

TRANSPORT FOR LONDON

BOARD

SUBJECT: COMMISSIONER'S REPORT

DATE: 29 JUNE 2011

1 INTRODUCTION

This report provides an overview of major issues and developments since the Board meeting on 30 March 2011 and updates the Board on significant projects and initiatives. An overview of progress towards the delivery of key Mayoral transport priorities is provided as an appendix.

2 IMPROVING THE UNDERGROUND

2.1 Transforming the Tube

Sub-surface lines upgrade

On 11 June, London Underground (LU) awarded Bombardier Transportation the contract to upgrade the signalling on the Sub-surface lines, marking a significant milestone in the Tube upgrade plan. The new contract is the biggest single part of the Tube's transformation, covering 40 per cent of the network. When delivered, the new Automatic Train Control signalling will be more reliable and allow trains to run faster and closer together. When coupled with the new S stock trains, it will deliver a huge increase in capacity on the Circle, Hammersmith & City, District and Metropolitan lines. The contract ensures no weekend closures for signalling installation and testing work. There will still be a need for weekend closures to upgrade track, platforms and other infrastructure.

Significant progress has already been made in constructing the new Hammersmith service control centre, due for completion later this year, which will eventually house the signalling equipment and service control teams for the whole of the Sub-surface railway.

On Sunday 3 April, a new S stock train completed the type's first run in passenger service between Harrow-on-the-Hill and Aldgate. From 23 May, the S stock trains began regular passenger service to the Metropolitan line's City terminus, beginning in the off-peak periods, so that all S stock trains now serve all parts of the line.

Victoria line upgrade

A notable first was achieved on the Victoria line on Saturday 23 April when the day's service was provided entirely by the new 2009 stock. By the beginning of June, 40 trains out of the total new fleet of 47 had been delivered.

The upgrade has now moved into its final phase. On 28/29/30 May, the old signalling system was removed at the north end of the line to make the new signalling equipment operational on its own. As a consequence, the old trains can no longer operate to Walthamstow Central. A small number of the old trains are being retained to operate two peak hour workings between Seven Sisters and Brixton, but are expected to be finally withdrawn by early July. Further line closures are scheduled through the year in order to complete the asset replacement process.

When complete, the upgrade will deliver a 21 per cent increase in capacity on the line. In September, the off-peak service frequency will increase by two trains per hour, and in March 2012 – ahead of the Olympics – there will be further increases to 30 trains per hour peak service, a train every two minutes.

Jubilee line upgrade

Transmission Based Train Control (TBTC) was operated across the whole line for the first time on Monday 27 June, with the introduction of the first post-upgrade timetable following at the end of July. On 29 May, 23 trains were successfully operated between Stanmore and Charing Cross, and a number of Jubilee line trains were run in and out of Neasden depot on most routes. On 5 June, a full TBTC service was operated using the current timetable, with trains running in passenger service between Stratford and West Hampstead and continuing empty for the northern end of the line.

To complete the delivery of the upgrade, the final series of weekend closures required to introduce TBTC and Automatic Train Operation (ATO) at the northern end of the line have been taking place through May and June. Most of these closures were between West Hampstead and Stanmore, although three closures were also necessary between Waterloo and Stanmore.

The line suffered a long suspension on the evening of 19 April when a traction package cover fell from a train, triggering a negative earth in the Canning Town/West Ham area. A computer issue related to this incident led to further problems the following morning. However, these major incidents apart, reliability of the line has continued to improve steadily. In May, the percentage of services operated was almost 97 per cent, compared with less than 90 per cent at the end of 2010.

Northern line upgrade

On 13 June, TfL announced that the main programme of works to upgrade the Northern line will commence later this year. When complete, the upgrade will deliver faster, more frequent and more reliable train services, increasing

capacity by 20 per cent and cutting journey times by around 18 per cent. The upgrade works are due to be completed in 2014.

Lessons have been learned from the upgrade of the Jubilee line and a new approach is being taken on the Northern line that will mean significantly fewer weekend closures than originally planned under the Public Private Partnership (PPP) contracts, with no early evening closures.

Under the PPP, Tube Lines had proposed 65 weekend closures on the Northern line, many of which would have closed the whole line, or large parts of it. Instead, there will now be just eight full line weekend closures for the installation and testing of the new signalling system, eight additional weekends when shorter sections of the line will be closed, and six closures of parts of the line during the quieter Easter and Christmas holiday periods. Overall, this represents a reduction of over 60 per cent in the number of passenger journeys that will be disrupted by the work compared with the number that would have been disrupted under the original PPP plan.

Green Park step free access

The project to make Green Park Station step free from street to all six platforms remains on course to be delivered in September 2011, with additional improvements to existing entrances and re-landscaping of the compound area in Green Park complete by February 2012.

The estimated final cost for the works is significantly under the budget authorised in 2008, achieved by good management, including the implementation of rigorous scope changes, mitigation of risks and management of the contingency, plus the savings made as a result of the acquisition of Tube Lines.

LU PAS 55 asset management certification

At the beginning of June, LU gained certification against PAS 55. PAS 55 is the definitive asset management standard, which is used worldwide as a measure of good practice, and LU joins an elite group of companies that have achieved the standard. It has required a collective effort across LU to gain the certification, which provides a good baseline from which to continue to improve LU's asset management capability.

3 EXPANDING THE OVERGROUND

3.1 London Overground

London Overground service performance

In April, London Overground was the best performing part of Britain's national rail network, with 96.3 per cent of trains arriving on time. This builds on 12

months of good performance – over the last year 94.9 per cent of Overground trains were on time, the highest annual figure of any train operator in Britain. Customer satisfaction on the Overground has also reached an all time high, with a score of 83 in the final quarter.

Completion of infrastructure works

The three-year £550m improvement work of the North London part of the London Overground network has now been completed. This significant milestone was marked by the introduction of a new timetable on 22 May, delivering up to double the number of trains on a key Olympic rail route to Stratford, and following on from the introduction of new trains and refurbishment of stations.

The infrastructure upgrade – funded by TfL, the Olympic Delivery Authority (ODA), the Department for Transport (DfT), Network Rail and the Stratford City Implementation Group – means that services from Richmond/Clapham Junction to Stratford will now run four times per hour, increasing the total number between Willesden Junction and Stratford to eight trains per hour in the peak. Gospel Oak to Barking services will also run at a higher frequency with four trains per hour daily, including Sunday.

The new service is the result of the biggest upgrade of the line since 1869 and is the latest example of transport infrastructure improvements delivered well ahead of the London 2012 Games, providing early benefits for passengers.

East London Line extension

London Overground's East London route is hugely popular with residents and commuters, with passenger numbers doubling in its first year of existence. The services from Highbury & Islington to New Cross, Crystal Palace and West Croydon have carried over 20 million passengers – an average of 90,000 people a day.

Passenger numbers are forecast to increase to 40 million by 2016 (approximately 120,000 per day). The former East London Tube line, prior to its closure, carried approximately nine million passengers every year (30,000 per day).

The new route, also termed the "Culture Line", connects ten museums and numerous art galleries based in areas of East London known for cutting edge art, design, music and performance such as Dalston, Hoxton, Shoreditch and New Cross.

TfL is seeking funding through the DfT's new 'Access for All Mid-Tier Programme' for step free access and lifts as part of the planned upgrade of Crystal Palace station.

Extension to Clapham Junction

TfL has awarded a contract to Birse Metro for the construction of the new 1.3km link for the London Overground extension to Clapham Junction. This extension of the network will complete the orbital railway around the Capital, delivering significant benefits to south Londoners.

Construction work is now underway. The site has been hoarded off and work has started to identify and protect the utilities located along the route of the new railway. The pedestrian footbridge over Surrey Canal Road was successfully removed during an overnight closure of the road in May, which will be replaced later in the year with a new railway bridge and a toucan crossing at street level.

When the line opens, four trains per hour will call at all stations between Dalston Junction and Clapham Junction via Surrey Quays.

Tramlink frequency improvements

On 31 May, TfL introduced a new timetable which increased the frequency of tram services by 50 per cent to every 7-8 minutes between New Addington and Wimbledon in the evening peak period (between 7pm and 9pm) Monday to Friday. This is part of a continuing programme of enhancements that have followed TfL's takeover of Tramlink in 2008.

New trams

The three shortlisted bidders to supply TfL with up to 10 more trams were announced at the end of March. These are City Of Edinburgh/CAF, Stadler (Stadler Pankow GmbH) and Pesa (Pojazdy Szynowe PESA Bydgoszcz S.A.Holding). The tenders are now being assessed.

If acceptable bids are received, a contract could be awarded in the summer and extra trams could be in service within a year. This will increase the frequency of services on the busiest parts of the network between Therapia Lane, central Croydon and Elmers End.

3.2 Docklands Light Railway (DLR)

Three-car Upgrade

The Docklands Light Railway's (DLR) three-car project was completed on time and within budget with the launch of three-car trains on the Tower Gateway to Beckton route in May. Longer trains are now capable of running across the entire DLR network, more than a year ahead of the 2012 Games.

The £325m upgrade also includes longer platforms, improved track and signalling, significant improvements to Tower Gateway station and an entire new station at South Quay.

Stratford International Extension

The Stratford International extension will open in summer 2011, a year ahead of the Games and will provide a lasting legacy to East London. Test trains have run successfully during the initial testing phase, which is now complete. Four brand new stations have been completed as part of the £211m project, as well as six km of new DLR track and fully accessible, three-car compatible stations.

At the 'Big Build' event hosted by the ODA on 1 June to mark the launch of the second edition of its transport plan, 250 media personnel and stakeholders took a test ride on the new DLR extension for the first time. The link means that 10 different rail routes will serve Stratford station during and after the 2012 Games, making it one of the most connected parts of the capital.

3.3 Working with the Train Operating Companies

Rail Value for Money Report

The Government commissioned 'Rail Value for Money' report by Sir Roy McNulty was published on 19 May.

The report finds that UK rail is now up to 40 per cent more expensive than other European railways. With UK rail costs 20-30 per cent more than they should be, the study estimated that potential savings of £0.7-1.0 billion per year could be found by 2018/19 without any reductions in the size of the network. This, together with other savings planned, should largely close the 'efficiency gap' affecting the UK's railways.

However, although UK rail costs are high, the report also shows that London and the South East performs well in terms of net cost to Government compared with regional railways and long distance services, with a net cost per passenger mile of 4.8p compared with 31.1p for regional franchises.

Also of note is the recommendation for greater devolution of decision making. TfL has made the case for devolution of rail services in London and the review proposes greater devolution of budgets and accountability to regional bodies such as passenger transport executives (PTEs). TfL will take this opportunity to press the case for devolution in London.

The DfT plans to issue a White Paper in December 2011. The ORR has started consultation for the Periodic Review 13 which covers the High Level Output Specification (HLOS) 2 period.

High Level Output Specification (HLOS) 2

Modelling by TfL and Network Rail shows that further capacity increases are needed if London is to continue to grow. TfL has developed and appraised a series of proposals for the Capital's railways for the next Control Period (2014-

19) or HLOS2, including targeted additional train and station capacity, improved accessibility and improved customer services.

The work includes the assessment of a London-wide combination of options to meet gaps in capacity after committed schemes have been delivered, plus assessment of non-train capacity, including stations and freight.

These recommendations align closely with the thinking among other rail industry partners including Network Rail in the London and South East Route Utilisation Strategy (LSE RUS). TfL's report is due to be presented to the Rail and Underground Panel on 12 July and, with its approval, will be published. The report will assist with stakeholder engagement and aims to inform the work being jointly done by Network Rail, train operators and freight operators for the Initial Industry Plan, which is due to be published in September 2011.

Oyster extension to National Rail

Passengers attempting to access the outer edges of London via their Oyster card no longer require an Oyster Extension Permit.

The permits were introduced by the train companies in January 2010 when Oyster was rolled out onto National Rail services. Passengers using an Oyster Travelcard who wanted to travel outside their Travelcard zones had to load an Oyster Extension Permit onto their Oyster card to indicate their intention to extend their travel using Oyster pay as you go.

The permits were confusing and train companies have now agreed the permits are no longer required. A new clear and combined Rail and TfL Oyster map for London will be available at rail and tube stations later this summer.

4 DELIVERING CROSSRAIL

Governance

Review Point 4 (RP4) was brought to a successful conclusion at the 6 April Crossrail Sponsor Board. A Positive Project Review Notice (PPRN) was issued to Crossrail (CRL) in accordance with the project's core agreements.

Works Update

Tunnel Boring Machines

Crossrail's tunnelling contractors have selected specialist Tunnel Boring Machine (TBM) maker Herrenknecht AG Germany to manufacture the six TBMs required to deliver the new cross-London rail tunnels.

Herrenknecht AG will deliver the first two TBMs to Royal Oak Portal for the western running tunnels in early 2012. These will be followed by two TBMs to

Limmo Peninsula for the eastern running tunnels in mid-2012 and a further two machines to Stepney Green later in 2012.

Tunnels, Shafts and Portals

The contracts for the Thames Tunnel, Pudding Mill Lane Portal and Connaught Tunnel have been awarded. The contractors for these projects are now co-located with the delivery teams. This completes the procurement of the major tunnelling contracts for CRL.

Stations

The Invitation to Tender (ITT) for Farringdon Station Main Works was issued to the market on 21 April 2011. The ITT for Whitechapel Station Main Works was issued on 18 May 2011.

Advanced Enabling Works contracts have been awarded at Whitechapel, Liverpool Street and Tottenham Court Road. The Advanced Enabling Works contract for Whitechapel, as well as the Advanced Works Piling and Diaphragm Walls contracts at Whitechapel and Liverpool Street, have been executed. The Advanced Enabling Works contract for Tottenham Court Road has been awarded to the BBMV Joint Venture. Tender lists for the Main Works contracts at Bond Street, Tottenham Court Road, Liverpool Street and Whitechapel stations have been published.

At Whitechapel CRL must strengthen a major storm relief sewer that runs under Swanlea School, ahead of tunnelling. For this underground work to be carried out safely, the project must temporarily take over a small area of the school's playground. While this work is underway, CRL is sponsoring a sports programme for the school as a number of sports cannot be undertaken in the playground due to its smaller size. This provides pupils with the opportunity to explore a range of activities including swimming and rock climbing.

Systems

The Official Journal of the European Union Contract Notice for the signalling system for the Central Section has been published. There is good interest being shown by the market. The pre-qualification period closed on 27 May 2011, and the ITT will be released later this year.

Rolling Stock and Depot

On 30 March, CRL confirmed the shortlist for new rolling stock and depot facilities. The organisations being invited to tender later this year are Alstom Transport, Bombardier Transportation (UK) Ltd, Construcciones y Auxiliar de Ferrocarriles SA, Hitachi Rail Europe Limited, and Siemens plc.

Personnel

On 18 May, Andrew Wolstenholme OBE was appointed Chief Executive. Andrew is currently Director of Innovation and Strategic Capability with Balfour Beatty and will take up his new role in the CRL team in September.

Procurement

In March, CRL received special praise for its procurement practices from Professor Rudi Klein, the Chief Executive of the Specialist Engineering Contractor (SEC) Group, in a letter to the Secretary of State for Transport, Philip Hammond. In his letter, Professor Klein commends the approach taken on the project in respect of CRL's supply chain, particularly in encouraging interaction and engagement with the smaller specialist contractors that SEC represents.

5 GETTING LONDON MOVING

5.1 A fair deal for motorists

Blackwall Tunnel Northbound Refurbishment Scheme

The penultimate weekend closure to refurbish the Blackwall Tunnel took place on 10-13 June. To mitigate the impact of the closure, the Rotherhithe Tunnel again operated two lanes in the southbound direction only, with the Blackwall Tunnel carrying only northbound traffic. The Woolwich Ferry operated a two boat service across the weekend, and Variable Message Signs were placed on key approach roads to divert traffic to an appropriate alternative river crossing.

When the works are completed in December 2011, the tunnel will be safer for motorists and more capable of dealing with any disruption. Work carried out as part of the programme has included the installation and commissioning of new ventilation fans as well as the installation of new lighting, upgraded CCTV and new communication systems throughout the tunnel. During the previous weekend closure at Easter, TfL resurfaced the entire 1.4km length of the tunnel, providing a smoother journey for road users. The scale of the refurbishment is such that a similar programme of work should not be required for another 25 years.

DfT Funding for Road Repairs

The DfT allocated an extra £200m from its 2010/11 budget to help local highway authorities repair damage caused to roads by severe weather, in particular the extreme winters. The extra funding was distributed formulaically based on road length and condition, and TfL was allocated £1.8m on 28 March 2011. TfL is currently delivering the planned and additional road repairs and details of these will be placed on the TfL and GLA websites by 30 September.

Wilton Road Victoria Traffic Restrictions

In order to facilitate the main construction works for the Victoria Tube station upgrade, which commenced on 3 May, traffic restrictions were introduced in Wilton Road, limiting access to buses, taxis and cyclists only. There is an alternative route for general traffic via Bridge Place, Eccleston Bridge and Buckingham Palace Road. The restrictions are in place to allow buses to exit the bus station and Terminus Place in accordance with their schedules, and avoid long queues of traffic blocking these exits and affecting access to the bus stops in Wilton Road.

There was a police presence at the Wilton Road junction on 3-4 May to direct motorists onto the diversion route. Road surface markings and signage, provided by TfL, have been successful in producing a good level of compliance from the beginning of closures. Any unauthorised motorist travelling along Wilton Road will be subject to a Penalty Charge Notice of £130 (reduced to £65 if paid within 14 days). Activities in Victoria are being managed by the Victoria Transport Board, which also includes representatives from the City of Westminster and Network Rail.

5.2 Smoothing Traffic Flow

Traffic Signal Timing Reviews

So far this financial year, 98 signal timing reviews have been completed, achieving a 10.7 per cent reduction in stop-start delays for traffic. This has been achieved alongside a 0.2 per cent increase to the number of occasions when all pedestrians waiting to cross the road will have cleared the kerb during the first green man period.

Split Cycle Offset Optimisation Technique (SCOOT)

SCOOT optimisation has now been completed at 331 sites and the benefits are being captured. SCOOT is delivering a 12.5 per cent reduction in delay and a 4.6 per cent reduction in the number of times vehicles have to stop as they travel through the network.

Pedestrian Countdown Trial Results

On 31 May, TfL released results of research into its trial of Pedestrian Countdown technology at traffic signals. The research, conducted by Transport Research Laboratory, has concluded that introducing Pedestrian Countdown technology would not introduce any serious risks to safety and reduces pedestrian uncertainty, allowing for more informed crossing choices to be made. A majority (83 per cent) of pedestrians surveyed liked the trial technology, as did 94 per cent of mobility impaired users and 79 per cent of children, with the majority of people surveyed feeling safer and less rushed. In addition, TfL's research suggests an eight per cent reduction in traffic delays, resulting from the optimisation of "green time" between pedestrians and traffic.

The trial, which commenced in June 2010 at eight locations throughout London, was the first of its kind in the UK. As part of the trial, TfL engaged with a number of organisations, including Living Streets, London Travel Watch and Guide Dogs for the Blind, to discuss the benefits of the technology. Following publication of the report, TfL is now working with the DfT, the Highways Agency, London boroughs and potential suppliers to discuss how Pedestrian Countdown technology could be rolled out to a number of key road junctions across the Transport for London Road Network (TLRN) from early 2012.

Volume of Roadworks on the TLRN

TfL operates the London Permit Scheme, and in the first two periods of the year, TfL has granted 6,681 permits and refused 2,546 permit applications. There has been a 31 per cent reduction in the number of works undertaken on the TLRN in the year to date, compared with last year. Enhanced enforcement has meant that, during the same period, 93 Fixed Penalty Notices have been given to works undertakers, including 44 for working without a permit. In addition, 47 days of unauthorised works overruns have been recorded under Section 74 of the New Roads and Street Works Act 2001.

Collaborative working has helped prevent more than 266 days of disruption on the Transport for London Road Network so far this financial year.

Lane Rental

TfL remains keen to introduce a lane rental scheme on the TLRN and continues to work with the DfT on this initiative. The DfT is issuing draft regulations for consultation in June/July 2011. TfL will then consult on its proposals for a lane rental scheme on the TLRN. It is anticipated that the DfT will lay regulations before Parliament in December 2011, with TfL submitting its finalised lane rental scheme for DfT approval in January 2012. Following approval, Lane Rental could be introduced on the TLRN in May 2012.

5.3 London Buses

New Bus for London

On 27 May, the Mayor unveiled a prototype of the New Bus for London at Millbrook Proving Ground, where it will go through a rigorous testing regime. Tests will check every aspect of the engineering design, including the performance of the diesel-electric hybrid system, operating performance and engine emissions. The Mayor also announced that the first of these vehicles to enter service in early 2012 will be operated by Arriva London.

The new bus will be a world leader in terms of its impact on air quality. It has been designed so that air quality emissions will be reduced by 40 per cent for oxides of nitrogen (NOx) and 33 per cent for particulate matter when compared with conventional diesel buses. It is also predicted that fuel consumption on the new bus will be approximately 10 miles per gallon (28 litres per 100km), which

is nearly 40 per cent better than a conventional diesel double deck bus and 15 per cent better than existing hybrid double deck buses.

6 IMPROVING THE URBAN ENVIRONMENT

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

Electric Vehicles

On 26 May, the Mayor launched Source London, the capital's first city-wide electric charge point network and membership scheme. The scheme currently has 150 charge points, and by 2013, will have at least 1,300 charge points. Annual membership is £100, which enables card holders to use any Source London point as many times as required. Charge points are located on streets and in car parks and are instantly recognisable by their branding. Users simply touch their membership card to the reader on the charge point and then plug in their vehicle to charge.

Source London is also working closely with other regions to help drive the creation of a UK-wide charge point network. Plans to enable Source London members to access the soon to be launched East of England charge point network are currently underway. Registration for Source London is now open at www.sourcelondon.net, and anyone who owns an electric vehicle is eligible to register. As part of the scheme, Siemens is also providing a contact centre to support members.

Hybrid Buses – Green Bus Fund

The DfT's Green Bus Fund (GBF) awarded a further £8 million to TfL in March 2011 for the purchase of 90 double-deck hybrid buses. The buses are due to be phased into service on central London routes 188, 16, 453, 436 and 73 by March 2012. With the addition of 90 new hybrid buses from the GBF and further hybrids introduced under commercial contract awards, this will bring TfL's total hybrid fleet to 233. TfL's target is to have 240 by March 2012 and 300 hybrid buses in operation by the end of 2012. The remaining 67 buses required to meet this target will be delivered through forthcoming route contract awards.

NOx Abatement Trials and Clean Air Fund Retrofit

The Mayor's Air Quality Strategy proposes that, subject to Government support, all buses meet the Euro IV standard for NOx by 2015 to comply with the planned Low Emission Zone (LEZ) phase five standard. Most vehicles in the fleet should meet this, but it is estimated that 2,700 buses would need to be retrofitted or replaced to bring them in line with this requirement if it is confirmed. To support this, TfL embarked on a £300,000 programme in March 2011 to evaluate abatement technologies available to reduce emissions of oxides of NOx from buses. Two suppliers have been selected and contracts are to be signed by the end of June.

Technology will be fitted from September 2011 and evaluated for 12 months through in-service emissions monitoring and durability assessment, as well as comprehensive emissions testing at the Millbrook Proving Ground laboratories. TfL has set a target of a 65 per cent reduction in NO_x emissions, as well as stringent limits on other secondary pollutants such as nitrous oxide, which is a major greenhouse gas. The DfT's Clean Air Fund will fund the fitting of diesel particulate filters (DPFs) to Euro IV and V diesel buses on routes that pass through some particulate matter hot spots in London. TfL is working with bus operators and manufacturers to establish the feasibility of fitting DPFs. £1 million has been allocated, which will enable 96 buses to be fitted, including all buses operating on route 344 and the 71 Scania vehicles operating on Marylebone Road and Park Lane.

6.2 Improving the urban realm

Cable Car for London

Mace has been appointed as the contractor for the construction of the cable car linking the Greenwich Peninsula to the Royal Docks. The cable car will stretch 1.1km across the Thames, between North Greenwich Jubilee line and DLR Royal Victoria stations, and its 34 gondola cabins will carry up to 2,500 people per hour in each direction.

DfT Clean Air Fund

Following discussions between the DfT, the GLA and TfL, the DfT agreed to give TfL £5m to establish a Clean Air Fund to extend the programme of local measures already in place at the small number of locations in central London that are at risk of exceeding the daily limit value for particulate matter (PM₁₀). A programme of work has now been agreed with the DfT, this being given added impetus by the recent weather related pollution episodes. This work is being managed by an implementation board, reporting to the Mayor's Air Quality Strategy Board, with TfL providing technical input. The funding runs until the end of the current financial year, and the programme includes a range of measures at priority locations, such as the use of dust suppressant technology, the deployment of the newest, cleanest buses on routes through these areas, measures to reduce vehicle idling, and initiatives with business to help reduce emissions.

Borough Air Quality Implementation Plans

As part of its sub-regional programme, TfL is working with the boroughs to develop Air Quality Implementation Plans to help improve local air quality and ensure compliance with the NO₂ EU limit value. TfL is meeting transport and air quality officers in each borough to explore options for taking action at air quality focus areas, integrating air quality into existing activities and reducing emissions from borough vehicle fleets.

Pedestrian guardrail removal

In addition to the 63.3km of pedestrian guardrail removed from the Transport for London Road Network (TLRN) over the last three years, following a review of the Guardrail Removal Assessment Framework (GRAF), TfL has set a target to remove a further 12km of guardrail this financial year.

Taxi and Private Hire Age Limits

Age limits for taxis and private hire vehicles (PHVs) are being introduced from January 2012 as part of the Mayor's Air Quality Strategy. TfL began a consultation on proposed exemptions to the age limits on 23 May. The consultation will run for eight weeks and will seek the opinions of the taxi and private hire trade. After considering the responses, TfL will take a decision on exemptions later in 2011. The age limits will be in force from 1 January 2012 for vehicles already licensed as taxis and PHVs in London, while minimum emission standards for newly licensed vehicles entering the taxi and PHV fleets will apply from 1 April 2012.

Thames Clippers Late Evening Services

Having considered the views of passengers, this spring Thames Clippers reintroduced two return late evening journeys daily (21:20 and 22:00 from North Greenwich and 22:08 and 23:08 from Embankment). The full standard fare of £5.50 is payable on these journeys with no discounts or concessions; season ticket holders are required to pay a supplement of £2.00, in line with customer feedback that they would be willing to pay more for at least an hourly service.

Late evening journeys were first introduced by Thames Clippers on a commercial basis on 1 October 2007, principally intended to serve the O2. Following a review of usage which showed a lack of business in the late evening, Thames Clippers withdrew journeys after 21:10 from 1 November 2010. Some late journeys continued to operate from North Greenwich but only at the end of events at the O2. Withdrawal of late evening journeys was unpopular with some passengers, particularly those who had purchased annual season tickets.

Strategic Walk Network Guided Walks

For the fourth year running, TfL held 'Spring into Summer', a programme of free guided walks on the last weekend of May. Fifty-eight expert-led walks took place, ranging from one and half to 11 miles in length and encompassing all abilities. These walks, managed by Walk London, allowed the public to explore the Strategic Walk Network, which is a series of seven leisure walks in and around London. The weekend walks followed 'Walk to School week', which is part of a wider programme of walking activities and initiatives TfL is supporting to encourage Londoners to explore the city by foot.

FORS Gold Membership Introduction

Since May 2011, members of TfL's Freight Operator Recognition Scheme (FORS) have been able to progress to gold membership. Gold status will be

awarded to operators with an 'Excellence Plan' who can clearly demonstrate continuous self-improvement resulting in environmental savings and a reduction in safety incidents. One requirement of gold status is for lorries without side guards to be fitted with approved safety equipment, as determined by the Barclays Cycle Superhighways HGV Technology Trial. All FORS members can work towards gold status, as the plans can be tailored to suit an individual member's business and size of fleet.

So far, 10 (out of a total of 41) silver FORS members eligible to apply for gold status have expressed an interest, and two of these have submitted a draft Excellence Plan for consideration.

David Ubaka wins Alan Cherry Award for Placemaking

David Ubaka, TfL's Head of Urban Realm Design, has won a prestigious award for his dedication to improve the quality of public spaces in London. David was awarded the Alan Cherry award for Placemaking, which recognises the contribution that the public sector makes to the quality of public spaces in their communities. One of his team's many successful projects was the creation of Windrush Square Brixton, which saw an underused and dangerous public space redesigned to benefit and give access to a wider range of Lambeth residents.

His team has also supported local regeneration through its involvement in the design of the new London Overground stations and championing their integration into the wider urban realm. At Dalston Junction, for example, David created a vision beyond a standalone 'island interchange', to a scheme underpinning greater pedestrian connectivity to the wider area, and offering greater amenity at ground level and retail and residential opportunity above. Recently, David's team has led the design of the new Cable Car for London.

7 ENCOURAGING MORE CYCLING

Barclays Cycle Hire

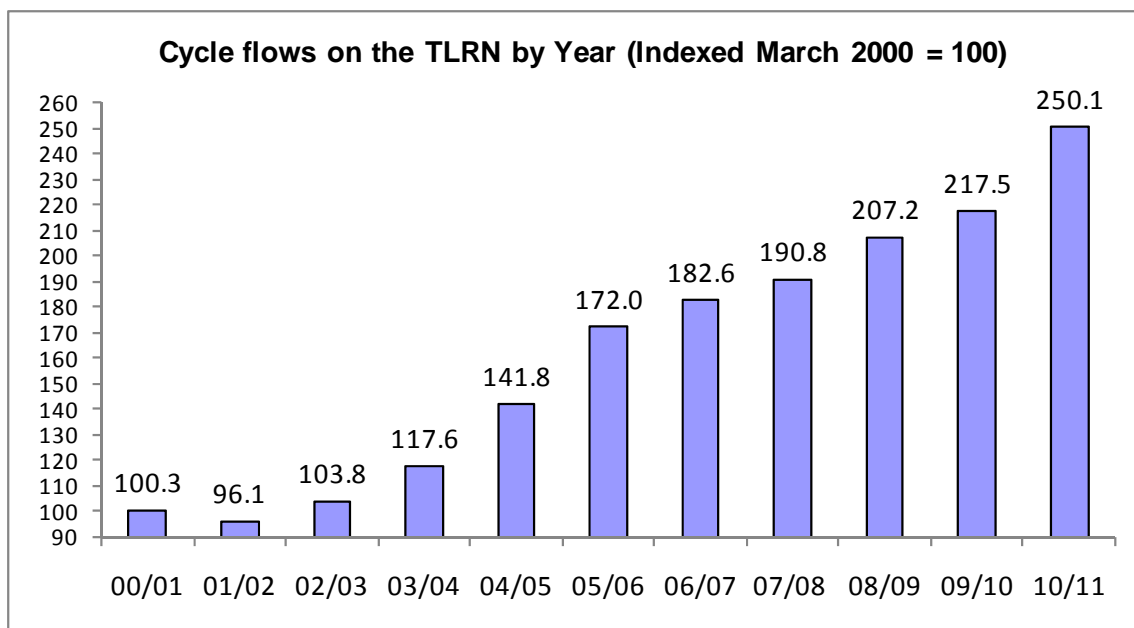
To date, more than five million journeys have now been taken by customers of the Barclays Cycle Hire Scheme. While members continue to comprise the majority of users of the scheme, casual usage has remained strong throughout the spring, accounting for 33 per cent of all journeys in April and 30 per cent in May. At weekends and on Bank Holidays, approximately 50 per cent of hires are made by casual users. New memberships continue to be received at a rate of between 500 and 900 per week, bringing the current total to approximately 125,000 scheme members. Site identification for Phase 2 is progressing well, with planning applications submitted from 15 April onwards. As of 1 June, approximately 250 sites have been identified, 77 final designs produced, and 38 applications for new sites submitted.

Serco Barclays Cycle Hire Performance:

Although Barclays Cycle Hire operates well, Serco needs to improve its performance in a number of areas to deliver the consistently excellent customer experience TfL expects. To that end, TfL has provided a Critical Improvement Plan to Serco, identifying a number of actions TfL expects Serco to undertake by the end of July. These measures include improved accuracy of information at the on-street terminals, more robust IT systems and improved cycle redistribution. Serco has responded positively to the plan, and TfL is confident that the issues will be addressed.

Growth in Cycling on the TLRN

Cycle flows on the TLRN have grown since monitoring began 11 years ago, as shown in the graph below. The initial boost in cycling on the TLRN coincided with the introduction of Congestion Charging in central London in 2003. Following this initiative, the year-on-year increase in cycling peaked in 2005/06 at 21.6 per cent. In the following four financial years, cycle growth rates remained very respectable, ranging between 4.5 and 8 per cent year-on-year growth. Last year, the rate of annual growth in cycling increased to 15 per cent. This is likely to be related to the establishment of initiatives such as the Barclays Cycle Hire Scheme and Cycle Superhighways, as well as other factors contributing to the general awareness of cycling as a means of transport in London.



Community Cycling Grants

TfL is providing 25 cycling grants of £5,000 for London-based cycling projects to help increase the number of cyclists in the Capital, ranging from local rides to events to bike maintenance projects. The grants are part of the Community Cycling Fund for London (CCFL), a scheme funded by TfL and administered by the London Cycling Campaign (LCC), that has supported 15,000 Londoners to get cycling since 2007.

Community groups were able to apply for funding between 20 May and 3 June, and successful applications were announced by 10 June. The fund will support new projects launching from mid-July or will help existing projects expand their activities and/or become more inclusive.

Cycle Challenge

The 2011 London Cycle Challenge, running between 18 June and 15 July, invites those who live, work and study in London to create teams and compete for cycling the greatest number of miles. Online team registration is available on TfL's website, where miles can be easily logged throughout the competition and progress checked on a real-time leader board. Prizes will be awarded to the teams that cumulatively cycle the greatest distance.

Tour of Britain

The Tour of Britain, the UK's biggest professional cycle race, will return to London this year for its final stage. On Sunday 18 September, 96 professional cyclists will compete in a circuit race comprising a total of 80km on a 10km circuit, finishing on Whitehall. This is the eighth time the Tour of Britain has come to the Capital, the last time being 2009, when over 150,000 spectators witnessed the final stage of the tour.

8 IMPROVING THE JOURNEY EXPERIENCE

8.1 Safety and Security

Protecting TfL's Structures

Following the fire beneath the M1 in April, TfL has reviewed and mitigated the risk of a similar incident occurring beneath TfL owned structures. TfL's contractor's depots, tunnels and structures were reviewed to identify the presence of cylinders, and where TfL directly controls the land all sites have been cleared of hazardous materials. TfL has been liaising with property owners of the remaining sites to secure them as far as practical, and reviewing arrangements such as risk assessments and lease conditions to ensure they are sufficiently robust.

The Highways Agency (HA) is currently undertaking inspections and risk assessments and identifying risk factors to prevent a similar incident. TfL has met representatives from the HA and its measures and assessments are in line with TfL's approach. The HA will be considering mitigation measures for higher risk sites including contingency plans, exercising stricter planning controls, and enforcing land covenants. TfL's approach is in line with this, and it will continue to maintain communication with the HA to monitor developments and ensure TfL continues to adopt common practices and risk mitigations.

Safer Travel at Night

The ongoing Safer Travel at Night (STaN) initiative, a partnership between the Mayor, TfL, Metropolitan Police Service and the City of London Police, has resulted in 1,300 arrests in a crackdown on touting and other cab-related offences during the 2010/11 financial year.

STaN aims to reduce the number of cab-related sexual offences by raising awareness of the dangers of using unbooked 'minicabs', also known as touts and illegal cabs, and by using targeted police and enforcement activity to identify, disrupt and deter illegal cab activity. 2010/11 saw the number of cab-related sexual offences fall by 20 per cent, but further improvements can be made. Cab Enforcement operations are carried out on a regular basis in line with current intelligence on touting behaviour, and they also cooperate with night clubs to crack down on the touts who operate in the area and improve the safety of the travelling public.

Road Safety

Figures published in May show that over the last decade the number of deaths and serious injuries on London's roads fell by 57 per cent, exceeding both national targets and the Mayor of London's stretched targets for road safety. London's roads are now significantly safer for children, with a 73 per cent reduction in the number of children killed or seriously injured on London's roads since the mid to late 1990s.

The number of cyclists killed or seriously injured on London's roads has fallen by almost a fifth since the mid to late nineties (18 per cent) despite the number of cycle journeys on London's main roads having increased by 150 per cent since 2000. There were 24 fatalities on London's roads per million people in 2009. This is lower than the figure of 38 for the whole of the United Kingdom as calculated by the DfT.

TfL continues to invest in road safety to build on the achievements in the last 10 years and will directly target the Capital's most vulnerable road users to reduce further the number of people killed or seriously injured on London's roads.

Award for TfL Teen Road Safety Campaign

TfL has won the Market Research category at the 2011 Marketing Week Engage Awards for its Teen Road Safety campaign. These awards recognise outstanding innovation, engagement and return on investment across all marketing disciplines.

The judges said TfL's approach to research revealed 'groundbreaking insight in a highly competitive category'. It showed the difference between how teenagers said they felt about taking risks and what they actually do when out on the road. By observing their behaviour and talking to them, the research highlighted the fact that teenagers are not good at processing information about risks or assessing their own risk taking behaviour.

The judges found that a particularly powerful part of the research was getting teenagers to write an imaginary obituary of a best friend killed through recklessness on the roads.

Golden Fares Scheme

The Golden Fares scheme, which provides fixed fare taxis from Leicester Square, is in operation from 10pm to 3am on Friday and Saturday evenings from Coventry Street. Scheme marshals, currently funded by TfL, were moved from the marshalled scheme at the Haymarket. Following discussions with the City of Westminster, it has now been agreed that the TfL marshals will be withdrawn from the scheme by the end of July and redeployed to Charing Cross Road, where there is a need to marshal a new rank to deter illegal parking and touting by licensed private hire and unlicensed drivers. The City of Westminster is in discussions with local businesses about funding the Golden Fares scheme in the longer term without TfL's marshals.

The TfL funded marshals started on 8 April 2011, and in the first seven weeks there had been 1,366 taxi trips carrying 4,267 passengers. Feedback about the scheme from passengers and drivers has been mostly positive, although several passengers have commented that the £20 fare is too expensive for some 'Zone 1' journeys.

9 EFFICIENT AND EFFECTIVE DELIVERY

9.1 Safeguarding TfL finances

Standard & Poor's Affirm AA+ Stable Rating

On 25 May, Standard & Poor's (S&P) issued a full review of TfL, in which it confirmed TfL's credit rating at AA+. The ratings reflect the predictable and supportive institutional framework within which TfL operates and the significant ongoing central government support that it receives, as well as the likelihood of further extraordinary support if required. The ratings also reflect TfL's strategic importance for the Greater London area, its very positive liquidity position (cash reserves, access to the Public Works Loan Board (PWLB), commercial paper) and its strong financial management (with an experienced management team and prudent and sophisticated debt management).

According to S&P, TfL's new funding agreement demonstrates the central government's support for TfL, particularly for the delivery of Crossrail and the Tube upgrades. Despite the reduction in the grant, S&P expects TfL to maintain strong operating margins by using its flexibility on the revenue side, primarily through fare increases, and on the expenditure side, by implementing considerable savings measures within its operating expenditure and investment plan. S&P also expects the ratio of tax-supported debt levels (including debt, finance leases and guarantees) to consolidated operating revenues to remain

relatively stable around 130 per cent to 140 per cent, as a result of the planned increase in income.

Constraining rating factors include the risks associated with:

- (a) TfL's significant investment plan (particularly in relation to Crossrail); and
- (b) An increase of high tax-supported debt levels over 180 per cent of consolidated operating revenues.

9.2 Managing the workforce

LU Pay Offer

LU's offer of a 4.5 per cent rise to basic salary in 2011 and an increase of Retail Prices Index plus 0.25 per cent in each of the following four years has not been accepted by the trade unions. Talks are continuing, including in relation to statutory holiday working, particularly Boxing Day, and related issues.

Alongside pay negotiations, LU has been holding parallel discussions with the trade unions on working arrangements over the period of the 2012 Games. London Underground will use existing mechanisms to achieve this. The special service requirements for the Olympics will involve changes to some LU staff working patterns. LU has made a fair offer which recognises the flexibility and contribution to be made by individuals rather than a collective payment for all train operators. This has been put to the trade unions and communicated widely amongst train drivers. The unions are due to respond on 28 June.

LU Employment Tribunal settlement

LU has received a £24,000 settlement for wasted costs incurred in defending an Employment Tribunal case that was ultimately withdrawn. Last Autumn, an Employment Tribunal claim was brought on behalf of 171 RMT representatives alleging that LU had failed to allow them to take time off for trade union training. LU lodged a robust defence confirming that all LU's Trade Union representatives are given a substantial amount of paid time off for training purposes. Several months later, the solicitors conducting the case confirmed that they would no longer represent the claimants as the RMT had decided to withdraw its funding for the case. It became clear that the proceedings had been issued against LU without the express authority of all of the claimants. A number of the individual claimants then chose to withdraw their claims as a result of which LU made a successful costs application against the solicitors for the wasted costs incurred in defending the case.

Vocational Qualifications

The ability for staff to deliver excellent customer service is essential and London Underground's Competence Management System (CMS) provides the opportunity to ensure operational staff have the correct skills to achieve this. CMS is linked to the National Vocational Qualification (NVQ) awards for the rail industry, and individuals satisfying the CMS requirements relevant to their role

will also be meeting the requirements of an NVQ. In addition, NVQs are now offered as part of adult apprentice programmes being developed in a number of TfL businesses.

To date, over 10,000 NVQs have been awarded and the number continues to grow. TfL publicised this achievement ahead of "VQ Day" - a national celebration of vocational qualifications for students, teachers and employers held on 22 June.

Apprenticeship Success

Since 2009, TfL has delivered 1,523 new apprenticeships through its supply chain partners. This activity has both stimulated new entrants into the transport and engineering sectors, and also ensured Londoners are benefitting from the job and training opportunities created by TfL's investment programme. These apprenticeships have been facilitated by a dedicated 'Supplier Skills Team' which helps TfL suppliers access government funding and support for apprenticeship schemes. Suppliers from across all of TfL's business units are engaged.

The 1,523 apprenticeships are in areas as diverse as highways maintenance, bus driving, mechanical maintenance, business administration, construction, customer service and engineering. Apprenticeships are increasingly being seen as a valid career development route and this is demonstrated through the pilot of an Advanced Apprenticeship by a consortium of TfL's Civil Engineering consultants (a non-traditional sector for apprenticeships). The consortium has seen a 100 per cent growth in the number of suppliers participating since it commenced in September 2010. During 2011/12, new apprenticeship schemes will be established with suppliers in Quantity Surveying and Building Services, and exploratory work is underway in the areas of planning and architecture.

In 2009, TfL established a joint apprenticeship programme with five London boroughs in highways engineering. Following initial success, four further boroughs have agreed to participate, meaning up to 20 young Londoners will be on the scheme by the end of 2011.

In addition, TfL recruits around 50 young apprentices each year. Shauni O'Neill, an apprentice in London Underground Operations was named London Apprentice of the Year at the National Apprenticeship Service Regional Awards on 16 May. Other new apprenticeship opportunities are being explored in business areas such as IT, Planning and Dial a Ride.

10 OTHER

Conclusions of 7/7 Bombings Inquest

The London Bombings Inquest which commenced on 11 October 2010, led by Deputy Coroner Lady Justice Hallett, has now concluded and the Deputy Coroner's decision was published on 6 May 2011.

London Underground staff, who were amongst the first to respond to the bombings on the Underground, were praised by the Deputy Coroner for demonstrating great courage in assisting passengers. She said that their efforts were invaluable and showed that the rigorous training undertaken by London Underground employees paid dividends. The Deputy Coroner also praised line controllers and staff within station control rooms and the Network Control Centre, who ensured that swift steps were taken to call the emergency services. I have written to the TfL employees past and present who assisted the Inquest by giving evidence and providing statements. The Inquest was a long awaited and crucial step for all those involved, particularly for the relatives of all those who were killed, and I thanked them for the part they played in that process.

The Deputy Coroner made a number of recommendations to the agencies concerned. Those of particular relevance to TfL are set out in a paper on the agenda for this meeting, together with TfL's proposed response for the Board's approval.

Transport Performance During the Royal Wedding

Travel in London on the day of the Royal wedding operated well throughout the day, when a reported one million people took to the streets of Central London. TfL's main achievements were as follows:

- (a) There was no serious or severe traffic congestion on the day thanks to TfL's traffic planning and monitoring. The traffic plan consisted of three stages in order to minimise disruption: road closures implemented to protect the event area, a second stage of road closures that could be implemented in order to assist with the egress of the crowds, and a third stage of closures as a contingency measure in the event of a serious incident or significant congestion. The plan was supported by advance and real-time notification to road users, inspections, amended maintenance schedules and placing contractors on a higher level of standby. In addition, works moratoriums were implemented on all routes affected by the wedding and on routes that would be used for access in central London. Monitoring work on the day itself was undertaken by TfL's London Streets Traffic Control Centre.
- (b) Delays to bus services were minimal following extensive planning undertaken by TfL. Fifty-six bus routes were affected by road closures, involving diversions between around 06:00 and 18:00. On the day of the event, London Buses put in place a gold, silver and bronze command

structure to co-ordinate implementation of the diversions and to co-ordinate the bus network.

- (c) The Underground coped well on the day of the wedding due to extensive planning by LU with its stakeholders. In addition, the wedding provided an opportunity to test some new ways of working ahead of the 2012 Games, since it involved large numbers of people unfamiliar with the network and different travel patterns. A notable innovation was a new messaging system for people leaving Hyde Park after the event. Announcements on the message boards in the park directed people to different stations – Green Park, Hyde Park Corner, Westminster, Victoria or Bayswater – depending on the line and direction they needed. This dispersed the crowds and minimised congestion at each station.

Londoners recognise transport as ‘the best thing about living in London’

The annual GLA London Survey 2011 has found that transport is the best thing about living in London for the third year in a row.

This year the index jumped by 6 per cent, to 46 per cent of Londoners saying this, with over three quarters of Londoners (79 per cent) saying that their neighbourhoods have reliable transport links.

London Transport Awards 2011

The London Transport Awards were held on 28 April. Roads Directorate and its Highways Maintenance Works Contractors won the award for Transport Team/Partnership and Barclays Cycle Hire won for the Most Innovative Transport Project.

Peter Hendy
Commissioner
Transport for London
June 2011

Appendix – TfL Progress on Mayoral Priorities

Mayoral Commitment	Recent activity	Future milestones
<p>Introduce a Cycle Hire scheme A cycle-hire scheme covering Zone One with ~6,000 bikes to be launched in summer 2010</p>	<ul style="list-style-type: none"> • As of 5 June, 4,977,642 journeys had been made by both casual users and members of the Barclays Cycle Hire Scheme • Casual usage accounted for around a third of journeys during April and May, and around half of hires at weekends and Bank Holidays • The scheme now has more than 125,000 members • 400 docking stations are currently available for Phase 1 • Planning applications were submitted from 15 April for the Phase 2 expansion within the London Boroughs of Tower Hamlets and Hackney as well as intensification of the scheme within the central zone. As of 1 June, approximately 250 sites have been identified, 77 final designs produced, and 38 applications for new sites submitted 	<ul style="list-style-type: none"> • Implementation of Phase 2 prior to 2012 Olympic and Paralympic Games
<p>Introduce Cycle Superhighways 12 easily accessible, direct routes feeding into central London complemented by cycle training, maintenance and parking</p>	<ul style="list-style-type: none"> • Routes 2 (Bow to Aldgate) and 8 (Wandsworth to Westminster) are almost complete and on track to launch on 19 July • Stakeholder briefing events have been arranged for 12 and 14 July, the week before launch • Design for the next Phase of routes, Route 5 (Lewisham to Victoria) and Route 12 (Muswell Hill to City) is progressing well 	<ul style="list-style-type: none"> • A rolling programme of routes to be delivered up to 2015

Mayoral Commitment	Recent activity	Future milestones
<p>Remove pedestrian guardrail The safe reduction of pedestrian guardrail on Red Routes to remove unnecessary clutter, improve the urban realm and encourage better interaction between road users</p>	<ul style="list-style-type: none"> • All pedestrian guardrail on the TLRN was assessed using TfL's guardrail risk assessment framework, with 63.3km of the existing 200km removed by June 2010, exceeding the Mayor's target 	<ul style="list-style-type: none"> • Following a review of the Guardrail Removal Assessment Framework (GRAF), TfL has set a target to remove a further 12km of guardrail this financial year • In line with its Better Streets objectives, TfL is continuing to look for opportunities to remove unnecessary street clutter from the network
<p>Support and implement innovative urban realm projects 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</p>	<ul style="list-style-type: none"> • TfL's LIP Major Schemes Guidance has been updated to ensure it reflects the Mayor's aspirations for Better Streets, as well as reflecting other requirements such as the need for all schemes above £2m to have a business case and be subject to a design review – this follows two workshops in March 2011 with borough officers to agree revisions • A number of TfL funded borough Major Schemes have been recently completed, including Carting Lane in Westminster (April 2011), Harrow Town Centre (May 2011) and Clapham Junction Brighton Yard (May 2011). 	<ul style="list-style-type: none"> • Piccadilly Two Way in November 2011 • Exhibition Road in November 2011 • Wimbledon Town Centre in March 2012 • St Paul's Churchyard in March 2012 • Other major schemes to be delivered across London during 2012

Mayoral Commitment	Recent activity	Future milestones
<p>Introduce a new Bus for London A new iconic Bus for London on the streets by 2012</p>	<ul style="list-style-type: none"> • On 27 May, prototype unveiled at Millbrook Proving Ground, where it will go through a rigorous testing regime • The Mayor announced that the first of these vehicles to enter service in early 2012 will be operated by Arriva London 	<ul style="list-style-type: none"> • First prototype to be delivered by late 2011 • New buses to enter service in 2012
<p>Encourage the uptake of electric vehicles (EVs) in London Encourage uptake, with the aim of making London the electric vehicle capital of Europe</p>	<ul style="list-style-type: none"> • Source London launched on 26 May • The scheme currently has 150 charge points • Plans to enable Source London members to use the soon to be launched Source East charge point network in the East of England and vice versa are currently underway 	<ul style="list-style-type: none"> • 100,000 vehicles (five per cent of London fleet) to be electric as soon as possible • 1,300 publicly accessible charge points in the Source London scheme by end March 2013

Mayoral Commitment	Recent activity	Future milestones
<p>Deliver Crossrail Ensure that Crossrail is delivered on time and to budget, looking at value engineering options to minimise costs</p>	<ul style="list-style-type: none"> • Specialist Tunnel Boring Machine (TBM) maker Herrenknecht AG Germany has been selected to manufacture the six TBMs required for Crossrail • A notice has been placed in the OJEU for the Central Section signalling system • On 30 March, CRL confirmed the shortlist for new rolling stock and depot facilities 	<ul style="list-style-type: none"> • Tunnelling to commence in 2012 • Services to be launched in 2018 onwards
<p>Deliver tube upgrades Ensuring tube upgrades remain funded and continue to be delivered on time and on budget</p>	<p>Victoria Line:</p> <ul style="list-style-type: none"> • 40 trains out of 47 in the new fleet delivered • Old signalling system removed at north end of line 	<ul style="list-style-type: none"> • Victoria line upgrade to be completed in 2012
	<p>Jubilee Line:</p> <ul style="list-style-type: none"> • Final series of weekend closures required to introduce Transmission Based Train Control (TBTC) and Automatic Train Operation at the north end of the line have been taking place through May and June, thereby completing the delivery of the upgrade • On 5 June, a full TBTC service was operated using 	<ul style="list-style-type: none"> • The first post-upgrade timetable is due to be introduced at the end of July

Mayoral Commitment	Recent activity	Future milestones
	<p>the current timetable, with trains running in passenger service between Stratford and West Hampstead and continuing empty for the north end of the line</p>	
	<p>Northern Line:</p> <ul style="list-style-type: none"> • Following the acquisition of Tube Lines, disruptive closures of the Northern line have been cancelled • Northern line upgrade programme announced in June 2011 • A new approach is being taken on the Northern line that will mean significantly fewer weekend closures, with no early evening closures 	<ul style="list-style-type: none"> • The delivery date for the Northern line upgrade is expected to be before the end of 2014
	<p>Piccadilly Line:</p> <ul style="list-style-type: none"> • The upgrade has been deferred to a later date, with a review underway to assess the programme timing 	<ul style="list-style-type: none"> • Agreement of delivery dates, to maximise synergies with the rest of the upgrade programme
	<p>Sub-surface Railway lines:</p> <ul style="list-style-type: none"> • On 12 April, Bombardier Transportation announced as Preferred Bidder for the Sub-surface lines signalling contract • Significant progress has already been made in constructing the new Hammersmith service control 	<ul style="list-style-type: none"> • New trains enter service on the Metropolitan line in 2011, the Circle and Hammersmith & City Lines in 2012 and the District Line in 2013

Mayoral Commitment	Recent activity	Future milestones
	<p>centre, due for completion later this year</p> <ul style="list-style-type: none"> • On Sunday 3 April, a new S stock train completed the type's first run in passenger service between Harrow-on-the-Hill and Aldgate • From 23 May, the S stock trains began regular passenger service to the Metropolitan line's City terminus • The first 7-car S-stock train has begun testing during engineering hours 	
<p>Remove bendy buses Removing bendy buses cost-effectively from London streets</p>	<ul style="list-style-type: none"> • Routes 18, 38, 149, 507 and 521 have been converted from bendy buses 	<ul style="list-style-type: none"> • The remaining routes: 12, 25, 29, 73, 207, 436 and 453 will be converted by the end of 2011
<p>Launch integration between Overground and Underground Extend Oyster pay as you go 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"> • Passengers attempting to access the outer edges of London via their Oyster card no longer require an Oyster Extension Permit • The launch of Oyster pay as you go continues to be successful, with more than 2.1 million National Rail journeys now made each week using the scheme 	

Mayoral Commitment	Recent activity	Future milestones
<p>Publish a vision for London's transport ambitions 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"> • The MTS was published on 10 May, setting out the Mayor's vision for transport in London to 2031 • As set out in MTS, the five sub-regional transport plans went live on 30 November 2010. The plans are supported by sub-regional models which are used to update the plans on a regular basis • The five sub-regional transport plans will be updated later in the year 	<ul style="list-style-type: none"> • TfL is developing a scheme to 'accredit' model users to use the models for TfL and external clients • 15 organisations have been accredited to use the five sub-regional models
<p>Explore a new crossing in the Thames Gateway Investigate the feasibility of a new crossing in the Thames Gateway</p>	<ul style="list-style-type: none"> • TfL has been investigating options for improved river crossings in the east of London • Mace has been appointed as the contractor for the construction of the cable car linking the Greenwich Peninsula to the Royal Docks • 34 gondola cabins will carry up to 2,500 people per hour in each direction 	<ul style="list-style-type: none"> • Aspiration to complete Cable Car in time for the 2012 Games • Further investigation of river crossing options to be undertaken, depending on the funding availability. A paper will be taken to the Mayor in the Autumn with further proposals for his consideration

Mayoral Commitment	Recent activity	Future milestones
<p>Introduce a new permitting system 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"> • During the first two periods of the year, TfL granted 6,681 permits and refused 2,546 permit applications • There has been a 31 per cent reduction in the number of works undertaken on the TLRN in the year to date • During the same period, 93 Fixed Penalty Notices have been given to works undertakers, including 44 for working without a permit • Collaborative working has helped prevent more than 266 days of disruption on the Transport for London Road Network so far this financial year 	<ul style="list-style-type: none"> • 7 more boroughs to join scheme in summer 2011 • 2 further boroughs to submit proposals to DfT in autumn 2011
<p>Deliver better river services 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"> • Thames Clippers has reintroduced two return late evening journeys daily (21:20 and 22:00 from North Greenwich and 22:08 and 23:08 from Embankment) • Two phase action plan for pier signage has been developed, which will try to make piers more visible, and ensure consistent signage for pedestrians 	<ul style="list-style-type: none"> • TfL will continue to work towards providing enhanced passenger services on the river, especially during the Olympic and Paralympic Games • A roof will be installed over Greenwich pier pontoons during Quarter 3 • Tower pier will be extended to provide additional capacity by March 2012

Mayoral Commitment	Recent activity	Future milestones
<p>Smoothing traffic flow 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"> • So far this financial year, 98 signal timing reviews have been completed, achieving a 10.7 per cent reduction in stop-start delays for traffic This has been achieved alongside a 0.2 per cent increase in the number of occasions when all pedestrians waiting to cross the road will have cleared during the first green man period • SCOOT optimisation has now been completed at 331 sites. SCOOT is delivering a 12.5 per cent reduction in delay and a 4.6 per cent reduction in the number of times vehicles have to stop as they travel through the network 	<ul style="list-style-type: none"> • 3,000 signals to be reviewed by March 2012 and all 6,000 by March 2016 • SCOOT optimisation will be completed on 500 sites in 2012, with the remaining 500 to be completed by 2013
<p>Earn your Travel back 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"> • The scheme was launched in August 2009 • Between 1 April and 28 May 2011, TfL has made offers to 761 individuals to attend Earn Your Travel Back events (7,087 since the start of the scheme) • Of the offers made in 2011/12, 319 young people successfully completed the day and earned back their concessionary travel (2,218 since the start of the scheme) 	<ul style="list-style-type: none"> • TfL will continue to monitor rates of take-up and reinstatement of concessions

Mayoral Commitment	Recent activity	Future milestones
<p>Deliver affordable fares for Londoners Affordable fares for Londoners who are most likely to find the cost of public transport too expensive</p>	<ul style="list-style-type: none"> • The Mayor has protected all free travel, despite the implications of the Comprehensive Spending Review • Free travel for London war veterans was introduced from November 2008 • Extension of Freedom Pass to cover travel 24 hours a day from January 2009 • Half price travel on buses and trams for Income Support claimants introduced from January 2009 • Introduction of half price bus and tram travel for Londoners in receipt of Jobseeker's Allowance or Employment and Support Allowance from April 2009 	
<p>Other key Mayoral Priorities that have been substantively delivered include action on safety Action on safety and security, including 440 extra Police and Community Support Officers and 50 extra British Transport Police Officers</p>	<ul style="list-style-type: none"> • Figures published in May show that over the last decade the number of deaths and serious injuries on London's roads fell by 57 per cent, exceeding both national targets and the Mayor's stretched targets for road safety • London's roads are now significantly safer for children, with a 73 per cent reduction in the number of children killed or seriously injured on London's roads since the mid to late 1990s • The number of cyclists killed or seriously injured on London's roads has fallen by almost a fifth since the mid to late nineties (18 per cent) despite the number of cycle journeys on London's main roads having increased by 150 per cent since 2000 • 10 more officers added on 29 September to the MPS Cycle Task Force, which is part of the Safer 	

Mayoral Commitment	Recent activity	Future milestones
	<p>Transport Command, and funded by TfL to improve cycle safety and crack down those who disobey the rules of the road</p> <ul style="list-style-type: none"> • The Fusion Centre, which brings together representatives from TfL, the MPS and the British Transport Police, to enable joint working, effective sharing of information and the analysis of data from the three groups, went operational in September 2010 • 440 additional police and PCSOs to create 32 Hub Teams and increase the size of all Safer Transport Teams – rollout was completed in June 2009. As a result of a Mayoral/MPA decision to change the officer mix in the Safer Transport Command (STC) there will be an additional 413 warranted officers in the STC • 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 • Crackdown on illegal touting, including introduction of 34 extra enforcement officers • Ban on alcohol on public transport was introduced in June 2008 – research continues to show overwhelming public support for the ban • 'One strike and you're out' policy launched in August 2008 for taxi touts; over 600 licences have been revoked • 21 Revenue Protection Inspectors (RPIs) and 	

Mayoral Commitment	Recent activity	Future milestones
	<p>Supervisors from the Operational Support Team (OST) have been given new powers under the Community Safety Accreditation Scheme (CSAS) to tackle a wide range of local issues that will help to reduce antisocial behaviour affecting the bus network. While tackling fare evasion remains a key priority, additional powers will provide more flexibility for some operations on the network</p> <ul style="list-style-type: none"> • On 31 January 2011, the new average speed camera system along the A13 went live. The scheme has been designed to reduce the high incidence of speed related collisions 	