

TRANSPORT FOR LONDON

BOARD

SUBJECT: COMMISSIONER'S REPORT

DATE: 31 MARCH 2009

INTRODUCTION

This report provides an overview of major issues and developments since the Board meeting on 10 February and updates the Board on significant projects and initiatives.

1 IMPROVING THE UNDERGROUND

The Mayor has outlined the following as priorities in improving the Underground:

- Largest investment plan for 70 years;
- 30 per cent increase in capacity of the Tube, including new trains and signalling systems; and
- 191 air-conditioned trains on Metropolitan, Hammersmith & City, District and Circle lines.

1.1 London Underground

Circle, Hammersmith & City and Metropolitan Line Improvements

A new timetable to be introduced in December 2009 will improve the reliability and capacity of the Sub Surface Railway (SSR) and extend the Circle line route. The principal change is an extension to the Circle line and a revision to its service pattern whereby the Circle line will start at Hammersmith (Hammersmith & City Line) station, join the current Circle at Edgware Road station, make a single loop, terminating at Edgware Road station, and then return. Introducing this service change ahead of the delivery of the new air conditioned S stock and signalling being provided under the SSR upgrade will bring reliability benefits to the Circle and Hammersmith & City lines, since there will be scheduled recovery time at each end of the line and regular cycling of trains to Hammersmith depot for ad-hoc maintenance. Further benefits will be an improved service on the Hammersmith & City line from Edgware Road to Hammersmith, almost doubling the frequency on that route, and changes to run times on the Metropolitan and District lines. Overall, the service on SSR will become more robust through better joint working at key flat junctions such as Aldgate.

Looking further ahead, during 2011 a new through service will be introduced between Chesham and central London, meaning that off-peak passengers will no longer need to change at Chalfont and Latimer. This follows a period of consultation and will take place after the introduction of the new air conditioned S stock trains to the line. The S Stock trains will be the first on London Underground to feature air conditioning and will be equipped with two thermostatically controlled air conditioning units pumping cold air through vents in the roof. Trains will also be fully 'walk through', with a concertina mechanism between carriages. The new trains will enter service on the Metropolitan line in 2010, the Circle and Hammersmith & City lines in 2012 and on the District line in 2013.

Blackfriars Station

Blackfriars Underground station closed as planned on Monday, 2 March for redevelopment as part of Network Rail's Thameslink upgrade programme. When it reopens in late 2011, the station will benefit from refurbished platforms, improved platform access including step free routes for interchange and to street level, and an enlarged ticket hall. During the closure, customers are being advised to use nearby Temple and Mansion House stations. Bus route 388 between Hackney Wick and Mansion House has been extended to Temple and Embankment stations and valid Underground tickets are being accepted on this route between Blackfriars and Temple. Alternatively, customers can also travel to and from Blackfriars on London River Services. The piers are a short walk from London Bridge, Tower Hill, Embankment, Westminster and Blackfriars stations, and services operate around every 20 minutes during the morning and evening peak. Travelcard holders are entitled to a third off the regular fares.

King's Cross Redevelopment

Phase Two of the King's Cross redevelopment project, which includes a new Northern Ticket Hall, step-free access, and improved links to the Northern, Victoria and Piccadilly lines and St Pancras International station, remains on track. The Northern Ticket Hall is expected to open in December 2009, two months ahead of the original schedule, to coincide with the introduction of Kent commuter services into St. Pancras.

Victoria Line Upgrade

The Victoria Line Upgrade programme remains on track for completion in 2012, despite some delays in the delivery of the first 'full production' train to London. The first two prototype 2009 stock trains will run in traffic hours, without passengers, by the end of May. This is an important part of the testing process, whereby the trains are tested in terms of how they perform in normal operating conditions, following 'out-of-hours' tests. Activities which must take place to achieve this include: validation of the signalling software, modifications to the two trains, and commissioning of the one person operation CCTV system. Some concerns remain regarding the signalling software and the rolling stock modification and build programme and TfL is working with the suppliers to resolve these issues. The timetable for delivery of the first 'full production' train

to London has slipped by one month to September 2009 due to build quality issues.

Jubilee Line Upgrade

The timetable for the Jubilee Line Upgrade programme remains very tight for completion by December 2009. Tube Lines have expressed confidence that they will deliver the expected increase in capacity but have requested additional access to ensure success. TfL is working with Tube Lines on possible options for increasing access over the coming months.

2 EXPANDING THE OVERGROUND

The Mayor has outlined the following as priorities in expanding the Overground:

- Major investment on national rail in London and the South East on more and longer trains, longer platforms, better signalling and major projects like Thameslink;
- Working towards Tube-level frequencies, staffing and policing for every suburban London station;
- Ensuring that Oyster is accepted everywhere in Greater London;
- Building Crossrail to link east and west; and
- Funding and building East London Line Phase 2b to Clapham Junction.

2.1 London Overground

London Overground capacity

Following delays in delivery from Bombardier, TfL is expecting to be able to introduce the new trains for London Overground from June 2009. One train is already in use for technical testing and crew training. The new trains are needed to accommodate the growing number of passengers on the network and TfL continues to press Bombardier on the severe inconvenience caused to passengers by gross overcrowding.

TfL and London Overground Rail Operations Ltd (LOROL) have agreed the implementation of a revised peak timetable from 20 April delivering three trains per hour between Stratford and Richmond and three trains per hour between Stratford and Clapham Junction. This will result in more overall peak capacity and more regular intervals which will help to address overcrowding in advance of the introduction of new trains.

North London Railway Infrastructure Project (NLRIP)

The £326 million investment programme to upgrade the London Overground network is now underway. To enable the works to take place over the next eighteen months, various London Overground services will need to be suspended. During these periods, TfL will provide alternative travel arrangements together with the necessary information to keep passengers informed and connected to the public transport network.

Work began on the Gospel Oak to Barking line on 4 February and will continue over weekends until October. Works to upgrade the Richmond to Stratford line are due to start on 20 April, disrupting Sunday services on the Richmond to Stratford and Clapham Junction to Willesden Junction lines. Once completed, the works will provide a step-change in service quality. Passengers will enjoy a more frequent and reliable service with up to twice as many trains per hour. The works will also help TfL to accommodate the forecast growth in local demand and the large numbers of visitors expected during the London 2012 Olympic and Paralympic Games. By 2010/11, the track and train capacity on the busiest parts of the Richmond to Stratford line will have doubled. The new London Overground platforms at Stratford are due to open on 14 April. The transfer will take place over the Easter weekend.

2.2 Docklands Light Railway (DLR)

Three-Car Capacity Enhancement Project

Tower Gateway station reopened on 2 March, two months ahead of schedule. This represents a major milestone for this project and a range of improvements have been delivered at the station, including remodelling the platform and track to allow longer three-car trains to operate from early 2010. A number of key delivery milestones are due to be achieved throughout this year, including the opening of the new South Quay station in the summer.

Stratford International extension

The extension remains on schedule, with overall project completion set for summer 2010.

2.3 Tramlink

Tramlink track replacement and stop refurbishment

The eighteenth refurbished tram went into service on Monday 2 March. The final tram will be refurbished over the weekend of 4-5 April. Track replacement works at Reeves Corner took place throughout February, with the main works taking place as planned during the half term holidays (15-20 February). The Chief Executive of the London Borough of Croydon, a regular user of the Wimbledon Branch, praised the way in which the works were managed and Members wrote on behalf of the Council to thank staff and contractors for their excellent work.

Seven tram stops have also now been refurbished. Stops in the centre of Croydon were completed during the closure for the Reeves Corner track replacement works. The refurbishment of twenty further stops is underway and on schedule for completion by 3 April. Planning is well underway for the major work to replace track, points and drainage at East Croydon, Wellesley Road and Cherry Orchard Gardens in July and August.

2.4 Working with the Train Operating Companies

Oyster on National Rail

On 14 January, the Association of Train Operating Companies (ATOC) Board “unanimously resolved to proceed to sign the Pay as you Go (PAYG) Agreement, subject to drafting”. This was significant, not least because it confirmed that Stagecoach (South West Trains) were not linking their issues regarding the Integrated Transport Smartcard Organisation (ITSO) to the PAYG agreement signature. Since then, agreement has been reached with South West Trains to commence site work, and TfL is working through the other drafting issues with ATOC. TfL remains optimistic about progress in the near future, enabling Oyster PAYG to be accepted on all rail services, including South West Trains, in Greater London by the end of 2009. The installation of PAYG acceptance equipment is proceeding and has been completed at 105 stations to date.

TfL is currently developing a map, the “World of Oyster”, showing where Oyster PAYG is accepted within Greater London. The map is colour-coded according to where services terminate within Central London, as opposed to which Train Operating Company runs the service. The objective is to present an integrated picture of rail-based services whether by Tube, Overground or National Rail as facilitated by this wider acceptance of Oyster.

High Speed Two

The Government’s new company, High Speed Two (HS2), has engaged with TfL regarding London access for a new high speed line from the West Midlands. TfL is sharing desktop analysis carried out to date on the advantages and disadvantages of various locations across London against measures such as access times to places of employment and residence, the available capacity of access modes and possible mitigating measures, and engineering feasibility and capital cost. HS2 are finalising a project plan, with a view to identifying the best options to test more rigorously by June and reporting back to Government by the end of the year.

2.5 Crossrail

Sponsors

The Chairman updated the Sponsor Board on 9 February on progress with the Programme Partner and Project Delivery Partner competitions and the Remuneration and Incentivisation arrangements for the Programme Partner were approved subject to certain conditions.

As part of the project controls, there will be a series of Review Points within the master programme. The scope and timing of these review points is under development in consultation with key stakeholders. The working assumption remains that a “Review Point 2.5” will be held in June, involving the Major Projects Review Group. This is an additional interim review point, for which the main assessment criteria are recruiting the management team, getting delivery partners on board and demonstrating effective working with project partners. This will coincide with CRL’s submission of its first Semi-Annual Construction Report to the Sponsors, likely to focus on issues relating to organisational capability.

The Department for Transport (DfT) have asked that existing project assumptions in relation to the exemption from EU interoperability obligations be revisited and the likely cost implications of full interoperability are being assessed. Also, work continues to develop a revised demand forecast and operational expenditure model.

Procurement

Approval for the Remuneration and Incentivisation proposals for the Programme Partner has been given by the Sponsor Board and the award of the contract was approved by TfL Finance Committee on 10 March.

Procurement of the Sponsors’ Project Representative continues to plan. Final Bids from the remaining five short-listed bidders were received on 13 February and are under review. Contract award is anticipated in mid April, with mobilisation shortly thereafter.

Changes to senior staff

Doug Oakervee will step down as Crossrail’s Executive Chairman on 1 April. Doug will then take up the new role of Non-Executive Chairman, at which point Rob Holden joins Crossrail as the new Chief Executive.

2.6 East London Line Extension Phase One

The project remains on schedule for delivery in June 2010. Progress has continued on the main works contract, with Balfour Beatty-Carillion Joint Venture, the main works contractor, completing the first six planned key milestones for the first quarter of 2009 on schedule. Following the successful completion of key milestones during the Christmas period, Network Rail works are progressing towards the next series of line possessions in the southern section. The first of these, at New Cross Gate, started on 6 March and involves the completion of the commissioning of the down side signalling. The Infrastructure Manager contract was awarded to Carillion, who are now in the process of mobilisation.

2.7 East London Line Extension Phase Two

Now that a funding package has been agreed for Phase 2 of the East London Line extension, TfL, working in conjunction with Network Rail, will continue with the detailed design for the scheme. TfL anticipates that the new line could be completed by May 2012. A Value for Money assessment for a new station at Surrey Canal Road is underway. This is expected to take up to eight months, including consultation with the London Boroughs of Lewisham and Southwark regarding the regeneration case. A decision on the provision of a new station will follow the completion of this assessment and discussions with the DfT regarding the additional funding required.

3 GETTING LONDON MOVING

The Mayor has outlined the following as priorities to get London moving:

- Launching a war on road works, complete with a new permit scheme;
- Seeking fitting financial penalties for needlessly unattended holes;
- A new Routemaster bus to replace the log-jamming bendy bus;
- Reviewing traffic lights, without compromising the rights of pedestrians;
- Moving on from the road hump;
- Exploring new ways of preventing deliveries from choking traffic; and
- Giving motorbikes a trial period in bus lanes.

3.1 A fair deal for motorists

London Permit Scheme

The introduction of a permit scheme will improve the quality of information provided by works promoters and enable more effective coordination and planning of works to minimise disruption to the travelling public. It will also allow authorities to apply meaningful conditions on the execution of works (such as timing and working methods) when issuing a permit. To this end, the London Permit Scheme (LoPS) application and cost benefit analysis have now been completed. The consultation on the revised application was launched on 12 March 2009 and a copy of the documentation was provided to the National Joint Utilities Group (NJUG) immediately prior to the launch. NJUG has been involved in the development of the scheme and a total of eighteen boroughs and TfL will be in the first phase of implementation. A Roll-Out Working Group has also been established with LoPS and NJUG members, to test the permit software and to establish business processes. This will also provide early evidence of the commitment of utility companies to the concept, in line with the Mayor's wishes.

Works Coordination

TfL will be inviting works undertakers, highway authorities and other stakeholders to the Olympic Route Network (ORN) Works Liaison Meetings to maximise the co-ordination of works on the Core ORN, explore possibilities for "workathons" and for smaller scale, carefully co-ordinated activities. Two geographical groups will be formed to carry this out.

In the meantime, TfL continues to focus on measures to minimise disruption from road and street works, including the coordination of such works and the provision by those undertaking road and street works of accurate and timely notices. Since May 2008, a total of 224 Fixed Penalty Notices (FPNs) have been given to those undertaking road and street works for noticing offences under the New Roads and Street Works Act 1991 (NRSWA). This included 122 to Thames Water; 40 to BT; 25 to EDF; and 10 to Virgin Media.

Regular meetings are also being held with the principal utility companies (Thames Water, EDF Energy, National Grid (Gas), BT Openreach and Virgin Media) to progress the ten point action plan agreed by the Mayor with utility company Chief Executives in December 2008 and to prepare a Code of Conduct.

Southern Gas Networks

TfL successfully prosecuted Southern Gas Networks (SGN), under Sections 60 and 65 of the New Roads and Streetworks Act 1991, for closing off a footpath during street works on the A21 in Bromley in August last year. SGN had completely closed off around 100 metres of footpath and had not provided any alternative provision for pedestrians or for residents to access their adjacent properties. As the responsible Highways Authority, TfL requested that a safe

pedestrian walkway be provided immediately. However, it was evident from follow up site visits that this had not been done safely and adequately and further measures had to be requested. SGN appeared before Westminster Magistrates Court on 19 March and pleaded guilty to four charges of badly managing their street works. SGN was fined a total of £9000, plus £2452.50 in court costs. During the hearing at Westminster Magistrates' Court, the presiding judge said SGN had failed to demonstrate their concern for public safety, and that public safety had been at risk.

Pedestrian Countdown

TfL has recently started a feasibility project to develop and trial the use of pedestrian countdown technology at signalled pedestrian crossings in London. The project will develop, test and determine the benefits of an appropriate pedestrian countdown solution. Wide-scale roll out of the technology depends on both DfT approval and confirmation from a carefully monitored trial that the expected benefits could be realised. This included improvements in information provision and safety for pedestrians and the potential for an increase in road network capacity, thereby helping to smooth traffic flow. TfL is aiming to conduct the majority of the trial in 2009/10; however progress is dependent on DfT approval.

The recent press coverage claiming that TfL has plans to cut up to six seconds from pedestrian crossing times at all of London's 6,000 traffic lights was incorrect. Any changes that TfL makes to traffic signal timings never affect the safe crossing time for pedestrians, which is based on the DfT guidance of an average walking speed of 1.2m/second. At certain locations where pedestrian lights give more time than is needed, crossing times may be reduced, but only in line with DfT guidance and where it is safe to do so. TfL will certainly not be reducing crossing times which could result in pedestrians having to walk faster or would risk pedestrians being stranded in the middle of a crossing.

Chiswick Roundabout

TfL has recently completed a review of the impact of all 'enabling' works before Split Cycle Offset Optimisation Technique (SCOOT) control of the signals is commissioned. A combination of a new road surface, markings and signal timing alterations has increased the capacity of the entries to the roundabout by nearly 3 per cent (which amounts to 135 vehicles per hour) and by nearly 9 per cent or (1,490 vehicles per hour) on the internal links of the roundabout. This first stage of investment work already offers much greater resilience against incidents on or near the roundabout. When SCOOT is enabled and optimised in the summer, TfL will seek to capture further benefits from it.

London Traffic Control Centre

On 25 February, the London Traffic Control Centre (LTCC) received positive coverage on BBC's 'The One Show'. The show featured an interview with Es George, LTCC Operations Manager, and showed staff in action, managing the network in real-time to keep London moving.

3.2 London Buses

East Thames Buses

The Invitation to Negotiate for market testing was issued on 4 March.

Bus Network Review

Consultants KPMG have now been appointed to conduct the review, which will begin shortly.

New Bus for London

The Official Journal of the European Union (OJEU) notice for design, prototyping and manufacture of the New Bus was published on 13 February, and expressions of interest are now being received. Prospective tenderers will complete a Pre-Qualification Questionnaire by mid-March. The Invitation to Tender is likely to be issued in April 2009. Constructive initial meetings have been held with DfT, the Vehicle Operator Services Agency, and the Vehicle Certification Agency with regard to certification requirements.

The 27 prize-winning designs in the new bus for London competition have also been on display at a free exhibition at the London Transport Museum since 14 February.

4 IMPROVING THE URBAN ENVIRONMENT

The Mayor has outlined the following as priorities to improve the urban environment:

- Championing electric vehicles and car clubs;
- Moving to hybrid buses;
- Encouraging imaginative urban realm projects and the use of 'shared space';
- Planting trees where possible;
- Removing railings and other street clutter; and
- Encouraging walking.

4.1 Championing electric vehicles and car clubs and moving to hybrid buses

Car Clubs

On 3 March, TfL announced a £1m investment package to support the growth of car clubs across London over the next two years, bringing over a third of London residents within a five minute walk of a car club vehicle. The funding will be used to install on-street parking bays and signage, and help promote car clubs. It will also result in 726 new car club vehicles across 19 London boroughs over the two year period. A number of innovative new projects are also being supported, including piloting hybrid plug-in car club vehicles at a number of locations and creating low-car ownership residential areas through mini-Controlled Parking Zones, where residents are encouraged to give-up their car parking permits through incentives such as free car club membership/driving time and free bicycles/storage.

4.2 Improving the urban realm

Pedestrian Guardrail removal

The guardrail removal targets have been revised and TfL is now working to achieve the removal of 60km of guardrail from the Transport for London Road Network by the end of July 2010, almost double the previous target to remove 33km of guardrail by March 2012.

Elephant & Castle Roundabout

TfL has been working with the London Borough of Southwark on proposals to provide improvements for the southern roundabout at Elephant & Castle that balance the needs of all road users. These improvements include the provision of better crossing facilities for pedestrians through the removal of the complex subway system, improvements for cyclists with the removal of the roundabout, the provision of a traffic signal controlled junction and an enhancement of the public realm. The provision of all these improvements has been balanced with the network capacity requirements for traffic on this strategic road. The proposal has now been agreed by both parties and construction works should commence early 2010 and be completed by summer 2010.

4.3 Encouraging walking and smarter travel

School Travel Planning

TfL has been in discussions with the Government to secure funding for School Travel Advisors in London Boroughs beyond 2009/10, from the Department for Children, Schools and Families. There have been positive developments, as £782k of funding has now been confirmed for 2010/11 and an announcement on the longer term is expected in due course.

Smarter Travel Richmond

The first year delivery plan, monitoring strategy and Key Performance Indicators were finalised in early March. This included a target of increasing the combined mode share of cycling, walking and public transport by five percentage points by September 2011. The programme will be formally launched on 30 March 2009, and preparatory activities for the launch are currently being undertaken, including:

- **Car Clubs:** Thirty one car club bays were installed during February and March and are available for public use. This coincided with the first car club publicity launch in late February. The remaining 40 bays are now being installed to coincide with the second publicity launch in April 2009.
- **Cycle Parking:** The installation of an additional 70 cycle parking spaces in public areas is on schedule for delivery in advance of programme launch.

Smarter Travel Pilot Projects

The development of the two pilot projects is progressing well. These projects should begin to demonstrate how smarter travel initiatives could help TfL avoid or delay capital and operational spend.

- **Wimbledon Schools Smarter Travel Project:** The Wimbledon Schools project aims to reduce the number of children congregating at peak times in Wimbledon Town Centre, and to reduce crowding on buses. The project introduced pre-school activities to encourage children to arrive at school early. Initial feedback from stakeholders has been extremely encouraging, with the Safer Transport Team reporting reduced crowding at key bus stops in Wimbledon Town Centre during the morning peak.
- **Princess Royal University Hospital Smarter Travel Project:** This project aims to improve walking access to the hospital from local bus services, and to reduce the need for buses to re-route into the hospital grounds. A successful stakeholder event was held on 12 February at the Hospital, bringing together the various parties who had been involved in the new crossing (across the A21) and to communicate how TfL is working in partnership with Bromley Hospitals Trust and Bromley Hospital to improve transport to the hospital.

5 ENCOURAGING MORE CYCLING

The Mayor has outlined the following as priorities to encourage more cycling:

- Launching a full-scale cycle hire scheme by 2010 in nine London boroughs;
- Creating dedicated routes that give nervous cyclists the confidence they need;
- A big increase in cycle stands and secure parking for cyclists;
- Helping to create cycle hubs and hire schemes in the outer boroughs; and
- Considering the possibility of allowing cyclists to turn left on red.

Cycle Hire Scheme

Procurement of a scheme provider is progressing. The Invitation to Tender for the design, build, operation and maintenance of the scheme was issued on 4 March with award scheduled for 4 June. The search for a scheme sponsor will officially commence through a TfL Press Notice and a non-mandatory OJEU notice to be published by the end of April.

TfL is working with the boroughs of Camden, City of London, City of Westminster, Hackney, Islington, Lambeth, Kensington and Chelsea, Southwark, Tower Hamlets, as well as The Royal Parks and private land owners to identify 400 locations to accommodate the cycle docking stations. This work is largely complete. Following a request from some boroughs, TfL has amended the design of the on-street terminal (sited at each docking station and used for payments and way-finding). Due to this change, the first planning applications will now be submitted in early May (originally scheduled for early April) and will continue at a rate of up to 40 per week. Overall we remain on programme.

Cycle Highways

Work is progressing to deliver two routes by May 2010 which will serve as a demonstration of the Cycle Highways concept. TfL will trial various layouts and interventions on these routes, using the outcomes to inform the design of the remaining ten Highways. In general, the routes will not rely on heavy engineering, as delivery will be through road surfacing, cyclist priority measures and other simple interventions. Coloured surfacing will be used strategically where it is necessary and in other locations, symbols, signage or other such measures will be used to guide cyclists along the route. Focus groups were conducted in February 2009 and feedback from these have been built into the Cycle Highways concept. Borough engagement is being planned and a Stakeholder Management Plan will be shared at the Surface Transport Panel meeting in May.

6 BY THE RIVER

The Mayor has outlined the following as priorities for river services:

- Setting up a river concordat between the operators of all the boat services;
- Integrating river services with Oyster Pay As You Go;
- Creating a complete vision for the increased use of the Thames, including tow-paths; and
- Preparing to use the river to help transport spectators to the Olympic site.

Oyster Pay As You Go

A demonstration of the potential use of Oyster Pay As You Go using Portable Ticket Issuing Devices on river services was made to Thames Clippers on 18 February. A commercial proposal is currently being considered by Thames Clippers. The earliest date for implementation is August 2009.

7 IMPROVING THE JOURNEY EXPERIENCE

The Mayor has outlined his commitment to improving the journey experience of those travelling in London, with a particular focus on safety, security and tackling anti-social behaviour. This Mayor is also committed to alleviating the cost burden on the travelling public.

7.1 Safety and security

Young Drivers Road Safety Campaign

On 11 February, TfL announced the launch of a road safety campaign aimed at young drivers who speed, drive without insurance or drive under the influence of drugs. This follows recent research which shows that almost one in ten young drivers think it is acceptable to drive after using cannabis. The campaign message is 'Lose your licence and you're just a kid again'. In 2007, young drivers (17 to 25 year olds) were involved in 555 collisions in London that resulted in a death or serious injury.

Teen Road Safety Campaign

On 23 March, TfL launched its latest road safety campaign. The campaign has been developed to target the 13-14 year old age group and builds on the long running 'Don't Die Before You've Lived' message. It suggests that a key motivator to behavioural change is the emotional consequence of a close friend being killed or seriously injured on London's roads. The new strap line for the campaign is 'Don't let your friendship die on the road'.

TfL Road Safety Theatre Tour

On 24 February, TfL launched its 2009 Road Safety theatre production, 'Now You See Me; Now You Don't'. The production will tour 17 London boroughs over the next four months to make young people more aware of road safety. Set up and funded by TfL, a production team from Immediate Theatre will visit 170 London primary schools and put on a play with children from Year Six. The play focuses on road safety issues surrounding the children's upcoming journeys to secondary school, and emphasises the youngsters' responsibility for their own and other people's safety.

Motorcycle Safety Campaign

On 6 March, TfL launched a campaign to reduce the number of motorcyclists killed or injured in the Capital. The television advertisements highlight an optical effect that psychologists believe could put motorcyclists at risk. With the growing number of motorcycles on London's roads, TfL is asking drivers to ensure they take that all-important second look before performing any manoeuvre around motorcycles.

Rollout of Enhanced Safer Transport Teams (STTs)

The rollout of Hub Teams continues with a total of 11 teams now assigned and operating from key transport hubs across London.

The final hub location has been confirmed as Brixton Road, which will be launched in June, taking the number of Hub Teams up to 32. To support the work of the hub teams, all 21 Safer Transport Team inspectors are now in place and will be overseeing the Hub Teams' work. The inner borough Hub Teams will be managed by the Borough Inspector and will be supported by the local Transport Operational Command Unit (TOCU) reassurance team.

Rollout of the BTP50 Teams

During February, the second TfL sponsored Neighbourhood team commenced operation in Croydon following the Mayoral launch of the first team in January. Plans for deployment of the remaining teams before June are progressing well. The new Croydon team, comprising one sergeant and seven Police Constables will provide policing on the following Southern Rail stations: East Croydon, Selhurst, Thornton Heath, Norbury, Streatham Common, Streatham, Waddon, Wallington, Sutton and Carshalton Beeches.

Anti-social Behaviour Reporting

A trial service has been launched by TfL and the MPS to allow bus passengers to report inconsiderate, intimidating, or simply bad behaviour. The three month trial will take place in Lewisham, Lambeth and Southwark, and will encourage passengers to text, phone or email information to the MPS's local Reassurance Teams. The feedback will help the teams to deploy their resources more effectively, targeting areas in which passengers tell them they observe anti-social behaviour.

Cab Enforcement

The TOCU Cab Enforcement Unit made 381 arrests for touting between 1 August and 28 February 2009. This has led to 86 Magistrates' Court convictions involving licensed Private Hire Vehicle drivers and to 59 Private Hire Vehicle drivers having had their licences revoked.

Touting

TfL has written to all taxi drivers to clarify the 'one strike and you're out' approach to touting. This letter reports progress made on actions to tackle touts and clarifies TfL's position on other issues raised in the taxi trade press recently.

TX4 Fires

Initial remedial work by London Taxis International on the approximately 680 taxis suspended from service has been completed and these taxis are back in service. Only a handful of vehicles now remain, and the remedial work for them is expected to be completed by end March.

7.2 Alleviating the Cost Burden

Visitor Oyster Commercial Partnerships

In a commercial tie-in with the Stansted Express, Visitor Oyster cards are now on sale at prominent points within Stansted railway station and at the National Express coach and rail ticket office. Both of these new outlets are being supported by a significant amount of Oyster branded point-of-sale materials. During February, both outlets sold nearly 1,700 cards for around £20k income. This figure is likely increase significantly during the summer months and with the forthcoming installation of a new service desk in the airport terminal itself.

Sales of Visitor Oyster cards by UK Visa Services in India have now commenced through a partnership with Visit Britain. The scheme started in Mumbai at the beginning of March and there are plans to roll this out across India imminently and also to expand into other countries.

7.3 Improving customer information

Coach Parking Map

On 11 March, TfL launched a new Coach Map for 2009 to help coach drivers and operators get around London with ease. Distributed to the coach trade and tourist organisations, the map provides useful information on coach parking and driver facilities, as well as costs and hours of operation. In response to the industry's request, TfL is also launching a coach drivers' helpline which will provide an information service to drivers, operators and other tourist organisations.

8 EFFICIENT AND EFFECTIVE DELIVERY

In this section, I report the ways in which TfL is working to deliver services to London efficiently and effectively in order to provide value for money.

8.1 Planning and Strategy

'Way to Go!' Consultation

TfL has analysed the consultation responses to 'Way to Go!', a key input to the Mayor's Transport Strategy currently under revision. 260 responses were received of which 107 were from stakeholders, 138 from members of the public and 15 from businesses. A summary report to the Mayor is being prepared. Also under production is a document cross-referencing responses from 50 key stakeholders with the emerging Mayor's Transport Strategy, in order to show whether and how their suggestions have been or may be taken forward.

Mayor's Transport Strategy

Further to discussions at the previous meeting of the TfL Board, the Mayor's Transport Strategy was subsequently discussed at the Planning and Corporate Panel meeting on 19 March. This work remains on track for Assembly and Functional Body consultation in April alongside that for the London Plan. Consultation responses will inform a final draft to be made available for public and stakeholder consultation in September, in order for the final Strategy to be published in early 2010. This publication date is in line with that for the London Plan and the Mayor's Economic Development Strategy.

Work on Alternatives to Unfunded Infrastructure Projects

Work continues on assessing options for supporting the future demand for public transport services following the decision to terminate further development of Cross River Tram, Croydon Tramlink, Thames Gateway Bridge and Busway Transit schemes. This work includes consideration of other river crossings; the Mayor recognises the case for a new crossing of the river in east London and has asked TfL to undertake a wider review of the area to establish what the role of a new crossing should be and what problems it would be trying to solve. TfL is also looking at the current safeguarding of the Chelsea-Hackney line (Crossrail 2) and is considering various high-level options.

Mayor's Draft Equality Policy

'Equal Life Chances for All' is the Mayor's draft policy statement setting out his approach to promoting equality and being inclusive. TfL has submitted a consultation response to the GLA, highlighting the need to ensure that what TfL is asked to deliver is achievable within current financial constraints. The GLA aims to produce a final Equality Framework during summer 2009.

8.2 Working with the Boroughs

Local Implementation Plan (LIP) Reforms Seminar

On 16 January, TfL held a seminar on the reform of the Local Implementation Plan (LIPs) process. This was attended by more than 100 borough officers and all boroughs were represented. The seminar included presentations from the GLA, London Technical Advisors Group (LoTAG), London Councils and TfL. Following this seminar, TfL has consulted with boroughs and Local Strategic Partnerships regarding the future LIPs funding formula. A report on the results of the consultation has been shared with boroughs and London Councils and was considered at the London Councils' Transport and Environment Committee on 18 March. It is anticipated that the Mayor will make a decision in April 2009 regarding formula-based funding and the issuing of guidelines for LIPs funding in 2010/11.

8.3 Working more efficiently

Operating Cost Review

An update on progress was submitted to the 10 March Finance Committee meeting noting the increasing confidence in the delivery of the savings target and the growing momentum behind the OCR Programme. I and the Chief Officers are fully committed to achieving a target of £2.4 billion (or more) and have no doubt that this will be achieved.

Consultation with staff and the Trades Unions (TUs) on planned organisational changes in London Underground continues. The process of mapping staff to roles in the proposed new organisation was completed in February for all in-scope areas and a series of briefings within Directorates took place to cascade the messages to staff, following which letters were issued to staff advising them of the outcome of the mapping process. During March, each Director has discussed the details of their proposed new structures with TU representatives. Staff are being kept fully informed of progress through regular postings on the intranet.

TfL Bill 2009

The London Local Authorities and Transport for London (No.2) Bill was considered by a Select Committee in the House of Lords on 9 – 11 March. The Committee considered all the provisions in the Bill, and heard evidence and submissions on behalf of the boroughs and TfL, petitioners opposing particular provisions and DfT. The Committee approved the majority of the provisions in the Bill, amended some provisions and declined to approve two provisions in relation to new powers to remove items deposited on the highway and the setting of penalties for cycling on the footway in areas where there was a community safety accreditation scheme. The next stage in the Parliamentary process is for the Bill to be read a third time in the House of Lords before the Bill moves to the House of Commons for consideration.

Consideration is currently being given to the preparation of a TfL Bill to be deposited in Parliament in November 2009. The Bill could address a variety of proposals across the organisation including improved charging powers and to facilitate a number of projects. A Bill would also provide an appropriate mechanism for addressing the legislative restriction which prohibits members from participating in decision making in relation to matters in which they have particular interest and expertise. A distinction would be drawn between direct pecuniary interests, where it would be inappropriate for a member to participate in discussions and decisions, and wider interests where it may be appropriate for a member to participate.

Low Carbon Performance Awards

On 4 February, the Chartered Institute of Buildings Services Engineers (CIBSE) awarded TfL two winning categories for the 2009 Low Carbon Performance Awards for its work in 'carbon reduction and innovation in the design and operation of buildings'.

Sustainable Procurement Awards

TfL has been short listed for the Sustainable Procurement category of the Sustainable Cities Awards (City of London). The award aims to recognise organisations that have adopted comprehensive and innovative systems to address the social, economic and environmental impacts of purchasing and supply chain decisions.

Prompt payment for Small and Medium Enterprises

In accordance with the commitment in the Mayor's Economic Recovery Action Plan, payment terms for small and medium sized enterprises (SMEs) were reduced to 10 days from 1 December 2008. During Period 12, just under 90 per cent of SME invoices were paid within 10 days and work is underway to improve this further.

8.4 Safeguarding TfL finances

Credit Rating

TfL has been awarded an AA/Stable credit rating by Standard & Poor's, a global leader in credit rating and credit risk analysis. The 'AA' long-term issuer credit rating recognises TfL's positive relationship with the government, the importance of its services to the UK economy, and its financial flexibilities. The rating is constrained by the risks and debt associated with TfL's substantial capital plans.

Altering the London Plan regarding Section 106 Contributions for Crossrail

Consultation with the London Assembly and Functional Bodies consultation on the proposed alteration to the London Plan concluded on 6 February. The proposed changes to the London Plan and accompanying Supplementary Planning Guidance will introduce an explicit requirement for developer contributions towards the funding of Crossrail. Around 30 detailed responses were received including significant input from boroughs: these responses are now being analysed.

Section 106 Contributions - Howick Place

On 7 January, the Mayor directed Westminster City Council to refuse planning permission for a mixed use development at Howick Place in Victoria because the developer had made no contribution towards Crossrail in accordance with the proposed alteration to the London Plan. The Mayor said that he would lift the direction if a contribution was made. TfL negotiated with the applicant and Westminster City Council to secure a contribution of £120,000 to Crossrail and, on 27 January, Sir Simon Milton issued a new direction (under delegated powers on the Mayor's behalf), confirming that Westminster City Council can determine the application itself.

Section 106 Contributions - Land Securities Development, Victoria

On 5 February, Westminster City Council resolved to grant planning permission for the Land Securities development at Victoria. The application will now be referred to the Mayor; the proposed contribution towards Crossrail is likely to be an important consideration in his decision.

Section 106 Contributions - Brent Cross Cricklewood Development

The stage one planning application for the Brent Cross Cricklewood development was reported to the Mayor on 11 February. The Mayor expressed his support for the principle of this substantial development proposal and the benefits it will deliver. A number of issues were highlighted as needing clarification or resolution. These include a number of transport issues including car parking, the level and timing of public transport provision, the bus station, and joint signatory to Section 106. TfL will continue to work closely with the London Borough of Barnet to address these issues.

8.5 Managing the workforce

Pandemic 'flu exercise

A TfL-wide pandemic 'flu exercise was held in February 2009. The objectives of the exercise were to explore and better understand the potential impact of a 'flu pandemic on TfL and to improve TfL's preparedness by providing an opportunity to review, test and update modal plans for managing a pandemic 'flu threat. The exercise took place over three consecutive weeks with each week representing a different phase of the development of a pandemic in London. All operating modes and the Corporate directorates took part. During

the exercise there were twice weekly meetings of a comprehensive TfL Gold Group and each mode and the corporate directorates held internal weekly meetings. Feedback from participants has been positive and a report on the exercise is in preparation.

Peter Hendy
Commissioner
Transport for London
March 2009

Appendix One – TfL Progress on Mayoral Priorities

| Mayoral Commitment | Achievements to date | Future milestones |
|--|--|--|
| <p>Introduce a Cycle Hire scheme</p> <ul style="list-style-type: none"> A cycle-hire scheme covering Zone One with ~6,000 bikes and 10,500 docking stations to be launched in May 2010 | <ul style="list-style-type: none"> Feasibility study published November 2008 ITT issued in early March 2009 | <ul style="list-style-type: none"> Contract to be awarded in May/June 2009 Scheme to be launched in May 2010 |
| <p>Introduce Cycle Highways</p> <ul style="list-style-type: none"> 12 easily accessible, direct routes feeding into central London complemented by cycle training, maintenance and parking | <ul style="list-style-type: none"> Detailed progress update and work programme presented to Mayor February 2009 Customer focus groups held from February 2009 | <ul style="list-style-type: none"> Target delivery of first two Cycle Highways is mid May 2010 |
| <p>Removing pedestrian guardrailing</p> <ul style="list-style-type: none"> The safe reduction of pedestrian guardrail on Red Routes to remove unnecessary clutter, improve the urban realm and encourage better interaction between road users | <ul style="list-style-type: none"> Targets for guardrail removal revised in March 2009 to 60km by end July 2010, almost double the previous target of 33km by 2012 8.25km removed by end March 2009 | <ul style="list-style-type: none"> Removal of 60km of guardrail from Transport for London Road Network by end July 2010 |
| <p>Support and implement innovative urban realm projects</p> <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> Changes to Local Implementation Plan process from 2009/2010 should make large-scale schemes more likely to be developed £13.3m contributed to Exhibition Road project £2.5m contributed to Oxford Circus | <ul style="list-style-type: none"> Oxford Circus makeover to be delivered by Autumn 2009 Exhibition Road scheme to be delivered by 2012 Other major schemes to be delivered across London between 2009 and 2012 |

| Mayoral Commitment | Achievements to date | Future milestones |
|--|---|--|
| <p>Introduce a new Bus for London</p> <ul style="list-style-type: none"> A new iconic Bus for London on the streets by 2012 | <ul style="list-style-type: none"> Design competition held and winners announced in December 2008 Dialogue is underway with bus manufacturers and the DfT OJEU notice has been issued to commence procurement process | <ul style="list-style-type: none"> ITT to be issued in April 2009 Prototypes to be on the road by 2011 Full production bus on the streets by 2012 |
| <p>Encourage the uptake of electric vehicles in London</p> <ul style="list-style-type: none"> Encourage uptake, with the aim of making London the electric vehicle capital of Europe | <ul style="list-style-type: none"> Electric Vehicle Partnership established November 2008 Funding provided for tripling of electric vehicle charging points to 100 in next 12 months | <ul style="list-style-type: none"> High level action plan to be completed late spring 2009 100 charging points to be installed by London Boroughs in 2009/10 |
| <p>Provide leadership on London's airport problems</p> <ul style="list-style-type: none"> Help the Mayor look at innovative solutions for London's airport problems | <ul style="list-style-type: none"> Models produced of surface transport implications of proposed airport developments | <ul style="list-style-type: none"> TfL is working with GLA on an ongoing basis, providing support where necessary |
| <p>Deliver Crossrail</p> <ul style="list-style-type: none"> Ensure that Crossrail is delivered on time and to budget, looking at value engineering options to minimise costs | <ul style="list-style-type: none"> Core funding and governance agreements signed in December 2008 Crossrail transferred to become a 100% subsidiary of TfL in December 2008 Deals secured with City of London Corporation worth up to £350m and BAA worth £230m Canary Wharf Group committed to building the Isle of Dogs station | <ul style="list-style-type: none"> Project Delivery Partner contract to be awarded Spring 2009 Launch of services planned for 2017 |

| Mayoral Commitment | Achievements to date | Future milestones |
|---|---|--|
| | <ul style="list-style-type: none"> • Programme Partner contract awarded March 2009 • Work started on Isle of Dogs station in mid March 2009 | |
| <p>Deliver tube upgrades</p> <ul style="list-style-type: none"> • Ensuring tube upgrades remain funded and continue to be delivered on time and on budget | <ul style="list-style-type: none"> • Victoria Line: First two prototype trains extensively tested, signalling software installed • Jubilee Line: conversion of train fleet for new signalling system completed • Northern Line: planning and train production underway • Piccadilly Line: rolling stock procurement underway • Sub-surface Lines: train production and signalling system scoping underway, testing of first train underway | <ul style="list-style-type: none"> • Victoria Line: Testing prototype trains in traffic hours from May 2009, completion of Service Control Centre, delivery of first trains from September 2009, completion 2012 • Jubilee Line: Due to be completed by December 2009 • Northern Line: Due to be completed by December 2011 • Piccadilly Line: selection of supplier late 2009, completion October 2014 • Sub-surface Lines: network testing of first train from October 2009, new timetable to be introduced in December 2009, new trains enter service on Metropolitan line in 2010, the Circle and Hammersmith & City Lines in 2012 and the District Line in 2013, final completion of stage 1 by 2015 and stage 2 by 2018 |

| Mayoral Commitment | Achievements to date | Future milestones |
|---|---|---|
| <p>Remove bendy buses</p> <ul style="list-style-type: none"> Removing bendy buses cost-effectively from London streets | <ul style="list-style-type: none"> Evaluation of tenders for routes 38, 507 and 521 completed Stakeholder consultation completed | <ul style="list-style-type: none"> Routes 507 and 521 begin operation with single deck buses from June/July 2009 Route 38 begins operation with double deck buses from Autumn 2009 Removal of bendy buses as soon as practical |
| <p>Launch integration between Overground and Underground</p> <ul style="list-style-type: none"> Extend Oyster 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 | <ul style="list-style-type: none"> Oyster PAYG launched on London Overground in November 2007, on Chiltern c2c and Hackney area services on NXEA in January 2008 and on First Great Western in September 2008 All TOCs agreed to sign the PAYG commercial agreement Agreement reached with South West Trains to install equipment at their stations PAYG acceptance equipment installed at 105 stations to date Improvements to South Central franchise secured to bring standards closer to London Overground | <ul style="list-style-type: none"> Complete installation of PAYG acceptance equipment at all stations Launch of map showing where Oyster is accepted across all rail modes Oyster to be accepted on all rail services by end 2009 Ensure London benefits from future re-franchising and HLOS Control Period Five 2014-2019 spending |

| Mayoral Commitment | Achievements to date | Future milestones |
|--|---|---|
| <p>Publish a vision for London's transport ambitions</p> <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> London Plan/Mayor's Transport Strategy working group established in December 2008 Thematic and modal groups underway Modelling and analysis underway Discussions held at TfL Board and at the Planning and Corporate Panel | <ul style="list-style-type: none"> Assembly and Functional Bodies consultation planned for spring 2009 Public consultation autumn 2009 Publication in spring 2010 |
| <p>Explore a new crossing in the Thames Gateway</p> <ul style="list-style-type: none"> Investigate the feasibility of a new crossing in the Thames Gateway | <ul style="list-style-type: none"> Comprehensive study of transport needs and options in the Thames Gateway underway | <ul style="list-style-type: none"> Shortlist of options to be agreed by June 2009 Technical feasibility and stakeholder acceptability of options to be considered in detail in summer 2009 Preferred option identified by end 2009 |
| <p>Explore better options for financing transport infrastructure</p> <ul style="list-style-type: none"> Explore better options for financing transport infrastructure that are more flexible, efficient and ensure value for money | <ul style="list-style-type: none"> Assessing different approaches to financing to fund new infrastructure releasing capital value within TfL's infrastructure assets. Ongoing discussion of options with Finance Committee in January 2009 | <ul style="list-style-type: none"> Options to be reported to Finance Committee in June 2009 and detailed development by December 2009 |

| Mayoral Commitment | Achievements to date | Future milestones |
|---|--|---|
| <p>Deliver affordable fares for Londoners</p> <ul style="list-style-type: none"> Affordable fares for Londoners who are most likely to find the cost of public transport too expensive | <ul style="list-style-type: none"> Free travel for London war veterans introduced from November 2008 Extension of Freedom Pass to cover travel 24 hours a day from January 2009 New weekday daytime off-peak (9.30 – 16.00) reduced fare on the Tube from January 2009 Half price travel on buses and trams for Income Support claimants from January 2009 Extension of half price bus and tram travel scheme to Londoners in receipt of Job Seeker's Allowance or Employment and Support Allowance announced in January 2009 | <ul style="list-style-type: none"> Introduction of half price bus and tram travel for Londoners in receipt of Job Seeker's Allowance or Employment and Support Allowance from April 2009 |
| <p>Introduce a new permitting system</p> <ul style="list-style-type: none"> A common permit scheme for London, enabling TfL and the Boroughs to better coordinate and plan works. Authorities will also be able to impose proper controls on the execution of works to reduce their impact on the travelling public | <ul style="list-style-type: none"> Application for common permit scheme submitted to DfT in July 2008, clarifications sought by DfT Revised application and cost benefit analysis completed Consultation on revised application launched 12 March 2009 | <ul style="list-style-type: none"> Consultation closes on 15 June Application to be re-submitted to DfT in summer 2009 Subject to DfT approval, common permit scheme operational by the new year |

| Mayoral Commitment | Achievements to date | Future milestones |
|---|--|---|
| <p>Launch Payback London</p> <ul style="list-style-type: none"> • Taking away the right to travel from young people who abuse it and allowing them to earn it back through community service | <ul style="list-style-type: none"> • TfL is providing ongoing support to the GLA, who are delivering this programme | <ul style="list-style-type: none"> • The GLA are working towards the implementation of Payback London and TfL will continue to provide support as required |
| <p>Deliver enhanced river services</p> <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Dedicated Olympic river services group established | <ul style="list-style-type: none"> • Introduction of a River Concordat, including improved timetables and infrastructure, and the introduction of Oyster PAYG on river services • Introduction of PAYG on Thames Clipper Service from summer 2009 • Service concept for Olympic services to be finalised and operational planning to get underway in autumn 2009 |
| <p>Smoothing traffic flow</p> <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Stakeholder engagement is underway and workshops are taking place with key stakeholders • Reviews underway of signal timings, planned schemes, incident management, and enforcement • Feasibility project to develop and trial use of pedestrian countdown technology underway, with the aim of delivering trials in 2010, subject to DfT approval | <ul style="list-style-type: none"> • Website to be launched in April 2009 • Event for stakeholders in summer 2009 • Roll-out of SCOOT (responsive traffic lights) to 200 sites on the Olympic Route Network by March 2010 • Roll-out of SCOOT to an additional 1000 sites by 2015/16, subject to funding |

| Mayoral Commitment | Achievements to date | Future milestones |
|--|---|---|
| <p>Other key Mayoral Priorities that have been substantively delivered include action on safety</p> <ul style="list-style-type: none"> Action on safety and security, including 440 extra Police and Community Support Officers and 50 extra British Transport Police Officers | <ul style="list-style-type: none"> 440 extra PCSOs for Safer Transport Teams – 18 teams assigned by the end of March 50 extra BTP officers announced in January 2009 – three teams already operational Crackdown on illegal touting including introduction of 34 extra enforcement officers Ban on alcohol on public transport from June 2008 | <ul style="list-style-type: none"> Fourteen remaining Safer Transport Teams to be launched by June 2009 Four further BTP neighbourhood teams to be launched by June 2009 Ongoing action on illegal touting |