

TRANSPORT FOR LONDON

BOARD

SUBJECT: COMMISSIONER'S REPORT

DATE: 8 DECEMBER 2010

1 INTRODUCTION

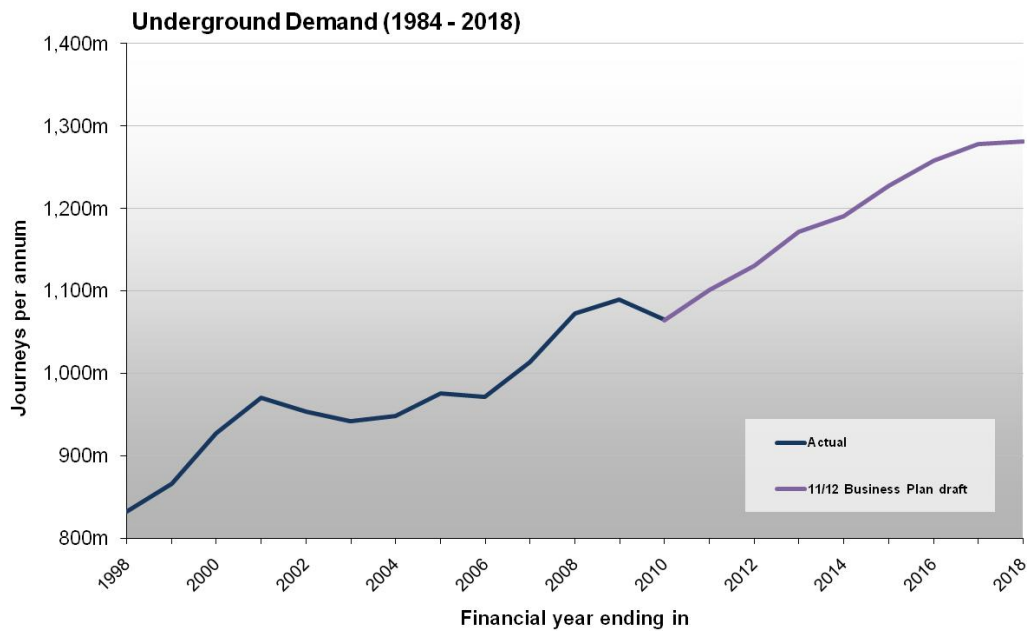
This report provides an overview of major issues and developments since the Board meeting on 4 November and updates the Board on significant projects and initiatives. This report does not include the Mayoral priorities appendix; this is provided on a quarterly basis, and the appendix will be included in the Commissioner's report to the Board meeting in February 2011.

2 IMPROVING THE UNDERGROUND

Passenger Numbers

Despite disruption to London Underground (LU) services caused by a 24-hour strike and several major asset failures, passenger numbers for the four weeks to 13 November exceeded 90 million, a new record for a standard four-week period.

Passenger journeys have increased by 16 per cent over the last seven years. Although last year showed a small year on year drop, LU still carried more than a billion passengers and it is almost certain that this year will see a new record with over 1.1 billion journeys on the Underground network. As well as indicating local economic recovery in London – employment is always the key indicator for passenger journeys – more people are travelling to London, possibly due to the weakness of the pound, and there is a large volume of traffic generated by events. The graph overleaf shows that over the plan period to 2018, the current strong growth is expected to continue.



Line Closures

Now that all elements of the line upgrades are under direct TfL control LU's commitment is to deliver the work with minimum disruption to customers. That is not to say that closures will not be needed; for example the volume of track work needed to complete the sub-surface upgrade will require closures. However LU is seeking to avoid adding to these in order to install and test the new signalling. The contract for resignalling the sub-surface lines is due to be awarded shortly and LU has made it clear from the start that the preferred bid must demonstrate how it will limit closures. Talks are also under way with the signalling contractor for the Northern Line Upgrade on a new programme and an approach which does not rely on closures.

In addition, LU is looking at whether there is a case for longer-term, or 'block' closures. Clearly this could not apply to whole lines but there are sections where it could be adopted, particularly during less busy times of the year, in order to enable work to be carried out more speedily and efficiently. This approach was successfully adopted in a three-week closure of a section of the Circle and Hammersmith & City lines earlier this year.

TfL already provides extensive information to customers in the event of disruption or planned closures. To further improve the quality, a new campaign will be launched in the New Year, explaining in far greater detail what has happened when things do go wrong. The campaign will include posters at stations describing coming work and will also explain the reasons for any local breakdowns, including pictures of broken and cracked rails or collapsed track showing the problems in graphic detail. The TfL website will also be improved to give much greater explanation, and photographs, of exactly what has gone wrong and what is being done to correct it.

Victoria Station Upgrade

At the beginning of November, a completely refurbished ticket office providing five large ticket issuing windows re-opened in the Victoria line ticket hall. Next to the ticket office, there are five new ticket machines, in addition to three new quick fare machines recently installed between the staircases leading to the mainline station.

The project has won the 'most outstanding project within the Rail and Transit sector' in the 2010 Bentley Be Inspired Awards, which recognise the world's most outstanding infrastructure projects. The winners are selected by an independent panel of industry experts. The award recognises that the Victoria Station Upgrade is a challenging project and that LU is using innovative solutions to overcome them.

The upgrade will provide a brand new North ticket hall and a new entrance near Cardinal Place shopping mall which will be completed by 2016. The existing South ticket hall will be doubled in size, and there will be nine new escalators and seven new lifts providing step-free access. The project will be fully completed by 2018.

Jubilee Line Upgrade

It is now anticipated that the Jubilee line upgrade will be delivered by spring of 2011, and there is increasing confidence that LU will be able to run trains in passenger service using the new transmission based train control signalling system seven days a week across much of the line by the end of this calendar year. However, a final decision is dependent on work over the next few weeks.

Northern Line Upgrade

The delivery date for the Northern line upgrade is expected to be before the end of 2014. LU expects to have a clear programme in place by early 2011 following the conclusion of discussions with the signalling contractor.

Victoria Line Upgrade

The programme remains on time and to budget. Twenty new trains (the 09 stock) are due to be in service by December, a major milestone delivery. The key issue remains reliability of the new "sensitive edge" doors and the train-borne signalling. Intensive work by operators and engineers has identified several modifications which are due for roll-out in December, and are projected to deliver the required changes in reliability.

Sub Surface Railway Upgrade

The eight car S Stock programme continues to roll out, with timetabled service to Baker Street due in December prior to the next milestone, which is six trains in service to Aldgate by March 2011. The signalling tender process is reaching its final stages prior to award, scheduled for February 2011.

Wi-Fi trial at Charing Cross Station

From 1 November, passengers have been able to log on to the internet from Wi-Fi enabled devices such as laptops or mobile phones in the ticket hall area and on the Northern and Bakerloo line platforms at Charing Cross station. This is part of a six-month trial being undertaken by LU with BT Openzone, the Wi-Fi provider. The trial will test how the service functions and look at customer take-up. It will also include live TfL service updates available to all Wi-Fi users including non-BT customers. The trial is being funded through BT with no cost to fare or taxpayers.

Mile End incident update

This incident occurred at Mile End station on 17 November 2009, when a partially detached and damaged inter-car canvas barrier between two cars of a moving Central line train struck three women standing on the platform. Two of the women needed hospital treatment for facial injuries. LU pleaded guilty to a breach of section 3(1) of the Health and Safety at Work Act at the Magistrate's Court hearing on 5 November 2010, and was fined £5,000 and was required to pay the Office of Rail Regulation's (ORR) costs. In summing up, the Chair of the Bench concluded that LU was a responsible body that had appropriate systems in place to manage the risks, that there was no attempt to take shortcuts for financial or other reasons and that the accident had occurred due to an unfortunate mix-up in communication between the LU staff involved in dealing with the faulty inter-car barrier.

Cannon Street incidents

In the summer of 2009, a number of customers fell and injured themselves, all in separate incidents, on the stairway down from street level into Cannon Street Tube station. No changes to the entrance or stairs had occurred, but building works in the adjacent mainline railway station increased the volume of people using this entrance. This is thought to have led to these falls, given no problems had been recorded in many previous years of use. LU made arrangements to carry out works to eliminate the cause of the falls (step between the pavement and the station entrance). Unfortunately, these works had to be deferred by a couple of weeks due to unforeseen circumstances and LU also put in place additional risk mitigation measures during the delay. However, the ORR issued an Improvement Notice requiring LU to perform these works, even though it was informed of actions being taken by LU. The ORR notified LU on 4 November 2010 that it intends to prosecute LU for a breach of section 3(1) of the Health and Safety at Work Act. The ORR's case summary has just been received by LU and contains a number of differences from LU's understanding of the events and how they were handled. These differences are being thoroughly investigated as part of the preparation of LU's legal position on this matter.

3 EXPANDING THE OVERGROUND

3.1 London Overground

Customer satisfaction

The performance of London Overground continues to improve. The latest Public Performance Measure results show an average figure of 94 per cent, which put London Overground fifth in the ranking of UK rail operators. This result compares to an average of 91 per cent near the end of the Silverlink franchise.

Extension to Highbury & Islington

Work to extend the line to Highbury & Islington is ongoing. The track work is complete and the signalling and electrical equipment have been installed, but have yet to be energised. This will be followed by the commissioning and driver training. TfL is working towards an opening in spring 2011.

Trains

All trains operating on the Gospel Oak to Barking line are now the new diesel stock. All other parts of the Overground use new electric trains and 13 out of a total of 24 have now been lengthened to four carriages. The remaining 11 trains will be lengthened to four carriages, as planned, by January 2011.

The North London Railway Infrastructure Project

Two closures are planned over the Christmas period along the Richmond to Stratford line to enable Network Rail to commission the new signalling. The Gospel Oak to Stratford section will close between 18 – 24 December, and the entire line will close between 27 December and 3 January 2011.

A communications plan is being rolled out to ensure passengers are kept informed about the planned service changes and alternative travel arrangements. A programme of approximately 60 public information sessions at stations has been announced to help reduce the impact of the closures over the festive period. Staff of TfL and LOROL will provide information and hand out leaflets in the morning and evening peak periods at stations on the Stratford to Richmond and Clapham Junction lines. The dates are available on the TfL website, on posters at stations and will be published in the Metro newspaper each week.

Further shorter closures will take place during spring 2011 and weekend-only closures will carry on until mid 2011.

3.2 Docklands Light Railway (DLR)

The DLR continues to deliver a high quality service, and reliability up to mid November was slightly ahead of target at 96.5 per cent.

The Three-Car upgrade works have been progressing well across the network. They have been operating on the Bank-Lewisham line since April and commenced operation between Lewisham and Stratford on 24 November.

Additional services were also provided during the World Travel Market at ExCeL Exhibition Centre from 8-11 November. Directly served by Custom House for ExCeL station, the event is the busiest time of year on the DLR network, with a record 303,000 passengers travelling on 10 November. These figures represent an 11 per cent increase on the same day last year. To cater for the increased passenger demand, services were enhanced to allow trains to run as frequently as every two and a half minutes during the peak. The operation was largely successful, although there were two train failures and these are being taken up with Serco, the contractor. Lessons will be incorporated into plans for the 2012 Games.

The Stratford International extension is progressing well and will open in early 2011 once construction and testing of the line is complete. Test trains are scheduled to start running on the extension in December.

3.3 Tramlink

TfL is looking at options to help meet the projected increase in demand on the network, including the acquisition of new trams. Discussions are underway with the London Borough of Croydon regarding an element of joint funding to deliver more capacity.

3.4 Working with the Train Operating Companies

South West Trains (SWT) agrees to retail Oyster pay as you go

SWT has at last reached agreement with DfT to retail Oyster at 199 ticket vending machines in London. Although the acceptance of Oyster pay as you go was extended to national rail services in London in January, only some Train Operating Companies (TOC) committed to retailing Oyster at their stations at the time.

This agreement is a welcome step forward and will mean passengers can top up their Oyster cards at all stations operated by SWT in the London Travelcard area from May 2011. With the SWT announcement, all TOCs will retail Oyster top-up through their ticket vending machines in 2011.

Publication of draft London and South East Route Utilisation Strategy

London Rail has been working closely with Network Rail and rail industry stakeholders on the London and South East Route Utilisation Strategy (RUS). The draft RUS is to be published for public consultation on 16 December 2010. The RUS is an influential document, which identifies capacity shortfalls and

investment priorities over the next 30 years. London Rail has been working to ensure that the RUS reflects the Mayor's Transport Strategy objectives.

Thameslink Programme

TfL welcomed the news that the Government has confirmed the delivery of the final phase of the Thameslink programme, and the purchase of around 2,000 new train carriages (including 1,200 for Thameslink and 600 for Crossrail), particularly given the current financial constraints. These will make a real difference to some of London's most crowded railways.

Londoners make exceptionally heavy use of their railways. As a result, investment in additional rolling stock and projects such as the Thameslink programme is not only worthwhile in itself, but also it has a crucial role in supporting the economy of London, and the UK economy as a whole. When fully operational, Thameslink will provide 24 trains per hour through central London.

Passenger demand levels have recovered faster than expected, and are now at least as high as their pre-recessionary level. TfL's upgrade of the Tube and the construction of Crossrail will provide additional capacity, but the capacity increases in other corridors, such as Thameslink, are needed if London's transport infrastructure is to enable London's ongoing growth and prosperity.

TfL has continued to lobby for the Thameslink scheme, and is working closely with Network Rail, DfT and TOCs to minimise construction impacts while supporting scheme delivery and also protecting TfL's interests.

Freight at Barking Riverside

Planning permission was granted by the London Thames Gateway Development Corporation for a supermarket regional distribution centre adjacent to a possible rail freight terminal serving High Speed 1 in the London Riverside area. As planned, this could compromise access to the potential freight terminal. TfL continues to identify possible means to maintain access, and the supermarket has now expressed a willingness to discuss proposals.

3.5 Crossrail

Health and Safety

A Target Zero Forum was held in October for most of CRL's main contractors. Following the audit in November, Lloyds Register Quality Assurance (LRQA) has confirmed that CRL's health, safety, environment and quality management systems continue to meet the requirements of BS OHSAS 18001, ISO 14001 and ISO 9001.

Rolling Stock and Depot

The OJEU notice for the Crossrail Rolling Stock and Depot was issued in December. The notice begins the procurement process to purchase new trains. Around 60 new trains, each capable of carrying up to 1,500 passengers, will be required to service the entire route and provide up to 24 trains per hour between Paddington and Whitechapel during the peak time.

Works Update

CRL has issued Official Journal of European Union (OJEU) notices for station works at Farringdon and Paddington. An OJEU notice for the remaining central stations will be published before the end of the year. The award of the major tunnelling contracts is due by the end of December.

At Paddington Station, the Eastbourne Terrace utility diversions excavation works have progressed well, with traffic management now in place along the full length of Eastbourne Terrace. CRL continues to work with the City of Westminster to secure the temporary closure of Eastbourne Terrace.

CRL has awarded the Paddington Integrated Project (PIP) preparatory works contract to Carillion Construction Limited. The area around Paddington and the Grade 1 listed station will be transformed over the coming years, while a new Crossrail station is to be built under Eastbourne Terrace and Departures Road. PIP will provide a brand new step-free entrance to the Hammersmith and City line station on the canal side with access to the new taxi facility, which will be relocated between the main line station and the canal.

At Bond Street, the enabling works continue and CRL intends to appoint a contractor to begin piling works before the end of the year. Good progress can also be reported at Tottenham Court Road, Farringdon and Whitechapel stations with demolition and enabling works either completed or progressing to plan. Canary Wharf Group has stated that the design and construction for the Canary Wharf station is on schedule.

In November, an exhibition with New London Architecture is being held showcasing eight new London stations including architectural and urban realm designs.

Skills Agenda

Construction of CRL's new Tunnelling and Underground Construction Academy (TUCA) in East London began in November. The purpose-built facility will train at least 3,500 people in tunnel excavation and underground construction over the lifetime of the project.

Other news

Eighteen local authorities have agreed a Memorandum of Understanding with CRL that sets out the aims for the public spaces outside the Crossrail stations.

Terry Morgan and Rob Holden joined the Minister of State for Transport and the Mayor at the High Level Forum on 17 November. The Forum considered progress on the project and urban realm and regeneration issues. The Mayor and the Minister of State for Transport also attended the launch, on 18 November, of an exhibition to showcase CRL's central station designs and to introduce the Project's Art Programme.

4 GETTING LONDON MOVING

4.1 A fair deal for motorists

Congestion Charging (CC) and Western Extension Zone (WEZ) Removal

On 20 October, the Mayor signed the Variation Orders confirming the removal of the WEZ on 24 December. The orders also outline changes to the Congestion Charging scheme including the introduction of CC Auto Pay, a charge increase and changes to some discounts and exemptions, to come into effect from 4 January 2011. IBM is progressing through the final phase of testing, and training of the contact centre staff has commenced. Stakeholder liaison with the boroughs regarding the removal of the WEZ signs and road markings over the Christmas period is also taking place.

Congestion Charging Auto Pay

From 22 November, motorists were able to pre-register for a CC Auto Pay account on the TfL website. Drivers need a credit or debit card to register and will have to pay a £10 registration charge for each vehicle on the account. The new scheme will go live from 4 January 2011.

Starting in 2011, the daily charge for driving within the Congestion Charging zone will increase to £10. However, CC Auto Pay customers will be eligible for a reduced daily charge of £9. A Greener Vehicle Discount will also be introduced from 4 January 2011 (replacing the current Alternative Fuel Discount) to encourage a switch to much cleaner and more CO₂ efficient cars. The Electric Vehicle Discount will also be extended to include plug-in hybrids as well as pure electric vehicles.

Northbound Blackwall Tunnel Refurbishment

The project remains on track to complete six months early, in June 2012. The weekend closure on 15-18 October achieved the major milestone of switching operation to the new ventilation fans installed in shafts two and three. The next phase of the project commenced in October, and included the demolition and rebuilding of the interiors of shafts one and four.

Olympic Route Network (ORN) Compliance

TfL's ORN Compliance Strategy was approved by the Olympic Delivery Authority on 18 October. As of 22 November, responses to the ORN Compliance Service Specifications had been received from all boroughs, with the exception of the London Borough of Greenwich.

British Construction Industry Awards

At a ceremony on 13 October, the A40 Western Avenue Bridge replacement scheme won the prestigious British Construction Industry Award, recognising quality demonstrated by the construction industry, especially projects encouraging innovation, management best practice and teamwork. Although TfL has been nominated for this award many times, this is the first time that TfL has won in the award's 23-year history.

Freight Operator Recognition Scheme (FORS)

Two FORS Silver members were recognised for excellence in environmental fleet management at the annual Greenfleet Awards held on 7 October. Keystone Distribution won London Freight Operator of the Year, and Iron Mountain won Private Fleet Operator of the Year.

4.2 Smoothing Traffic Flow

Traffic Signal Timing Reviews

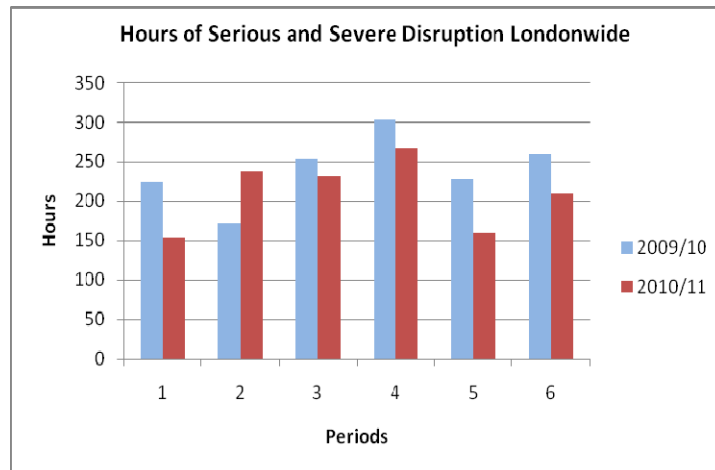
Five hundred and fifty one signal timing reviews have been completed this financial year up to 13 November, delivering a seven per cent increase in the number of occasions when all queued traffic will have discharged during the first green signal. This has been achieved alongside a one per cent increase to the number of occasions when all pedestrians waiting to cross the road will have cleared the kerb during the first green man period.

Journey Times and Traffic Speeds

Over the past two years, TfL has monitored traffic speeds across London. The results show that average traffic speeds (measured between 7am and 7pm) have risen from 18.5mph in the first six periods of last year, to 18.8mph in the same time period this year. The situation is the same in Central London, where average traffic speeds have risen from 9.0mph to 9.4mph in the same time period.

Disruption on the Road Network

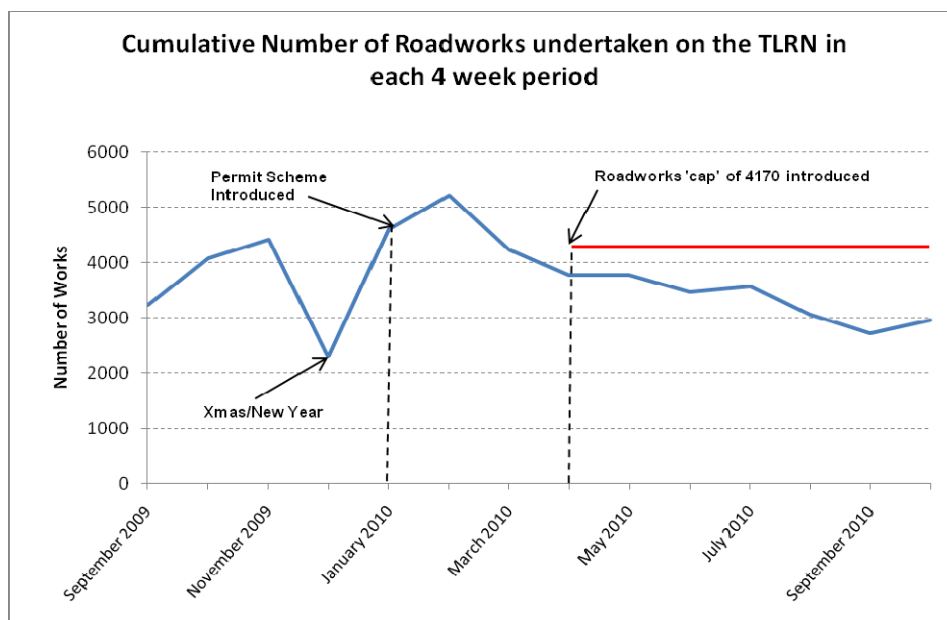
In the first six periods of this financial year, TfL has recorded a 12 per cent reduction in levels of serious and severe disruption occurring across London, compared to the same period last year.



Volume of Roadworks on the Transport for London Road Network (TLRN)

The total number of roadworks undertaken on the TLRN in 2009/10 was 48,247. TfL is now able to use the powers provided by the London Permit Scheme to proactively control the volume of activity taking place on the TLRN. TfL is aiming to achieve a five per cent reduction in the overall numbers of roadworks and much higher reductions (up to 20 per cent) in levels of peak activity.

The graph below shows the number of roadworks that have been undertaken on the TLRN in the last 12 months and clearly demonstrates the peak activity that occurred earlier this year.



Since the introduction of the Permit Scheme on 11 January 2010, TfL has granted around 41,000 permits, and refused around 6,000 for varying reasons. Because of revised phasing to carry out slightly more works in the summer months, when traffic levels are lighter and daylight hours longer, the total

number of works undertaken on the TLRN to date this year has increased marginally on last year (one per cent). However, improved co-ordination of roadworks, means that lane or road closures are being used more effectively. Collaborative working has helped prevent more than 500 days of disruption on TfL's roads so far this financial year. There has also been a 28 per cent reduction in the hours of serious and severe disruption caused by roadworks on the TLRN in the last six months, compared to the same period last year.

Roadworks Enforcement and Lane Rental

By expanding the role of its Red Route Enforcement Officers (Traffic Wardens), TfL now has over 120 people inspecting and reporting on roadworks sites across the TLRN. TfL aims to increase this number to 210 by January 2011.

This additional monitoring is helping to ensure better compliance and drive improvements in the way works are undertaken. So far this financial year, TfL has given 227 Fixed Penalty Notices to works undertakers. In addition, 442 days of unauthorised works overruns have been recorded and charges imposed. TfL has collected £317,950 from charges so far this financial year.

In building on the success of the London Permit Scheme and the Mayor's Code of Conduct for Roadworks, TfL remains committed to the introduction of a targeted lane rental scheme on the busiest and most congested parts of the TLRN. This will help to incentivise more efficient and innovative working practices and reduce unnecessary delays. The DfT's consultation on a potential lane rental scheme for roadworks has been delayed by the Government-wide review of regulations. TfL and the Mayor are continuing to lobby the Department to meet its original target of laying regulations before Parliament in May 2011, with a view to introducing regulations in October 2011.

Minimising the Number and Impact of Unplanned Incidents and Events

Around 74 per cent of serious and severe traffic disruption across the network as a whole is caused by unplanned incidents and events. TfL is adopting a targeted approach to minimising unplanned disruption on key parts of the network by:

- (a) Identifying and eliminating potential causes of disruption;
- (b) Minimising response and clear up times when incidents do occur; and
- (c) Managing traffic around incidents to minimise disruption.

Some of the key actions being taken forward include:

- (a) The introduction of measures to reduce the number of over-height vehicles and breakdowns causing delays at the Blackwall Tunnel (see next topic);
- (b) Collaborating with the Metropolitan Police to reduce the amount of time roads are closed to traffic for the investigation of fatal accidents;
- (c) Improving the coordination of the Police Road Response Teams to deal with road traffic related incidents; and

- (d) Improving the provision and dissemination of good quality traffic information.

Blackwall Tunnel Safety Operation

TfL, working with the Vehicle and Operator Services Agency (VOSA) and MPS Traffic officers, have been conducting a number of enforcement operations in the Blackwall Tunnel area to reduce the number and duration of road closures caused by overheight and unroadworthy vehicles. During one operation held on 30 September, the team stopped a total of 92 suspected overheight and unroadworthy vehicles considered at risk of causing an incident in the tunnel. Of these, 77 per cent were processed for an offence and 42 per cent had a mechanical defect of some description.

Improving TfL's Response to Traffic Signal Faults

A trial allowing the public to report traffic signal faults began in October. Forty six sites were selected due to their higher than average pedestrian accident rates and instances of faults. Stickers fixed to signal poles above pedestrian push button units provide instructions on how to text a fault using a site-specific code. It is anticipated that the trial will pick up faults not flagged through the automatic fault reporting system, as well as encourage an improved fault response rate at trial sites.

4.3 London Buses

New Bus for London

A media event was held at London Transport Museum's Acton depot on 11 November where the Mayor and the Secretary of State for Northern Ireland unveiled the static mock-up of the New Bus for London. Broadcast, print, trade and international press attended the event and there has been a great deal of favourable coverage. Stakeholder engagement activities will commence on 18 November and run for approximate six weeks. Work continues on the proving vehicle (which is in build phase) with substantial completion of the chassis and superstructure.

Route 18 Conversion

On 13 November, Route 18 was converted to double decker operation from bendy buses. The 32 bendy buses previously in service were replaced by 48 new double decker buses. The frequency of service during peak hours on Mondays to Fridays has increased, with extra buses running every three to four minutes. On Saturdays, the frequency was increased to every four minutes, and Sunday's services run every six to seven minutes.

London Bridge Bus Station

In late November, works began on the redevelopment of London Bridge Bus Station, scheduled to open in May 2012. The work will be delivered in two main phases. The enabling works to prepare the site and remove the existing canopy roof started in November, and will complete by April 2011. The main construction works will take place between September 2011 and May 2012, and will take place at night and during the weekends. Bus routes and taxis will be able to use the bus station as normal, though the exact position of stops within the station may be subject to change.

The new bus station is part of the planning agreement for the Shard and London Bridge Place developments. The new bus station will occupy the same site, but will be rotated by 90 degrees to create a clear line of sight between an arriving bus and departing trains. Other benefits include increased space for buses and taxis, a better road layout to reduce congestion, upgraded waiting facilities to improve the passenger experience, a new escalator into the Underground station to improve passenger interchange, and improved signage to provide clearer pedestrian information for the bus station and surrounding streets.

TfL meets monthly with the London Borough of Southwark and Network Rail (NR) to discuss cycling interests relating to the London Bridge station redevelopment, including working with NR to ensure that adequate cycle parking facilities are to be provided at the new station once complete, and during the construction period.

East London Transit (ELT) Phase 1a

After being shortlisted for the Infrastructure category of the 2010 UK Bus Awards, the ELT Phase 1a project won the award at a presentation ceremony on 16 November. The Awards recognise excellence in the bus industry across the nation. The judges were impressed by the innovative way bus priority had been incorporated into areas and on roads that did not lend themselves to conventional methods.

ELT Phase 1b

The construction contract for ELT phase 1b has been finalised, with the Invitation to Tender to be issued in December for the Advanced Works Contract. The Notice of Confirmation for the Compulsory Purchase Order was published on 21 October, and the six week objection period is now complete. The Notice of Intention to Vest, which advises land owners that TfL intends to purchase the land for ELT, was published on 2 December.

Dial-a-Ride

Dial-a-Ride delivered 109,404 trips in the period between 17 October and 13 November, a seven per cent increase on the same period last year. In the financial year to date, Dial-a-Ride delivered 854,656 trips. This is 8,289 more trips than planned, and nine per cent more than during the same period last

year. 12,553 trip requests were refused in the period, which was higher than the 12,004 refused in the same period last year. The refusal rate remained at nine per cent when compared to the same period last year.

4.4 Taxi and Private Hire

Private Hire Strategy – Consultation

On 5 October, TfL published a private hire strategy consultation document for consideration by the private hire trade and other interested parties. Proposals in the document include changes for private hire operators, particularly those operating from 'satellite offices' associated with late-night venues, along with suggestions for amendments to vehicle and driver identification and additional training requirements for drivers. The consultation will close at the end of the year.

5 IMPROVING THE URBAN ENVIRONMENT

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

Electric Vehicles

The new electric vehicle brand, Source London, was launched on 6 November along with the new 'one stop shop' website (www.SourceLondon.net) for information on electric vehicles in London. The launch event included announcements of the annual membership fee of £100 and of a spring 2011 launch date for the Source London network of charging points. Electric vehicle and infrastructure procurements remain on track for a contract award in January 2011.

Hydrogen Hybrid Buses

TfL has secured €5.67 million of funding as part of the EU's Cleaner Hydrogen in Cities project to expand its current hydrogen bus project. The funding allows for three additional zero-emission hydrogen hybrid fuel cell buses, and the opportunity to extend the whole demonstration project from three to four years. The additional three buses will join the five existing buses, which are due to come into service on route RV1 later this year. All eight buses will be in service by the end of 2011, at which point the entire route, which runs from Covent Garden to Tower Hill, will be powered by zero emission hydrogen hybrid technology. The buses will be delivered in partnership with ISE Corporation and Wrightbus, with Ballard supplying the fuel cells and Air Products the hydrogen fuel.

5.2 Improving the urban realm

Low Emission Zone (LEZ) Phase 3 and 4

The LEZ back office systems and the TfL website have been updated to reflect the Mayor's decision to defer Phase 3 of the LEZ from October to January 2012. Project work is now focussed on preparations for the January 2011 launch of an Operator Information Campaign.

Shared Space Impact

'Before' and 'after' monitoring of Local Implementation Plan (LIP)-funded urban realm improvements on Camden High Street show a significant reduction in traffic speed, demonstrating that this type of scheme can also deliver road safety benefits. Results are particularly interesting because baseline speeds were already low (and therefore further reductions are usually difficult to achieve), and reductions were achieved on a one-way road.

Completion of Kender Street Triangle

The Kender Street Triangle project was completed on 29 October, two months ahead of schedule, and within the allocated budget. The new traffic routing has been operational since 5 September. Motorists have adapted well to the change and traffic flows appear to be improved. The scheme has achieved its primary objective of removing significant volumes of traffic from Kender Street and Besson Street. The Kender Primary School, located within the triangle, has commented positively on the improved journey experience for school children and local residents, and businesses, cycling groups and Bus Operations have also welcomed the change. As part of the scheme, a new gas lantern has been installed on a restored Grade II listed structure within the scheme. The lantern was officially 'turned on' at the official scheme launch event on 22 November.

New Bounds Green Footbridge

As part of the A406 Bounds Green Improvement scheme works, the main structure of the new pedestrian footbridge across A406 Wilmer Way in Enfield was installed on 21 November. To minimise inconvenience, the installation works were undertaken overnight between 00.30 and 05.30. The next steps are to install the ramps and lighting to the new footbridge, which will be open to the public in February 2011. The installation of the new footbridge is the first of many key milestones in the project, and the scheme is on target to be completed in spring 2012. Once completed, the scheme will provide a number of significant benefits to the local community.

Dust Suppressants

On 12 November, the first trial of targeted cleaning and the application of dust suppressants in the UK started in central London. The project was delivered on time, in partnership with Ringway Jacobs. The launch of the project was well received by the press and clearly illustrated TfL's commitment to achieve EU limits. Cleaning and Application of Dust Suppressants (CADS) will now be deployed, for the next six months, at priority locations. Further to the trials at

these locations, options for exploring the use of Calcium Magnesium Acetate (CMA) at construction sites are being explored, and it is likely that TfL, in partnership with the London Borough of Camden, will trial the application of CMA at a concrete batching plant near Kings Cross before the end of the year.

5.3 Encouraging walking and smarter travel

Walking Weekend

TfL's 'Autumn Ambles' annual guided walking weekend took place on 25-26 September, with 54 led walks covering seven routes on the Mayor's Strategic Walk Network. TfL also worked with the Department for Health, NHS, Walk England and ITV to promote National Walking Day on 26 September on the South Bank.

6 ENCOURAGING MORE CYCLING

Barclays Cycle Hire

Research to measure user satisfaction and attitudes towards the scheme, as well as gain a better understanding of who is actually using the bikes, began on 20 September, with initial results available from 6 October. As of 22 November, the scheme had over 107,000 registered members, who had taken nearly 1.8 million journeys since launch. The total number of docking stations available in the central area was 346. To date, there has been a total of nine collisions involving a cycle hire bike that have resulted in injury.

Phase 2 was announced on 10 November by the Mayor's Transport Advisor, Barclays, TfL and the Deputy Mayor of Tower Hamlets. The second phase includes expansion within the London Boroughs of Tower Hamlets and Hackney, and as well as intensification of the scheme within the central zone. Site identification for hire stations is underway, and planning submissions are expected to commence in early 2011.

The largest Barclays Cycle Hire docking station to date is currently under construction at Waterloo railway station. The station comprises over 120 docking points, three terminals and a separate bicycle storage facility to help Serco regulate the number of bicycles available during peak times at the station. Construction is progressing well, and the facility is expected to launch by mid-December. TfL and Network Rail are collaborating with the aim of developing similar facilities at other mainline railway stations.

The scheme went live for casual users on 3 December, allowing anyone with a credit or debit card to hire a bike from a cycle hire terminal. Users are able to purchase either a 24 hour or seven day access period, and after that, the first 30 minutes of any journey will be free of usage charges. Additional security anti-skimming devices will be fitted to all Barclays Cycle Hire terminals to ensure card readers are not tampered with in any way.

On 19 November, the Barclays Cycle Hire Scheme was awarded the London Cycling Campaign award for the Best Cycling Facility. These awards recognise projects that promote cycling in the Capital. The Cycle Hire team also won the 2010 UK Corporate Entrepreneur Award, which recognises innovation and entrepreneurship to deliver results from within a large organisation, at a ceremony held on 19 October.

Barclays Cycle Superhighways

Implementation of supporting measures along the pilot Barclays Cycle Superhighways continue apace, with 726 workplace expressions of interest now received against a target of 600, and 100 businesses registered against a March 2011 target of 200. 1,264 cycle training hours have been delivered since the launch and 1,919 cycle parking spaces installed. Highlights include a secure cycle parking facility in the City of London, providing 232 spaces, and a new cycle storage facility at Family Mosaic Housing in Southwark. Construction continues along the next two routes: 2 (Bow to Aldgate) and 8 (Wandsworth to Westminster), with traffic modelling well advanced to enable changes to junction layouts and the creation of more space for cyclists. Design work is also underway on future routes, including Route 12 (Muswell Hill to Angel) and Route 5 (Lewisham to Victoria).

Cycle Show 2010

TfL's presence at the 2010 Cycle Show in Earls Court from 29 September – 2 October focussed on the recently launched Barclays Cycle Superhighways and Cycle Hire schemes, as well as safety messages through the Metropolitan Police's 'Exchanging Places' stand. Anecdotal feedback from the public was positive overall, with very high levels of enthusiasm and interest on Barclays Cycle Hire.

Cycle Hire Planning Consents

TfL continues to submit planning applications for more docking points in the existing zone and are preparing for new ones in the proposed eastern extension. At the time of writing, 420 sites have planning permission.

7 BY THE RIVER

Woolwich Ferry

Repairs on the drawbridge used to move vehicles onto ferries at the north terminal were completed by mid-November. A series of reports on the terminals, from Royal Haskoning are now expected by mid-December, due to difficulties in facilitating surveys while carrying out repairs and maintaining the service.

8 IMPROVING THE JOURNEY EXPERIENCE

8.1 Safety and Security

Zip It Campaign

The new 'ZIP IT' poster campaign system was launched on 5 November. The annual campaign is a joint effort between TfL and its policing partners (British Transport Police, Metropolitan Police's Safer Transport Command and City Of London Police) and aims to increase awareness about how to minimise the risk of theft from pickpockets on the transport system.

In 2009/10, theft offences accounted for 45 per cent of bus-related crime and almost 50 per cent on London Underground and Docklands Light Railway. Pick pocketing can also be a particular issue in the lead up to the Christmas season. As part of the campaign, police and police community support officers will be handing out 'ZIP IT' Oyster wallets and offering advice on keeping valuables safe.

Motorcycles in Bus Lanes Safety Campaign

The new trial is fully underway, and as of 11 November, over 330 hours of police enforcement had taken place in bus lanes that have higher casualty rates. In addition, a targeted motorcycle road safety campaign went live on 5 October and reminds drivers to look out for motorcyclists, particularly when turning across bus lanes. The radio advertisement features on XFM, Talksport, LBC, Heart and Capital.

Safer Travel at Night (STAN)

The STAN initiative, which involves a programme of integrated activities including industry regulation and licensing, police enforcement, education and delivery of improved late night travel services, has been successful in reducing demand for illegal cabs (also known as bogus cabs or touts). The multi-media marketing campaign in particular has been effective in raising public awareness of the dangers of illegal cabs, improving understanding that any 'minicab' (even those licensed by TfL) picked up off the street without a booking is illegal and unsafe.

This year's Safer Travel at Night communications campaign, consisting of posters, a cinema advertisement, and other material that gives practical advice to raise awareness of the dangers of unbooked minicabs, was launched on 22 November and will run throughout December. In addition to regular anti-touting enforcement activity, Operation STAN, coordinated by TfL and the Safer Transport Command (STC), began on 26 November for a four-weekend run. The operation aims to deter and disrupt illegal cab activity and get people home safely. The operation involves the STC Cab Enforcement Unit, all 32 Safer Transport Teams with some local police support, TfL and the City of London Police.

9 EFFICIENT AND EFFECTIVE DELIVERY

9.1 Planning and Strategy

Strategic Assessment Framework (SAF)

The Mayor's Transport Strategy (MTS) published in May is a statutory document that sets out the Mayor's goals, challenges and desired outcomes for London's transport system for the next 20 years. TfL has a duty to facilitate the implementation of the MTS in the most cost effective way and monitor its delivery. A new Strategic Assessment Framework has therefore been developed and adopted to reduce duplication of work and introduce a consistent assessment approach across TfL. The framework will allow:

- (a) TfL planners and project managers to develop and assess projects against the MTS goals;
- (b) Alternative projects/options to be considered in more detail during the early planning stages;
- (c) An up-to-date and consistent approach for the business to demonstrate the 'strategic fit' of projects as they proceed through the Corporate Gateway Approval Process;
- (d) Consistent (cross-modal) information for decision-makers; and
- (e) Consistent comparison of investment scenarios against the MTS goals to ensure long-term goals are not compromised.

Cable Car

The OJEU notice and Prequalification Questionnaire for the cable car was submitted on 8 November. This formally starts the procurement process for interested firms to apply to prequalify to tender for the design and construction of the cable car.

Sub-regional Plans

The five Sub-regional transport plans went live on 30 November and the final Sub-regional models related to these (South and East) were delivered at the end of October. This means that TfL now has a full set of models covering all of the five sub-regions – Central, North, West, South and East. As part of the plan to make the models as widely used as possible, TfL is developing a scheme to 'accredit' model users to use the models for TfL and external clients. TfL intends to have users accredited to the scheme by the end of January 2011. The models will enable the impacts of developments and transport proposals across London to be more readily assessed, saving TfL and the other parties expenditure in ad hoc model development.

Interchange Forum

On 16 November, TfL and the Major Developers Group hosted the first Interchange Forum. The purpose of the Forum was to share knowledge and best practice on how to deliver interchange improvements to meet the

objectives set down in the Mayor's Transport Strategy and the London Plan. Representatives from a variety of stakeholder organisations including DfT, TfL, transport companies, GLA, boroughs, developers and other key stakeholders attended. The event emphasised the need for greater collaboration and co-operation across the organisations to deliver improved interchanges over the next decade, given constrained funding.

Battersea Power Station Scheme

The London Borough of Wandsworth approved the Battersea Power Station planning application on 11 November. The mixed use application is predicated on a Northern Line extension to the site. TfL worked closely with the borough, the GLA and the developer to ensure that the development complies with London Plan policies and adequately mitigates its impact on the local and wider transport network. The developer has offered a contribution of £228 million to local area improvements, the vast majority of which is expected to go towards the proposed Northern Line extension.

9.2 Safeguarding TfL finances

Audit Commission Report

In mid-December, the Audit Commission will publish its 2009/10 Auditing the Accounts national report, covering the local government, police and fire sectors. The report will summarise the results of auditors' work on the 2009/10 financial statements, including work in relation to economy, efficiency and effectiveness.

In this report it is anticipated that TfL will be praised for completing its audit and publishing its accounts early. TfL is one of the first authorities to publish audited accounts each year - a noteworthy achievement given it is the largest and the only one with major subsidiary companies.

TfL Commercial Paper Programme

On 18 November, TfL confirmed that it has secured its first short-term borrowing under its newly established £2 billion Commercial Paper Programme. The TfL Commercial Paper Programme has been established to provide TfL with an additional source of financing at rates that are competitive with, and currently more advantageous than, short-term rates offered by others including the Public Works Loans Board.

TfL made its first issuance of commercial paper on 15 November 2010. The value of the short-term borrowing (three month) is £150 million. TfL also updated its £5 billion Medium Term Note Programme in the summer as TfL is planning to become a more active issuer in the capital markets going forward.

TfL is the one of the first UK public bodies to establish a Commercial Paper Programme and is a further financial first for TfL. In 2004/5, TfL became the first

UK local authority to raise finance on the capital markets independently of Government when it created a £3.3 billion bond issuance programme.

TfL is managing the interest rate risk on this borrowing by utilising the interest rate hedging powers it obtained in the TfL Act 2008.

9.3 Managing the workforce

RMT/TSSA Industrial Action – November 2-3 and 28-29

The third 24-hour stoppage by some RMT and TSSA members took place on 2/3 November. Trains ran on all lines apart from the Circle, but with more front line staff at work and more volunteers deployed LU was able to increase the number of trains in service and open more stations than in either of the previous two strikes. The number of trains running reached almost 50 per cent of the timetabled service during the morning of 3 November, and over the day as a whole more than 38 per cent of the scheduled service volume was provided, compared with around one-third during each of the previous two strikes. It is also estimated that just over half the normal number of passengers were carried on 3 November, compared with only around one-third during the first strike in September.

A slightly higher level of service operated in the most recent strike on 29 November, with at one point up to 50 per cent of trains in service and 80 per cent of stations open where a train service was running. Similarly it is estimated that passenger numbers showed a further small increase from the previous strike day.

10 OTHER

10.1 Transport for London Bill

On 4 November, the Board approved the promotion of the Transport for London Bill 2010. On 25 November 2010, the Mayor granted his consent to the deposit of the Bill in Parliament, after consulting the London Assembly. The Bill was deposited in Parliament on 26 November 2010. Following deposit of the Bill, the Mayor must confirm his consent after consulting again with the London Assembly. TfL will also shortly be advised in which House of Parliament the Bill's passage will commence and a petitioning period will follow early next year.

10.2 Adverse Weather Planning

Roads

TfL and the boroughs have agreed a network of essential routes that together they will work to keep open during cases of the most severe weather this winter. A fleet of 38 gritters and 10 gritting quad bikes will operate across the TLRN to

ensure that key roads, as well as essential routes such as roads and footpaths around bus garages and stations, hospitals with accident and emergency departments, railway stations and police, fire and ambulance stations across London are gritted.

This year, TfL's Highway Maintenance and Works Contractors have doubled their operational salt stocks from 9,000 to 18,000 tonnes, which will be used to treat the TLRN. Salt has also been sourced by London Buses. As well as increasing its operational salt stock, TfL has also created a 27,000 tonne strategic salt reserve. In the event of another severe winter, this strategic reserve is now available to supplement the stocks held by all highway authorities across London.



Information has also been provided on TfL's website to advise cyclists to take extra care during the winter. The Barclays Cycle Hire scheme will continue to operate throughout winter; however, it is up to users to decide whether they feel confident in making their journey by bike. Serco will be adapting cycle distribution plans to reflect demand during the winter. TfL and London boroughs will be working to ensure, where possible, that the two current Barclays Cycle Superhighways remain safe to use during the winter months.

London Underground

LU has a strong adverse weather strategy, which has been tried and tested over many years. This includes the planning process which looks across all aspects of train service provision, track and signals, service control management, station service and rolling stock. Adverse weather planning extends all year, and encompasses both extreme heat, cold, high winds, leaf fall and heavy rainfall risks.

The plans look at levels of mitigation for operations, engineering and also deal with modal impacts when either LU or another mode is significantly impacted by adverse weather. This particularly looks at the pan-TfL picture of customer movement. The plans are also backed up by significant assurance regimes for assets, and a live five day look-ahead process to review the possible weather

risks. The planning regime also includes a complete review of the previous year.

London Rail

London Rail has reviewed its previous winter preparedness and taken on board lessons learnt. A comprehensive plan is in place for dealing with all elements of severe weather throughout the year, including flooding, extremely hot weather, ice, heavy snow, as well as gale and fog.

Customer Information

TfL has robust plans in place to ensure that the provision of customer information during adverse weather meets the needs of customers both online and through our call centres. Careful planning and previous experience of these events ensure that we will be able to maintain a good service throughout.

Peter Hendy
Commissioner
Transport for London
December 2010