

TRANSPORT FOR LONDON

BOARD

SUBJECT: COMMISSIONER'S REPORT

DATE: 10 DECEMBER 2008

1 INTRODUCTION

The Mayor published his Direction of Travel document, 'Way to Go!' on 5 November. This report has been structured to reflect the priorities outlined in that document.

2 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;
- 191 air-conditioned trains on Metropolitan, Hammersmith & City, District and Circle lines; and
- More work on cooling the tube.

2.1 London Underground

Line Upgrades

Tube Lines' target programme forecasts delivery in relation to the Jubilee Line of the Journey Time Capability target in December 2009, in line with the PPP contract. The programme demands greater access and more closures than originally envisaged and this is putting pressure on the delivery programme. The focus of Tube Lines' effort on the Jubilee line is also affecting planning for the Northern Line Upgrade, due to continue after the Jubilee Line is completed and deliver by early 2012. The third and final Tube Lines upgrade is the Piccadilly Line. This is due in 2014 and is at an early stage, although the rolling stock procurement is underway.

Following the end of extended weekday engineering hours on 20 November, and with the new signalling system largely installed, the Victoria Line Upgrade

programme is concentrated on testing signalling with the new trains already in London, and replacing the current service control centre with the new facility built at Northumberland Park. The first of the new Sub-Surface Line walk-through trains is being tested at the Old Dalby Test Track.

Metronet

Discussions with Government regarding the long term future of Metronet are drawing to a conclusion. In the meantime, there is an immediate need to address the challenge of managing separate organisations. Therefore, in late October, Metronet began a process of consultation with trades unions on a transfer of all of its employees to London Underground under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE). Subject to the consultation, TfL intends to complete this process on 7 December.

Accessibility

In October, the number of step-free stations on the network increased to 54, or 20 per cent, as a result of the opening of Wood Lane station and the commissioning of lifts at Acton Town. Overall, TfL remains on course to deliver the target of 25 per cent of the core network to be step-free by 2010 and also to deliver the step-free projects at Baker Street, Green Park and Southfields, supporting the London 2012 Olympic and Paralympic Games transport plan. A revised planning application for Green Park has been submitted to the City of Westminster and will be reviewed at the Council's Planning Committee on 11 December.

Connect Radio

A four-week programme to transfer Northern line trains to the new Connect radio system commenced in late October and was completed by the end of November; this was the last line to be converted. In addition, four of the seven stations across the network that remain outstanding due to legacy infrastructure issues will go into operational use by mid-December. The remaining three stations on the Jubilee line require further testing, which is ongoing. Work is now progressing to utilise the new Connect functionality and improve system resilience.

Informing Our Stakeholders – London Underground Investment Programme

As part of the programme to explain to stakeholders the benefits to be delivered by London Underground's investment programme, TfL approached ITV London to make a series of four short films. The films were broadcast during October and November, and take a look behind the scenes at:

- Victoria line upgrade – featuring what is being achieved as a result of early closures of the line, including what is involved in the replacement of the track and signalling necessary to increase service capacity and reliability;

- Ups and downs – following maintenance teams as they deal with the complexity of keeping hundreds of lifts and escalators moving;
- Overcrowding – how new signal systems and driver training will mean faster trains and an improved service; and
- The task in hand – the massive job ahead to upgrade the service, featuring the King's Cross northern ticket hall, rail replacement on the District Line and an interview with Tim O'Toole on the further improvements passengers can expect in the next 2-3 years and beyond.

Around 250-300,000 viewers saw each episode and trailers for certain of them were shown on ITV's London News, which attracts up to 400,000 viewers. TfL is working with ITV to explore further ways of making the series available to other audiences.

A DVD containing the ITV London news pieces has been provided to Board members prior to this meeting.

3 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;
- Building Crossrail to link east and west; and
- Funding and building East London Line Phase 2b to Clapham Junction.

3.1 London Overground

One Year On – London Overground Performance

London Overground marked its first anniversary by achieving a 93.8 per cent Public Performance Measure in period eight 2008/09, increasing the Moving Annual Average, the average Public Performance Measure over the previous year, to 92.9 per cent. This is significantly higher than the target of 91.7 per cent and is 1.9 percentage points above that achieved by Silverlink at the end of their franchise in period eight 2007/08.

North London Rail Upgrade and Infrastructure Improvements

Since 1 September 2008, parts of the London Overground network have been closed to enable Network Rail to upgrade the route for freight clearances.

These works have now been completed with normal service resuming across the network, as planned, on 17 November.

This work was a necessary precursor to a programme of passenger upgrade works funded by TfL (with support from the Olympic Delivery Authority) and Network Rail that will be carried out in 2009/10. The upgrade will deliver up to eight passenger trains per hour between Stratford and Camden Road stations, providing a more reliable, frequent and efficient passenger service ahead of the London 2012 Olympic and Paralympic Games.

In addition, as a further capacity enhancement of the North London line, the Secretary of State has authorised Network Rail to develop a complementary scheme to a maximum cost of £54m by providing four tracks in the Camden Road area allowing long-term freight growth. The Overground upgrade scheme will be completed as planned prior to the Olympics, and commencement of work on the freight scheme will follow the Olympics. The Secretary of State did not authorise electrification of the Gospel Oak / Barking line as part of his announcement to increase freight capacity in north London.

London Overground Stations Improvement Programme

Phase three of the London Overground stations improvement programme is now underway and key stakeholders have been asked to submit their recommendations for improvements. Where possible, London Overground Rail Operations Ltd (LOROL) will utilise planned line and station closures during 2009/10 to deliver the phase three improvements, which include:

- the refurbishment of floors, canopies and platform surfaces;
- the renewal of all station systems including CCTV, Public Address systems, Passenger Help Points and lighting; and
- the installation of permanent signage.

London Overground Trains

Testing of the new 'Class 378' electric train continues, with electrical and other high speed type tests at East Grinstead. These will be followed by extended reliability and performance trials. The results of these trials will be used to obtain the necessary certification to introduce the new trains into passenger service. The first trains should be starting service on the Euston-Watford line in early 2009.

3.2 Docklands Light Railway

Docklands Light Railway (DLR) Performance

DLR performance has improved from the previous period with reliability up 1.3 per cent to 94.9 per cent. However, this remains below target due to ongoing problems arising from the introduction of new signalling software. In addition, ongoing passenger congestion and maintenance issues at Bank have caused

the station to close on several occasions. Journey times have been further affected by the number of 'non-communicating trains' on the system, caused by localised signal failures. DLR is working closely with Serco to improve the situation, making resolution of the software issues a priority.

Woolwich Arsenal Extension

Assimilation testing, where the systems are integrated into the existing railway, was successfully completed over the weekend of 25/26 October, followed by a System Performance Demonstration on 9 November checking the contractual capability of the extension between King George V and Woolwich Arsenal. Some additional testing of the tunnel ventilation system has also been carried out and all systems are now fully operational.

At the new Woolwich Arsenal interchange station, the final cleaning and 'snagging' is underway. The opening of the extension is planned for 10 January 2009, more than a month in advance of the contracted date of 28 February.

Three-Car Capacity Enhancement Project

The three-car capacity enhancement project includes the upgrading of existing infrastructure and lengthening of most station platforms to accommodate three-car trains. In addition, major changes are being made to two key junctions: at West India Quay/Westferry, to improve operational flexibility; and at Canning Town, to incorporate the new Stratford International extension into the railway.

In the last period, weekend possessions of the railway by the contractor, Taylor Woodrow, were undertaken successfully without any overruns. Works included the installation of a new bridge, spanning various DLR tracks at Canning Town. This project is scheduled for completion in April 2009.

3.3 Working with the Train Operating Companies

Oyster on National Rail

The draft Agreement to enable customers to use Oyster Pay As You Go (PAYG) on National Rail services within London was issued to the Train Operating Companies (TOCs) on 17 October. It is therefore hoped that agreements can be announced at or prior to the Mayor's summit with the TOCs.

The installation of Oyster PAYG acceptance equipment is proceeding with all but South West Trains and has been completed at 66 stations to date. An agreement for the installation of PAYG on Heathrow Connect services has been produced and is under review by BAA.

South Central Franchise

The Invitation to Tender documentation for the next South Central franchise has been published. This contains numerous enhancements requested by TfL, including staffing of stations in the London area throughout the traffic day and a

station deep clean/refresh programme, establishing Overground style standards on South Central services. It also gives TfL a role in overseeing the performance of the franchise. Furthermore, the DfT has specified a number of improvements (including an enhanced late night service) that will benefit customers in the London area. Bidders will submit their offers on 19 February 2009, contract award will be announced during May/June 2009 and the franchise will commence on 20 September 2009.

TfL will continue to support the re-franchising process by providing information on request to both the bidders and the DfT.

TfL is also leading the installation of ticket gates at up to 14 stations that will be managed by the next South Central franchisee. Definition of the final programme is expected to be completed during December 2008 and the installation should be completed prior to the commencement of the new South Central franchise.

3.4 Crossrail

Agreements

The Mayor announced on 4 December that a series of core funding and governance agreements that will underpin the Crossrail project have been signed. The agreements are:

- A deal with the City of London Corporation, worth up to £350m for the Crossrail project. This includes a direct contribution of £200m from the City Corporation and an agreement to seek contributions from businesses of £150m. The City Corporation has guaranteed £50m of these contributions;
- Sponsors' Agreement between DfT and TfL which sets out the overall management, ownership and governance of the Crossrail project;
- Project Development Agreement between Cross London Rail Links (CLRL), DfT and TfL which appoints CLRL as the project deliverer of Crossrail; and
- Shareholders Agreement between CLRL and TfL which enables CLRL to become a 100 per cent subsidiary of TfL. CLRL transferred to TfL on 5 December. This finalises how the project will be governed and contributes to build momentum toward the start of main construction works in 2010.

The Mayor also confirmed that he has commenced consultation with stakeholders on an amendment to London Plan which will enable the GLA and TfL to raise £300m for Crossrail through Section 106 developer contributions. The Government is introducing legislation to enable top-tier local authorities to introduce business rate supplements. A Business Rate Supplement levied on London's largest businesses will be used to support £3.5bn of Crossrail funding.

Sponsors' Requirements have been updated and re-issued. Crossrail have re-issued the Project Functional Requirements incorporating changes and clarifications following working group meetings and issue of revised Sponsors' Requirements.

Operations

Work is underway to determine which services should be included in the Crossrail TOC specification in advance of the joint review prior to the Franchise competition. A small number of operational staff will transfer from Crossrail to London Rail in January 2009.

Procurement

Procurement is underway for the Design Framework Agreements, Programme Partners, and Project Delivery Partners. A briefing note will be submitted to the Finance Committee shortly detailing the approvals that are likely to be required between now and next September (Review Point 3). The first such approval will relate to the Programme Partner contract and is likely to be sought early in the New Year.

Stakeholder Management and Community Relations

Building on the experience of the successful Tottenham Court Road and Paddington Community Liaison Panels, dates have now been agreed for the initial meetings of the Bond Street and Farringdon panels. The latter will be led in the first instance by Network Rail as they are currently carrying out the Thameslink works. In addition, stakeholder briefings have been given to the New West End Company and the Paddington Business Improvement District panel. The most recent meeting with the London Business Board was held in late October.

Terms of Reference for the Crossrail Independent Complaints Commissioner have been agreed by the DfT-led High Level Forum, and the post has been advertised. The appointment panel will include a representative from TfL Group Customer Services.

3.5 East London Line Extension Phase Two

Over the past few months, there has been ongoing liaison between the DfT and TfL about further extending the East London line to Clapham Junction. General agreement has now been reached regarding some of the key elements that make up the funding package. Following this agreement, a funding gap remains and the Mayor has written to the Secretary of State for Transport proposing that this gap should be divided equally between the DfT and TfL. The Secretary of State has responded with a proposal on funding, which is currently being considered by the Mayor.

4 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.

4.1 A fair deal for motorists

Consultation on the Western Extension to the Congestion Charging Scheme

On 27 November, the Mayor announced that the results of the initial non-statutory consultation on the Western Extension mean that he will begin the statutory processes required to remove the scheme. Over two thirds of Londoners and businesses responding to the consultation on the future of the zone have said that they want it scrapped.

A draft revision to the Mayor's Transport Strategy reflecting his intention to remove the Western Extension will be the subject of a 12-week statutory public and stakeholder consultation scheduled for the summer of 2009. Following this, TfL will also need to consult the public and stakeholders on a variation to the Congestion Charging Scheme Order to remove the Western Extension. The Western Extension cannot be removed until these statutory consultation procedures have been concluded and the Mayor has taken into account the views expressed in the consultations and decided whether or not to confirm his decision. The earliest that the extension could be removed is spring 2010.

Meanwhile TfL will seek to prioritise measures in the Western Extension area that will mitigate the impact of increased congestion and vehicle emissions. The removal of the Western Extension will result in a net loss of income of some £50-70m starting from 2010/11 which was not included in the Business Plan approved by the Board last month. TfL will bring forward proposals for reductions in net operating expenditure for discussion with the Finance Committee in their consideration of the Budget and Business Plan.

ORN Designation

The Olympic Road Network (ORN) consists of designated roads which will be used for the movement of the Games Family (athletes, officials and sponsors). It covers 493 kilometres, which constitutes less than 5 per cent of London's

roads. The ORN will only be operational when travel between venues is required. TfL is carefully considering how to minimise the impact of the ORN on the general operation of the London road network. The required journey times were set out in London's contract with the International Olympic Committee and were used as a target for a range of measures to secure journey time reliability.

Designation requires that a Statutory Instrument be laid in Parliament by the Secretary of State. This process brings a range of temporary powers to the Olympic Delivery Authority and the Secretary of State, in order to control activities that could disrupt the operation of the ORN. Designation does not set out the detail of specific traffic management measures, but it will outline the sorts of measures that might be implemented to secure journey time reliability. The consultation on the designation of the ORN will be launched by the Department for Transport on 11 December.

Re-phasing Traffic Signals

The London Borough of Bromley and the Corporation of London have asked TfL to undertake a detailed review of certain traffic signal sites in each Borough to seek to maximise the opportunity to smooth traffic flow in line with Mayoral policy. TfL has completed the investigative work and is now engaging with each borough to implement the proposed changes over the next three months. TfL intends to conduct a case study on Wandsworth Road, subject to a favourable borough response, to seek to better understand the cumulative effect of traffic light "re-phasing" involving a number of coordinated sites along a corridor.

Of the 6,000 traffic signal sites in London, 2,000 operate using SCOOT technology, which alters traffic signal timings in real-time to respond to prevailing traffic conditions. TfL is completing the implementation of 200 additional SCOOT sites on the provisional Olympic Route Network, which will be fully operational by March 2010. Funding has been allocated in the TfL Business Plan to roll out SCOOT to a further 1,000 sites over a five-year period. This work is not currently budgeted to start for some time, but I have instructed Surface Transport to find ways of bringing the timetable forward.

TfL has initiated a study into pedestrian behaviour at traffic signals, to contribute to ongoing discussions with the DfT concerning the potential UK introduction of pedestrian countdown technology. This study is due to report in spring 2009.

Works Coordination

TfL, with significant support from contractor Clancy Docwra, successfully organised two separate weekend closures on Bishopsgate earlier this year. This enabled 10 works promoters to make shared use of the road closure to undertake over 50 separate works activities. This reduced the need for separate closures over a prolonged period, significantly reducing the overall disruption to traffic. TfL's Network Operations Team are planning another 'workathon' to take place on Upper and Lower Thames Streets.

London Permit Scheme

The London Permitting Working Group is working through the clarification sought by the DfT in support of the application to run a common permit scheme for London. We expect to have collated all the necessary information before the end of the year. It will then be necessary to consult on the updated application before submitting it to the Department. Consultees will include utilities companies, the National Joint Utilities Group (NJUG), London JUG, boroughs, surrounding authorities, road user representatives, and further interested parties in London such as the Chamber of Commerce, London First and the emergency services.

In the meantime, TfL continues to focus attention on the provision by works undertakers of accurate and timely works notices. Since May 2008, a total of 128 Fixed Penalty Notices (FPNs) have been given to works undertakers for noticing offences under the New Roads and Street Works Act 1991. This included 73 given to Thames Water, 28 to BT, and 11 to EDF.

Road Humps

The Mayor has asked the boroughs to take a new approach to road humps, considering alternatives or using fewer where possible. He has encouraged the boroughs to think more creatively about ways of achieving slower speeds, in order to create better streets where drivers, pedestrians and cyclists interact responsibly with one another. On 20 November TfL issued letters to each of the London boroughs detailing the 2009/10 Local Implementation Plan funding allocation (see Section 9.1) and outlining this new approach.

4.2 London Buses

A New Bus for London

The winners of both the 'Design' and 'Imagine' categories of the New Bus for London competition are due to be announced on 19 December. Of the 700 entries received, 225 were in the 'Design' category and 425 in the 'Imagine' category. Entries were of a very high standard and will be a rich source of design ideas for the new 21st Century Routemaster promised by the Mayor to be on the road by 2011.

Orbital Express Bus Routes

On 22 November the express bus route X26 doubled in frequency to run every 30 minutes for most of the day, seven days a week. The X26 offers express links between Croydon, Sutton, Kingston and Heathrow and this improvement follows the Mayor's manifesto commitment to enhance bus services for people travelling between London's outer suburbs. Surveys carried out before the increase in frequency, to be repeated afterwards, will provide valuable information regarding the benefits of improved orbital bus travel.

5 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.

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

Electric vehicles

TfL is participating in the Mayor's Electric Vehicle Partnership and will be working with the Mayor to deliver his aspiration for increasing the number of electric vehicles on the road. As a first step, TfL has provided funding for a tripling of electric vehicle charge points across the Capital, to be funded through Borough Local Implementation Plans.

Car Clubs

A Car Club conference took place on 24 September, in association with Car Plus, the industry body, attended by operators and around 80 officers from the boroughs. A key concern raised at the meeting was that car club users are unable to benefit from the resident's discount to the Congestion Charging Scheme. Work is progressing within TfL to consult on a Variation Order so that resident car club users are on a level playing field with other residents using their own vehicles. Subject to consultation, it is anticipated that this revision could be implemented in the first half of 2009.

Hybrid buses

On 2 December TfL unveiled a range of new, single and double deck, eco-friendly hybrid buses. This month, 25 new hybrids will go into service and a further 18 hybrid buses will join the fleet early in 2009. A further 300 hybrid buses will be in operation by the end of March 2011 and by 2012, TfL expects all new buses joining the fleet to be hybrid.

Hybrid buses are cleaner and greener than their diesel counterparts. Their combination of a conventional engine and an electric motor uses less fuel and is better for air quality as they emit fewer pollutants and reduce CO2 emissions by up to 40 per cent. Their roll out will contribute to the Mayor's target of a 60 per cent reduction in emissions across London by 2025. Londoners will notice that

hybrid buses are also significantly quieter than diesel buses, making bus travel more pleasant for passengers and reducing noise for local residents along bus routes. All of London's hybrid buses can be recognised by the green leaf motif over their traditional red livery.

5.2 Improving the urban realm

Guardrail Removal

Work to reduce guardrailing on Red Routes is underway. There is currently 200km of guardrail on Red Routes. An initial assessment has suggested that 25km of guardrail can be removed in the next three years, including 8.25km in 2008/9. Work is underway to identify further opportunities for guardrail removal. TfL will encourage boroughs to investigate opportunities for the safe removal of guardrails on their roads.

Street Trees

TfL has agreed to provide a grant to the GLA of £6m. The grant will be used by the GLA to fund the Mayor's proposal to plant 10,000 street trees across London. The grant will also be used to provide grants to improve the amenity of parks in London. Parks will be nominated by boroughs and the public will be able to vote on which parks should receive grants.

5.3 Encouraging walking

Legible London

On 24 November the Mayor and TfL announced three pilot locations for Legible London, a pedestrian signage system designed to make it easier and quicker to walk around the Capital. The new pilot locations will each feature between 60 and 80 signs to be installed during autumn 2009. The sites are South Bank and Bankside, Covent Garden and Bloomsbury, and Richmond and Twickenham.

School Travel Planning

The 7th Annual Travel Plan Conference took place on 23 October with more than 150 representatives in attendance, including from schools and boroughs. The conference was aimed at schools that do not yet have a travel plan, as TfL is seeking to ensure that all schools have a travel plan in place by the end of 2009, to encourage cycling and walking to school.

London 2012 Smarter Travel Strategy

A draft Strategy for smarter travel at the London 2012 Olympic and Paralympic Games has been produced and work is underway to finalise the content. The ODA, working closely with TfL, has commissioned research on the requirements for journey planning and communicating the smarter travel and travel demand management message.

6 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

On 18 November the Mayor announced the conclusion of a feasibility study into the Cycle Hire Scheme. The study conducted by the Clearzone Partnership, consisting of representation from TfL, the London Borough of Camden, the City of London, Westminster City Council and the Royal Parks, demonstrated that the scheme is achievable and led to TfL's call for companies interested in creating and running the scheme to register their interest.

The scheme will initially be introduced across nine London boroughs broadly in fare zone one with approximately 6,000 bikes at around 400 sites. The scheme is expected to generate around 40,000 trips each day.

Every effort will be made to fund the scheme by sponsorship, advertising and user charges.

Cycle Parking

TfL has supported the delivery of some 40,000 cycle parking spaces across London since 2000. Over the course of the current Mayoral term TfL plans to provide an additional 66,000 spaces. These will be delivered through ongoing programmes on-street, at schools, at stations, and at places of work. Innovations in cycle security, for example the M-shaped 'CaMden' anti-theft stand are also being explored.

Cycle Highways

TfL is currently refining plans to deliver a network of direct cycle routes feeding into central London. These highways seek to attract new cycling commuters, improve conditions for existing cyclists and have the potential, long term, to relieve pressure on congested radial tube and bus routes.

The cycle highways will consist of around a dozen easily accessible routes into central London, using a combination of A roads (where 65 per cent of cycle journeys in the Capital are made) and direct, but quiet side streets. They will use existing facilities, such as the London Cycle Network+ and bus lanes, but TfL will also make on-street improvements to tackle key barriers that stop

people from cycling. These plans will be complemented by cycle training, maintenance and parking programmes.

On 14 November the Mayor, TfL Officers and I took part in a bike ride along one of the potential highways. Features demonstrated to the Mayor included the look and feel of a cycle highway, good existing infrastructure that will form part of the highway and challenging barriers along the route and how they could be tackled.

Cycle Hubs

TfL is progressing plans to improve conditions for cyclists making short trips in London's suburbs. TfL continues to engage with boroughs and other partners to develop a solution which will not only meet local needs, but also provide additional quality of life benefits.

Cycle Safety

TfL's latest cycle safety campaign, designed to raise driver awareness of cyclists on the roads, has received 10 million website hits. The campaign, based around a film testing observation skills and featuring a 'moon walking bear', has employed an innovative 'viral marketing' approach through websites including Facebook and YouTube, as well as using more conventional channels such as cinema ads. This approach has generated significant media interest, helping to reinforce the cycle safety message.

This message is being further reinforced with a new viral campaign released on 10 November. 'Whodunnit' engages with viewers in a similar way and tests their observation skills.

The serious message behind the campaign is to promote road safety to an audience that does not necessarily engage with messages delivered through newspaper or television. The success of this approach will be directly measured by ongoing monitoring of the number of people killed and seriously injured on London's streets as well as through market research exploring attitudinal change and awareness of the campaign.

A DVD containing both advertisements has been provided to Board members prior to this meeting.

7 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.

River Passenger Services Concordat Group

In March 2008, the first meeting of the River Passenger Services Concordat Group took place. The Concordat is based on stakeholders, including TfL, working together to tackle the barriers to sustainable growth in river passenger services. The Group continues to meet to discuss key issues including piers; service provision and quality; integration; passenger information; and other supporting measures. An action plan, proposing how short-term issues might be tackled while working towards long-term improvement, is due to be presented to the Mayor in December.

Commuter River Services and Oyster

In line with the Mayor's manifesto commitment, TfL is progressing plans to integrate Oyster Pay As You Go with commuter river services. TfL and its Oyster services partner, Cubic Transportation Systems Limited, are currently reviewing the scope, requirements and timescale of such an integration. In the first instance, new paper ticketing will be introduced on Thames Clipper boats, planned for completion in January 2009. It is currently anticipated that Oyster Pay As You Go could be introduced by mid-2009. In addition, Thames Clippers have volunteered to take part in a trial of 'Contactless Payment' (payment of fares by debit and credit cards). This is planned for late 2009 or early 2010.

8 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.

8.1 Safety and security

Cab Enforcement

A total of 158 arrests, primarily for touting, have been made by the Transport Operational Command Unit between 1 August and 31 October 2008. This has

led to 37 Magistrates' Court convictions involving licensed Private Hire Vehicle (PHV) drivers. Of these drivers, 30 have had their PHV licences revoked by the Public Carriage Office with a further seven cases being considered.

Road Safety Week

Road Safety Week took place between 10 and 16 November and was supported by the London Safety Camera Partnership. The activities included a 45 foot float at the Lord Mayor's Show addressing speed and red light issues, followed by continued engagement with schools via a road safety calendar competition, a road safety scenario and crash re-constructions.

8.2 Alleviating the Cost Burden

Increase in Oyster Ticket Stops

The Mayor announced on 3 November that there has been a 75 per cent increase in the number of Oyster ticket stops across London since May 2008. There are now more than 3,800 shops and newsagents across London where customers can buy and top-up their Oyster cards, including around 1,600 new agents that have been added to the network over the last few months. This will make using Oyster even more convenient for the millions of passengers that use TfL services every day.

Veterans Concessionary Travel Scheme

The Veterans Concessionary Travel Scheme started on 2 November. This provides free travel at any time on bus, tube, tram, Docklands Light Railway, London Overground and river services in the capital for all those in receipt of a payment under the War Pensions Scheme or the Armed Forces Compensation Scheme. The TOCs have also agreed that war veterans will be able to travel free on their services within Greater London. A new Oyster photocard will be issued to those eligible for the scheme who apply, after being invited to do so by the Ministry of Defence. Around 3,000 war veterans, war widows and widowers living in and around London not currently eligible for a freedom pass will be able to benefit from the scheme. As at 12 November, 1,725 cards had been issued, 32 applications were in progress and a further 372 application forms had been sent out.

8.3 Improving customer information

iBus Rollout

iBus is now fitted on over 6,000 London buses, three quarters of the bus fleet. iBus is a state-of-the-art Automatic Vehicle Location (AVL) and radio system, using GPS technology, which provides real time audio-visual journey information for passengers, improved radio communications for drivers, and allows bus controllers to improve performance and reliability. By mid-2009, every London bus will be fitted with iBus technology.

Travel information

TfL's range of travel information services has been made more readily accessible to help customers plan their journeys and avoid disruption at <http://www.tfl.gov.uk/tfl/traveltools/default.aspx>. Services include journey planning, delivery of regular email and mobile telephone updates, and tools that can be added to websites, iGoogle, blogs and Netvibes pages. Services are delivered via TfL's own website and also widely syndicated via the BBC, commercial broadcasters and publications such as Time Out and Metro. Further services are in development, including services relating to road works.

9 EFFICIENT AND EFFECTIVE DELIVERY

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

9.1 Working with the boroughs

Announcement of 2009/10 Local Implementation Funding

The Local Implementation Plan funding allocation of £168m to the boroughs for 2009/10 was announced on 20 November. This represents a 4.5 per cent increase on last year's allocation. The settlement also incorporates new flexibilities for the boroughs in line with the objectives set out in the City Charter. These changes have been developed jointly by TfL and the boroughs and further proposals to introduce more flexibility are under discussion.

New Regional Approach to Borough Engagement

TfL is also continuing to pursue a programme of regional working with boroughs and to establish cross-borough partnerships. The senior leads have met with all of the regions and outlined a programme of engagement covering the production of five new regional, multi-modal models and the development of regional transport plans.

9.2 Working more efficiently

Congestion Charging and Traffic Enforcement – Organisational Change Programme (OCP)

A significant restructuring is underway in the Congestion Charging and Traffic Enforcement Directorate which will deliver annual savings of around £6 million. In total, the Congestion Charging and Traffic Enforcement Directorate has reduced its staffing levels by over 150 people, with a further 50 posts being given up as savings.

Responding to TfL's Business Plan - Unfunded Projects

Following the announcements made in the TfL Business Plan, development of the Thames Gateway Bridge, Cross River Tram, Croydon Tramlink Extension and unfunded phases of the East London and Greenwich Waterfront Transit schemes has been stopped. Work will start in the new calendar year to consider an alternative crossing of the river in the context of a wider study of the London Thames Gateway, longer term options for the expansion of the Tramlink network, and alternatives to the Cross River Tram.

TfL's Use of Resources

TfL has recently received the Use of Resources report prepared by KPMG, on behalf of the Audit Commission. This report evaluates how well TfL manages and uses its financial resources and focuses on the importance of having sound and strategic financial management to ensure that resources are available to support priorities and improve services. The assessment has five themes: financial reporting; financial management; financial standing; internal control and value for money. This is the third year TfL has been subject to the full assessment and TfL received the top available rating of 4. This is an extremely strong performance since only two councils (Stockton on Tees and Wandsworth) out of 388 achieved this level in the 2007 assessments.

Mayor's Economic Recovery Action Plan

TfL is working with the Mayor's office on his Economic Recovery Action Plan. This includes continuing to support investment in London's transport infrastructure and a package of measures to help those in work and those looking for work. TfL is working with other members of the GLA Group to implement a range of procurement-related actions to assist small and medium sized businesses.

9.3 Safeguarding TfL finances

Business Plan

The TfL Business Plan covering the period 2009/10 to 2017/18 was published on 6 November following Board approval. The Business Plan sets out TfL's key investments and operational initiatives to meet the Mayor's manifesto commitments and transport vision as set out in his Direction of Travel document 'Way to Go!'.

Wood Wharf – Section 106 Contributions

TfL Planning and Finance have worked with the London Borough of Tower Hamlets and the developer of the Wood Wharf site to secure £115m for Crossrail, DLR and bus service enhancements. This is the largest section 106 agreement negotiated by TfL.

Future Ticketing Agreement

On 12 August, TfL served notice to TranSys for the Prestige contract to end on 16 August 2010. Discussions during September and October with the two principal partners in the TranSys consortium, Cubic and EDS, have resulted in the agreement of a three-year follow-on contract, or Future Ticketing Agreement, with Cubic for the period from August 2010. EDS will act as a sub-contractor to Cubic in the supply of smartcards and consumables, and the management of the Oyster Ticket Stop retail network. All other responsibilities currently met by EDS will transfer to Cubic.

As part of the agreement, ownership of the Oyster brand and the associated yellow 'swish' will transfer to TfL. The Future Ticketing Agreement has higher contract performance requirements, will provide better access and control of intellectual property rights, and will hand back provision to facilitate the supply of ticketing services from 2013 onwards.

Metronet Insurance Savings

The Metronet insurance arrangements were brought under TfL control from 1 October, providing an immediate rebate of approximately £1.6m for the remainder of the 2008/09 financial year and anticipated savings of £2.6m on projected insurance costs for 2009/10. TfL has also taken over the insurance arrangements for Croydon Tramlink, providing a saving in the premium of approximately £170k per annum.

Green Procurement Award

TfL has won an award for responsible procurement activities in the 2008 Mayor of London Green Procurement Code Awards. TfL won the award in the 'supplier engagement' category for activities to embed responsible procurement in the supply chain. The Mayor's Green Procurement Code Awards recognise outstanding achievement in sustainable purchasing and are open to London-based organisations that have signed up to the Green Procurement Code.

'Compete For' Procurement Software

TfL has posted its first three opportunities (for Hotel and Venue Booking, an Engineering Framework and Dial-a-Ride Seatbelt Maintenance) on Compete For, a software system developed by the London Development Agency as a means of providing Small and Medium Sized Enterprises with an opportunity to bid for public sector work. Four further opportunities are expected to be posted during the next few weeks.

Fraud Awareness Week

TfL held a series of events for managers and staff during Fraud Awareness Week on 1-5 December 2008 as part of an overall strategy to raise awareness of fraud amongst TfL staff. Information was placed at TfL buildings, on the TfL intranet 'Source' and in other TfL internal communications. In addition, stands were displayed at several head office buildings with members of the Internal Audit Fraud Team on hand to answer questions and give tips on how staff can

protect TfL and themselves from fraud. Information is being provided on the different types of fraud that take place; how to prevent fraud; the use of TfL's confidential reporting facility; and how to safeguard TfL's resources. Advice was also provided on how staff can protect themselves from identity fraud.

9.4 Managing the workforce

Skills Strategy

A productive meeting with Merrick Cockell, Chair of London Councils, and other senior London local government officers, was held on 17 November 2008 to discuss TfL's skills and employment strategy, focussing on the opportunities arising from the Crossrail project. A working group is being set up by TfL to develop a planned approach to joint working with London Councils on a number of issues including apprenticeships, 14-19 diplomas, and the tunnelling academy. I will be hosting a further meeting with London Councils on skills and employment across London in the New Year.

10 OPERATIONAL EVENTS

In this section, I have reported on any out-of-the-ordinary events and outlined TfL activity in response.

10.1 Taxi Fires

Following the engine fires affecting around 700 taxis in London, all suspended TX4 taxis have been repaired by LTI and are now back in service. LTI are contacting all other TX4 owners to arrange for modifications in the coming months.

10.2 Opening of Westfield Shopping Centre

TfL has been actively monitoring traffic conditions in the vicinity of the Westfield Shopping Centre since its opening at the end of October. Through working with the Police, Westfield and the London Borough of Hammersmith and Fulham, TfL has ensured a coordinated approach in addressing traffic issues in the area. The first weekend of operation saw a very high traffic demand, requiring the temporary closure of entry slip roads to the Westfield car park to avoid undue disruption to traffic operations on the surrounding network. Numerous traffic signal contingency plans have been implemented to manage traffic operations in the area, with Variable Message Signs activated to advise motorists approaching the area of congestion. Collaboration between TfL, the boroughs and utility companies ensured the completion of all planned works in the area before the opening, alongside an agreement to defer other non-essential works until traffic conditions have settled. In addition, TfL has funded through LIPS a congestion relief scheme for the Hammersmith Gyratory which the London Borough of Hammersmith and Fulham was keen to have to relieve potential congestion as a result of the Westfield development.

10.3 Construction Fatality

I very much regret to report that a construction worker on a worksite managed by Skanska GrantRail was tragically killed on 3 December. The site where the incident occurred is on a former surface railway route between Canning Town station and Stratford International which is being converted to DLR use. The route runs alongside London Underground tracks and as a result of this incident, West Ham Tube station was closed at 0850 for approximately two hours with Jubilee and District line trains not stopping. A full investigation into the incident is being undertaken by the main contractors Skanska GrantRail and by the Health and Safety Executive. All our thoughts are with the man's family and colleagues.

Peter Hendy
Commissioner
Transport for London
December 2008