

## TRANSPORT FOR LONDON

## BOARD

**SUBJECT: COMMISSIONER'S REPORT**

**DATE: 21 OCTOBER 2009**

---

**INTRODUCTION**

This report provides an overview of major issues and developments since the Board meeting on 29 July and updates the Board on significant projects and initiatives. An overview of progress toward the delivery of key Mayoral transport priorities is provided as an appendix.

**1 MAKING TFL MORE EFFICIENT**

A top priority for the Mayor has been to cut further TfL's costs in order to help protect front line services and maintain the huge investment being made to improve London's transport system.

TfL management and staff have responded with great focus and determination and there will continue to be a relentless focus on delivering clear value for fare and tax payers' money. This is vital given the intense pressure on TfL's finances as a result of a fall in ridership on the Tube caused by the economic downturn (190,000 fewer journeys a day), the disastrous collapse of Metronet and the fares policies of the previous Mayor.

As a result of this, over the next nine years TfL is delivering savings of over £5 billion through reductions in back office functions, organisational restructuring, more efficient operational arrangements and better deals with suppliers. This includes a 27 per cent reduction in TfL's non-operational overheads by 2012 when compared with today's levels.

Specific examples of where these savings are being made are as follows (all figures are total savings made over the TfL Business Plan period to 2017/18):

- Role reductions: as has been announced, around 1,000 back office and support roles have gone at London Underground following the integration with Metronet, saving £570 million, and several hundred roles are being cut elsewhere across TfL;
- Consultants and temporary staff: reductions in the use of such staff are saving more than £220 million;
- Streamlined processes: customer service centres are being made more efficient, saving £20 million, and efficiencies in IT systems will save £400 million, including over £100 million from switching to low cost office

computer arrangements, £85 million from better deals with suppliers and £50 million from cutting the cost of data networks, storage and applications.

- Accommodation: thousands of staff have been relocated from central London to cheaper premises, saving £130 million.
- Renegotiating contracts: the recent re-letting of the Oyster ticketing contract alone will save £185 million. A series of changes to the contracts supporting the Congestion Charge and the Low Emission Zone will save at least £240 million.
- Customer information: the combined marketing, press and research budgets have been cut by over £200 million, most of which has been redirected to fund extra policing on the transport system.
- Salaries: the pay of senior staff has been frozen and bonuses cut, and the pay settlement for the generality of staff will reflect the economic realities being faced by millions of Londoners.

These savings mean that, in the toughest economic climate for decades, front line services and investment vital to improving capacity and reliability and ensuring the future prosperity of London and the UK as a whole are being protected. Indeed, the expansion of the transport system through huge investment in projects such as Crossrail, the Tube upgrades, the extension of the DLR and the extended East London Line not only mean massive improvements for passengers and businesses but also more job opportunities so vital to helping the country emerge from recession in good shape.

Taking this tough action has also earned TfL a maximum '4' rating for 'Managing Finances' from KPMG, in its Use of Resources Report prepared annually on behalf of the Audit Commission. This overall rating includes maximum '4' scores for 'Financial Planning' and 'Understanding costs and achieving efficiencies.'

TfL's Business Plan will set out the full story of the extensive transport improvements that will ensure London's future growth and prosperity, what TfL has done to make savings and how the intense ongoing pressures on TfL's finances are being handled. The Business Plan is the subject of a separate report submitted to this meeting of the Board.

## **2 IMPROVING THE UNDERGROUND**

### **2.1 London Underground**

#### **Jubilee Line Upgrade**

Tube Lines Ltd (TLL) has not been able to achieve the progress envisaged earlier in the year when LU granted it a series of additional weekend closures, and has instead proceeded with a plan to defer the commissioning of the section from Stratford to Westminster (J23) until November and commission it jointly with the adjacent Green Park to Dollis Hill (J4) section, with the final section to Stanmore then completed in December.

TLL had, until recently, claimed this plan could be delivered, provided additional access was offered, but the independent review of TLL's programme - requested by LU to provide confidence in the plan - has indicated that this is highly unlikely.

TLL is now developing a revised programme with an early 2010 completion date. Meanwhile LU has agreed to grant TLL further short notice closures to progress its works on 22/23 August, 6 September, 26 September and 3/4 October since these dates did not clash with other closures or events on the line.

### **Victoria Line Upgrade**

The first new Victoria line train entered passenger service on 21 July as planned. This is a major achievement, involving not only the introduction of a brand new 2009 Stock train (the first ever achieved in the year of its designation) but also the development and validation of a brand new automatic train control and signalling system. Initially, the train has been limited to late night operations on specific days, while the system reliability is grown. This 'soft start' has a number of migration stages linked to reliability growth, that controls the exposure of the system from permitting one train to operate late at night through to a full day service.

The first production train is now expected to be delivered to London on 23 November and it will enter passenger service in January 2010, after completing qualification testing following delivery. Thereafter, two trains will enter service each period until all 47 trains are delivered.

### **Sub Surface Railway Upgrade**

In mid-July, LU issued an invitation to tender for the re-signalling programme for the Circle, District, Hammersmith & City and Metropolitan lines with responses due by 18 December. This replaces the original contract which Metronet had placed, as that did not provide the best technical solution or value for money.

Testing of the new S-Stock train at Old Dalby and Derby continues on plan. The first train is expected to be delivered to London in mid-October and to make its first run on the Underground network during engineering hours in early November. Training for instructor operators commenced in July.

Work continues on plan to deliver all signalling immunisation works at the north end of the Metropolitan line in time for the introduction of the first S-Stock train into passenger service next year.

### **Victoria Station Upgrade**

The project has been approved by the Secretary of State for Transport following a three-month public inquiry which ended in January this year, and the Transport and Works Act Order authorising the works came into effect on 18

September. When complete, the scheme will increase the size of the station by about 50 percent with a new ticket hall, lifts and additional escalators to ease congestion, and step-free access from street level to all platforms and for interchange. A report is being submitted to this meeting of the Board seeking approval of the project, including a modified implementation strategy which limits the level of expenditure over the three years to 2011/12.

### **Periodic Review**

Restated Terms were issued to TLL in December 2008 and TLL provided its Response, including its pricing of Restated Terms for the second review period on 30 June, the contractual deadline. Separately, TLL provided alternative proposals, which it claimed could save up to £2 billion, although many of the proposals involve reduced scope, or involve a transfer of risk to TfL or more closures. Since then, LU has engaged with TLL to establish areas of agreement or disagreement and while TLL's costs have come down, its price remains unacceptably high and does not represent value for money.

Consequently, on 23 September, LU made a referral to the PPP Arbiter who will conduct an independent review and provide his determination on price and other questions relevant to the process. At LU's request, the PPP Arbiter provided initial guidance on the likely costs of the JNP Second Period works last September. At that time, the Arbiter's view was that 'costs are likely to be in the range of £5.1-5.5 billion for the second seven and a half years of the contract.' However, he also made clear that 'It is vital, therefore, that lessons are learned from the work that has been undertaken.' Since then, LU has taken a number of sensible steps to change the scope of work, in many instances with TLL's agreement. These changes retain the necessary maintenance and renewal of track, trains, stations and signals which deliver the required improvements in capacity and reliability but have significantly reduced LU's view of costs, which is reflected in the current £4.2 billion evaluation.

It is anticipated that the Arbiter will publish his draft conclusion on second period costs in December 2009, in accordance with his recently published timetable. Discussions with TLL will continue alongside the Arbiter process with the intention, where possible, of reaching further bilateral agreement on elements of cost and scope.

### **PPP Annual Report**

On 25 August, TfL published its sixth annual London Underground PPP Report, for the year to 31 March 2009.

The report demonstrates an improved performance for Tube customers on many measures and records good progress in areas such as station renewal and improved reliability particularly on the Northern line. It also shows improved performance by LU on virtually all performance measures on the former Metronet-maintained lines. Such performance enabled LU to carry more passengers last year than ever before, almost 1.1 billion, and achieve record customer satisfaction.

Key issues highlighted in the report include:

- The preservation of the line upgrades alongside the removal of £2.5 billion in costs on the former Metronet lines, through the renegotiation of contracts that did not offer best value for money, changes to the scope and timing of work and removing around 1,000 jobs that were duplicated, following the transfer to LU;
- Good progress towards delivery of the Victoria line upgrade, with the first new train now running during passenger service; and
- Engagement with Tube Lines over the cost of second period PPP works continues, as TfL seeks a realistic and affordable price for the full scope of improvement works as set out by LU in its Restated Terms.

The report is available from the TfL website at [www.tfl.gov.uk/pppreport](http://www.tfl.gov.uk/pppreport). LU has recently started publishing more detailed four-weekly PPP performance reports and these are also available at the above website address.

### **3 EXPANDING THE OVERGROUND**

#### **3.1 London Overground**

##### **Stations**

Ten stations and staff on the route between New Cross Gate and West Croydon/Crystal Palace transferred to TfL's responsibility on 20 September. The stations will be managed by London Overground Rail Operations Ltd (LOROL) and will undergo a programme of improvements to meet London Overground standards. London Overground trains will serve these stations when the extended East London Line opens in 2010.

The new station at Imperial Wharf was opened by the Mayor on 29 September. It provides residents in Hammersmith and Fulham, Chelsea and West Brompton with high frequency rail connections to the major transport interchanges of Clapham Junction and Willesden Junction. The £7.8 million station was jointly funded by St George PLC (contributing £4.8 million), London Borough of Hammersmith and Fulham (contributing £1.35 million), Royal Borough of Kensington and Chelsea (contributing £0.65 million) and TfL (contributing £1 million).

##### **Infrastructure improvements and planned line closures**

Work to upgrade the London Overground infrastructure is progressing. Network Rail will require the suspension of various London Overground services over the next 18 months to complete the North London line upgrade. TfL will provide alternative travel arrangements together with a comprehensive campaign to keep passengers informed and connected to the public transport network.

## **New trains**

Following the unveiling of the first new train on the London Overground network on 13 July, a further five new trains are now in service. The new walk-through trains have tube style seating, improved CCTV and air conditioning, and will relieve overcrowding and provide new standards of service. The entire fleet of 54 new trains will be introduced over winter 2009/10. Initial feedback from passengers has been extremely positive.

## **East London Line Extension Phase One**

All track work is now complete and was made live at the end of September. On 5 October, another significant milestone was reached when test running commenced between New Cross / New Cross Gate and Dalston Junction stations.

The first 3-carriage train was successfully delivered to New Cross Gate depot on 4 September. The first 4-carriage train was delivered to the depot on 6 October, following completion of its 2,000 miles of fault free running.

The 'ELC' bus replacement service, which operated from New Cross Gate to Canada Water, was terminated on 25 September 2009, following declining passenger numbers. The closure was accompanied by a communications campaign to inform passengers and stakeholders. This will result in a saving of £1 million.

The project remains on schedule for delivery by June 2010.

## **East London Line Extension Phase Two**

The preliminary design for the new 1.3 kilometre rail link between the existing South London Line and Surrey Quays is nearing completion. The OJEU notice for the works is expected to be issued in December. Network Rail has also concluded the single option design for their works at Old Kent Road.

The joint TfL/London TravelWatch study to assess the gaps in service provision when London Overground services commence and the existing South London Line services are withdrawn, is progressing. Feedback from stakeholders on the options being considered and the scoring criteria has been received and TfL is meeting London TravelWatch in early October to discuss the comments received. A meeting is planned later in October to update stakeholders on the short-listing process and to discuss how their feedback has been incorporated.

TfL and the London Borough of Lewisham have had further discussions on the business case for a new station at Surrey Canal Road. The station would cost £10 million. The Mayor has recently written to Lord Adonis to seek confirmation of the Department for Transport's offer of £7 million funding for the station. TfL and the London Borough of Lewisham are in the process of discussing possible organisations from which to find the remaining funding (e.g. Department of Communities and Local Government, Housing and Communities Agency,

relevant land-owners), including any operating subsidy over the TfL Business Plan years to March 2018.

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

#### **Stratford International extension**

Platform paving has commenced at West Ham and Abbey Road stations and a new replacement canopy is being installed at Canning Town. Structural steelwork for the lift shafts, canopies and footbridge at Abbey Road will start this month. Procurement for the maintenance contractor for the extension has commenced and the extension is on track to open in July 2010.

#### **Three-Car capacity enhancement project**

The 30th new DLR train from the order of 55 has now entered passenger service. The recently completed West India Quay flyunder track has now been commissioned, improving service reliability between Bank and Canary Wharf.

### **3.3 Tramlink**

#### **Infrastructure works**

Infrastructure works at East Croydon were completed on 6 September allowing a full timetabled service to commence on 7 September. A delay of one week was caused by the discovery of high voltage cables beneath the work site.

#### **Timetable**

The return of the tram which was damaged in an accident in September 2008 has allowed an enhanced timetable to be introduced in October.

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

On 6 September, a major software upgrade to Oyster introduced differential charging for Pay As You Go (PAYG) journeys where more than one route option exists. The new software has been introduced at such interchange points where passengers need to go through a gateline or pass a passenger validator to change lines or modes, for example, at West Hampstead and Hammersmith.

There are also nine key interchange stations where there is no convenient opportunity to validate mid-journey, to prove the route taken. New pink Oyster route validators have been installed at Gospel Oak, Gunnersbury, Highbury & Islington, Kensington Olympia, Rayners Lane, Stratford, West Brompton, Willesden Junction and Blackhorse Road. The pink validators allow passengers to indicate which route they have taken to ensure they pay the appropriate fare. They are similar in appearance to existing passenger validators but have pink rather than the traditional yellow card readers.

The upgrade is part of TfL's £40 million upgrade of the Oyster system to enable the roll out of PAYG on National Rail.

The required Department for Transport (DfT) 'Letters of Direction' to each Train Operator which will enable them to sign the PAYG agreement has finally been sent in draft form for their approval. The DfT is also in discussions with Stagecoach South West Trains Limited to permit it to turn off the interim ITSO facility at the Waterloo ticket gate line which is currently incompatible with Oyster PAYG.

The installation of PAYG equipment is nearing completion, equipment has been installed at 212 stations and 156 stations have now commissioned (as at 28 September 2009). Only 15 stations are yet to commence, this is primarily due to delays by South West Trains and/or awaiting listed building consents.

The launch of the extension of Oyster PAYG to National Rail in London is expected in January 2010.

### **3.5 Crossrail**

#### **Sponsors**

The Sponsor Board met on 4 August, 22 September and 1 October. Discussions and decisions focused on CRL progress in meeting the requirements for Review Point 3A. Sponsors reviewed and approved in principle a number of key documents submitted by CRL including the Delivery Strategy and Procurement Strategy. CRL also provided updated information on progress in updated scope, design, costs and programme.

The outcomes of Review Point 3A were reviewed with HM Treasury at an 'informal' Major Projects Review Group session on 8 October. The session focused on CRL's cost and programme re-baselining process and progress and status of the contingency options work stream. No major issues arose. Written feedback from MPRG is anticipated in due course.

At the Finance and Policy Committee meeting on 9 October, the Committee received a project update and reviewed the draft Delivery Strategy. The Committee recommended to the Board that it approve proceeding with the Crossrail project until Review Point 3B.

#### **Partner Agreements**

The Office of Rail Regulation (ORR) has confirmed, subject to some minor drafting changes, that it is content with the proposed draft Network Rail Regulatory Protocol for the On Network works. CRL is now working with Network Rail and the Sponsors to finalise the drafting of the Protocol and supporting documents with a view to the effective date of the Protocol being 18 October.



CRL is working with Network Rail in finalising scope and updating costs and programme for the On Network Costs necessary to deliver the overall project. This will continue over the next year culminating in the delivery of a Network Rail Overall Target Price (along with associated scope and programme) in September 2010 consistent with the level of maturity of Network Rail's development work.

### **Property**

Acquisition of the surface properties in central London is proceeding well and compulsory purchase orders will have been issued on all sites by the end of the financial year. Preparation is now underway for acquisition of sub-surface rights for tunnels and stations. So far, there have been no difficulties in taking possession of sites on the appointed date and bailiff action has proved to be unnecessary.

### **Programme**

Crossrail is developing the Initial Control Baseline (ICB) to improve control and performance (and, consequently, stakeholder confidence). Its key objectives are to provide a full definition of scope, a programme-wide integrated schedule and cost forecast, a detailed short-term schedule and cost forecast on which to base the budget and day-to-day control, and a plan for resolving the remaining areas of programme uncertainty.

The first stages in this process have been completed. A frozen set of requirements to inform the ICB is currently being established.

An OJEU contract procurement notice was issued on 21 August for two of the central tunnel contracts. Tenders are scheduled to be invited around November with contracts awarded by mid-2010. Nineteen contracts under the Framework Agreements (design and enabling works) have recently been awarded.

### **Funding**

The GLA published the Crossrail Business Rates Supplement Initial Prospectus on 3 July which outlines the Mayor of London's proposals to introduce a levy on larger businesses to help fund Crossrail. A Business Rates Supplement (BRS) of 2p will apply to business properties with a rateable value of more than £50,000. The measure, to be introduced from April 2010, will be limited to an estimated one in five of London's business premises, and some categories of ratepayer such as charities and sports clubs will be entitled to full or partial exemption.

CRL received a major boost on 8 September as TfL announced that it has agreed a £1 billion loan with the European Investment Bank (EIB) to finance part of its contribution to the project. The EIB's agreement to the loan facility provides international recognition of CRL's importance and is a further milestone in the delivery of the project.

## **Crossrail Visitor Centre**

The first Crossrail Visitor Centre opened near Tottenham Court Road on 16 July. The centre is open Tuesday and Thursday, 12:00 to 20:00, and it attracts visitor numbers between 20-40 'walk-ins' each session. The centre is a one-stop shop for information about the Crossrail project and London Underground's redevelopment of Tottenham Court Road Tube station. The profile of visitors to the centre is split between business owners and representatives enquiring about opportunities for contracts and members of the public.

On 28 July, the Transport Minister Sadiq Khan visited CRL's offices at Canada Square, the new Visitor Centre and the construction site of the Crossrail Canary Wharf Station to see the progress on the project. The Minister was briefed by Terry Morgan and Rob Holden and members of CRL, LU and Canary Wharf Group teams.

## **Sustainability**

CRL launched its Sustainability Strategy on 8 August drawn from best practice from both the UK Government and TfL. A core component of this strategy was announced on 30 September with the signature of a Memorandum of Understanding with the Port of London Authority on the transport of over 5 million cubic metres of excavated material by barge, the majority of which will be used to create a new 1,500 acre nature reserve at Wallasea Island in Essex. It is expected that close to 100 per cent of the 7.3 million cubic metres of excavated material is expected to be clean and uncontaminated for reuse elsewhere, of which 85 per cent will be by transported by rail and water.

On 19 August, CRL announced collaboration with the University of York to support a new course in Computer Science. Students on the course will be able to visit CRL's premises in London and may also be offered one-year internships on the project.

The London Chamber of Commerce and Industry held a 'Meet the Buyer' event on 10 September, bringing together small businesses from its membership. Rob Holden, Simon Bennett (Head of Stakeholder Management) and Steve Rowsell (Head of Procurement) gave presentations on the project, its benefits, procurement policy and sub-contracting opportunities. The event, the first of its kind that Crossrail has done with small firms, attracted business people from a wide range of industries including engineering, building, manufacturing and marketing.

## **4 GETTING LONDON MOVING**

### **4.1 A fair deal for motorists**

#### **Signal Timing Reviews**

TfL has delivered 107 signal timing reviews so far this financial year, with 445 in progress. TfL is on track to undertake 1,000 signal timing reviews in 2009/10. Outcomes are measured against a new set of performance criteria which judges a set of traffic signals to be working optimally when at 90 per cent capacity for both pedestrians and traffic. On street, this means that road traffic queues clear on green and that pedestrian overcrowding is avoided, and also that green time for both traffic and pedestrians is not wasted. Currently, the 90 per cent target is being bettered, with 98 per cent compliance with the pedestrian criteria and 92 per cent compliance with the road traffic criteria.

#### **Removal of Traffic Signals**

TfL continues to work in partnership with the London boroughs to identify sites where traffic signals could potentially be removed. At present, the London Borough of Ealing has put forward proposals to replace two signal sites with mini-roundabouts. The borough funding is now in place and the scheme will be added to TfL's programme shortly. In addition, the City of Westminster has indicated its desire to cover traffic signals in Victoria Street but this is being reviewed due to the extensive roadworks in Bressenden Place. TfL is now examining alternative sites within the borough.

#### **London Permit Scheme**

On 15 October, the DfT gave TfL and 18 boroughs the approval to introduce a common permit scheme in London. Under the scheme, utility companies who want to dig up roads will have to apply for a permit before they can begin. Permitting will enable TfL and the London boroughs to proactively plan and coordinate the timing of works, and set permit conditions, providing greater opportunities for utility companies to carry out works at the same time, helping to reduce disruption to road users. Those companies who break the terms of their permit, or work without a permit, will be fined. TfL is seeking to introduce the scheme as soon as possible. To further help smooth traffic flow, TfL is continuing to work with the DfT on the proposed increase in Section 74 overstay charges and a potential lane rental scheme in London.

#### **Utilities plating over works**

Thames Water is providing weekly updates on its usage of plating, and has utilised over 1,500 metres in London (nearly a third on the Transport for London Road Network (TLRN)) since the initiative began in April 2009. Thames Water is targeting a utilisation rate of at least 5 per cent (50 metres per kilometre) by all of its Victoria Mains Replacement contractors. National Grid Gas has also recently agreed to provide detailed information on plating utilisation, allowing easier monitoring and comparison between utilities companies. TfL is continuing discussions to encourage the use of plating with the Mayor's Streetworks Code of Conduct signatories.

## **Roadworks Reporting**

Since 12 May 2008, when the Fixed Penalty Notice (FPNs) scheme was implemented, and up to 28 September 2009, a total of 381 FPNs were given to works undertakers for offences under the New Roads and Street Works Act 1991. These included 219 to Thames Water, 67 to BT, 29 to EDF and 32 to Virgin Media. These include FPNs given as a result of information provided by Red Route Enforcement Officers, who are inspecting utilities' works being undertaken on the TLRN, and reporting unstaffed or poorly signed sites.

## **August Bank Holiday 'Workathon'**

Over the August Bank Holiday weekend, more than 100 different sets of works were completed during a 72 hour closure of a one kilometre stretch of Commercial Street. TfL and six utility companies, Verizon, National Grid, Thames Water, EDF, Colt and BT, all carried out works during the closure. If undertaken during separate closures, these works had the potential to cause over three months' worth of delay to road users.

## **Traffic Cameras to detect Congestion**

On 19 August, TfL announced that twenty cameras fitted with special image recognition technology have been installed at traffic hot spots across London. These cameras are able automatically to spot and alert TfL's traffic control centre if congestion builds up, allowing operators to identify and take action to deal with incidents much faster. Receiving alerts from the new cameras allows operators to focus their efforts more quickly on dealing with congestion.

## **LED Traffic Signals**

TfL is currently evaluating Pre Qualification Questionnaire responses, prior to the issue of an Invitation to Tender in mid-October to supply and fit LEDs (Light Emitting Diodes) at 3,500 traffic lights at around 300 junctions in London. These new LED fitted junctions will save 600 tonnes of CO<sub>2</sub> emissions a year and around £200,000 in energy costs. This introduction of LED traffic lights is the largest of its kind in the UK. TfL is seeking to stimulate the development of LED traffic signals and to encourage more manufacturers to enter the market.

The initiative follows the introduction of LED lighting at all London Buses roadside ticket machines and LED lighting at 3,500 solar powered bus stops and 640 shelters. It also forms part of the Mayor's efforts to reduce the Capital's CO<sub>2</sub> emissions by a total of 60 per cent by 2025.

## **BT OpenReach Emergency Works, Victoria Street**

On 21 September, BT began work to demolish and rebuild a large inspection chamber located in the middle of Victoria Street. The works are expected to last up to eight weeks. The chamber is in a very poor condition and works to replace it had to be undertaken urgently to prevent it collapsing. TfL has worked closely with the City of Westminster to plan how best to mitigate the impacts of the works. TfL gave consideration as to whether a bridging arrangement could be introduced, or whether the excavations could be 'decked over' to maximise available carriageway space. Unfortunately neither option proved feasible. Extended working hours for noisy works and 24/7 working for non-noisy works

have been agreed with the City of Westminster. The extent of the rebuilding works will be known once the demolition of the chamber is further advanced and a firmer estimate of the duration will then be available.

## **4.2 London Buses**

### **East Thames Buses**

On 2 October, ownership of East Thames Buses transferred from TfL to Go-Ahead London. All affected employees were consulted and transferred according to the provisions of the Transfer of Undertakings (Protection of Employment) Regulations 2006. This will generate savings of £30 million to 2017/18.

### **Bendy Bus Withdrawal**

On 1 September, single-deck buses took over from bendy buses on route 521 which operates between Waterloo and London Bridge. More buses now operate on the route with a bus running every two or three minutes at peak times, rather than the previous four minute service. Later in the year, route 38 will convert followed by routes 18 and 149 by the end of 2010. The remaining routes - 12, 25, 29, 73, 207, 436 and 453 - will convert by the end of 2011. The 12 metre single-deck buses being introduced on route 521 are EEV Standard (Enhanced Environmentally friendly Vehicles), a standard above Euro V. Despite increasing the number of buses on the route, emissions of carbon dioxide will still be cut by three per cent, oxides of nitrogen by 21 per cent and particulate matter by 27 per cent.

### **Bus Information**

Within the next two years, Londoners will be able to find out exactly when their next bus is due by using their mobile phone or the internet. In addition, brand new Countdown signs will provide bus arrival time predictions at 2,500 key stops. A contract to develop the software and deliver web and mobile content has been awarded to a company called Telent. Two contracts to supply, install and maintain bus stop signs have been awarded to ACIS and Trueform. Mobile and web information should be available by the beginning of 2011 and the roll out of new Countdown signs will begin a few months later.

## **5 IMPROVING THE URBAN ENVIRONMENT**

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

#### **Electric vehicles**

TfL will be introducing eight low-carbon vans under the DfT-funded Low Carbon Vehicle Procurement Programme, administered by Cenex. Four will be fully electric and four diesel-electric hybrids. The specification of each vehicle is being finalised prior to TfL concluding a contract with Cenex for the delivery of

the vehicles. TfL anticipates the contract being signed by the end of October and delivery of the first vehicle by the end of 2009.

### **New Bus for London**

Four bids have been received for the tender to design and develop prototypes for the New Bus for London. Evaluation of the tenders is being undertaken and visits to each of the four bidders are taking place. The project remains on schedule for contract award by the end of 2009.

### **Car Club and the Congestion Charging Scheme**

Following public consultation earlier this year, the Mayor signed a Variation Order for the Congestion Charging Scheme on 22 September, enabling residents who live within the zone to benefit from a 90 per cent discount if they are using a car club vehicle (i.e. the same discount as residents living within the zone receive when using their own vehicle). TfL has notified stakeholders that the changes are now operational and has updated the information on its website.

## **5.2 Improving the urban realm**

### **Mayor's Public Realm Vision**

High quality public realm can bring social and economic benefits to people's quality of life and it can also enhance the attractiveness of London as a world class city to visit and work in. The Mayor's Public Realm Vision will be launched shortly and will set out a clear programme for improving London's streets, parks and river spaces.

The Mayor's Great Spaces initiative forms part of this strategy and TfL's MD of Planning sits on the Panel to review the nominations and endorse the winning submissions. TfL has also been involved in the formation of the Better Streets programme and the River and Green Spaces programme, both of which form part of the overall strategy.

The formation of this strategy has been a joint effort with many stakeholders involved. Its success will depend on the collaboration of many partners, including TfL, the LDA, the London boroughs, other public bodies and the private sector.

## **5.3 Encouraging walking and smarter travel**

### **Pedestrian Guard Rail Removal**

The 2009/10 programme for the removal of pedestrian guard rail from the network is continuing, with 120,921 metres assessed and 11,913 metres removed to date. A further 28,380 metres is currently approved for removal. It is now expected that all of the TLRN will be assessed by Christmas and that the target for removal of 60 kilometres by July 2010 will be complete by the end of the financial year, three months early.

### **Pedestrian Countdown at Traffic Signals Technology Trials**

Independent research has been conducted by the Transport Research Laboratory as part of the assessment of the Pedestrian Countdown at Traffic Signals (PCaTS) technology trials. The final report is now complete and was published on 6 October. The research involved an experimental trial at nine traffic signal sites to test the impact on pedestrian behaviour and perception of reducing the green man "invitation to cross" period to six seconds (DfT advised minimum) from nine or 10.

The research revealed that two-thirds of pedestrians are confused about the amount of time they have to cross road safely. This conclusion supports the Mayor's desire to consider introducing countdown systems on crossings in London. Electronic countdown systems at pedestrian traffic signals would give people clearer information about how long they have to cross the road after the green man has gone out and would help to smooth traffic flow.

### **Guided walks - Autumn Ambles/Winter Wanders**

On 26-27 September, the seventh free led walking weekend, Autumn Ambles, took place organised by Walk London and funded by TfL. Autumn Ambles is part of a series of three led walking events, Autumn Ambles, Winter Wanders and Spring into Summer, which promote increased use of the Strategic Walking Network.

### **Richmond Big Walk once a Week (WoW)**

The Richmond Big WoW was held on 30 September and attracted the participation of over 500 school students, from ten local primary schools. The event aimed to increase the number of journeys made on foot by primary school age children, by supporting parents, students and teachers to walk to school at least once a week. The Big WoW was delivered as part of the Smarter Travel Richmond initiative to increase walking, cycling and public transport use by five per cent by September 2011. The event was supported by the National Trust, who provided the venue for free and Living Streets. The high profile event also attracted support from Centrica who linked the event to their Generation Green programme with schools earning 'virtual leaves' for participation; and Merlin Entertainments Group who will be providing the prize for the Big WoW collage competition.

## **6 ENCOURAGING MORE CYCLING**

### **Cycle Hire Scheme**

On 12 August, TfL announced Serco as the successful bidder for the contract to set up and operate the London Cycle Hire scheme.

TfL is working with nine central London boroughs and the Royal Parks to take forward the most suitable locations for the network of cycle hire docking stations. All sites are subject to planning approval and traffic regulation orders. As at the end of September, TfL had submitted a total of 422 planning

applications for docking stations for the London Cycle Hire scheme across the nine host boroughs, including applications within the Royal Parks. A total of 254 planning approvals have been received – an approval rate of 86 per cent. Where sites have not received planning permission, the site has either been amended and re-submitted, or another site has been submitted in the vicinity.

A TfL owned building at 15 Penton Street, currently occupied by the Public Carriage Office, has been identified as suitable premises to house a mobilisation and operations base for the Cycle Hire Scheme. The ground floor and basement are currently planned to provide the scheme operator with offices, a maintenance workshop, buffer storage for bicycles and vehicle parking. The agreement for the lease of this space (detailing precise accommodation requirements, separation of services and any required structural alterations) will be required shortly, in order to support the planned project launch in summer 2010.

### **DfT Announcement on Cycle Parking**

The Transport Secretary Andrew Adonis has announced a £14 million national funding programme to improve facilities for cyclists at rail stations over the next two years. The projects announced include:

- £5 million for fully supervised 'cycle hubs', offering a range of facilities for cyclists including secure covered parking, cycle hire, information, retail and repair at ten stations. In London, St Pancras, Victoria and Waterloo stations will benefit from this investment over the next two years;
- £3 million for over 4,500 additional cycle parking spaces at nearly 350 stations across the country. The precise details of how this funding will be allocated are not yet clear, but London stations are likely to benefit from this investment, including both Network Rail and TOC-managed stations. TfL will engage with Network Rail in relation to the allocation of cycle parking investment; and
- A further £6 million to improve cycle facilities across the rail network.

### **Skyride and Tour of Britain**

On 19 September, the Tour of Britain finished in the Capital with 96 professional cyclists racing for 86 kilometres on a central London circuit. Then, on 20 September, 65,000 people joined the Mayor of London's Skyride on a 15 kilometre traffic-free course.

The TfL Smarter Travel roadshow was in attendance at both the Mayor of London's Skyride and the Hounslow Skyride on 9 August when 11,000 west Londoners cycled a traffic-free route through the borough. As riders passed through the roadshows, they were given advice on all aspects of Smarter Travel and local travel information.



## **Cycle Show**

On 8 to 11 October, TfL exhibited its two flagship cycling projects, the London Cycle Hire Scheme and Cycle Superhighways, at the Cycle Show in Earl's Court. At the show, TfL:

- Unveiled the demonstration docking stations and bicycles;
- Gave visitors the opportunity to take one of six prototype hire bikes for a ride around the test track (which featured a blue Cycle Superhighway lane, the routes and the nine London boroughs where the Cycle Superhighways will be based);
- Unveiled the Cycle Superhighways logo; and
- Showcased a cycle simulator that will allow visitors to 'ride' a Cycle Superhighways route.

## **Cycle Fridays**

On 2 October, the last of an eight week series of Cycle Fridays took place. TfL, in partnership with the London Cycling Campaign, laid on a series of bike convoys led by experienced riders which guided novice commuter cyclists into central London. Those joining the rides were greeted by ride marshals, given a basic bike check and handed relevant TfL cycle maps before getting on the road. Over the eight weeks, around 450 cyclists took part. TfL's Cycling team is now documenting the lessons learnt and conducting behaviour change monitoring to inform any future initiatives.

## **7 BY THE RIVER**

### **Greenwich to Woolwich Arsenal River Service**

On 2 October, TfL announced its agreement to continue subsidising the Thames Clipper river service between the O2 in Greenwich and Woolwich Arsenal. Thames Clippers has served the Woolwich Arsenal pier since June 2005. The route was originally subsidised by TfL, London Borough of Greenwich and Berkeley Homes, however, this contract due to end in January 2009 and was extended until 1 October. Following discussions between TfL, the London Borough of Greenwich and Thames Clippers, a new deal has been agreed which has secured the river service until 2013. The deal, which will be jointly funded by TfL and London Borough of Greenwich, costs £269,000 over four years. The funding means that passengers travelling on the service will continue to have their fares subsidised and guarantees that the current levels of service between the QEII and Woolwich Arsenal pier will be maintained.

### **Oyster Pay As You Go on Thames Clippers**

System testing for Oyster Pay as You Go on Thames Clippers has commenced with an anticipated completion date of 30 October.

## **8 IMPROVING THE JOURNEY EXPERIENCE**

### **8.1 Safety and security**

#### **Changes to Taxi and Private Hire Driver Licensing Processes**

As a result of recent public interest into the case of an individual with a conviction for manslaughter who was licensed as a private hire driver and accepted for the Knowledge of London to become a licensed taxi driver, a full review of the licensing was conducted and is now complete. The review concluded that insufficient weight was given to this individual's criminal history when the decision to grant him a private hire driver's licence was made. As a result, the individual's private hire driver's licence has been revoked and he will not continue to study the Knowledge.

With immediate effect, taxi and private hire licences will not be granted to applicants who have been convicted for serious or violent offences, unless there are exceptional mitigating circumstances.

#### **Touting (One strike and you're out)**

Since the last Board meeting on 29 July and up to 2 October, 35 private hire drivers have had their licences revoked for touting. Since 1 August 2008, a total of 151 private hire drivers have had their licences revoked and of those 58 have appealed against the decision. All 58 appeal hearings have taken place and these have resulted in 48 decisions upholding the decision to revoke the licence, four decisions to allow the appeal (which will result in the licence being reinstated) and two withdrawn appeals. In addition, four appeals are pending hearing.

#### **Travel Safe Officers on London Overground**

TfL is funding a 12 month trial scheme to deploy 20 Travel Safe Officers (TSOs), who are security staff accredited by the British Transport Police (BTP). Their remit is to be pro-active, by engaging with passengers and seeking out those who need information, assistance or reassurance.

In the first month of operation, the TSOs interacted with 43,000 passengers. They provide a visible, uniformed presence on the London Overground network and support the Mayor's objective to make people feel safer when using public transport. TSOs will work closely with the BTP should incidents occur. Improvements to stations, including enhanced lighting and new CCTV systems, will also enhance safety and security at all London Overground managed stations by 2011.

#### **Earn Your Travel Back (formerly known as Payback London)**

The scheme is now live, up to 24 September, 241 individuals have been invited to join the scheme and earn back their travel concession since the launch on 27 August. Of these, 207 individuals have been invited retrospectively.

## **Motorcycle Safety**

New working arrangements for improving motorcycle safety involving TfL and the Metropolitan Police Service Motorcycle Tasking Team started on 1 September. These will be officially launched on 20 November by Kulveer Ranger. The new projects in this programme have been developed in accordance with the Association of Chief Police Officers' Motorcycle Strategy. The primary objective of the new arrangements is to improve motorcycle safety through raising the standards of motorcycling in London by:

- Delivering BikeSafe and ScooterSafe educational days targeted at the promotion of safer riding amongst commuters;
- Developing a programme of enforcement days (three per month) where motorcyclists are stopped on the road and have the validity of their documents and the roadworthiness of their motorcycles checked. Should either fail, the bike can be impounded; and
- Visiting commercial companies with numbers of riders who ride either at work or to work checking condition of vehicles and encouraging companies to adopt a further training programme for their riders under the Work Related Road Safety scheme.

An enforcement exercise took place outside Palestra on the morning of 22 September and as a result 97 bikes were stopped, five were impounded, two issued with prohibition orders to repair faults and 11 fixed penalty notices were issued for various offences. Every stopped motorcyclist was offered a free high-visibility BikeSafe tabard and given details of the BikeSafe course.

The 'Optical Illusions' motorcycle safety advert is also being re-run on television, radio and online. This started on 7 September and will be running for eight weeks. The optical effect is caused by the way the brain assesses approaching objects meaning drivers can underestimate the time that small vehicles take to reach them - causing a risk of collision when pulling out in front of approaching motorcycles.

## **Pan London Road Safety Conference**

The London Road Safety Unit hosted the annual Pan London Road Safety Conference on 24 September. The conference, 'Towards the year 2010 and beyond', was launched with a keynote speech from Kulveer Ranger. He was followed by a variety of influential speakers from the road safety community. Over 170 delegates attended.

## **Think! Drug Driving Campaign**

TfL has worked in partnership with the DfT to produce a recent drug drive campaign. The theme of the campaign, 'Your eyes will give you away', focuses on the fact that drug use has a visible effect on the users' eyes.

The national campaign was launched in mid-August for its first burst and will run in London for 12 weeks with bus rears, posters, Metro newspaper adverts, and various press and PR work. There is an opportunity to run the London

campaigns again from January to March 2010 which TfL is actively investigating.

### **Safer Travel at Night**

The September Safer Travel at Night (STaN) campaign is now complete, with thousands of leaflets handed out at student freshers fairs in London to coincide with the start of the academic year. The development of the Christmas campaign is underway.

## **8.2 Alleviating the Cost Burden**

### **Postal strikes and student Oyster cards**

Due to recent industrial action by Royal Mail staff there have been some delays in TfL receiving application forms for the Zip and 18+ Student Oyster photocard schemes and in Oyster photocards being delivered to young people.

Extra staff have been drafted in and are working evening and weekends to ensure applications are processed as quickly as possible to clear any backlog. However, some applicants may find that their photocards take longer to arrive than the times indicated on our website.

Given the difficulties caused by disruption to postal services, guidance has been issued to bus drivers that until further notice they should allow holders of expired young persons Oyster photocards, or photocards with not enough credit on them, to travel without further payment. Young people will be asked to confirm that they have applied for a new Oyster photocard.

## **8.3 Improving customer information**

### **New London Overground timetables**

The newly designed London Overground timetables were issued on 21 September. There are now three timetables – one for each of the following routes:

- Richmond/Clapham Junction – Stratford
- Watford Junction – Euston
- Gospel Oak – Barking

All timetables are available at all stations. The new format will allow passengers to carry only the information they need – making the timetable booklets slimmer and easier to use.

### **Travel support card**

TfL is trialling a Travel Support Card for customers with disabilities such as autism, learning difficulties or hearing difficulties. The card can be used to help these customers use public transport in the capital and is designed to give them greater confidence to ask for help when required.

## **9 EFFICIENT AND EFFECTIVE DELIVERY**

### **9.1 Planning and Strategy**

#### **Mayor's Transport Strategy**

The draft Mayor's Transport Strategy (MTS) was published for public consultation on 12 October in parallel with the GLA's London Plan and LDA's Economic Development Strategy. The consultation ends on 12 January 2010. In order to build support for the three strategies, to promote a joined up approach and achieve value for money, an integrated communications campaign has been developed which is spearheaded by a single, unifying advertising campaign under the banner "Help Shape London's Future". The final MTS will be published in April 2010.

#### **Mayor's Air Quality Strategy**

TfL, in collaboration with GLA colleagues, has developed the transport chapter of the Mayor's Air Quality Strategy which was published for Assembly and Functional Body consultation on 5 October.

#### **River Crossings**

At the Mayor's request, TfL has been investigating options for improved river crossings to the east of London. The Mayor endorsed TfL's recommendations to undertake further, more detailed investigations into a road tunnel/bridge between North Greenwich and Silvertown, a new vehicle ferry at Gallions Reach and, if needed, a new lower capacity bridge. In addition, some shorter term improvements to river crossings are to be considered. TfL will report back to the Mayor later in the year.

#### **Heathrow Airport**

At the request of the GLA, TfL provided a witness statement for the London Borough of Hillingdon's (and others) judicial review of the legality of the Government's decision to confirm policy support for a third runway and terminal 6 at Heathrow. As such, TfL is an interested party in support of the claim. Permission for a judicial review and the case itself will be taken together at a 'rolled up' hearing which will be held on 7 December 2009 at the earliest.

### **9.2 Working with the Boroughs**

#### **The Second Round of the Boroughs' Local Implementation Plans**

The current round of Local Implementation Plans (LIP) expires in April 2011. In line with the City Charter, TfL and the boroughs have been working together to reform the LIP system and have agreed a simplified approach aligned to the goals in the draft Mayor's Transport Strategy. The draft Guidance for completion of the second round of LIPs was published for consultation alongside the draft MTS on 12 October and consultation will last for eight

weeks. The final LIPs Guidance will be published alongside the MTS in April 2010.

### **Partnerships Review**

Working with London Councils, GLA, boroughs and partnerships, TfL has issued a joint consultation on the future role of regional partnerships which are supported by LIP funding. Currently, there are 14 partnerships across the capital, many of which pre-date TfL. The review has looked at how partnerships could operate in the future given the LIP reforms. The consultation is on an Options paper which discusses the various ways in which partnerships could be more effectively structured in the future. The results will be reported to a meeting of London Councils Transport and Environment Committee in December, with any changes coming into effect during the LIPs transition year 2010/2011.

### **City Congress**

The spirit of the City Charter seeks to develop working relationships with the boroughs based on trust, partnership and respect. The governance structure for the implementation of the Charter includes a Charter Board, which I sit on, which meets four times a year and a Congress of Leaders, involving the Mayor and Borough Leaders, which meets twice a year. The second Congress of Leaders meeting was held in September and TfL, the GLA and London Councils drafted a paper on transport issues. This was introduced by Councillor Mike Fisher (Chair of London Councils Transport and Environment Committee) and he was very positive about the good progress made on the six key themes on transport in the City Charter. The most significant progress has been made on the reforms to the Local Implementation Plan funding system, the joint work on the Mayor's Transport Strategy and the emerging regional transport strategies, and the joint review of public transport liaison committees to make them more effective.

### **“Meet the Commissioner” events**

‘Meet the Commissioner’ events give community leaders and media representatives the opportunity to talk informally with me and other TfL officials about the transport issues of most relevance to their communities.

On 29 September, an event was held with representatives from the Latin Community where I was joined by Kulveer Ranger, Jeroen Weimar (Surface Transport Chief Operating Officer) and Stuart Ross (Group Marketing and Communications' Director of News), and on 7 October, Crossrail's Director of Communications, Clinton Leeks joined me, Jeroen Weimar and Stuart Ross at an event held with the Chinese community. Both events were a great success with over 30 community representatives and media attending on each occasion.

### **9.3 Working more efficiently**

#### **Shared Services**

TfL is making good progress with the shared services initiative across the GLA Group which aims to secure improvements in value for money for the Group as a whole in respect of the back office services used by the GLA and each of its functional bodies. TfL already carries out a number of joint procurements and is developing more embedded arrangements whereby other functional bodies delegate certain of their support functions to TfL to deliver. TfL is now delivering the GLA's procurement and transactional finance functions and expects to complete shortly the arrangements for TfL to take over management of the LDA's IT network support at their offices at Palestra. TfL is also close to concluding an agreement to transfer much of the GLA's legal function to TfL. Taken together, it is expected that these arrangements will lead to cost savings across the group.

#### **Surface Transport Traffic Operations Centre**

The Surface Transport Traffic Operations Centre (STTOC) became ready for operations on 18 September. The STTOC brings together the London Traffic Control Centre (LTCC), CentreComm, MetroComm and the 2012 Games Transport Co-ordination Centre (TCC). The opening of the STTOC brings to fruition a vision for a single centre for Surface Transport operations that would lever maximum advantage from joined up management before, during and after the Games. The first test of STTOC was the London Skyride, on 20 September. Following this, the STTOC was occupied and went live on 28 September.

#### **Occupation of 14 Pier Walk, North Greenwich**

Handover of the final floors from the Developer was completed on 7 August, seven weeks ahead of the contractual long stop date. TfL now has full control of the entire building.

The first migration of 300 HR Services and Finance Service Centre staff took place over the weekend of 8/9 August, and Empress State Building was subsequently vacated in line with the contractual lease end date. Further moves of Group Customer Services and Group IM staff have taken place over the weekend of 15/16 August, and the Bank Holiday weekend, and full occupation is on track to meet the target date of 31 October. The project remains within programme and under budget.

The building has been awarded an "Excellent" BREEAM rating, with one of the highest scores of this industry standard environmental assessment benchmark for a city centre development in Europe.

Pier Walk is part of the TfL accommodation strategy which is targeting savings of £130 million by 2017/18.

## **9.4 Safeguarding TfL finances**

### **Mayor's fares decision**

The Mayor announced TfL's fares for 2010 on 15 October. He explained the financial pressures on TfL, as a result of falls in Tube passenger numbers, the impact of the collapse of Metronet and the previous Mayor's fares decisions. He set out the £5 billion in savings that TfL will deliver over the term of our Business Plan but also explained the need for carefully considered fare rises to safeguard services and critical investment in transport improvements for Londoners. The Mayor also made clear that he will continue to provide free and discounted travel for those who need it most.

### **Compensation for land to be compulsorily acquired - TfL v Spierose Ltd**

In July 2009, TfL won an appeal in the House of Lords in relation to the level of compensation payable to a claimant whose land was being compulsorily acquired as part of the East London Line Extension project (TfL -v- Spierose Ltd). This ruling will have significant implications for how compensation for the compulsory purchase of land should be assessed.

The case related to the value to be applied to land that had an unrealised potential for development but where the success of an application for the requisite planning permission although probable was not a certainty. The case has confirmed that the value to be applied in such circumstances is a "hope" basis (which allows the value of compensation to be discounted to reflect uncertainty) rather than a certainty basis (i.e. that planning permission will be granted).

## **9.5 Managing the workforce**

### **Senior management changes**

Mike Brown will be re-joining LU in early 2010, leaving his current post at BAA as Chief Operating Officer Heathrow, to become LU Managing Director. Mike was LU's Chief Operating Officer until July 2008 and in his five years in that role he led the Operations team to record levels of performance.

LU's Director of Finance and Support Offices, Naomi Connell, will be leaving at Christmas to become Chief Finance Officer at Volker Wessels UK. In her five and a half years with LU Naomi has driven forward improvements across the business, notably the Metronet integration and the introduction of business systems that have improved performance and productivity.

Mary Hardy, the Director of Internal Audit, will be leaving TfL in November to take up a post at London Organising Committee of the Olympic Games (LOCOG). The Director of Internal Audit is an important role appointed by the Board which TfL will be looking to fill on an interim and permanent basis as soon as possible in consultation with the Chair of the Audit Committee.



In August 2009, Transport Minister Chris Mole appointed LU's COO Howard Collins as a Member of the British Transport Police Authority.

### **London Underground Industrial Relations**

The leadership of the National Union of Rail, Maritime and Transport Workers (RMT) has now accepted LU's assurances that every effort is being made to avoid any compulsory redundancies. RMT has also accepted that any discussions concerning attendance must take place through the appropriate machinery where all trades unions are present.

On pay, LU has reaffirmed in writing to each trade union the final pay offer of 1.5 per cent in year one and RPI + 0.5 per cent (or a minimum of 0.5 per cent) in year two.

On 12 October, TSSA formally accepted the pay offer following a referendum of its members, in which 85 per cent voted to accept. However on the same day the RMT announced that it will be balloting its LU members for strike action and action short of a strike, solely on the issue of pay.

### **TfL Pay Negotiations<sup>1</sup>**

TfL's final offer was tabled with the recognised trades unions at a third pay negotiations meeting on 9 September. They were asked to respond by 30 September.

The final offer is a three year settlement, as follows:

- Year One (2009/10): 1.5 per cent;
- Year Two (2010/11): February RPI + 0.5 per cent, with a minimum payable of 0.5 per cent; and
- Year Three (2011/12): February RPI + 0.5 per cent, with a minimum payable of 0.5 per cent.

To date (13 October), responses have been received from four of the six trade unions. They have all rejected the offer. Once TfL has received all the responses, the next steps will be confirmed.

### **National Rail Awards 2009**

Ian Brown, London Rail's Managing Director and Chairman of the Docklands Light Railway received an award for making "an outstanding personal contribution to the rail industry" at the recent National Rail Awards in September. I am delighted that Ian's exceptional contribution to the railway industry has been recognised. London Rail and London Overground Rail

---

<sup>1</sup> Refers to all pay band 1-3 staff in TfL Corporate, Surface Transport and London Rail and employees on equivalent grades who transferred to TfL from other organisations.

Operations Ltd (LOROL) were also Highly Commended for the London Team of the Year award.

Peter Hendy  
Commissioner  
Transport for London  
October 2009

## Appendix One – TfL Progress on Mayoral Priorities

Mayoral Commitment	Recent activity	Future milestones
<p><b>Introduce a Cycle Hire scheme</b></p> <ul style="list-style-type: none"> <li>A cycle-hire scheme covering Zone One with ~6,000 bikes and 10,200 docking points to be launched in May 2010</li> </ul>	<ul style="list-style-type: none"> <li>Serco selected as the successful bidder to set up and operate the London Cycle Hire scheme.</li> <li>TfL is working with 9 central London boroughs and The Royal Parks to take forward the most suitable locations for the network of cycle hire docking stations.</li> <li>254 sites have now received planning permission, achieving an 86 per cent approval rate.</li> </ul>	<ul style="list-style-type: none"> <li>Scheme to be launched in summer 2010.</li> </ul>
<p><b>Introduce Cycle Superhighways</b></p> <ul style="list-style-type: none"> <li>12 easily accessible, direct routes feeding into central London complemented by cycle training, maintenance and parking</li> </ul>	<ul style="list-style-type: none"> <li>Proposed routes for the two pilot Cycle Superhighways announced on 5 June.</li> </ul>	<ul style="list-style-type: none"> <li>Two pilots to be delivered by summer 2010.</li> <li>A rolling programme of routes to be delivered up to 2015.</li> </ul>
<p><b>Remove pedestrian guardrail</b></p> <ul style="list-style-type: none"> <li>The safe reduction of pedestrian guardrail on Red Routes to remove unnecessary clutter, improve the urban realm and encourage better interaction between road users</li> </ul>	<ul style="list-style-type: none"> <li>Targets for guardrail removal revised in March 2009 to almost double the previous target.</li> <li>11.9 kilometres removed to date.</li> </ul>	<ul style="list-style-type: none"> <li>Removal of 60 kilometres of guardrail from Transport for London Road Network.</li> </ul>
<p><b>Support and implement innovative urban realm projects</b></p>	<ul style="list-style-type: none"> <li>Changes to Local Implementation Plan process from 2009/2010 should make large-scale schemes more likely to be developed.</li> </ul>	<ul style="list-style-type: none"> <li>Oxford Circus makeover to be delivered by November 2009.</li> <li>A12 Gants Hill Town Centre</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
<ul style="list-style-type: none"> <li>Major urban realm projects that make London's streets as attractive and enjoyable as possible, for example the plans for Exhibition Road and Oxford Circus</li> </ul>	<ul style="list-style-type: none"> <li>£13.3 million contributed to Exhibition Road project.</li> <li>£2.5 million contributed to Oxford Circus.</li> </ul>	<p>to be delivered by 2010.</p> <ul style="list-style-type: none"> <li>Exhibition Road scheme to be delivered by 2012.</li> <li>Other major schemes to be delivered across London through 2009-2012.</li> </ul>
<p><b>Introduce a new Bus for London</b></p> <ul style="list-style-type: none"> <li>A new iconic Bus for London on the streets by 2012</li> </ul>	<ul style="list-style-type: none"> <li>Bids have been received for the tender to design and develop prototypes for the New Bus for London, and evaluation of tenders is currently taking place.</li> </ul>	<ul style="list-style-type: none"> <li>Contract to be awarded by end 2009.</li> <li>New bus expected on the streets in 2012.</li> </ul>
<p><b>Encourage the uptake of electric vehicles (EVs) in London</b></p> <ul style="list-style-type: none"> <li>Encourage uptake, with the aim of making London the electric vehicle capital of Europe</li> </ul>	<ul style="list-style-type: none"> <li>The Mayor's London EV Plan was launched in May 2009.</li> <li>TfL has been working on three main areas to deliver the Mayor's EV Delivery Plan: infrastructure deployment, encouraging adoption of electric vehicles in our fleets, and establishing marketing and incentives to promote electric vehicles.</li> <li>TfL and the GLA have also been in discussion with the boroughs on areas identified by London Councils, including a pan-London scheme and sharing of information.</li> </ul>	<ul style="list-style-type: none"> <li>25,000 charging points to be installed across London and 1,000 GLA fleet vehicles to be electric.</li> <li>100,000 vehicles (5 per cent of London fleet) to be electric "as soon as possible".</li> <li>Amendment of London Plan to require charging points in all major new developments.</li> </ul>
<p><b>Deliver Crossrail</b></p> <ul style="list-style-type: none"> <li>Ensure that Crossrail is delivered on time and to budget, looking at value engineering options to</li> </ul>	<ul style="list-style-type: none"> <li>Crossrail received a major boost on 8 September as TfL announced that it has agreed a £1bn loan with the European Investment Bank (EIB) to finance part of their contribution to the project.</li> <li>A Memorandum of Understanding was signed on</li> </ul>	<ul style="list-style-type: none"> <li>Tenders for central tunnelling contracts will be invited around November 2009, with contracts awarded by mid-2010.</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
<p>minimise costs</p>	<p>30 September with the Port of London Authority on the transport of over 5 million cubic metres of excavated material by barge.</p>	<ul style="list-style-type: none"> <li>• Construction due to start at Royal Oak tunnel portal in January 2010.</li> <li>• Tunnelling Academy to be opened in spring 2010.</li> <li>• Tunnel boring due to start in October 2011.</li> <li>• Services to be launched in 2017.</li> </ul>
<p><b>Deliver tube upgrades</b></p> <ul style="list-style-type: none"> <li>• Ensuring tube upgrades remain funded and continue to be delivered on time and on budget</li> </ul>	<p><b>Victoria Line:</b></p> <ul style="list-style-type: none"> <li>• First new Victoria line train entered passenger service on 21 July.</li> </ul>	<ul style="list-style-type: none"> <li>• All track works to be completed by January 2010.</li> <li>• Victoria line upgrade to be completed by 2013.</li> </ul>
	<p><b>Jubilee Line:</b></p> <ul style="list-style-type: none"> <li>• Conversion of the train fleet for the new signalling system has been completed.</li> <li>• Tube Lines Limited (TLL) have deferred the commissioning of the section from Stratford to Westminster until November and will commission it jointly with the adjacent Green Park to Dollis Hill section.</li> </ul>	<ul style="list-style-type: none"> <li>• TLL has not been able to achieve the progress envisaged earlier in the year. TLL is now developing a revised programme with an early 2010 completion date.</li> </ul>
	<p><b>Northern Line:</b></p> <ul style="list-style-type: none"> <li>• Enabling works are progressing well, including the construction of a new signal control centre at Highgate.</li> <li>• Closure planning has been started for the</li> </ul>	<ul style="list-style-type: none"> <li>• Conversion of train fleet to be completed by July 2010.</li> <li>• Full line upgrade completed by December 2011.</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
	<p>signalling installation programme.</p> <p><b>Piccadilly Line:</b></p> <ul style="list-style-type: none"> <li>Rolling stock procurement underway.</li> </ul> <p><b>Sub-surface lines:</b></p> <ul style="list-style-type: none"> <li>Signal sighting and signalling installation is continuing.</li> <li>1<sup>st</sup> S-Stock train to be tested during engineering hours in November 2009.</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade to be delivered by 2014.</li> <li>New trains enter service on Metropolitan line in 2010, the Circle and Hammersmith &amp; City Lines in 2012 and the District Line in 2013.</li> </ul>
<p><b>Remove bendy buses</b> Removing bendy buses cost-effectively from London streets</p>	<ul style="list-style-type: none"> <li>Route 521 began operation with single deck buses on 1 September.</li> </ul>	<ul style="list-style-type: none"> <li>Route 38 will be converted by the end of 2009, followed by routes 18 and 149 by the end of 2010.</li> <li>The remaining routes: 12, 25, 29, 73, 207, 436 and 453 will be converted by the end of 2011.</li> </ul>
<p><b>Launch integration between Overground and Underground</b> Extend Oyster Pay as You Go (PAYG) to national rail stations within Greater London so lowest fares always available, Oyster fitted on all London-based rail services and ongoing updates to maps to reflect the network</p>	<ul style="list-style-type: none"> <li>Oyster PAYG was launched on London Overground in November 2007, on Chiltern, c2c and Hackney area services on NXEA in January 2008 and First Great Western in September 2008.</li> <li>The Letters of Direction from DfT have finally been sent to the Train Operating Companies in draft form.</li> <li>In the meantime, the installation of PAYG equipment is nearing completion, with equipment</li> </ul>	<ul style="list-style-type: none"> <li>Introduction of Oyster PAYG on National Rail services in London is expected by early-2010 (subject to signature of the PAYG commercial agreement).</li> <li>Launch of map showing where Oyster is accepted across all rail modes.</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
	<p>already installed at 212 stations and 156 stations now commissioned (as at 28 September 2009), with only 15 stations yet to commence.</p>	
<p><b>Publish a vision for London's transport ambitions</b> A comprehensive vision for London's transport network, including major projects and better use of existing assets, integrated with the workings of the GLA and consistent with the London Plan</p>	<ul style="list-style-type: none"> <li>• The public consultation for the draft Mayor's Transport Strategy (MTS) started on 12 October and will end on 12 January 2010.</li> <li>• The public consultation is being supported by an integrated communications campaign under the banner "Help Shape London's Future". The final MTS will be published in April 2010.</li> </ul>	<ul style="list-style-type: none"> <li>• Publication of MTS expected April 2010.</li> </ul>
<p><b>Explore a new crossing in the Thames Gateway</b> Investigate the feasibility of a new crossing in the Thames Gateway</p>	<ul style="list-style-type: none"> <li>• TfL has been investigating options for improved river crossings to the east of London.</li> <li>• TfL will be undertaking detailed investigations into a road tunnel/bridge between North Greenwich and Silvertown, a new vehicle ferry at Gallions Reach and, if needed, a new lower capacity bridge.</li> </ul>	<ul style="list-style-type: none"> <li>• TfL to report back to the Mayor later this year, after further investigations.</li> </ul>
<p><b>Introduce a new permitting system</b> A common permit scheme for London, enabling TfL and the boroughs to coordinate and plan works better, as well as impose proper controls on the execution of works, to reduce their impact on the travelling public</p>	<ul style="list-style-type: none"> <li>• The London Permit Scheme was approved by the DfT on 15 October.</li> </ul>	<ul style="list-style-type: none"> <li>• London permit scheme likely to be operational in early 2010.</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
<p><b>Deliver enhanced river services</b> Setting up a River Concordat group to consider how to make better use of the river including an enhanced service on the river that can transport people to Olympic sites and provide a unique London experience</p>	<ul style="list-style-type: none"> <li>• Work to deliver Oyster Pay as You Go (PAYG) on Thames Clippers is progressing well, with system testing having now commenced.</li> <li>• A dedicated Olympic river services group, including TfL, LOCOG and ODA are working on detailed planning of river services for the 2012 Games.</li> </ul>	<ul style="list-style-type: none"> <li>• PAYG to be available on Thames Clipper services by November 2009.</li> <li>• Enhanced services to be delivered for the 2012 Games.</li> </ul>
<p><b>Smoothing traffic flow</b> Smoothing traffic flow through the review of traffic signals, permitting of roadworks, trial (and possible implementation) of pedestrian countdown at traffic signals, and encouraging shift to more sustainable modes</p>	<ul style="list-style-type: none"> <li>• Review underway of signal timings, planned schemes, incident management and enforcement.</li> <li>• TfL has delivered 107 signal timing reviews in 2009, with 445 in progress.</li> </ul>	<ul style="list-style-type: none"> <li>• Roll-out of SCOOT (responsive traffic lights) to 200 sites on the Olympic Route Network.</li> <li>• All traffic lights to be reviewed.</li> </ul>
<p><b>Earn your Travel back</b> Taking away the right to travel from young people who abuse it and allowing them to earn it back through community service</p>	<ul style="list-style-type: none"> <li>• The scheme was launched on 27 August. As of 24 September, 241 individuals have been invited to earn their travel back, with 207 individuals invited retrospectively.</li> </ul>	
<p><b>Deliver affordable fares for Londoners</b> Affordable fares for Londoners who are most likely to find the cost of public transport too expensive</p>	<ul style="list-style-type: none"> <li>• Free travel for London war veterans was introduced from November 2008.</li> <li>• Extension of Freedom Pass to cover travel 24 hours a day from January 2009.</li> <li>• New weekday daytime off-peak (9.30 – 16.00) reduced fare on the Tube from January 2009.</li> </ul>	



Mayoral Commitment	Recent activity	Future milestones
	<ul style="list-style-type: none"> <li>• Half price travel on buses and trams for Income Support claimants from January 2009.</li> <li>• Introduction of half price bus and tram travel for Londoners in receipt of Jobseeker's Allowance or Employment and Support Allowance from April 2009.</li> </ul>	
<p><b>Other key Mayoral Priorities that have been substantively delivered, include action on safety</b></p> <ul style="list-style-type: none"> <li>• Action on safety and security, including 440 extra Police and Community Support Officers and 50 extra British Transport Police Officers</li> </ul>	<ul style="list-style-type: none"> <li>• 440 extra PCSOs for Safer Transport Teams – rollout was completed on 15 June 2009 and all 32 teams are now operational.</li> <li>• 50 additional BTP officers – rollout was completed in May 2009 on the suburban rail network – this provides coverage at over 100 of the worst stations and routes in terms of crime in outer London boroughs.</li> <li>• Crackdown on illegal touting, including introduction of 34 extra enforcement officers.</li> <li>• Ban on alcohol on public transport was introduced in June 2008.</li> </ul>	