills for working with disabled people and other groups who face transport barriers.

TfL is spending £1.3 million on the refurbishment of Greenwich pier, which by autumn 2004 will include a ramp rider, thereby greatly improving access for wheelchair users at Greenwich. Most of the newer river craft have dedicated wheelchair spaces and step-free access to and from boats is now available at most piers.

As part of its contribution to the 2003 European Year of Disabled People, TfL sponsored 'The Journey', a socially integrated forum theatre project based in Newham. In collaboration with BBC London, TfL also sponsored the production of The Rough Guide to Accessing London.

Launched in December 2003, the guide lists over 50 London venues and places of interest that are accessible to disabled visitors.

In addition to the 'Safer Travel at Night' campaign, TfL has continued to make steps to improve safety for women travelling at night. We launched the Women's Action plan to demonstrate our commitment to expanding women's travel choices and have installed CCTV cameras on 65 per cent of the bus fleet so far. We are also working hard to reduce the number of illegal minicabs.



## Policing and enforcement

The Transport Policing and Enforcement Directorate (TPED) was established in early 2003 with the remit of delivering policing and enforcement services to London's transport system.

The directorate incorporates six distinct areas of operation. It delivers transport policing services to TfL's Surface Transport modes via the joint TfL/Metropolitan Police Service Transport Operational Command Unit and to TfL's rail and Underground businesses via additional policing resources for the British Transport Police (BTP). It is also responsible for delivering bus lane enforcement on the Transport for London Road Network (TLRN).

TPED also works with boroughs to increase parking and bus lane enforcement on key bus corridors on borough roads, tackles fare evasion on London's buses through visible and covert revenue protection activities and investigates and prosecutes fare evaders and other offenders for Surface Transport.

Since the formation of TfL, over 900 additional uniformed officers have been deployed onto London's transport network.

This will be bolstered by a further 100 BTP officers in 2004/05. These additional officers are supported by a new intelligence system developed by TPED. This system allows TfL and the police to see a picture of crime and disorder on the transport network for the first time and allows the officers to focus their efforts where it is most needed.

TPED has worked closely with London Underground and BTP to develop a Reassurance Policing strategy for the Underground and other parts of TfL's rail network. This led to the deployment of over 100 uniformed officers in 2003/04 who are responsible for local policing of sections of the rail network.

They are both highly visible to the public and focused on solving local crime and disorder problems. In 2004/05, this approach will be expanded to London's transport interchanges and the overground rail network.

# Port for London

- es
- River
- Streets
- Taxi-Private Hire
- Coach Station
- Trams
- Rail
- D

## Journey Planner

Stage

### 2. Choose your route

[edit search](#)

#### Journey summary

**Departing:** Wednesday 22 September 2004 at 09:17.  
**From:** London, 120 Holland Park Road (W14)  
**To:** London, 132 Tottenham Court Road  
**Restrictions:**

Route	Depart	Arrive	Duration	Interchanges
1	09:08, Wed	09:59, Wed	00:51	1:    
2	09:11, Wed	10:01, Wed	00:50	2:     
3	09:11, Wed	10:01, Wed	00:50	1:    
4	09:17, Wed	10:12, Wed	00:55	3:     
5	09:17, Wed	10:08, Wed	00:51	2:     
6	09:17, Wed	10:08, Wed	00:51	1:    



## Customer information

Travel Information Centres continue to provide passengers and potential passengers with impartial advice about every aspect of travelling around London.

In 2003/04, new Travel Information Centres opened in Twickenham and at Heathrow Airport. The Travel Information Call Centre saw a significant increase in demand for information with nearly four million calls received in total, a 73 per cent increase compared to 2002/03. Service quality also improved, with a 60 per cent decrease in the average time to answer a call, and a 21.6 per cent decrease in the number of calls abandoned.

The responsibility of managing one of the world's largest integrated transport authorities means that the role of our website is unique. TfL has to ensure that visitors to the site receive an integrated travel information service that balances the needs of various customers.

Now visitors to the site can get not only real-time traffic and travel information, pay the congestion charge and look up cycle or walking routes in their neighbourhood, but also find out about consultations, download interactive maps or view live traffic cameras. With overseas visitors accounting for 24 per cent of TfL's website traffic, all travel information, including the purchase of a range of tickets, has to be readily available online to visitors accessing the site from outside the UK.

In March 2004, more than 4.5 million pages were viewed by almost 0.5 million unique visitors to the TfL website (excluding the Tube and Journey Planner).

During the month, 400,000 maps, leaflets and documents were downloaded from the website and there were more than 560,000 visits to TfL's Journey Planner service, which uses information from across all modes of travel to create detailed journey plans for customers.

To make it easier to access information on the move, Journey Planner has been rolled out to 500 BT internet kiosks located on-street and at Tube and major rail stations. Furthermore, a number of mobile travel information services, including Travelalerts, the TfL WAP site and WAP/SMS derivatives of Journey Planner have all been made available via mobile phones. Drivers in central London can also use BT internet kiosks or SMS to pay for the congestion charge as well as the more traditional methods such as by post, over the phone or online.

An innovative agreement with mobile phone operator Orange means that Orange mobile phone users can now use their Wap-enabled phones to access TfL's online service via the 'Orange World' portal rather than navigating to the TfL website. The agreement with Orange is non-exclusive which leaves TfL free to establish partnerships with other mobile phone operators over the coming year. As more people get mobile, it is hoped that this and other agreements will improve the delivery of timely and accurate travel information to travellers in London on the move.



**LONDON**

Name  
**Mr D Thomas**

Employee number  
**3231000**

Pass number  
**001003770000**

Transport for London

Staff



---

## Employees

Following the integration of London Underground in the summer of 2003, TfL has continued its programme of structural changes necessary to transform the organisation and to harness fully the benefits and efficiencies that integration offers.

It has been a challenging year but TfL's employees have embraced change whilst continuing to bring expertise to their roles. As an organisation, we aspire to engage openly and effectively with our staff at all levels and active communications are vital in helping them play a full role in delivering our business objectives and ultimately, the Mayor's Transport Strategy.

TfL's overall employment targets are set against the demographics of London and as such we aim to include 25 per cent black and minority ethnic people and 46 per cent women in our employment. Over the last financial year we have worked towards achieving these demographics and now

have 30 per cent black and minority ethnic people and 21 per cent women.

We continue to participate in summer placements schemes with the Windsor Fellowship, London First and the Camden Society. I believe these placement schemes encourage a positive attitude towards ethnic diversity and disadvantaged and under-represented groups, as well as fostering a positive attitude within the organisation towards people with disabilities. These schemes also assist the organisation in trying to achieve its goal in having a workforce that reflects the demographics of London.

# Business performance

The last financial year has seen TfL undertake a review of its support services and establish a health, safety and environmental function

## Best Value

During 2003/04, TfL concluded its reviews of support services covering communications, finance, planning, human resources, procurement and information management.

These have led to the development of a streamlined organisational structure following the integration of London Underground (LU) and the realisation of substantial efficiency savings through economies of scale and the development of a common IT infrastructure based around SAP. So far this, in conjunction with more efficient procurement of 3rd party goods and services, has delivered £42 million of savings in 2003/04 and is on target to deliver £72 million of savings in 2004/05. These resources will be directly re-invested in front line operational service enhancements.

This year TfL (as well as the GLA and other functional bodies) has engaged in an Initial Performance Assessment (IPA) by the Audit Commission. This process is intended to look at overall organisational capability, and to make recommendations for TfL's future improvement agenda. TfL produced a self-assessment, available on our website, and was host to a team of inspectors from the Audit Commission. The process will conclude with a report and overall rating from the Commission, expected in November 2004.

The future programme of Best Value reviews will respond to the outcomes of this IPA process and the changing needs of the business with a view to continuous improvements being made to the way TfL delivers its services to the public.

## Health, safety and environment

In general, despite the many structural changes at TfL over the last year - the transfer of LU to TfL and the commencement of PPP - all areas have made good progress against health, safety and environment plans and performance has generally been good.

Last year saw the establishment of a Group Health, Safety and Environmental (HSE) function, working to align and co-ordinate HSE across TfL.

There were no employee fatalities during the year and for the third year, all businesses (Surface Transport data only for last year) had major injury rates of less than 150 per 100,000 employees, better than the UK average for the transport sector over this time period. Rates for assaults on employees are highest in LU with 1,560 assaults over the last year. This is not surprising as this business has the highest number of customer facing staff, but the rate was higher in 2003/04 than the previous three years.



**Beacon  
Authority**

2004 - 2005

Better Local Public Transport  
for London

Beacon  
Authority

2004 - 2005  
Better Local  
Public Transport  
for London

During the period there were seven customer fatalities, two in Surface Transport and five in LU.

With regard to customer major injuries, there was an increase in reported major injuries in Surface Transport. This is thought to be the result of improved reporting, but the injury rates are some three to four times those for LU and Docklands Light Railway (DLR). Assault rates on customers were highest in DLR, though with a significant fall from the levels of the previous two years. LU showed a steady improvement regarding customer assault rates over the previous three years that was reversed this year. Lowest assault rates were in Surface Transport.

Previously, environmental planning and performance reporting had been largely project based, but in 2003/04 TfL reviewed its approach and worked towards setting environmental objectives, defining

performance indicators and setting targets for improvement. Following this review, TfL established ten environmental objectives based on the Mayor's five Environmental Strategies:

- Reduce emissions to air
- Reduce energy consumption, increase use of renewables
- Reduce noise and vibration
- Reduce resource consumption
- Maintain/enhance quality of built environment
- Reduce impact of waste
- Promote sustainable transport of waste
- Maintain/enhance the natural environment
- Reduce emissions to water and land
- Reduce consumption of water

TfL contributed to reducing emissions of Nitrogen Oxide (NO<sub>x</sub>), Nitrogen Dioxide (NO<sub>2</sub>) and small particles (PM<sub>10</sub>) through a number of measures but principally through reducing emissions from buses and we

remain on target to have all buses Euro II or better by 2005.

As a major consumer of energy in London, TfL accounts for 1 per cent of London's total consumption (3.5 per cent electricity consumption). We have undertaken a strategic review of our energy procurement and demand management processes and in 2003/04 sourced 14 per cent of our electricity from renewable resources. This compares well with the UK's plan to produce 10 per cent of its supply from renewable sources by 2010. LU also achieved a 20.9 per cent saving in electricity at stations in 2003/04 (exceeding the target of 17.5 per cent). Other parts of the business have a variety of initiatives contributing to energy saving and the move to renewable resources.

Noise reduction efforts have taken place in various parts of TfL. LU has carried out rail

grinding, installed more continuously welded tracks, lubricated key areas of known 'wheel squeal' and taken part in an international project on noise reduction technology. DLR has specific targets for noise and vibration and carries out noise monitoring and maintenance procedures for the railway and a noise-monitoring programme has been established on parts of the TLRN.

As a signatory of the Mayor's Green Procurement Code, TfL is purchasing a variety of recycled products and is piloting the use of recycled materials in footpaths. LU now purchases 50 per cent of its timber from sustainable managed forests and has introduced water saving features during the refurbishment of train washing facilities.

More details on these areas can be found in TfL's and LU's Environment Reports available on the TfL website ([www.tfl.gov.uk](http://www.tfl.gov.uk))

---

## The future of London's transport

---

In July 2004, the Government gave its support for TfL to borrow £3 billion over the next five years to finance the delivery of capital projects under a new 'Prudential Borrowing' regime and a £789 million additional grant has also been made available to TfL.

The new agreement with Government means that - for the first time - London has the opportunity to undertake long-term major capital projects without the fear that funding will be withdrawn in future years, bringing to an end the historic stop-start funding of London's transport.

It also enables TfL to take forward the projects needed to support London's bid to host the Olympics in 2012. These include extending the East London Line (to Dalston Junction, West Croydon and Crystal Palace), expanding the DLR (three-car upgrade, extension to Woolwich Arsenal

and the conversion of the North London Line south of Stratford to DLR) and new transit projects in the Thames Gateway.

However, although the agreement with Government means that we can take forward high priority transport improvements, it does not provide us with enough resources to take forward all the improvements we believe are needed and we are still dependent on Central Government as the main source of our income. As a result, TfL faces some difficult decisions about spending priorities.

---

It will be possible to maintain existing service levels, but spending plans will need to be amended in certain areas and options for increasing revenues explored.

Decisions about individual initiatives will have to balance the relative merits of each project against the alternatives; the overall effect of any revision must be to produce an integrated plan that is in the best interests of the whole of London.

Our goal remains to provide London with the transport system it truly deserves. The funding announcement from Government

will enable us not only to start to bring the system to a state of good repair but also to take the necessary steps to support London's bid as an Olympic city and provide Londoners and visitors with a world-class transport system.



**Bob Kiley**  
**Commissioner of Transport**

# 3

## Financial review

---

In transforming London's transport system, TfL has an unprecedented and outstanding opportunity to make a difference to the daily lives of millions of Londoners.

This challenge requires the ability to deliver on time and within budget.

The Mayor's Transport Strategy has set the framework objectives and agenda for the next decade. Only through effective management and forward looking decision making structures will this become a reality.

From April 2003 to March 2004, TfL spent £4,800 million, which included £2,591 million on the Underground, £1,312 million on bus services, £637 million on roads and £28 million on rail. A total of £2,821

million of transport funding is provided through the Government, the Greater London Authority and third parties. Passenger fares, Street Management activities and other services, contributed a further £2,321 million. During the year, TfL invested £863 million: £193 million on vehicles and equipment; £667 million on infrastructure of which £476 million was provided under the three London Underground Public Private Partnership contracts; and £3 million on land and buildings.

<b>Funding review</b>	<b>2004 £m</b>	<b>2003 restated* £m</b>
<b>Funding requirement</b>		
Sales revenue	<b>2,321</b>	1,941
Expenditure (including £863 million capital investment)	<b>(4,800)</b>	(3,859)
Losses of joint venture company before grant	<b>(16)</b>	(13)
Finance lease charges net of interest	<b>(15)</b>	(15)
	<b>(2,510)</b>	(1,946)
Working capital movements	<b>(311)</b>	(61)
	<b>(2,821)</b>	(2,007)
<b>Sources of funding</b>		
Transport funding	<b>2,554</b>	1,791
Other funding	<b>267</b>	216
	<b>2,821</b>	2,007

All information contained in the appendices covers the 2003/04 financial year up to 31 March 2004. Therefore projects and schemes may have moved on since this time. The above information is extracted from the audited Statement of Accounts for TfL for the year ended 31 March 2004, copies of which are available on our website ([www.tfl.gov.uk](http://www.tfl.gov.uk)).

\*On 15 July 2003 the entire share capital of London Underground Limited was transferred to Transport Trading Limited, a wholly owned subsidiary of TfL, from London Regional Transport. There was no consideration payable for the transfer. TfL has applied merger accounting to the transfer. The financial information for the current period has therefore been presented and that for the prior periods restated, as if LUL had been owned by Transport Trading Limited throughout the current and prior accounting periods. TfL has fully implemented Financial Reporting Standard 17 relating to pension fund liabilities in its accounts for the year ended 31 March 2004. The financial information for prior periods has been restated to reflect this.

# 4 Appendices

## Appendix 1 - Transport for London

Transport for London (TfL) is a statutory corporation established by section 154 of the Greater London Authority Act 1999 (GLA Act 1999). It is a functional body of the Greater London Authority (GLA) which reports to the Mayor of London.

TfL has the following operating subsidiaries: London Underground Limited, London Bus Services Limited, London Buses Limited (trading as East Thames Buses and Dial-a-Ride), Victoria Coach Station Limited, Docklands Light Railway Limited and London River Services Limited.

The Mayor of London, Ken Livingstone, chairs TfL and has appointed 13 Board members and two special advisors to advise the TfL Board. The Board's role is to set policy, define and agree the strategic direction of TfL and oversee performance of the executive team who carry out the policies agreed by the Board.

Day-to-day operational responsibility and accountability is delegated to the Commissioner, Bob Kiley, who in turn is advised by Chief Officers reporting directly to him.

## Appendix 2 - Summary of TfL's progress towards the implementation of the Mayor's Transport Strategy

### Priority A: Reducing traffic congestion

**Congestion charging:** Traffic congestion has been reduced in and around central London as a result of the central London congestion charging scheme introduced in February 2003. In April 2004, TfL published its Second Annual Impacts Monitoring Report on congestion charging, which highlighted that the scheme has reduced traffic delays by 30 per cent within the charging zone and made journeys to, from and within the zone quicker, easier and more reliable.

Traffic entering the zone during charging hours has reduced by 18 per cent and traffic circulating within the zone has reduced by 15 per cent. On the Inner Ring Road, which forms the boundary of the charging zone, there has been a small increase in traffic and a small reduction in congestion. There is no evidence of systematic increases in traffic outside the charging zone.

Of the 65,000 to 70,000 car trips that are no longer being made to the charging zone

during charging hours, between 50 and 60 per cent have transferred to public transport, 20 to 30 per cent now divert around the zone and 15 to 25 per cent have made other adaptations, such as travelling outside charging hours.

**Improved transport:** The scheme has contributed to better bus and taxi services in central London and improved conditions for business and delivery vehicles.

Together with the additional bus capacity introduced to complement congestion charging, the improved traffic conditions mean that bus passengers in central London are experiencing more reliable journeys, in part through a one-third reduction in 'excess waiting time' at bus stops. More than 29,000 extra passengers are now entering the congestion charging zone in the three hour morning peak period, with many using the new buses and the five new routes specifically introduced as part of the scheme.

Improvements across all modes of transport (buses, Underground, Docklands Light Railway, taxi and private hire, and river services) and programmes to improve

conditions for walking and cycling, have assisted in containing congestion in Greater London. Further details of these improvements are given under other priorities.

**Reducing congestion:** Under the new London Local Authorities and Transport for London Act 2003, London boroughs and TfL have additional responsibility for enforcing traffic restrictions on a decriminalised basis. A major activity during the year has been input to the Traffic Management Act (which received Royal Assent on 22 July 2004) as it progressed through Parliament. This addresses well-founded public concern about traffic congestion, especially that caused by road and street works and other temporary obstructions of the public highway. TfL has been working closely with the boroughs, representative bodies and the Department for Transport in the development of secondary legislation that will follow on from the Act.

In October 2003, TfL consulted with the London Assembly and GLA functional bodies on a draft revision to the Mayor's Transport Strategy to allow a western extension of the central London congestion charging scheme. This was followed in February 2004, with a major 10-week public consultation. (A report on the consultation was given to the Mayor and a revised

Transport Strategy published in August 2004. There will be a further opportunity to comment on the detailed scheme proposals at a later stage).

TfL is trialling new technology for road-user charging including an examination of how this could influence road management policy in the future.

The London Traffic Control Centre, working with the joint TfL/Metropolitan Police Transport Operational Command Unit has started to deliver effective real time traffic management and incident management on London's major roads.

## Priority B: Overcoming the backlog of investment on the Underground so as to safely increase capacity, reduce overcrowding and increase both reliability and frequency of service

London Underground Ltd (LUL) transferred to TfL on 15 July 2003. LUL has met all but one Government target (due to the derailment at Camden Town) set for 2003/04. Customer satisfaction scores have risen over the last twelve months, with improvements in all areas.

**PPP:** In April 2003, LUL completed the transfer of responsibility for the maintenance and renewal of its assets to the private sector through the Public Private Partnership (PPP) contracts. The contracts were introduced to improve the reliability of performance as well as the assets of the Underground and include a detailed funding programme for work to be carried out on the system. They aim to improve journey times and reduce crowding, both on trains and platforms as well as improve journey ambience.

During 2003/04, over 10,000 metres of track were renewed and escalator refurbishments were carried out at Baker Street, Embankment, Liverpool Street,

Heathrow Terminals 1,2 and 3, South Wimbledon and Wanstead stations.

Improvements are continuing at Brixton Station, which was closed for two weeks during the 2003/04 Christmas to New Year period to allow the removal of asbestos. A new ticket hall was opened at Elephant and Castle Station and work has begun on modernising and expanding Wembley Park Station, which will provide additional capacity in time for the opening of the new Wembley Stadium.

**PFI:** Prior to the instigation of the PPP, LUL entered into a series of Private Finance Initiative (PFI) contracts with external entities addressing four specific aspects of LUL operations. During 2003/04, PFI contracts achieved the following milestones;

- delivered state-of-the-art ticketing, gateline and revenue collection systems - the Oyster smartcard and Pre Pay (its pay-as-you-go option)
- sourced the majority of LUL's electrical power (including all traction power) by direct connection to the National Grid and withdrawal from service of the former Lots Road power station which ceased generating power and was sold to a developer in August 2003

- achieved 50 per cent of enabling works for the new radio and communication system across the Underground network
- constructed new HQ premises for the British Transport Police (BTP) which were opened at Whitfield Street in central London
- carried out work to enable PPP investment deliverables to be met.

**Working with third parties:** Negotiations on the Heathrow Terminal 5 Piccadilly Extension reached commercial close with the British Airports Authority, enabling the proposed agreement to be presented for approval by the TfL Board.

**Reliability:** Train service reliability is a priority issue which is being tackled with revised timetables and additional staff allocated to control the departure of trains so as to maintain reliability.

**Service enhancements:** Service increases were introduced in 2003/04 to deliver nearly half a million additional train kilometres per year. The total operated train kilometres in 2003/04 was 67.7 million, an increase of 3.5 per cent from the previous year.

Timetable improvements include doubling the off-peak Metropolitan line services to Amersham, an extension of the peak service on the Jubilee line to coincide

with the peak direction and an increase in off-peak frequencies on the Northern line.

Twenty-four hour running over the New Year was successfully delivered, with the vast majority of stations remaining open throughout the night.

**Information:** Information boards showing the status of each line are now displayed at every station and pre-journey information on the TfL website has also been improved, so that customers can be more confident when planning journeys in advance.

**Graffiti:** A much intensified anti-graffiti programme, begun in 2003, is being rolled out across the network. All train graffiti is removed within 24 hours and the programme is now starting to focus on the more difficult problem of track side graffiti.

## Priority C: Making radical improvements to bus services across London, including increasing the bus system's capacity, improving reliability and increasing the frequency of services

**Network expansion:** A further expansion of the bus network has been seen in 2003/04. Improvements to network coverage included nine new daytime routes and five new Night bus routes, together with extensions to or re-routing of 25 existing services. For example, the Croydon and Bexley areas saw improvements following comprehensive reviews of their local bus networks whilst other initiatives provided a bus service to areas which did not have one. Frequency enhancements, including in the evenings and on Sundays, were made to meet the increasing passenger demand, combat crowding during peak periods and to improve the attractiveness of the bus network. The level of service was also increased on some Night bus routes. Overall bus kilometres operated increased to 437 million in 2003/04 (the highest since 1957) and some 10 per cent higher than the previous year (397 million in 2002/03).

**Bus station/garages refurbishments:** Victoria bus station has been refurbished and the new-look area opened in

September 2003. Construction also commenced on the £3.5 million facelift to Walthamstow bus station, including rebuilding to accommodate 2,500 departures each weekday, improvements to security and customer information and a new link to the Underground station. The bus station is due to open in summer 2004 with the subway link programmed to be complete by spring 2005. Good progress has been made on the construction of new bus stations at Waterloo and Vauxhall, both of which are due to open in the summer of 2004. Planning permission has been secured for an expansion to the bus station at Hammersmith.

**Bus garages:** A disused former tram depot at Brixton Hill and a disused bus garage in Walworth have both been refurbished to help house the growing bus fleet and plans are in preparation for a further new garage in North Acton.

**Service improvements:** In August 2003, London Buses launched the central London 'Pay before you board' zone in the West End, to speed up boarding in this area. Roadside ticket machines have been provided at all stops within the cashless zone.

Route 18 (Euston station to Sudbury) was converted to new bendy buses in November 2003 to speed up boarding times, improve access and reduce journey times.

At 18 metres long, the new bendy buses can carry over 130 people, half as many again as the double deck vehicles they are replacing.

'Vicinity Maps', including bus and multi-modal information are being placed at bus stops throughout London and the programme will be completed in the summer of 2004.

Approximately two-thirds of the London bus network is now run under Quality Incentive Contracts, thus providing bus operators with a financial incentive to provide reliable services.

During 2003/04, over 500 bus priority schemes were introduced to further improve bus reliability and journey times, including over 70 bus lanes. This includes schemes on the Transport for London Road Network and those introduced by the London Bus Priority Network (LBPN) boroughs. Two hundred traffic signal bus priority (Selective Vehicle Detection) junctions were implemented, reducing bus journey times by up to three minutes along routes.

Phase 1 of the London Bus Initiative (LBI) was completed in 2003, resulting in an increase in bus passenger numbers and reliability on the 27 LBI routes, over and above network wide improvements.

The BTEC training initiative for bus operating staff continued to improve driving standards, passenger interaction, disability equality awareness and service control skills. In just over a year since the start of the programme, nearly 3,000 bus drivers and conductors have completed the training with a further 7,000 in training. In addition, just over 500 service controllers received their BTEC award.

The Transport Policing and Enforcement Directorate (TPED), established in early 2003, has continued to work with the Metropolitan Police Service Transport Operational Command Unit, to keep bus lanes clear in London through the deployment of uniformed officers and traffic wardens and also through camera-based enforcement using over 1,300 cameras. TPED has also developed Service Level Agreements with individual London boroughs, which has enabled increased levels of enforcement on borough roads.

**Passenger figures:** All of these initiatives have contributed to the continued improvement in bus services, which are now the most reliable since performance figures were first collated in 1977. This has resulted in a continuing rise in the number of Londoners and visitors to the capital who now travel by bus.

London's buses now carry the highest number of passengers since 1968, with more than 1.7 billion trips in 2003/04. Since 1999/2000, bus travel in London has increased by over 31 per cent or by 400 million trips per annum. Bus occupancy has risen by 17 per cent over the last five years and is currently twice the level of other English metropolitan areas. London Buses carried 5.7 million passengers on over 6,800 buses on a typical weekday in 2003/04. TfL research shows that 82 per cent of Londoners use the bus, compared to 76 per cent one year ago.

### Priority D: Better integration of the National Rail system with London's other transport systems to facilitate commuting, reduce overcrowding, increase safety and move towards a London-wide high frequency 'turn up and go' Metro service

National Rail services are a key element of London's public transport network. In recognition of the overcrowding and unreliability of rail services, TfL has developed proposals to take responsibility for London's local rail services. This would complement TfL's existing responsibilities for buses, DLR and the Underground, enabling more co-ordinated and integrated decisions to be made on services, fares and investment. The proposal includes fare harmonisation, the extension of the Oyster ticketing system, simplified service patterns on busy routes and improved stations. A submission was made to Government as part of the Rail Industry Review initiated in January 2004 by the Secretary of State for Transport.

The South London Metro pilot was launched in September 2003. This has focused on station enhancements and improving information for customers, with some additional services (such as an

increase in evening frequency between London Bridge and Dartford) being funded by TfL.

TfL also funded additional Saturday and evening peak services on the North London Line whilst further partnership investment programmes to improve security and safety (station and on-train CCTV) were launched on the South West Trains, Silverlink Metro and Great Northern suburban routes.

TfL made funds available through the Borough Spending Plan process to enable borough councils to carry out complementary improvements on public access routes to stations.

## Priority E: Increasing the overall capacity of London's transport system by promoting major new cross London rail links, including access to international transport facilities, improved orbital rail links in inner London and new Thames river crossings in East London

**Projects:** The Crossrail business case was signed off by the Strategic Rail Authority (SRA) and TfL and submitted to Government in June 2003. The business case received the support of the Secretary of State for Transport in July 2004, and work is continuing on detailed proposals.

Work has commenced on section two of the Channel Tunnel Rail Link (CTRL), due to open in 2007. This includes major works at King's Cross St Pancras and Stratford stations as the new link will include a new station at Stratford. When the second phase of the CTRL opens, most Eurostar trains will run to St Pancras although a few will continue to run to Waterloo. The TfL Board gave approval in November 2003 for the Thames Gateway Bridge. The bridge is part of TfL's plans to improve transport to and from East London. It would cut the time it takes to cross the river by up to 30 minutes and would support the creation of up to 26,000 jobs in the region.

**Docklands Light Railway:** Construction of the DLR extension to London City Airport has progressed and is due for completion by December 2005. The Transport & Works Act application for powers to extend the DLR to Woolwich Arsenal was approved in February 2004. The new DLR station at Woolwich Arsenal will provide an interchange with main line rail services and local buses and will offer direct services to London City Airport, Canary Wharf and the City. An application for a major upgrading of the railway to provide a 50 per cent increase in capacity between Bank and Lewisham, via the introduction of longer, three-car trains is also under development.

**East London Line:** Work commenced on the first stage of construction on the East London Line extension on 14 July 2003. The project will ultimately provide metro style services from Highbury and Islington and Dalston via the City fringe to New Cross, Clapham Junction, Crystal Palace and West Croydon, with four trains per hour on each branch.

**Schemes:** Plans for new Light Transit schemes have been progressed throughout the year, with the development of more detailed design options for the proposed West London Tram, which would run from Uxbridge to Shepherd's Bush. TfL has met with local groups and consultation will run throughout summer 2004.

Development work has also continued on the Cross River Tram project, to establish the feasibility of the proposed King's Cross to Peckham link, and possible extensions to the existing Croydon Tramlink system.

In addition, work has continued towards the feasibility analysis and design of the East London Transit and Greenwich Waterfront Transit busway schemes, and the Mayor has announced that Phase 1 of each of these schemes is now considered to be fully funded as a result of the Spending Review 2004 settlement.

It is anticipated that the TfL Board will make a decision towards the end of 2004 as to whether or how to proceed with the other schemes.

TfL is also working with the Passenger Transport Executive group and the Department for Transport to develop best practice in all of the fields of concern highlighted by a recent National Audit Office Report on improving the provision of Light Rail in the UK.

**River:** A new pier has been opened at Millbank to accommodate the new 'Tate to Tate' boat service. In September 2003, a ten year contract for a high-speed riverbus service (the Thames Clippers) was awarded, funded by TfL with additional private sector sponsorship.

## Priority F: Improving journey time reliability for car users, which will particularly benefit outer London where car use dominates, whilst reducing car dependency by increasing travel choice

**Modal shift:** The congestion charge, along with a number of other initiatives, has resulted in a four per cent shift in travel patterns from private cars onto public transport, a trend not repeated in any other UK city, or elsewhere in the world.

TfL has also carried out four trials using Individualised Marketing (IM) to alert car users to their transport options in order to reduce congestion and pollution. Each pilot was based on 1,000 households, with pre and post market research. Results showed some variation in levels of impact, with an average of six per cent of car users choosing to change their mode of travel to walking, cycling or public transport.

Croydon Tramlink has also had an impact on car dependency with 20 per cent of tram passengers choosing the tram instead of their cars.

**Traffic management:** The Traffic Management Act addresses public concerns about traffic congestion in London caused by road or street works. The Act creates a new 'Network Management Duty' for TfL to help focus efforts on tackling congestion. It is estimated that there are about one million road openings and around four million other construction-related obstructions in London each year. Any lack of co-ordination in these can result in huge disruption to traffic.

TfL's Directorate of Traffic Management (DTM) was launched in May 2003 with the remit of minimising disruption and optimising traffic operations on London's main roads. Its Traffic Operations section focuses on real-time traffic management through the London Traffic Control Centre and responsive signal control, whilst Network Co-ordination ensures that the roads operate efficiently while balancing the demands of different road users. The programme of activities to 'get London moving' also includes the development of a pilot system for planning, co-ordinating and issuing permits for road and street works by London's 35 street works authorities. Known as LondonWorks, the system will allow the expected traffic impacts to be properly considered in the context of other planned and on-going works.

2003/04 has also seen the first full year of operation of the London Traffic Control Centre (LTCC), which helps ensure effective and rapid responses to congestion arising from causes such as road works, accidents, system failures and breakdowns. The LTCC is staffed 24 hours a day, seven days a week, and works closely with TfL's Centre Comm Control Centre (a central communications facility which provides bus drivers with 24 hour support) and the Transport Operational Command Unit's (TOCU's) congestion teams to mitigate the impact of congestion as rapidly as possible.

**Road improvements:** TfL committed a substantial level of investment on the Transport for London Road Network (TLRN) over the last year to address the inherited backlog of maintenance and produce an overall improvement in its quality. There were further increases in carriageway re-surfacing and reconstruction and works to improve the condition of principal roads on the TLRN. This has resulted in a decrease in the percentage of roads in need of repair from 14.2 to 11.5 per cent, making them far safer for cyclists and motorcyclists.

The major £15.5 million refurbishment to extend the life of the southbound Blackwall Tunnel by 30 years is nearing completion. Works have included improving the lighting, road surfacing, safety and fire prevention systems for the 60,000 vehicles which use it each day.

Work commenced on the Coulsdon Town Centre Improvement Scheme in January 2004, with the expectation that the by-pass will be complete in two years' time. Those living in the area or using the road should find it improves access and traffic flow in the town centre, as well as delivering priority lanes for buses, taxis, lorries and motorcycles and giving improved pedestrian and cycle facilities.

Major improvement works are continuing on the A13. They include enhancements to: A13 Ironbridge to Canning Town; A13/A112 Prince Regent Lane junction; A13/A117 Woolwich Manor Way junction; Movers Lane junction; and the Old Roding Bridge. Once finished, users and residents should see a reduction in accidents and congestion and improved reliability of transport connections.

For passengers at Vauxhall Cross, changing between bus, rail and Tube has proved difficult, with pedestrians and cyclists having to use a road dominated by cars and lorries. TfL in partnership with the Mayor of London, Cross River Partnership, London Development Agency and London Borough of Lambeth has worked on a major project to improve the interchange. The scheme, due to be completed in 2004, will result in a fully integrated interchange, with easier access and changes between modes.

There will be a 40 per cent increase in bus services through the area, increased cycle lanes and new bike storage racks, an improved road layout and new traffic light system, increased CCTV, better landscaping, new taxi ranks, sheltered waiting areas and toilets.

Approximately 2,000 streetlights were installed, upgraded or replaced in 2003/04. Resident surveys of satisfaction with the maintenance and management of the streets (including all users) have shown a sustained improvement since 2001/02.

## Priority G: Supporting local initiatives including improved access to town centres and regeneration areas, walking and cycling schemes, safer routes to schools, road safety improvements, better maintenance of roads and bridges and improved co-ordination of street works

**Borough funding:** In 2003/04, the boroughs received a record £140 million of funding through the TfL Borough Spending Plan (BSP) process. This supported an agreed programme of investment in bus priority, road safety, road maintenance, walking, cycling and other local transport projects to support the regeneration of town centres and facilitate the use of public transport and more sustainable modes, and also supported related programmes such as the Mayor's 100 Squares initiative. Work commenced, in partnership with the boroughs, on many BSP funded projects including the Paddington Long Term Vehicular Access (LTVA) scheme, the remodelling of Newington Green and the widening of the A206 Thames Road in Bexley.

**Trafalgar Square:** Following its redevelopment by TfL, Trafalgar Square was reopened in July 2003, and has since benefited both visitors and Londoners by linking the square directly with the National Gallery, re-routing traffic from the north side and replacing the road with a grand piazza. A staircase has been built from the terrace in front of the National Gallery down to the Square, creating an impressive vista through the Square down to Whitehall, encouraging visitors to walk around, enjoy the environment and admire London's architecture. The area under the north terrace also incorporates a café, public toilets and lifts for disabled access.

**Walking:** The Walking Plan for London was launched by TfL in February 2004. The plan aims to encourage more people to walk for short journeys and also to make trips over longer distances by a combination of walking and public transport, thereby promoting walking as a viable, healthy and environmentally friendly activity.

Relaunched for the Queen's Golden Jubilee, the Jubilee Walkway (one of the Mayor's key walking routes), replacing the London Silver Jubilee Walkway, is a grand tour on foot of London's leading attractions.

Substantial improvements have been made to other walking routes including improved signage, better access to stations, new bridges, measures to deter crime and the upgrading of riverside and canal paths. Additional pedestrian improvements include upgrades to pedestrian crossings and the installation of dropped kerbs and tactile paving making travelling easier for those who are visually impaired.

Work has been underway to review traffic signal junctions and implement pedestrian phases where practical. By March 2004, a total of 88 new signalled pedestrian crossings and 33 new or relocated Toucan crossings had been installed on the Transport for London Road Network (TLRN), making road crossing easier and safer.

**Cycling:** TfL launched the London Cycle Action Plan in February 2004. Working with various partners, TfL's many initiatives to increase cycling in the capital have resulted in a 23 per cent increase in the number of cycling trips in London between May/June 2003 and 2004 with a 20 per cent increase in cycling trips within the congestion charging zone in 2003/04.

Initiatives over the last year include completion of over 100km of the London Cycle Network+ (LCN+), 1,700 new cycle

parking spaces, the production and distribution of over 1.8 million cycle maps, cycle training for children and adults, new cycle parking facilities at schools and colleges, as well as support for National Bike Week and Car Free Day, when many streets are closed for the day to demonstrate alternatives to car dependence.

**Road safety:** Road safety has remained a high priority for TfL and there has been a range of road engineering schemes and targeted advertising campaigns.

Initiatives over the year have included a focus on the safety of children and young people. TfL has launched the Children's Traffic Club and Nursery Playgroup Packs, providing free road safety packs to all three-year-olds. To ensure pre-teens and teens get the safety message, TfL launched a Theatre in Education production, 'The Price' aimed at 11 year olds and 'Crunch', a teen road safety website, has also been set up.

TfL commissioned analysis into the effectiveness of 20mph zones, which clearly demonstrated their benefits and will form the basis for future planning work.

Powered two wheeler riders form a disproportionately large number of road casualties. To help address this issue,

TfL launched BikeSafe-London, in partnership with the Metropolitan Police and the City Police.

Presentations looked at the common causes of motorcycle collisions and provided observed rides, led by trained motorcycle police officers and safety advice to motorcyclists.

Progress for 2003/04 has been broadly on course to meet the Mayor's targets for reductions in road casualties by 2010. In 2003, overall casualties were down seven per cent and fatalities down nearly four per cent on the previous calendar year.

## Priority H: Making the distribution of goods and services in London more reliable, sustainable and efficient whilst minimising negative environmental impacts

**Freight:** Following the establishment of the London Sustainable Development Partnership, a Road Freight Working Group and Rail Freight Group have been set up, bringing together key decision makers for the first time to progress sustainable solutions within London.

The Road Freight Working Group has been working on a review of the scope of the London Lorry Control Scheme. The Group has also undertaken a study of Urban Freight Delivery Systems, evaluating opportunities for using environmentally-friendly, small, delivery vehicles.

TfL London Rail continued to work closely with the Strategic Rail Authority to identify opportunities for rail freight in London. The Rail Freight Working Group commissioned a London Rail Freight Study to examine possibilities for developing rail freight in the capital, and has identified some of the major barriers to this happening. It has commissioned additional studies to examine the freight terminals issue in more detail and evaluate potential new corridors.

**Environment:** TfL has made substantial progress in working towards an improved environment for London. The Mayor's Transport Strategy for London, published in 2001, contains a number of policies and proposals which relate to environmental improvements. There are also a number of other actions identified for TfL to take forward in the Mayor's environmental strategies – air quality, energy, ambient noise, biodiversity and waste.

A broad range of environmental activities are underway within the organisation, involving a large number of staff in the corporate centre and the different operations. The 2002 Environmental Action Plan identified 30 different actions: 14 of which are now complete. During 2003/04, TfL has undertaken a more comprehensive review, and has identified 45 actions that are planned or underway. These included initiatives to provide and encourage sustainable modes of travel; to reduce the negative impacts of operations; make improvements to the built and natural environment; and to manage the organisation in an environmentally responsible way.

A revised environmental report is due to be published later in 2004.

**Solar power:** By the end of March 2004, TfL had provided solar powered lighting to 300 unlit bus shelters in locations remote from the national grid where it had previously proved difficult to provide lighting. Development of solar powered illumination of bus stop timetables continued; more than 120 stops now have this facility. The refurbished Walworth Bus Garage was equipped with solar panels on its roof, as will be the new Vauxhall Bus Station.

**Emissions:** Additional studies have been carried out on the potential for the city to be made a Low Emission Zone. London Buses is taking part in a pioneering project to reduce air pollution and noise by testing the first generation of zero-emission Hydrogen Fuel Cell (HFC) buses. The trial, which started in January 2004, forms part of the Clean Urban Transport for Europe (CUTE) project involving nine other European cities.

TfL has given high priority to reductions in bus emissions and all of London's diesel buses run on Ultra Low Sulphur Diesel with particulate traps and catalysts having been fitted to many vehicles. Eighty five per cent of the bus fleet (excluding Routemasters) is now fitted with particulate traps and the aim is for all vehicles to meet Euro II standards by 2005. These improvements mean that the emissions of London's diesel buses will be reduced to levels close to that of some alternatively fuelled vehicles.

**Priority I: Improving the accessibility of London's transport system so that everyone, regardless of disability can enjoy other benefits of living in, working in and visiting the capital, thus improving social inclusion**

**Improving accessibility:** More than 90 per cent of London's bus fleet is now modern, low floor and wheelchair accessible, making it the world's largest fleet of accessible buses.

During 2003/04, six routes were converted from Routemaster buses to operation by accessible vehicles. In the last year, over 500 bus stops have been made fully accessible (100 on the TLRN and 400 on borough roads). The measures ensure that buses can easily get to the stop and that bus passengers can easily board and alight. Improvements to the areas around the stop have also been made. Eighty per cent of the bus stops on the TLRN are now compatible with low floor buses – an improvement of 24 per cent from last year.

The further expansion of London's bus network in 2003/04 included increases in frequency, capacity and new bus links. This has increased accessibility to employment, leisure and other activities across London.

Buses are used by a cross-section of London's residents and visitors and represent a particularly effective way of delivering increased social inclusion through better accessibility.

One in ten passengers has a disability and better bus accessibility on both the route network and on vehicles is creating real improvements for people with disabilities – over 90 per cent of households are now within 400 metres of a bus stop.

TfL is investing £3 million a year in the BTEC training course for bus drivers, conductors and service controllers to ensure passengers receive the best service. As well as addressing areas such as good driving practice, the course provides skills for working with disabled people and other groups who face transport barriers.

TfL has spent £1.3 million on the refurbishment of Greenwich Pier, which will include the installation of a ramp rider (wheelchair lift) in autumn 2004. This will greatly improve access for wheelchair users getting on and off boats at Greenwich. TfL has also encouraged a number of river service operators to invest in new or refurbished vessels in return for long-term licences. All new river vessels have step-free access and disabled toilets.

Accessibility improvements have been carried out at some London Underground stations, with step-free access now

available at East Ham, Fulham Broadway, Hounslow East, West Ham and Kilburn stations, though it is recognised that there is a long way to go in improving Underground accessibility.

More than 900,000 disabled people took advantage of the Taxicard Scheme in 2003/04 (representing a more than 70 per cent increase since 2001/02) and there was an increase of 55,000 in the number of Dial-a-Ride trips compared with 2002/03 when it originally came under TfL's control. Dial-a-Ride is gradually phasing in smaller, people carrier vehicles which will be a more efficient way of carrying out individual journeys.

For elderly and disabled travellers at Victoria Coach Station, the Mobility Assistance service for mobility impaired and vulnerable travellers continued to grow with around 4,000 requests received for personal assistance.

**Safer travel:** TfL has worked with the GLA and the Metropolitan Police to progress several projects under the 'Safer Travel at Night' initiative to help create a city that is safe and feels safe for everyone, particularly women, 24 hours a day. Work this year has continued to focus on raising public awareness of reducing risks with safer travel options, improving Night bus services and cracking down on illegal touting by minicabs.

Projects included the West End Anti-Touting initiative which combined enhanced enforcement with a poster and TV campaign. TfL also worked with Goldsmith's College to pilot a hotlink phone, linked directly to local licensed minicab firms and it is looking at further opportunities of this kind. BSP funding to boroughs was made available for projects incorporating personal security improvements on borough pedestrian routes.

The Public Carriage Office (PCO) started private hire driver licensing in April 2003 as part of the overall licensing of the minicab trade. Private Hire Licensing was implemented in three phases starting with operators (Jan 2001), followed by drivers and then vehicles (April 2004). All three licensing functions were in place and working by April 2004 and touting has been made a recordable offence.

The PCO has begun a trial of taxi poles at a number of locations in the West End, with the first pole being installed in Lower Regent Street in December 2003. The poles aim to improve facilities for passengers by providing clear identification of taxi ranks, information relating to fares and contact details for taxi services. If popular with customers, they will be introduced at other sites.

The PCO has also been working with the Government and the Transport and General Workers' Union on a campaign for black cabs to assist domestic violence victims, with all cab drivers being issued checklists and contact numbers and all new drivers receiving briefings as part of their training.

TPED has been working to tackle barriers to transport by improving safety and the perception of safety. It has also been improving compliance with bus lane restrictions, thereby enabling effective use of bus infrastructure such as kneeling buses and ramps to improve overall accessibility.

TfL launched its first Women's Action Plan in March 2004. The plan outlines actions that demonstrate TfL's commitment to expanding women's travel choices and improving their journey experiences, including addressing safety concerns

**Equality and inclusion:** TfL believes that the quality, efficiency and value of London's transport system depends on its workforce and has implemented a range of training and development packages over the last year for black and minority ethnic groups, women and disabled people.

Equality objectives have also been incorporated into the 2003/04 performance appraisal of every member of the workforce.

As part of its contribution to the 2003 European Year of Disabled People, TfL sponsored 'The Journey', a socially-integrated, forum theatre project based in Newham. In collaboration with BBC London, TfL sponsored the production of The Rough Guide to Accessing London. Launched in December 2003, the guide lists over 50 London venues and places of interest that are accessible to disabled visitors.

An 'Out and About' guide was published in July 2003 to provide step-by-step information about travelling on public transport to people with learning difficulties. This project was the result of collaboration between TfL, the London Borough of Greenwich and the charity Working With Words.

**Priority J: Bringing forward new integration initiatives to: provide integrated, simple and affordable public transport fares, improve key interchanges; enhance safety and security across all means of travel; ensure that taxis and private hire vehicles are improved and fully incorporated into London's transport system; and provide much better information and waiting environments**

**Fares initiatives:** A major new fares initiative has been introduced with the launch of Oyster, a smartcard ticketing system to open up more convenient and flexible ways of paying for travel and to reduce queues at Tube stations and time spent by buses at stops. Online sales of the new Oyster card started in June 2003 and it is now available from the majority of TfL's ticket outlets. By the end of March 2004 around 1.85 million Oyster cards had been issued for Season tickets, freedom passes and Pre-pay. Pre-pay stored value ticketing using Oyster cards was introduced on the Underground in January 2004. Oyster now accounts for more than 25 per cent of Underground weekday journeys.

In January 2004, free bus travel was introduced for the under-11s while bus fares for the 11-15s remained frozen. Sixteen and seventeen-year-olds became eligible for child rate bus and Travelcard season tickets. Discount Travelcard seasons were introduced for older students, extending their previous 30 per cent discount to include National Rail services.

In a continued effort to combat fare evasion, the DLR and TfL's Bus Enforcement raised penalty fares from £5 to £10 in March 2004.

Changes to the taxi fare structure were introduced in April 2003 to simplify fares for passengers by consolidating extra charges for luggage and additional passengers into basic rates.

**Interchange:** Phases two and three of the Finsbury Park Transport Interchange Project were completed in February and March 2004, with improvements to the Station Place forecourt and Wells Terrace entrance. The improvements included new pedestrian crossings, improved bus stops and waiting areas, a segregated cycle lane, re-paved footpaths, a new taxi rank and kiss and ride area where passengers can be dropped off.

A range of borough initiatives to improve interchanges was supported by TfL, including the start of work at Dagenham Dock and completion of improvements

to Twickenham station forecourt. TfL has also contributed to a number of studies and initiatives to improve safety and services at London's interchanges, including work at King's Cross, Euston, London Bridge, Paddington, South Kensington, Waterloo, Walthamstow Central, Barking and others.

**Safety and security:** In addition to encouraging people to make safe choices on transport options, TfL has been progressing a range of initiatives to make London's transport system safer including the installation of closed circuit television (CCTV) cameras on buses. There are now CCTV cameras on 5,200 buses - around 65 per cent of the total fleet - and work is continuing to equip all buses with this technology. The programme of works to enhance CCTV coverage at 14 DLR stations was completed in 2003.

An additional 900 uniformed police staff have been deployed onto London's transport network funded by TfL and focused on transport priorities. In addition, TfL has worked closely with the Metropolitan Police Service, London Underground and the British Transport Police (BTP) to assist in the delivery of an effective policing service and to develop the Reassurance Policing strategy for the Underground, for interchanges and other parts of TfL's rail network.

TOCU officers have made over 5,000 arrests on the transport network and have undertaken a number of specific operations focussed on transport issues. The TOCU cab unit has made over 600 arrests for touting related offences and is working closely with TPED and the PCO to deal with the problem of unlicensed minicabs in London.

A project to improve perceptions of personal security around transport interchanges was piloted by TfL at seven locations between 2001 and 2003. The project aimed to improve perceptions of personal security at the interchanges, increase usage via a number of improvements to the physical environment, and provide additional staff. Post-implementation qualitative and quantitative research was carried out during 2003/04. While passenger results varied from site to site, the research showed that perceptions of personal security increased at the majority of locations following the pilots.

Passenger usage showed a small average rise, with a significant improvement at two interchanges. The results of the research suggest that the pilots were most effective in locations where the key determinants were within the control of the project and its participants. Passenger feedback indicated that the mixed performance of the pilots in other areas was influenced by wider social issues affecting the particular

locality. The detailed findings will be used to inform any future roll-out of the programme.

TPED and TOCU have established the joint Transport Intelligence Unit (Transintel) which analyses data and intelligence from bus drivers, bus operators, the London Traffic Control Centre, the Metropolitan Police Service and the BTP. This information is used to deploy TOCU officers on a daily intelligence-led basis. Over the last year TPED has also delivered an additional 100 BTP officers funded by the Mayor and has secured funding for a further 100 officers in the coming year.

Personal security fears are consistently stated by women as the main factor discouraging them from using public transport, especially at night. In November 2003, a programme called Reassurance Policing was instigated to change the way BTP and LU police the Tube network. The new initiative ensures every one of LU's 44 station groups has a team of between two and six BTP officers who patrol the trains, tracks and stations within the group.

In addition to the police presence, 190 Revenue Protection Inspectors patrol the bus network undertaking detailed ticket and pass inspections, ensuring driver compliance with ticketing arrangements and providing assurance of safety to the public.

Over the past year, 7.5 million passengers were checked. A range of revenue protection tactics has been developed incorporating single, dual and group working as well as joint deployments with TOCU officers to increase the detection of those engaged in fraud and other criminal activity.

In 2003/04, some types of crime on the Underground fell. Achievements include the first use of an anti-social behaviour order and the opening of a new BTP headquarters at West Ham to improve facilities and deployment. LU has introduced improvements to enhance personal security at Clapham High St, Lambeth North, Shadwell and Seven Sisters interchanges. They include extra CCTV, improved lighting, installing bus shelters, moving bus stops and improving signage.

Following a successful 16-week trial of licensed busking on the Underground, the scheme has been given the go ahead, proving popular with customers and reducing staff time in dealing with illegal buskers. BTP call-outs to remove unlicensed buskers from the Tube have dropped by about 72 per cent since the scheme was introduced.

In 2003/04, the Travel Information Call Centre saw a significant increase in demand for information on its travel information line (020 7222 1234). The line, which is open 24 hours a day, every day except Christmas Day, provides up-to-the-minute

recorded travel information and the opportunity to speak to a travel advisor. There was a 73 per cent increase in calls compared to 2002/03, with nearly four million calls in total. Service quality also improved, with a 60 per cent decrease in the average time to answer a call, and a 21.6 per cent decrease in the number of calls abandoned.

**Information:** Touch-screen versions of TfL's Journey Planner have been made available at over 100 'Cityspace i+' points located throughout the city. TfL has also been working in partnership with BT to deliver online travel information via the TfL Journey Planner free at BT internet kiosks. The roll-out of the kiosks at on-street locations as well as major airports, shopping centres and amusement centres will be implemented in 2004/05.

TfL has developed a scheme to provide a range of travel information at locations remote from the public transport network. This has been implemented at twelve major London hospitals during 2003/04. For each hospital, location-specific bus spider maps and leaflets have been produced and displayed via information wall units. The leaflets are also distributed to hospital staff, mailed to patients with appointment cards and sent to local surgeries. Further advice is also available via the TfL website. The initiative will be rolled out at ten further locations over the coming year.

## Appendix 3 - Membership of Boards/Panels/Committees/Chief Officers 2003/04

TfL Board	
Ken Livingstone (Chair)	Sir Gulam Noon (from 01.03.04)
Dave Wetzel (Vice Chair)	Oli Jackson
Professor David Begg	Susan Kramer
Bob Crow	Paul Moore
Professor Stephen Glaister	Murziline Parchment
Noël Harwerth (until 09.07.03)	David Quarmby
Kirsten Hearn	Tony West
Sir Mike Hodgkinson	
<b>Special advisors to the Board:</b>	
Bryan Heiser	
Lynn Sloman	

Committees of the Board			
Remuneration Committee	Safety, Health & Environment Committee (SHEC)	Finance Committee	Audit Committee
Ken Livingstone (Chair) Sir Mike Hodgkinson Noël Harwerth (until 09.07.03)	David Quarmby (Chair) Kirsten Hearn Dave Wetzel Murziline Parchment Tony West (from 09.12.03)  <b>External advisors:</b> Professor Richard Booth Professor Stuart Nattrass	Sir Mike Hodgkinson (Chair) Stephen Glaister Susan Kramer Dave Wetzel Noël Harwerth (until 09.07.03) Kirsten Hearn	Noël Harwerth (Chair) (until 09.07.03) Sir Mike Hodgkinson (Chair) (from 09.07.03) Oli Jackson Murziline Parchment David Quarmby

## Advisory panels

<p><b>Rail Transport</b></p> <p>Bob Kiley (Chair)            Susan Kramer (Vice Chair)            Professor David Begg            Kirsten Hearn            David Quarmby            Tony West            Ian Brown            Bob Crow            Paul Moore            Jay Walder</p> <p><b>Special advisor normally in attendance:</b>            Bryan Heiser</p>	<p><b>Surface Advisory Panel (from 07.05.03)</b></p> <p>Bob Kiley (Chair)            Paul Moore (Vice Chair)            Dave Wetzel            Professor Stephen Glaister            Professor David Begg            Oli Jackson            Noël Harwerth (until 09.07.03)            Kirsten Hearn            Tony West            Bob Crow            Peter Hendy            Jay Walder            David Quarmby</p> <p><b>Special advisors normally in attendance:</b>            Bryan Heiser            Lynn Sloman</p>	<p><b>Underground Advisory Panel (from 07.05.03)</b></p> <p>Bob Kiley (Chair)            Professor Stephen Glaister (Vice Chair)            Susan Kramer            David Quarmby            Murziline Parchment            Kirsten Hearn            Dave Wetzel            Tony West            Jay Walder            Bob Crow            Tim O’Toole</p> <p><b>Special advisor normally in attendance:</b>            Bryan Heiser</p>
<p><b>Surface Transport (until 06.05.03)</b></p> <p>Bob Kiley (Chair)            Dave Wetzel (Vice Chair)            Professor Stephen Glaister            Professor David Begg            Noël Harwerth            Murziline Parchment            Jay Walder            Peter Hendy</p> <p><b>Special advisor normally in attendance:</b>            Bryan Heiser</p>	<p><b>Street Management (until 06.05.03)</b></p> <p>Bob Kiley (Chair)            Paul Moore (Vice Chair)            Professor David Begg            Oli Jackson            Jay Walder</p> <p><b>Special advisors normally in attendance:</b>            Bryan Heiser            Lynn Sloman</p>	

## Chief Officers

Bob Kiley, Commissioner

Isabel Dedring, Chief of Staff

Pip Hesketh, Head of Equality and Inclusion (until 08.03.04) \*

Fiona Smith, General Counsel

Locksley Ryan, Managing Director, Group Communications

Maggie Bellis, Managing Director, Corporate Services

Jay Walder, Managing Director, Finance and planning

Peter Hendy, Managing Director, Surface Transport

Tim O'Toole, Managing Director, London Underground

Ian Brown, Managing Director, London Rail

\* replaced by Valerie Todd, Acting Head of Equality and Inclusion

## Appendix 4 - Financial assistance

TfL may give financial assistance to any body or person in respect of expenditure incurred or to be incurred by that body or person in doing anything which, in the opinion of TfL, is conducive to the provision of safe, integrated,

efficient and economic transport facilities or services to, from or within Greater London.

Financial assistance given under section 159 of the GLA Act 1999 is outlined below:

Financial assistance	2003/04 £000	2002/03 £000
<b>Subsidiaries</b>		
Transport Trading Limited	6,456	13,875
London Underground Limited *	143,500	-
London Bus Services Limited	503,000	400,347
Docklands Light Railway Limited	31,530	35,800
Victoria Coach Station Limited	-	-
London River Services Limited	1,050	530
London Buses Limited	-	-
<b>Joint venture</b>		
Cross London Rail Links Limited	15,591	12,619
<b>Other</b>		
Bus priority	21,778	20,513
Safety schemes	22,457	19,545
Cycle network	10,328	5,856
Congestion charging	17,248	13,988
Trafalgar Square	6,296	9,714
Local traffic and pedestrian improvements	5,865	5,060
Parking control and enforcement	1,104	1,690
Taxicard	4,659	3,273
Maintenance of borough roads	36,698	30,058
Maintenance of borough bridges including strengthening	15,913	13,290
Walking initiatives	6,553	-
Bus Stop accessibility	3,458	-
Interchanges	3,693	-
Streets for People	4,928	-
Safer Routes to Schools	7,894	-
20 mph zones	4,095	-
Other projects	38,012	14,473
	<b>912,106</b>	<b>600,631</b>

\* Prior to the transfer of London Underground to TfL in July 2003, LUL received Transport Grant from London Regional Transport amounting to £695.1 million (year ended 31 March 2003 £767.0 million).

## Appendix 5 - Guarantees, arrangements and indemnities

TfL gave a guarantee in favour of HSBC Bank plc, under section 160(1) of the GLA Act 1999. No arrangements were entered into with another person under which that person gives a guarantee

which TfL has power to give under section 160 (4) and no indemnities associated with the guarantees were given by virtue of section 160 (5) of the GLA Act 1999.

Guarantees, arrangements and indemnities	
<b>Guarantees Section 160(1)</b>	Guarantee in favour of HSBC Bank plc to secure short-term borrowing
<b>Arrangements Section 160(4)</b>	None
<b>Indemnities Section 160(5)</b>	None

## Appendix 6 - Operating statistics

Operating statistics	2003/04	2002/03
<b>Mode</b>		
<b>London Underground</b>		
Kilometres operated (millions)	68	65
Passenger journeys (millions)	948	942
<b>London Buses</b>		
Kilometres operated after traffic congestion (millions)	437	397
Passenger journeys (millions)	1,702	1,534
<b>Road Network Operations</b>		
People killed/seriously injured on TLRN roads	1,418	1,586
People slightly injured on TLRN roads	8,988	9,869
<b>Docklands Light Railway</b>		
Passenger journeys (000s)	48,461	45,710
<b>Dial-a-Ride</b>		
Passenger journeys (000s)	1,325	1,270
<b>London Trams</b>		
Passenger journeys (000s)	19,100	18,620
<b>Public Carriage Office</b>		
Taxi drivers licensed	24,846	24,746
Taxis licensed	20,816	20,916
Private Hire Operators licensed	2,298	2,182
Private Hire Drivers licensed (started July 2003)	4,548	N/A
<b>Victoria Coach Station</b>		
Number of coach departures (000s)	196.2	189.1
<b>London River Services</b>		
Passenger journeys (000s)	2,114	2,030

## Appendix 7 - Performance statistics

Performance statistics	2003/04	2002/03
<b>Mode</b>		
<b>London Underground</b>		
Percentage of scheduled service operated	93.1%	91.1%
Excess journey time – unweighted (mins)	3.4	4.2
Customer satisfaction – overall *	76.0	75.0
<b>London Buses</b>		
Frequent routes – actual waiting time (mins)	5.8	6.4
Frequent routes – excess waiting time (mins)	1.4	1.9
Scheduled kilometres operated before traffic congestion	98.8%	98.7%
Scheduled kilometres operated after traffic congestion	97.2%	96.1%
Low frequency routes – departing on time	74.6%	70.5%
Night bus services – departing on time	79.3%	74.5%
Customer satisfaction – overall *	77.0	76.0
<b>Docklands Light Railway</b>		
Scheduled kilometres operated	98.2%	98.1%
Adherence to schedule	96.6%	96.2%
Customer satisfaction – overall service *	93.9	92.0
<b>Dial-a-Ride</b>		
Customer satisfaction – overall *	93.0	93.0
<b>London Trams</b>		
Customer satisfaction – overall satisfaction *	88.0	88.0
Schedule operated	99.6%	98.9%
<b>Public Carriage Office</b>		
Taxi users – overall satisfaction *	84.0	82.0
Private hire users – overall satisfaction *	81.0	80.0
<b>Victoria Coach Station</b>		
Customer satisfaction – overall *	73.0	75.0
<b>Travel Information Call Centre</b>		
Customer satisfaction – ease of reaching *	91.0	83.0
Customer satisfaction – helpfulness of operator *	96.0	94.0

\* Score out of 100

## Appendix 8 - Employee numbers

Employee numbers	2004 number	2003 number restated
Permanent employees (including those on fixed term contract)	<b>17,735</b>	16,562
Agency staff	<b>1,050</b>	1,129
<b>Actual number of employees at 31 March</b>	<b>18,785</b>	17,691

## Appendix 9 - Summary statement of accounts

Group revenue account (year ended 31 March)	2003/04 £m	2002/03 restated* £m
<b>Highways, roads and transport services</b>		
Expenditure	<b>3,937.2</b>	3,178.1
Revenue	<b>(2,320.8)</b>	(1,941.0)
Depreciation net of release of deferred grants	<b>240.0</b>	241.6
Capital financing charges	<b>82.2</b>	126.8
<b>Net cost of services</b>	<b>1,938.6</b>	1,605.5
Losses of joint venture company before grant	<b>15.6</b>	12.6
Depreciation net of release of deferred grants - reversal	<b>(115.1)</b>	(125.8)
Capital financing charges - reversal	<b>(82.2)</b>	(126.8)
Finance lease charges	<b>33.6</b>	23.3
Net interest and investment income	<b>2.2</b>	(31.4)
<b>Net operating expenditure</b>	<b>1,792.7</b>	1,357.4
Transfer to/(from) earmarked reserves	<b>433.7</b>	(9.2)
Appropriations to/(from) pensions reserve	<b>(44.4)</b>	7.2
Other transfers to/(from) reserves	<b>(93.7)</b>	(123.0)
Capital expenditure financed from revenue	<b>430.8</b>	581.9
<b>Total amount to be met from government grant and local taxation</b>	<b>2,519.1</b>	1,814.3
Transport grant	<b>(2,553.9)</b>	(1,791.1)
Other revenue grant	<b>(5.7)</b>	(5.1)
Precept	<b>(57.8)</b>	(35.8)
<b>Surplus in the year</b>	<b>(98.3)</b>	(17.7)

The information in Appendix 9 is extracted from the audited Statement of Accounts for TfL for the year ended 31 March 2004, copies of which are available on our website ([www.tfl.gov.uk](http://www.tfl.gov.uk)).

\*On 15 July 2003 the entire share capital of London Underground Limited was transferred to Transport Trading Limited, a wholly owned subsidiary of TfL, from London Regional Transport. There was no consideration payable for the transfer. TfL has applied merger accounting to the transfer. The financial information for the current period has therefore been presented and that for the prior periods restated, as if LUL had been owned by Transport Trading Limited throughout the current and prior accounting periods. TfL has fully implemented Financial Reporting Standard 17 relating to pension fund liabilities in its accounts for the year ended 31 March 2004. The financial information for prior periods has been restated to reflect this.

<b>Group balance sheet (at 31 March)</b>	<b>2004 £m</b>	<b>2003 restated £m</b>
<b>Tangible fixed assets</b>		
Infrastructure and other property	<b>9,844.8</b>	9,777.1
Rolling stock	<b>1,230.2</b>	1,190.1
Plant and equipment	<b>472.1</b>	468.2
Non-operational assets	<b>619.2</b>	508.9
Total tangible fixed assets	<b>12,166.3</b>	11,944.3
Investment in subsidiaries and joint venture	-	-
<b>Total fixed assets</b>	<b>12,166.3</b>	11,944.3
<b>Current assets</b>		
Stocks	<b>5.7</b>	5.2
Debtors	<b>367.4</b>	409.2
Short-term investments	<b>852.6</b>	162.6
Cash at bank and in hand	<b>22.2</b>	17.2
<b>Total current assets</b>	<b>1,247.9</b>	594.2
<b>Current liabilities</b>		
Short-term borrowings	-	(20.0)
Creditors	<b>(1,104.0)</b>	(871.2)
Bank overdrafts	-	(34.3)
<b>Total current liabilities</b>	<b>(1,104.0)</b>	(925.5)
<b>Net current assets/(liabilities)</b>	<b>143.9</b>	(331.3)
<b>Total assets less current liabilities</b>	<b>12,310.2</b>	11,613.0
Creditors: due after more than one year	<b>(403.6)</b>	(231.4)
Provisions for liabilities and charges	<b>(136.5)</b>	(152.1)
<b>Net assets excluding grants</b>	<b>11,770.1</b>	11,229.5
Deferred grants	<b>(6,337.5)</b>	(6,309.4)
<b>Net assets excluding pension and other post-retirement liabilities</b>	<b>5,432.6</b>	4,920.1
Pension and other post-retirement liabilities	<b>(882.7)</b>	(924.5)
<b>Total net assets</b>	<b>4,549.9</b>	3,995.6
<b>Capital and reserves</b>		
Capital financing reserve	<b>584.5</b>	345.5
Fixed asset restatement reserve	<b>3,740.2</b>	3,998.8
Other reserves	<b>99.8</b>	(375.8)
General fund	<b>125.4</b>	27.1
<b>Total capital employed</b>	<b>4,549.9</b>	3,995.6

Reconciliation of net operating expenditure to net cash outflow from operating activities (year ended 31 March)	2003/04 £m	2002/03 restated £m
<b>Net cost of services</b>	<b>(1,938.6)</b>	(1,605.5)
Losses of joint venture company before grant	<b>(15.6)</b>	(12.6)
Depreciation net of release of deferred grants	<b>240.0</b>	241.6
Capital financing charges	<b>82.2</b>	126.8
(Increase) /decrease in stocks	<b>(0.5)</b>	2.2
(Increase) in debtors	<b>(27.8)</b>	(150.6)
Increase in creditors due within one year	<b>87.7</b>	130.5
Increase in creditors due after more than one year	<b>15.4</b>	0.2
(Decrease) in provisions for liabilities and charges	<b>(4.4)</b>	(77.9)
Increase in pension and other post-retirement liabilities	<b>23.9</b>	16.2
Third-party contributions transferred from provisions	-	84.0
<b>Net cash outflow from operating activities</b>	<b>(1,537.7)</b>	(1,245.1)

<b>Group cash flow statement (year ended 31 March)</b>	<b>2003/04 £m</b>	<b>2002/03 restated £m</b>
<b>Net cash outflow from operating activities</b>	<b>(1,537.7)</b>	(1,245.1)
<b>Net interest and investment income</b>		
Finance lease charges	<b>(33.6)</b>	(23.3)
Interest and investment income	<b>18.3</b>	8.1
	<b>(15.3)</b>	(15.2)
<b>Capital expenditure and disposals</b>		
Capital expenditure	<b>(374.3)</b>	(705.7)
Receipts from sale of fixed assets	<b>45.4</b>	28.2
	<b>(328.9)</b>	(677.5)
<b>Net cash outflow</b>	<b>(1,881.9)</b>	(1,937.8)
<b>Financing and management of liquid resources</b>		
Transport grant	<b>2,553.9</b>	1,791.1
Other revenue grant	<b>5.7</b>	5.1
Precept	<b>57.8</b>	35.8
Third-party contributions and other grant funding	<b>157.9</b>	147.3
Finance lease obligations	<b>(144.1)</b>	(19.2)
Investments	<b>(690.0)</b>	(54.0)
Short-term borrowings	<b>(20.0)</b>	20.0
<b>Net cash inflow</b>	<b>1,921.2</b>	1,926.1
<b>Increase/(decrease) in cash</b>	<b>39.3</b>	(11.7)

Sales revenue and net operating expenditure	Sales revenue 2003/04 £m	Sales revenue 2002/03 restated £m	Net operating expenditure 2003/04 £m	Net operating expenditure 2002/03 restated £m
<b>TfL</b>				
Streets and enforcement	<b>220.5</b>	37.6	<b>(289.9)</b>	(293.2)
Borough partnerships	-	-	<b>(76.8)</b>	(24.3)
Taxi licensing	<b>2.6</b>	4.4	<b>(6.9)</b>	(2.8)
Planning & corporate management	<b>5.6</b>	8.2	<b>(47.3)</b>	(71.6)
	<b>228.7</b>	50.2	<b>(420.9)</b>	(391.9)
<b>Subsidiary operations</b>				
Bus operations	<b>786.2</b>	643.1	<b>(499.8)</b>	(359.8)
London Underground	<b>1,276.6</b>	1,221.3	<b>(768.4)</b>	(556.8)
Rail operations	<b>11.8</b>	11.1	<b>(31.5)</b>	(32.7)
Victoria Coach Station	<b>6.9</b>	6.8	<b>0.3</b>	0.8
Museum	<b>2.5</b>	2.4	<b>(3.7)</b>	(3.8)
River services	<b>1.5</b>	1.6	<b>(0.3)</b>	0.3
Group services	<b>6.6</b>	4.5	<b>(52.8)</b>	(0.9)
<b>Joint venture</b>				
Cross London Rail Links	-	-	<b>(15.6)</b>	(12.6)
<b>Group</b>	<b>2,320.8</b>	1,941.0	<b>(1,792.7)</b>	(1,357.4)

<b>Sales revenue</b>	<b>2003/04 £m</b>	<b>2002/03 restated £m</b>
Fares	<b>1,776.8</b>	1,637.3
Revenue in respect of free travel for older and disabled people	<b>165.2</b>	137.0
Congestion charging	<b>186.7</b>	18.5
Charges to London Boroughs	<b>12.7</b>	10.3
Charges to transport operators	<b>8.3</b>	12.0
Bus enforcement	<b>15.4</b>	8.8
Commercial advertising receipts	<b>44.6</b>	40.0
Rents receivable	<b>43.1</b>	39.5
Taxi licensing	<b>2.1</b>	4.4
Museum income	<b>2.5</b>	2.4
Other	<b>63.4</b>	30.8
<b>Total sales revenue</b>	<b>2,320.8</b>	1,941.0

<b>Congestion charging</b>	<b>2003/04 £m</b>	<b>2002/03 £m</b>
Revenue	<b>186.7</b>	18.5
Expenditure	<b>(122.9)</b>	(62.4)
Deferred charges	<b>(17.2)</b>	(14.0)
Depreciation	<b>(1.1)</b>	(0.3)
Capital financing charges	<b>(0.2)</b>	(0.1)
<b>Net revenue / (expenditure)</b>	<b>45.3</b>	(58.3)

Congestion charging was introduced on 17 February 2003 in central London at a daily rate of £5 per car or goods vehicle. 2003/04 represents a full year's operating revenue and expenditure reflecting the net proceeds from charges.

Group assets	2004 Number	2003 Restated number
Railway carriages	<b>4,077</b>	4,077
Track route length (kilometres)	<b>434</b>	434
Railway stations	<b>287</b>	287
Bridges and viaducts	<b>1,991</b>	1,991
Roads (kilometres)	<b>580</b>	580
Car ferries	<b>3</b>	3
Buses	<b>524</b>	483
Bus stations and stands	<b>98</b>	92
Bus shelters	<b>8,475</b>	8,174
Offices	<b>124</b>	128
Piers	<b>8</b>	8

For an electronic version of the  
Annual report 2003/04 please visit:  
TfL website: [www.tfl.gov.uk/annualreport](http://www.tfl.gov.uk/annualreport)

Address: Transport for London  
Windsor House  
42-50 Victoria Street  
London  
SW1H 0TL

Phone: 020 7941 4500

Email: [enquire@tfl.gov.uk](mailto:enquire@tfl.gov.uk)

For the easiest way to get around  
London visit [www.tfl.gov.uk](http://www.tfl.gov.uk) and  
click on Journey Planner



**London travel information**  
Call 020 7222 1234 for 24-hour  
travel information



**Textphone**  
020 7918 3015



**Travel alerts**  
Receive free real time travel info on  
your mobile or e-mail, subscribe at  
[www.tfl.gov.uk/travelalerts](http://www.tfl.gov.uk/travelalerts)

**oyster** For more information on Oyster,  
visit [www.oystercard.com](http://www.oystercard.com)



**LU Customer services**  
For enquiries please call 0845 330 9880  
between 8am and 8pm everyday



**Congestion charging**  
For payment details call 0845 900 1234  
or visit [www.cclondon.com](http://www.cclondon.com)

October 2004

Up to 50% recycled, 50% sustainable source



