

**TRANSPORT FOR LONDON**

**BOARD**

**SUBJECT: COMMISSIONER'S REPORT**

**DATE: 23 JUNE 2010**

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**1 INTRODUCTION**

This report provides an overview of major issues and developments since the Board meeting on 24 March 2010 and updates the Board on significant projects and initiatives. An overview of progress toward the delivery of key Mayoral transport priorities is provided as Appendix 1.

**2 IMPROVING THE UNDERGROUND**

**2.1 London Underground**

**Tube Lines**

On 7 May, TfL and the shareholders of Tube Lines, Amey and Bechtel entered into a share purchase agreement which paves the way for Tube Lines to become a wholly owned subsidiary of TfL. The deal, which is expected to be completed by 30 June, will give TfL much greater flexibility in the way that the Tube is upgraded, removing the constraints of the PPP structure. This agreement will also offer improved value for money and will mean that the work to be undertaken by Tube Lines over the next 7.5 years will proceed without the need for additional funding. While Bechtel will exit after a short transition period, Amey will be retained to provide continuing management of maintenance on the Jubilee, Northern and Piccadilly lines.

TfL has committed significant resources to ensuring that all conditions specified in the share purchase agreement are satisfied by 30 June, to allow the deal to complete and ownership to transfer before the second review period commences. This has included legal and financial due diligence, and negotiations to get the consent of Tube Lines' lenders. Work has also been done to ensure that arrangements for governance, budget approvals and the like are in place from the first day of new operations.

In parallel, transition planning has centred on ensuring safe and reliable day-to-day operations, stable and improved management of the capital programme, especially the line upgrades, and achieving effective staff and stakeholder

communications. TfL standing orders and a new scheme of delegated authorities will be put in place immediately following the completion of the deal.

### **Jubilee line upgrade**

During full line closures of the Jubilee line over the Easter and early May bank holidays weekends, Tube Lines undertook final system testing in the section between Stratford and Waterloo, and handed this area over to LU for trial operations. The trial demonstrated that the system remains immature, with a high incidence of software and hardware faults.

Tube Lines' proposed commissioning strategy was for passenger services to commence on this section during weekends, to establish operator confidence and the reliability of the system. As the system has proved unreliable, the introduction of the weekend Transmission Based Train Control (TBTC) service east of Waterloo has been deferred until July, subject to seeing improved performance in the closure planned for 3/4 July. Much work also remains to be done to deliver the TBTC system in the Dollis Hill to Stanmore section at the northern end of the line, with little prospect of this being achieved before the end of August.

### **Northern line upgrade**

While the Northern line upgrade is currently behind schedule, Tube Lines has been making good progress during the Kennington-Morden closures that have been taking place since early April. These will continue through the summer, with weekday (Monday-Thursday) early closures starting in July, with closure from around 9.30 pm on the Bank branch, and on the Barnet branch north of East Finchley.

Freed from the complex and restrictive PPP structure, LU will now urgently review Tube Lines' delivery methodology for the line, to develop a much less disruptive programme that also ensures that the line operates reliably during the Olympics in 2012.

### **Piccadilly line upgrade**

Following the agreement reached to buy Tube Lines, TfL will be reviewing the programme to minimise disruption, and take into account the opportunities for synergies with the rest of the LU upgrade programme.

### **Victoria line upgrade**

The Victoria line upgrade remains on target, and on budget. By the end of May, seven production trains had been delivered to Northumberland Park Depot, and all are available for service. Currently, three trains (and one spare) are required in each peak period, with the others being used for operator training. The two pre-production trains have now been returned to Bombardier at Derby as planned. Four of the old 1967 stock trains have also been decommissioned. The pace of train production by Bombardier needs to increase, and TfL is engaging with Bombardier to ensure that it addresses this.

In mid-May, another key milestone was achieved with line control being transferred from Cobourg Street to Osborne House, the new Service Control Centre, for the first time in traffic hours. Following the completion of engineering hour tests, and training for all Victoria Line service managers and controllers, Osborne House controlled the line for four hours on a Saturday night, with two of the new trains running on the line. Further transfers of line control between the existing and new Service Control Centres, along with transfers of signalling control are taking place during June, prior to the new Service Control Centre assuming full control later in the summer.

### **Sub Surface Railway upgrade**

The programme remains on track to achieve the target date of summer 2010 for the introduction of the S-Stock trains into passenger service at the north end of the Metropolitan line. The second pre-production train arrived in London on 6 May as planned, and has joined the testing programme, while the first production train has been delivered to the Old Dalby test track. Work in Wembley Park sidings was completed early, in time for the May timetable change, and the new gate line at Hammersmith is complete as part of the enabling works for the new trains. Construction has also started on-site for the Service Control Centre at Hammersmith.

In April, LU awarded a contract to EDF Energy for the second stage of the Sub Surface Railway power upgrade. The work, which is expected to be completed by 2013, covers the design, construction and commissioning of substation electrification upgrades at 20 locations, and includes associated tunnel cabling and protection systems.

### **Piccadilly line derailment**

At 5.31 am on Wednesday 12 May, an engineering train derailed on the westbound Piccadilly line, between Gloucester Road and Earl's Court. Service on the line was partially suspended, while engineering works to track and signalling were completed. Full service on the Piccadilly Line was resumed from start of traffic on Thursday 13 May.

Following the incident, a Formal Investigation Report has been commissioned by Tube Lines and LU, as well as an independent review being undertaken by the Rail Accident Investigation Branch. While the investigations have yet to conclude, it seems very likely that the cause of the accident was 'gauge spread', with the track forced apart as the train passed over it. LU has identified some concerns regarding Tube Lines' track maintenance and has served an Engineering Regulatory Notice requiring Tube Lines to undertake a series of actions to assure LU. This focus will clearly continue up to, and beyond, the final deal to acquire the shares in Tube Lines.

### **'The Metros' Awards**

For the second year running, LU won the award for Best Metro in Europe at 'The Metros', an annual international awards ceremony allied with the MetroRail

conference. LU beat four other shortlisted European metros (Paris, Madrid, Berlin and Copenhagen) to win the trophy.

### 3 EXPANDING THE OVERGROUND

#### 3.1 London Overground

##### East London Line Extension Phase One

Following the Mayoral opening of the new East London line preview service between Dalston Junction and New Cross Gate on 27 April, the final section of the new Dalston Junction to West Croydon/Crystal Palace route was opened on Sunday 23 May, a month ahead of the original schedule. Ten thousand free tickets were given out to passengers to mark the opening of the £1 billion project, which is the biggest piece of transport infrastructure for London since the opening of the Jubilee line extension in 1999.



Customers are now enjoying brand new walk through air-conditioned trains, four newly built stations, and further refurbished stations with upgraded CCTV, passenger information systems and lighting, with staff on duty at all times while trains are running. The London Transport Museum's exhibition 'Overground Uncovered: life along the line', which celebrates the new East London line route, also opened on 29 May.

## **Passenger satisfaction**

Service performance for London Overground has continued to improve, with the Public Performance Measure for March at 93.6 per cent, the fifth highest score amongst train operating companies, despite the current level of engineering work to upgrade the network. This is extremely positive, especially since the full benefits of investment in new trains and infrastructure are still to be felt.

## **East London line Phase 2**

Development work for the East London Line Phase 2 is continuing. The Invitation to Tender for the main construction contract for the new 1.3 kilometre rail link between the existing South London Line and Surrey Quays is due to be issued in July, with construction work likely to start in the final quarter of 2010.

The funding package for the East London line Phase 2 did not include the cost of building a new station at Surrey Canal Road. TfL and the London Borough of Lewisham met with the Department for Transport (DfT) to discuss whether it was still prepared to provide the £7 million that was previously offered. However, no decision was received from the DfT prior to the election. The new Minister of State, Theresa Villiers MP, has now written to Joan Ruddock MP to advise that she will assess the case for the proposed new station at Surrey Canal Road and the issues surrounding its implementation, but she does not wish to raise “undue expectations as to the likelihood that this project will receive funding from the Department”. Provision for a station will be included in the design of the scheme, which would allow construction at a later date.

## **Joint TfL-London TravelWatch South London Line study**

The evaluation of shortlisted mitigation options has now been completed by TfL, Network Rail and the DfT. A meeting chaired by Sir Alan Greengross was held on 1 June to share and discuss the findings of the study with stakeholders.

The findings of the study indicate that the most appropriate option (in terms of affordability and value for money) is one which provides additional stops in long distance services at peak times to serve Denmark Hill and Peckham Rye, and a Bromley South to Victoria service outside of peak times to serve all stations between Peckham Rye and Wandsworth Road. This will depend on funding of approximately £900,000 per year to subsidise the service changes. The DfT has stated that they have no additional funding, and TfL’s funding is fully committed in its Business Plan until 2017/18. Should funding be confirmed from other sources, the next steps would be to persuade DfT, Southeastern and Network Rail to amend franchises and timetables. It is important to note that the South London Line service is not due to be withdrawn until 2012, allowing time for these discussions to take place before work on Thameslink commences.

## **North London Railway Infrastructure Project (NLRIP)**

The closure to upgrade the Richmond to Stratford line between Gospel Oak and Stratford stations was completed on time on 31 May. Significant civil engineering work as well as signalling work was completed by the joint Network

Rail/ TfL team during the blockade between 20 February and 31 May. This included platform extensions, new platforms at Highbury & Islington and Canonbury, and the construction of an interchange between the high and low level platforms at Willesden Junction. Over six kilometres of track was renewed between Camden Road and Dalston Kingsland stations and 17,000 metres of overhead lines and 23 kilometres of signalling cable were installed. Also, for the first time during the closures, London Overground passengers who had to make a detour through zone 1 due to engineering works on their usual route were entitled to a refund of their extra travel costs, which was provided automatically.

The line reopened on time on 1 June with all rebuilt stations open. Service frequency has increased from three to four trains per hour at peak times on the Gospel Oak–Barking line. Also, at present, six trains are operating per hour in the peak between Stratford and Willesden Junction, and three trains per hour to both Richmond and Clapham Junction. This will increase to eight peak trains an hour between Camden Road and Stratford from May 2011, as well as longer four-car trains on the Richmond to Stratford and Clapham Junction to Willesden Junction lines.

The first week of service operation was disrupted by a problem with an overhead line on the afternoon of Wednesday 2 June, which impacted the Thursday morning service. A further problem occurred at Kentish Town West on Friday evening. An investigation is underway to examine the causes of these problems, and understand if the faults are related. It is, however, clear that these issues were not related to the works that took place during the 14 week closure.

A further two short closures will take place over the Christmas period/ early 2011 for Network Rail to carry out the remaining signalling work. The recent completion is a big step towards bringing passengers a more reliable and frequent service. However, more needs to be done to complete the work at stations, and progress the signalling upgrade. Work will continue at weekends, along with the short closures in late 2010 to commission the new signalling. The project remains on schedule to be completed in 2011, well in time to be a part of the Olympic transport network in 2012.

### **New trains**

£260 million has been invested in commissioning a brand new fleet of air conditioned, electric trains that have been specifically designed to meet the needs of London Overground passengers. Sixteen new trains are now running on the Clapham Junction/Richmond to Stratford lines where the capacity is most needed. The remainder of the fleet will be rolled out across the rest of the network in the coming months. Twenty four-car trains are also now operating on the East London Line route between Dalston Junction and New Cross Gate, Crystal Palace and West Croydon. Passenger reaction to the new trains has been extremely positive.

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

### **Performance**

Since the completion of works on the three-car project, performance of the railway has returned to its previous high standards. At the end of April, DLR rolled out a full three-car service on its busiest Bank-Lewisham route, and customer satisfaction scores are up from 80 to 83 per cent.

### **Three-Car Capacity Enhancement Project**

In July 2010, the last of the 55 new rail carriages will be put into service on the DLR network. This new rolling stock is required to enable a three-car service to operate and to allow further railway expansion. Work is progressing well for three-car operation on the Beckton line, which is due to be completed by spring 2011. This will allow three-car operation over the entire network, in order to meet growing demand.

### **Stratford International Extension**

The extension which was originally scheduled to open in the summer, will now open in autumn 2010. Although this is later than planned, the extension, which is key to the success of the London Olympics transport plans, will still be completed well before the London 2012 Olympic and Paralympic Games.

### **Serco All Saints trial**

DLR's franchise operator, Serco, has been found guilty of a breach of its duty under the Health & Safety at Work Act, 1974. Mr Robert Carter died on 2 April 2007 after being hit by a train at All Saints station, and Serco has now been instructed to pay a fine of £450,000. Changes to procedures have been made by Serco to help prevent these events from recurring in the future.

## **3.3 Tramlink**

### **Ten year anniversary**

Tramlink celebrates its tenth anniversary in 2010. A programme of engagement with passengers, stakeholders and staff will be rolled out over the summer. Customer satisfaction remains high at 86 per cent.

### **Summer works**

Track renewal works will take place in Croydon town centre during school holidays for one week. Work will take place at West Croydon, Church Street and Tamworth Road, with no tram services within the city loop during this work. A full communications programme will be implemented prior to the works.

### **Extra trams**

TfL is currently looking at options to help meet the projected increase in demand on the network, including the acquisition of new trams. Subject to

approval of funding, it is intended that an OJEU notice will be published later this year.

### **3.4 National Skills Academy for Rail Engineering**

On 17 March, Lord Mandelson announced that the National Skills Academy for Rail Engineering (NSARE) bid for Government funding of almost £3 million had been successful. This funding includes a capped contribution of £250,000 for business plan development. The Business Plan will be submitted to the NSARE 'Shadow Board' chaired by Terry Morgan (Chairman, Crossrail Limited) for approval on 7 September. Approval by the Government is anticipated in late October, to enable NSARE to be operational in spring 2011, as planned. The approval date has been agreed with the Skills Funding Agency since the new Government has been formed.

TfL is represented by David Waboso (Director of Line Upgrades, London Underground), with TfL staff participating in all the working groups. The scope of NSARE will include skills forecasting, competence improvement and monitoring, training organisations, trainers and training content accreditation, industry promotion, and business to business services, e.g. linking employers, training providers and training funding opportunities.

### **3.5 Crossrail**

#### **Decision making**

Review Point 3B (RP3B) was successfully concluded at a meeting of the Sponsor Board on 31 March. A Positive Project Review notice was issued to Crossrail Limited (CRL) on 9 April, in accordance with the process set out in the Project Development Agreement.

Since the successful conclusion of RP3B, CRL has focused on implementing its 'RP4 Route Plan', the objective of which is to ensure that the Crossrail programme will have an anticipated final cost that is within the available funding envelope by Review Point 4, which is scheduled for December 2010.

Intermediate checkpoint reviews will be held at the end of June and September to confirm progress towards affordability. In addition, HM Treasury's Major Projects Review Group will meet in July to review the status of the project.

The Finance and Policy Committee on 30 March also confirmed that CRL would be granted delegated authority to approve the award of procurement contracts from 17 May, approved CRL's delivery strategy, and agreed to the continuation of the Programme and Project Delivery Partner contracts.

#### **Central Section Works**

Good progress continues to be made in design development and the procurement of key contracts, with enabling works underway at several sites in



the central section. Invitations to Tender (ITT) were issued on 31 March for the contract for 'Tunnels West'. This package comprises the construction of twin six metre diameter bored tunnels from Royal Oak Portal (west of Paddington Station), through to the new Crossrail Farringdon Station, with a length of drive of approximately 6.2 kilometres. The ITT for the 'Eastern Running Tunnels' was also issued in May. This contract is for the main running tunnels from east London through to Farringdon, and comprises the construction of twin six metre diameter bored tunnels from:

- A portal at Limmo Peninsula, through to the new Crossrail Farringdon station, with a length of drive of approximately 8.3 kilometres.
- A portal at Limmo Peninsula, through to Victoria Dock Portal, with a length of drive of approximately 0.9 kilometres.
- A launch chamber at Stepney Green, through to Pudding Mill Lane Portal, with a length of drive of approximately 2.7 kilometres.

Expressions of interest have been invited for the third and final running tunnel contract, the Thames Tunnel. Tender shortlists were also agreed for the contracts for Station Tunnels West and East, and the ITT for Station Tunnels West was issued on 14 May.

At the end of March, CRL also announced its intention to award contracts for a number of enabling works, including demolition works for Crossrail Bond Street and Tottenham Court Road stations.

### **Paddington Integrated Project**

CRL announced in April the shortlist of bidders invited to tender for the main works of rebuilding the station and taxi facility as part of the Paddington Integrated Project (PIP). Piling has now commenced on the Hammersmith & City line platforms at Paddington station as part of the early stages of the work. PIP, working with Network Rail, LU and TfL will construct a new taxi facility for Paddington station, with a completely rebuilt Hammersmith & City line station that will also benefit from a modern entrance on the canal side, with access to the new taxi facility.

### **Surface Works**

Network Rail and CRL continue to focus on the work required for Network Rail's Key Date 1 submission, which is due by 1 September. Network Rail is required to submit an overall target price for the surface works by this date, and this represents a significant milestone in terms of 'firming-up' cost forecasts in advance of Review Point 4. Network Rail has recently sounded more optimistic about its ability to offer a target price for the surface works which is compliant with the agreed £2.3 billion funding envelope. CRL is carefully monitoring Network Rail's progress towards achieving these requirements, as well as working with Network Rail to ensure that sponsors have a clear understanding of the basis for the target price, e.g. in terms of scope and assumptions concerning risk and inflation.

## **Skills Agenda**

On 18 March, the Learning and Skills Council announced that it will provide up to £5 million in funding for a new tunnelling and underground construction academy, which will be sited in Aldersbrook Sidings in Newham.

On 20 April, CRL co-hosted a meeting with London Councils, targeting local authority Heads of Regeneration and borough contacts, together with Jobcentre Plus and other agencies (including the Skills Funding Agency). The meeting briefed local authority contacts on CRL's skills and employment strategy, including jobs brokerage.

## **Health and Safety**

At the end of March, CRL was awarded a silver achievement award by the Royal Society for the Prevention of Accidents (RoSPA). The RoSPA Safety Awards are a prestigious national award scheme which recognises excellence in work-related health and safety performance.

Lloyds' Register Quality Assurance also recommended certification to both the ISO14001 Environmental Management Standard and the OHSAS18001 Occupational Health & Safety Standard for CRL at the end of March.

## **4 GETTING LONDON MOVING**

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

#### **Congestion Charge consultation**

On 24 May, TfL began a statutory public consultation on a number of proposed changes to the Congestion Charge. The changes include a variation order to remove the Western Extension Zone. If approved, the last day for the Western Extension could be Christmas Eve, with other changes coming into effect on 4 January 2011.

Other proposed changes include a Congestion Charging Auto Pay scheme, to make paying the Congestion Charge easier and more convenient. Auto Pay would ensure that no Penalty Charge Notices would be issued to any registered vehicles, and drivers would no longer be penalised for forgetting to pay the charge. In addition, it is proposed to remove the Alternative Fuel Discount and introduce a Greener Vehicle Discount that would encourage a switch to much cleaner and more CO<sub>2</sub> efficient cars. The Greener Vehicle Discount would provide a 100 per cent discount to cars that emit 100 grams of CO<sub>2</sub> or less per kilometre, and meet the Euro V standard for air quality.

The ten week statutory consultation closes on 2 August, after which a report will be prepared for the Mayor, reflecting the comments received during the

consultation process. The Mayor will then make a decision on whether or not to go ahead with the proposals, with or without modifications.

### **Traffic Signal Timing Reviews**

The traffic signal timing review programme seeks to improve junction and corridor efficiency for traffic to reduce stop-start conditions and long queues of vehicles, thereby also reducing emissions. The programme also seeks to ensure that pedestrians are able to cross roads during the green time provided, and that footways do not become overcrowded.

So far this financial year, 49 signal timing reviews have been completed. This has delivered a 6.6 per cent reduction in stop-start delays for traffic (measured by an increase in the number of occasions when all queued traffic will have cleared during the first green phase). This has been achieved without net disbenefit to pedestrians.

### **Pedestrian Countdown at Signals**

TfL has now received approval from the DfT and the Highways Agency to carry out a trial of pedestrian countdown technology at eight locations in central London. The first trial site at Blackfriars Road is due to go live during the week of 21 June, although the equipment has already been installed and bagged. Once this site is live, further trial sites will be installed and activated during the following six weeks. The trial will last for up to 18 months, and will be evaluated through pedestrian research and assessment of the technology.

### **Traffic Signal Removals Programme**

A total of 145 traffic signals have now been identified as targets for potential removal and replacement by simpler traffic management measures. More detailed discussions are now due to take place between TfL and the boroughs to help determine what is achievable.

### **London Permit Scheme (LoPS)**

Since the introduction of the London Permit Scheme on 11 January, and up to 29 May, TfL has issued 18,018 permits and rejected 2,443. Works undertakers have been given 147 Fixed Penalty Notices, including 46 for working without a permit. In addition, 123 Section 74 charges have been imposed on works undertakers for overrunning works. In the same period, approximately 335 days of disruption have been saved through collaborative working.

### **Northbound Blackwall Tunnel Refurbishment**

Work has commenced on the refurbishment of the northbound Blackwall Tunnel, and progress to date has been according to schedule. Full weekend closures were implemented from 9 pm on Friday evening to 5 am on Monday morning, over the weekend of 4/7 June, and will be implemented on the weekends of 9/12 July, 16/19 July, 10/13 September and 1/4 October.

Public meetings to disseminate this information, and to take questions from the public, were held on 14 May at Canary Wharf and 15 May at The O2. An extensive media campaign to warn drivers of the closures was also undertaken, including advertisements in the Evening Standard and Metro, and extensive traffic information broadcasting. A final press release was also issued at the beginning of June, which generated significant coverage on local TV and radio news programming.

Despite the extensive advance publicity, there was significant congestion on all approaches as a result of the closure. To help reduce congestion, the London Streets Traffic Control Centre implemented Urban Traffic Control contingency plans and ensured maximum publicity via media travel broadcasts. Six additional mobile messaging signs were also sourced and put in place from 8 am on Sunday 6 June to supplement the fixed signs. The Woolwich Ferry terminal car park was also opened on the north side of the river to help ease traffic queues on the approach roads. A number of lessons have been identified for future weekend closures.

## **4.2 London Buses**

### **New Bus for London**

On 17 May, the final design of the New Bus for London, based on the classic Routemaster, was unveiled. The design includes an open platform allowing the reinstatement of a hop-on, hop-off service, but with the option to be closed off. Three doors and two staircases will enable easier and quicker access to and from the upper deck. The bus will use the latest green technology and will be 15 per cent more fuel efficient than existing hybrid buses, and 40 per cent more efficient than conventional diesel double decks, as well as being much quieter on the streets. Wrightbus engineers are working on a static mock up of the bus to be complete later this year, with the first prototype to be delivered by late 2011. The new buses will enter service from early 2012.

## **5 IMPROVING THE URBAN ENVIRONMENT**

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

#### **Electric Vehicles**

The pre-qualification questionnaire (PQQ) response periods for the infrastructure and vehicle procurements have closed, with 13 and 29 responses being received respectively. PQQ evaluations are ongoing, with results expected by late-June.

## **5.2 Improving the urban realm**

### **Low Emission Zone – Deferral of Phase 3**

On 17 May, TfL launched a six week statutory public consultation to defer the inclusion of larger vans and minibuses in the London-wide Low Emission Zone (LEZ) from October 2010 to January 2012. The proposal would require the oldest, most polluting larger vans and minibuses to meet the Euro III standard for particulate matter in order to drive without charge in the Low Emission Zone from 3 January 2012. At present, there are an estimated 70,000 non-compliant vehicles using the Zone each year. Recognising the current economic situation, the proposed date change will provide additional time for owners and operators to ensure their vehicles meet emission standards. In addition, the Mayor has stated his intention to lobby government for a scrappage scheme to support the change-over of vehicles affected by this phase. The consultation will run to 28 June 2010, and following an analysis of the consultation responses, the Mayor will then decide whether or not to confirm the changes, with or without modifications.

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

### **‘Spring into Summer’ weekend**

The ‘Spring into Summer’ weekend, supported by TfL and promoted by Walk London, took place on 22/23 May. There were 50 free led walks on offer, including 23 free led walks in the centre of London as well as 10 ‘Walking towards the Games’ walks, connecting London’s 2012 Games venues.

### **Legible London**

The installation of signs in the three pilot areas (South Bank and Bankside, Covent Garden and Bloomsbury, and Richmond and Twickenham) is now largely complete. An OJEU (Official Journal of the European Union) notice for procurement of base mapping data to enable production of Legible London mapping for all of London has been placed.

## **6 ENCOURAGING MORE CYCLING**

### **Cycling Revolution**

On 13 May, the Mayor released a document that sets out his 10 priorities for a cycle revolution in London. The document sets out how the Mayor and TfL will work towards achieving a cyclised city through the implementation of Cycle Superhighways, Cycle Hire, Biking Boroughs, the Cycle Safety Action Plan, a Cycle Security Action Plan, creation of more cycle parking spaces, behaviour change interventions and general improvements to the network. 16 major stakeholder organisations signed up to the document in support of the Mayor’s vision.

## **Cycle Hire Scheme**

On 28 May, the Mayor announced that Barclays Bank is to sponsor the Cycle Hire scheme. The £25 million sponsorship deal will give Barclays naming rights for Cycle Hire and Cycle Superhighways, and branding on the hire scheme's new bicycles, maintenance support vehicles, uniforms of maintenance staff, and on all marketing and communications materials.

A programme of 45 Barclays Cycle Hire roadshows across central London are now underway. The roadshows will give Londoners all the information they need to sign up to the hire scheme, and provide an opportunity to preview the final bicycles, docking stations and terminals.

On 15 June, the first Barclays Cycle Hire docking station, consisting of 33 docking points, was installed on Southwark Street. This test docking station will be one of five in the Lambeth and Southwark areas. The full docking station installation programme, consisting of around 400 docking stations across the zone one travel area, will commence once all the test site installations are complete. Also on 15 June, a three minute film was posted on TfL's YouTube site. The film will guide people through the process of hiring a bicycle in readiness for go-live on 30 July.

## **Sky Ride**

On 25 May, the Mayor announced that this year's Sky Ride, the mass participation cycling event, will take place on 5 September. In addition, two outer London boroughs will host Sky Ride events - Ealing on 18 July, and Redbridge on 15 August.

The 2009 Sky Ride (which attracted over 65,000 people), was named 'Sport Participation Event of the Year' at the Sport Industry Awards on 13 May. These awards recognise the best the sports industry has to offer in marketing, public relations, sponsorship, new media, publishing, advertising and design.

## **Cycle Superhighways**

Construction is progressing well on both the Cycle Superhighway pilot routes. Civil engineering work is 78 per cent complete on Route 3 (Barking to Tower Gateway), and 74 per cent complete on Route 7 (Merton to City). Application of the blue coloured surfacing is 15 per cent complete on Route 3, and 50 per cent complete on Route 7.

Progress is also being made on 'smarter travel' complementary measures, with over 5,500 additional cycle parking spaces, 26,000 hours of commuter cycle training and 9,000 hours of cycle maintenance sessions on their way. All businesses within 1.5 kilometres of each pilot Superhighway and with more than 50 employees on site are being encouraged to apply for work place grants for cycle facilities, with 317 firm expressions of interest to date.

## **London Cycle Challenge**

The London Cycle Challenge is now underway. The initiative is a web-based challenge that runs every year during June, and is open to Londoners of all ages, with participants needing to get together in teams to log the trips they make during the month. A mile counter clocks up the total miles that challenge participants have logged, and leader boards show how teams made up of friends, families or colleagues are faring against each other to stimulate competition.

## **7 BY THE RIVER**

### **River Branding**

On 17 June, the Mayor's Office announced the new river branding and simplified map that is being rolled out this summer. The titles 'River Bus' and 'River Tours' will replace 'Commuter Services' and 'Leisure Services' respectively, which will resonate more strongly with the target market and avoid confusion for river users. The branding will have synergy with existing river signage, way-finding products such as Legible London, existing fingerposts and London Underground signage. The new map will show all River Bus services in a similar design to other TfL maps. A similar map for River Tours services is currently under development.

The new branding now appears on an illuminated flag at Blackfriars Pier. The new flag aims to improve visibility of the pier and its services. A post-launch workshop is being planned with pier operators and other stakeholders to take this forward on other piers. For TfL piers, the new flags will appear in the autumn as part of business-as-usual replacement. The branding and mapping improvements are being supported by an advertising campaign using posters, radio and press.

### **Woolwich Ferry**

In order to provide more river crossing capacity while night-time closures of the Blackwall tunnel take place, ferry hours were extended for two hours on Mondays to Thursdays with effect from 21 April. One ferry operates until 10 pm, with the last crossing from the south terminal at 9.45 pm, and the last crossing from the north terminal at 10 pm. During weekend closures, the Woolwich Ferry will run extra services, with a one-boat service on Saturdays from 6.10 am, a two-boat service operating between 9 am and 5 pm, and a one boat service from 5 pm to 8 pm. A two-boat service will also run on Sundays between 11.30 am and 7.30 pm.

## **8 IMPROVING THE JOURNEY EXPERIENCE**

### **8.1 Safety and security**

#### **Touting**

Since 1 August 2008, licensed Private Hire Vehicle drivers convicted of taxi touting lose their licence for a minimum of one year. Their fitness to hold a licence will be re-assessed by TfL if, and when, they reapply. The Cab Enforcement Unit made 1,380 arrests for touting between 1 August 2008 and 30 April 2010. To date, this has led to 388 Magistrates' Court convictions involving licensed Private Hire Vehicle (PHV) drivers. Of these, 264 have had their PHV driver's licences revoked, with the remaining still being processed.

#### **Crime levels on London Underground and the Docklands Light Railway**

On 25 May, TfL welcomed the announcement by the British Transport Police (BTP) that crime on the Underground and DLR networks went down by four per cent in 2009/10. The most notable statistics show that:

- Violent crime has been cut by nearly eight per cent.
- Public disorder offences are down by around 23 per cent.
- Vandalism has reduced by 17 per cent.
- Drug-related offences have seen a reduction of nearly 22 per cent.
- Pick-pocketing has seen an 11 per cent rise.

Following the increase in theft of passenger property, TfL has worked with the BTP on dedicated operations to tackle these offences, and pickpocket figures are already starting to see a significant reduction.

#### **Earn Your Travel Back**

From 1 August 2009, the Earn Your Travel Back (EYTB) scheme has been in place to allow under-18s who have had their free bus travel withdrawn for non-criminal breaches of the behaviour code to earn it back through voluntary work.

Since August 2009, and up to the end of April 2010, TfL had extended invitations to participate to 2,670 young people who have had their travel concession withdrawn as a result of a breach of the behaviour code. To date, over 60 events have been organised by the volunteer consortium, resulting in 571 young people earning back their free travel concession. Fifty eight individuals were unsuccessful due to either poor punctuality or failing to attend a booked event, and three participants failed as a result of poor behaviour at the event.

#### **Cycle Security Action Plan**

The draft Cycle Security Action Plan was published for consultation on 7 June. The Plan was prepared after a detailed analysis of cycle theft data, a review of innovative practice across the country, and engagement with key organisations and groups. It details the actions required to tackle cycle theft and criminal



damage in London. The consultation period closes on 3 August, and the final plan will be launched later in 2010.

The plan is divided into five key themes, reflecting the best practice that TfL and its policing partners use to address crime and community safety concerns:

- Enforcement of the law against those who steal or damage bikes and sell stolen cycles, including the detection, apprehension and prosecution of offenders.
- Education of cyclists and potential cyclists on security awareness to improve their responsibility, preventative practice and behaviour, using media and social marketing.
- Environmental measures, such as the design and location of cycle stands and designated cycle parking, CCTV and lighting to help prevent theft and deter criminal behaviour.
- Engagement with retailers, manufacturers, police officers, local authorities, cycling groups, cyclists and other partners to ensure greater priority for reducing the risk of bike theft and criminal damage to cycles.
- Evaluation of the impact of measures set out in the Cycle Security Action Plan, alongside improved monitoring of the nature and extent of the problem and the value (including key organisations and groups) of addressing it.

The new TfL-funded Cycle Security Task Force in the Metropolitan Police Service's Safer Transport Command was also launched on 6 June, as a key outcome from the plan. The team has been established to investigate and tackle organised cycle theft, and to disrupt the market and trade in stolen second-hand bikes and parts.

### **Street Safe Live**

During the week commencing 17 May, hundreds of London's Junior Road Safety Officers (JRSOs) took part in a four-day event held at the London Transport Museum. This event serves the dual purpose of reinforcing road safety advice for the JRSOs to take back and share with their classmates, as well as thanking them for their efforts in promoting road safety in their schools throughout the year.

## **8.2 Improving customer information**

Following the publication of the Travel in London 2 Report on 18 March, detailed data from the first three years of the London Travel Demand Survey was published on the public TfL website on 26 March. This data can be accessed on the TfL website, and enables users to run statistical analysis.

## **9 EFFICIENT AND EFFECTIVE DELIVERY**

### **9.1 Planning and Strategy**

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

TfL has led the development of the Mayor's Transport Strategy (MTS) over the past two years, and the document was published on 10 May, setting out the Mayor's vision for transport in London to 2031. The MTS is the principal policy tool through which the Mayor and TfL exercise their responsibilities for the planning, management and development of transport in London, to support its population and employment growth over the next two decades. It has been subject to two phases of statutory consultation, first with the London Assembly and GLA Functional Bodies (May–July 2009), and then with the public and stakeholder groups (October 2009–January 2010). The responses to the consultations informed the development of the Strategy (more than 5,500 responses were received from the public and 151 from stakeholder groups). The MTS has been developed alongside the emerging London Plan and the Mayor's Economic Development Strategy.

#### **Heathrow and Stansted Airports**

The new Government is abandoning support for additional runways at Heathrow, Stansted and Gatwick. TfL had previously provided evidence to the judicial review in relation to the legality of the previous Government's decision to provide policy support for a third runway and sixth terminal at Heathrow. TfL had also completed work ahead of a proposed public inquiry into a second runway at Stansted.

#### **London Plan Examination in Public**

TfL is a participant in the replacement London Plan Examination in Public (EiP) which will take place between 28 June and the end of October. The matters for discussion at the EiP have been finalised, and TfL has been asked to participate in 36 of the 53 matters being discussed. TfL has submitted written statements to the Panel Inspector for matters that will be considered in the first session of the EiP, ahead of the summer recess.

#### **High Speed 2**

Lord Mawhinney has invited the Mayor and TfL to provide evidence in his review of high-speed rail access to Heathrow. The review will assess various options that have been put forward for a high speed station at, or near Heathrow, and provide advice to the Secretary of State as to whether, and when, such a station might be needed. TfL is one of the few interested parties that has been invited to provide both written and oral evidence to Lord Mawhinney.

## **9.2 Working with the Boroughs**

### **Local Implementation Plans**

Guidance on developing Local Implementation Plans (LIPs) was published alongside the Mayor's Transport Strategy on 10 May. This guidance sets out the requirements and available support for boroughs producing their second Local Implementation Plans. It also provides the framework for the required Annual Spending submission, and will be the starting point for boroughs determining their proposed programmes of work. Details of LIP funding from 2011/12 to 2013/14 have also been provided.

## **9.3 Working more efficiently**

### **10:10 Carbon Emissions Reduction Campaign**

Ten of the largest stations on the Tube network have joined the 10:10 campaign to reduce energy use and cut carbon emissions. The Tube stations participating in the 10:10 initiative are Bank, Charing Cross, Earl's Court, Green Park, Holborn, Hyde Park Corner, Knightsbridge, Liverpool Street, Moorgate and Victoria. These stations will all receive detailed energy efficiency plans to help achieve the 10 per cent target.

Over the next 12 months, these stations will work to be even more environmentally friendly by implementing a range of energy saving initiatives, including switching off escalators during off-peak hours and turning off unnecessary lighting during daylight and engineering hours. These carbon cutting measures should help save an estimated £70,000 and over 500 tonnes of CO<sub>2</sub> per year. Earlier this year, TfL also announced that all its head office buildings would participate in the 10:10 campaign. The signing up of head office buildings and major Tube stations to the 10:10 commitment is part of the raft of measures to cut carbon emissions and further improve TfL's impact on the environment.

## **9.4 Safeguarding TfL finances**

### **Savings exercise**

The Business Plan sets out total net savings of £5.2bn to be delivered in the period up to 2017/18. Net savings of £265 million were achieved last year. In gross terms, and when LU capital efficiencies are included, savings in 2009/10 totalled £306 million, and were £54 million in excess of target. The savings target in the current financial year, 2010/11, is in excess of £500 million.

TfL's work on identifying and delivering savings and efficiencies to date is extremely important in the context of the forthcoming Government Spending Review as, unlike many other parts of the public sector, TfL has already been engaged, over the past two years in such an exercise. Having already undertaken such a major savings and efficiencies exercise, the Mayor and TfL

will be strongly making the case throughout the summer for continued investment in London's transport network, so vital to the London, and therefore the UK economy, and for preservation of the financial settlement from Government in its entirety. There continues to be huge political and business support for this outcome. The Secretary of State has now confirmed a grant reduction of £108 million for TfL for 2010/11.

### **Sale of lease agreement at the Shard**

TfL has sold its lease agreement for nearly 200,000 sq ft of office accommodation in the Shard at London Bridge to London Bridge Quarter (LBQ), a joint venture between the State of Qatar and Sellar Property Group. The precise terms of the deal are commercially confidential, but it will contribute a multi-million pound sum to the efficiency savings programme.

Rationalisation of accommodation into hubs outside central London, bringing together staff previously based across a large number of more expensive and older properties, is expected to contribute savings of £160 million to TfL's efficiency programme. The decision not to move to the Shard, together with other operational property savings, ensures TfL is on track to reach the £160 million target.

As a result of the deal, TfL will continue to occupy its current portfolio of head office buildings. However, the market will be continually reviewed as part of the long-term accommodation consolidation strategy in order to deliver best value for money in the future.

### **TfL's Credit Ratings**

TfL's credit ratings were affirmed at the end of March by Standard and Poor's as AA (stable) for the long term, and A-1+ (which is the top rating) for the short term. This follows the annual update meetings with senior management in December 2009. Fitch Ratings also published its annual update in early March reaffirming TfL's rating as AA. Moody's published their report in June, reaffirming TfL's current rating of Aa1 (one 'notch' above Standard and Poor's and Fitch).

TfL's major strengths for the ratings were the continued positive relationship with the UK government, its role as the dominant transport provider in London (with strategic importance for the UK economy), its record of meeting operational and investment goals, and keeping to the financial projections laid out in the published business plan. Concerns regarded the risks and uncertainties associated with TfL's capital programme, particularly the complexities of Crossrail (though TfL's Crossrail liabilities are capped). Notably, Standard and Poor's reaffirmed TfL's rating in mid-May and Moody's published their ratings in June, both taking place after the announcement of the acquisition of Tube Lines.

## **Cubic Contract for Ticketing In Australia**

On 7 May, Cubic Transportation Systems, the developers of Oyster technology and suppliers of ticketing services to TfL, signed a contract with the Public Transport Ticketing Corporation in New South Wales, Australia for a range of ticketing services, including the development of a smartcard system for Sydney. Cubic proposes to build the systems using Oyster technology. Since TfL owns the intellectual property on some of this technology and rights to revenue from the sale of others, Cubic will be making royalty payments of approximately £2 million to TfL under existing contractual agreements.

## **Collaboration in Procurement**

TfL has been working to ensure better collaboration with boroughs, as well as other GLA and public sector bodies in procuring goods and services. To this end, TfL has made framework contracts available for use by other functional bodies and boroughs. For example, those for information management and professional services. TfL has also played a lead role in the 'Doing More Together' programme, which set out to procure collaboratively with the other GLA functional bodies, saving in excess of £2 million through combined purchases of IT consumables, mobile telephony, stationery etc. The programme has since evolved into Shared Services, which is seeking to make further cost efficiencies by implementing combined back office service functions across the GLA functional bodies (and will also be explored with boroughs). Borough collaboration occurs in a number of ways, for example TfL's large engineering and project management framework contract is available for use by the boroughs, and TfL has delivered training sessions to help enable the use of this contract.

Where appropriate, TfL also tries to use established frameworks, for example frameworks from the Office of Government Commerce (OGC) for contracts for photocopiers and fax machines, standard hardware, as well as HMRC frameworks for stationery etc. TfL has been collaborating with the OGC to establish an intranet enabled database, accessible to both the boroughs and other public sector organisations for benchmarking purposes. Fair payment for suppliers is another pan-public sector initiative led by the OGC that TfL is contributing to, through Crossrail. This initiative gives public sector organisations the visibility of payments by tier one contractors to their sub-contractors, and is intended to support the principles of fair payment, in addition to other mutual benefits. Organisations will know if payments to sub-contractors are unduly delayed, and will be able to intervene accordingly.

TfL has recently joined the Olympic Cross Programme Procurement Group (chaired by the Home Office), which aims to ensure that members have a top level market view, learn from each others' experiences and do not bid against each other for limited resources or products. The group is attended by the Metropolitan Police Services, LOCOG, the ODA and the five Olympic host Boroughs. Going forward, TfL will continue to pursue further collaboration in procurement through these, and other measures.

## 10 OPERATIONAL EVENTS

### **A406 Gunnersbury Avenue**

Thames Water discovered a leak on its water main under the northbound section of Gunnersbury Avenue, between Chiswick Roundabout and Pope's Lane on 27 April. This required a full closure of this section of road, though southbound traffic was unaffected. It was originally anticipated that the works would take approximately 10 days. The closure commenced at 8 pm on 30 April and, through a combination of 24-hour working and the extended opening of asphalt and concrete mixing plants, the repairs were completed and the road re-opened at 5 am on 4 May.

### **Rotherhithe Tunnel Fire**

Rotherhithe Tunnel was closed at 6.30 am on 16 May, due to a vehicle fire near the southbound exit portal. There were no reported injuries and no trapped vehicles. TfL's on-call structural engineer inspected the tunnel for major structural damage, found none and determined that resurfacing works were not required. However, 18 square metres of tiling were affected by the fire and these were repaired through temporary measures.



During the closure, alternative routes were signed for traffic, and planned routine maintenance works at Blackwall Tunnel and TfL streetworks on Jamaica Road were withdrawn to clear the diversion route. The tunnel reopened in both directions at 2.25 pm on the same day. The full replacement of the tiling as well as the replacement of 50 metres of sign cable that are not essential for tunnel operations will be undertaken during routine closures.

## **11 OTHERS**

### **Coroner's Inquest into the London Bombings of 7 July 2005**

The Rt Hon Lady Justice Hallett DBE has been appointed as an Assistant Deputy Coroner with jurisdiction over the 56 inquests that arise from the bombings on the London Transport network on 7 July 2005. A pre-inquest review took place on 25 February to consider preliminary issues, with a view to resuming the inquests, and to consider requests from individuals and organisations to be interested persons.

Dame Heather has now published her decision to resume the inquests into the deaths of the 52 victims, but has adjourned any decisions about the inquests into the deaths of the four bombers. She has designated TfL and Tube Lines as interested persons, along with the police forces involved and other emergency responders. The representatives of the deceased are for the most part automatically designated, but she declined to designate the survivors. She will sit alone without a jury.

The scope of the inquest will cover the circumstances of the deaths, including the immediate aftermath, access to the bomb sites, closure of the transport system, communications between emergency services, and the adequacy of intelligence information. TfL will continue to support the completion of the inquest process, and provide support to employees who may be called to give evidence at the full hearing, which is due to start in October, and finish by the end of the year.

### **Risk Management**

The Corporate Governance and Risk Management team recently won an award for the Best Risk Management Approach in the Public Sector at the 2010 European Risk Management Awards organised by StrategicRISK magazine. One of the reasons highlighted by the judges as to why TfL was selected as winner was the approach to ensuring that effective risk management is an integral part of the overall corporate governance arrangements.

Peter Hendy  
Commissioner  
Transport for London  
June 2010

## Appendix 1 – TfL Progress on Mayoral Priorities

Mayoral Commitment	Recent activity	Future milestones
<p><b>Introduce a Cycle Hire scheme</b> A cycle-hire scheme covering Zone One with ~6,000 bikes to be launched in summer 2010</p>	<ul style="list-style-type: none"> <li>• Planning permission for over 400 docking stations has been secured, and Barclays Bank has signed up to sponsor the scheme</li> <li>• The £25 million sponsorship deal will give Barclays naming rights for Cycle Hire and Cycle Superhighways, and branding on the scheme's new bicycles, maintenance support vehicles, uniforms of maintenance staff, and on all marketing and communications materials</li> <li>• A programme of 45 Cycle Hire roadshows across central London has also been launched</li> </ul>	<ul style="list-style-type: none"> <li>• Scheme to be launched on 30 July 2010</li> </ul>
<p><b>Introduce Cycle Superhighways</b> 12 easily accessible, direct routes feeding into central London complemented by cycle training, maintenance and parking</p>	<ul style="list-style-type: none"> <li>• Construction is progressing well on pilot routes</li> <li>• Civil engineering work is 50 per cent complete on the Barking to Tower Gateway route, and 62 per cent complete on the Merton to City route</li> <li>• Progress is also being made on 'smarter travel' complementary measures with over 5,500 additional cycle parking spaces, 26,000 hours of commuter cycle training and 9,000 hours of cycle maintenance sessions on their way</li> <li>• 317 firm expressions of interest have been received for work place grants for cycle facilities from businesses near the Superhighways</li> </ul>	<ul style="list-style-type: none"> <li>• Two pilots to be delivered by summer 2010</li> <li>• A rolling programme of routes to be delivered up to 2015</li> </ul>



<b>Mayoral Commitment</b>	<b>Recent activity</b>	<b>Future milestones</b>
<p><b>Remove pedestrian guardrail</b> 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"> <li>• The 2009/10 programme for the removal of pedestrian guardrail is continuing, with 57.1 kilometres removed to date</li> <li>• A further 4.5 kilometres are currently approved for removal</li> </ul>	<ul style="list-style-type: none"> <li>• The removal of 60 kilometres of guardrail from the Transport for London Road Network will be completed by the end of June</li> </ul>
<p><b>Support and implement innovative urban realm projects</b> 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"> <li>• The Mayor's Manifesto for Public Spaces was launched on 16 November 2009, and included three documents which TfL has been involved in developing – London's Great Outdoors, Better Streets, and Better Green and Water Spaces</li> <li>• The total value of the investment identified in these plans is in excess of £225 million, of which TfL is contributing over £80 million, mainly through Local Implementation Plan (LIP) funding</li> <li>• TfL is also providing £11.5 million funding for Major Schemes to transform the face of London by 2012, through LIPs</li> <li>• In the meantime, TfL has delivered a number of major urban realm projects e.g. Oxford Circus makeover (delivered October 2009), Woolwich Town Centre facelift (delivered March 2010) etc. and has contributed £13.3 million to the Exhibition Road project</li> </ul>	<ul style="list-style-type: none"> <li>• A12 Gants Hill Town Centre to be delivered by 2010</li> <li>• Exhibition Road scheme to be delivered by 2012</li> <li>• Other major schemes to be delivered across London through 2010-2012</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
<p><b>Introduce a new Bus for London</b> A new iconic Bus for London on the streets by 2012</p>	<ul style="list-style-type: none"> <li>• The final design of the New Bus for London, based on the classic Routemaster, was unveiled on 17 May</li> <li>• Design includes an open platform allowing a hop-on, hop-off service, but with the option to be closed off at quiet times</li> <li>• The bus will also use the latest green technology, will be 15 per cent more fuel efficient than existing hybrid buses, and 40 per cent more efficient than conventional diesel double decks, as well as being much quieter on the streets</li> <li>• Wrightbus engineers are working on a static mock-up of the bus to be completed later this year</li> </ul>	<ul style="list-style-type: none"> <li>• First prototype to be delivered by late 2011</li> <li>• New buses to enter service in 2012</li> </ul>
<p><b>Encourage the uptake of electric vehicles (EVs) in London</b> Encourage uptake, with the aim of making London the electric vehicle capital of Europe</p>	<ul style="list-style-type: none"> <li>• Work has been underway on two procurement exercises that will deliver charging infrastructure across London and electric vehicles for the GLA family</li> <li>• The pre-qualification questionnaire (PQQ) response periods for both the procurement exercises have now closed, with 13 and 29 responses being received respectively. PQQ evaluations are ongoing, with results expected by late-June</li> </ul>	<ul style="list-style-type: none"> <li>• 25,000 charging points to be installed across London, and 1,000 GLA fleet vehicles to be electric by 2015</li> <li>• 100,000 vehicles (five per cent of London fleet) to be electric “as soon as possible”</li> </ul>

<b>Mayoral Commitment</b>	<b>Recent activity</b>	<b>Future milestones</b>
<p><b>Deliver Crossrail</b> 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"> <li>• Review Point 3B was successfully concluded at a meeting of the Sponsor Board, and a Positive Project Review Notice was issued to Crossrail Limited (CRL) on 9 April</li> <li>• Invitations to Tender have been issued for the contracts for the western and eastern tunnels, and expressions of interest have been invited for the third and final running tunnel contract, the Thames Tunnel</li> <li>• At the end of March, CRL also announced its intention to award contracts for a number of enabling works, including demolition works for Crossrail Bond Street and Tottenham Court Road stations</li> </ul>	<ul style="list-style-type: none"> <li>• Services to be launched in late 2017</li> </ul>
<p><b>Deliver tube upgrades</b> Ensuring tube upgrades remain funded and continue to be delivered on time and on budget</p>	<p><b>Victoria Line:</b></p> <ul style="list-style-type: none"> <li>• Victoria line upgrade remains on target, and on budget</li> <li>• By the end of May, seven production trains had been delivered to Northumberland Park Depot, and all are available for service</li> <li>• In mid-May, the line control was transferred from Cobourg Street to Osborne House, the new Service Control Centre, for the first time in traffic hours. The new Service Control Centre is expected to assume full control later in the summer</li> </ul>	<ul style="list-style-type: none"> <li>• Victoria line upgrade to be completed by 2013</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
	<p><b>Jubilee Line:</b></p> <ul style="list-style-type: none"> <li>• Tube Lines undertook final system testing in the section between Stratford and Waterloo, and handed the area over to LU for trial operations, which revealed a high incidence of software and hardware faults</li> <li>• As the system has proved unreliable, the introduction of a weekend Transmission Based Train Control (TBTC) service on this section has been deferred until July, subject to seeing improved performance in the closure planned for 3/4 July</li> <li>• Much work also remains to be done to deliver the TBTC system in the Dollis Hill to Stanmore section at the northern end of the line, with little prospect of this being achieved before the end of August</li> </ul>	<ul style="list-style-type: none"> <li>• Jubilee line upgrade likely to be delivered by October 2010</li> </ul>
	<p><b>Northern Line:</b></p> <ul style="list-style-type: none"> <li>• While the Northern line upgrade is currently behind schedule, Tube Lines has been making good progress during the Kennington-Morden closures.</li> <li>• These will continue through the summer, with weekday (Monday-Thursday) early closures starting in July</li> <li>• LU will also urgently review Tube Lines' delivery methodology to develop a much less disruptive programme that also ensures that the line operates reliably during the Olympics in 2012</li> </ul>	<ul style="list-style-type: none"> <li>• Northern line upgrade to be delivered in 2012</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
	<p><b>Piccadilly Line:</b></p> <ul style="list-style-type: none"> <li>Following the agreement reached to buy Tube Lines, TfL will be reviewing the programme to minimise disruption, and take into account the opportunities for synergies with the rest of the LU upgrade programme</li> </ul> <p><b>Sub-surface Railway (SSR) lines:</b></p> <ul style="list-style-type: none"> <li>The programme remains on track to achieve the target date of summer 2010 for the introduction of the S-Stock into passenger service at the north end of the Metropolitan line</li> <li>The second pre-production train arrived in London on 6 May as planned, and has joined the testing programme</li> <li>In April, LU awarded a contract to EDF Energy for the second stage of the Sub Surface Railway power upgrade</li> </ul>	<ul style="list-style-type: none"> <li>Delivery dates to be reviewed in light of the recent takeover of Tube Lines, to ensure synergies with the rest of the upgrade programme</li> <li>New trains enter service on the Metropolitan line in 2010, the Circle and Hammersmith &amp; City Lines in 2012 and the District Line in 2013</li> </ul>
<p><b>Remove bendy buses</b> Removing bendy buses cost-effectively from London streets</p>	<ul style="list-style-type: none"> <li>On 14 November, articulated buses on route 38 were replaced with double deck buses</li> </ul>	<ul style="list-style-type: none"> <li>Routes 18 and 149 will be converted by the end of 2010</li> <li>The remaining routes: 12, 25, 29, 73, 207, 436 and 453 will be converted by the end of 2011</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
<p><b>Launch integration between Overground and Underground</b> Extend Oyster Pay as You Go (PAYG) to national rail stations within Greater London so lowest fares always available, Oyster fitted on all London-based rail services and ongoing updates to maps to reflect the network</p>	<ul style="list-style-type: none"> <li>Oyster PAYG was successfully extended to all national rail stations in London, as well as on four C2C stations in Essex on 2 January</li> <li>A new map showing the reach of Oyster PAYG across London has been released</li> </ul>	<ul style="list-style-type: none"> <li>TfL will continue to work closely with the Train Operating Companies to monitor and resolve any issues</li> </ul>
<p><b>Publish a vision for London's transport ambitions</b> A comprehensive vision for London's transport network, including major projects and better use of existing assets, integrated with the workings of the GLA and consistent with the London Plan</p>	<ul style="list-style-type: none"> <li>The MTS was published on 10 May, setting out the Mayor's vision for transport in London to 2031</li> <li>It has been subject to two phases of statutory consultation, first with the London Assembly and GLA Functional Bodies (May–July 2009), and then with the public and stakeholder groups (October 2009–January 2010)</li> <li>The MTS is the principal policy tool through which the Mayor and TfL exercise their responsibilities for the planning, management and development of transport in London, to support its population and employment growth over the next two decades</li> </ul>	
<p><b>Explore a new crossing in the Thames Gateway</b> Investigate the feasibility of a new crossing in the Thames Gateway</p>	<ul style="list-style-type: none"> <li>TfL updated the Mayor on progress made in developing short, medium and long term options for river crossings</li> <li>Initial assessments of engineering issues, costs and benefits for the potential Silvertown link have been completed, and further detailed investigation is now underway</li> <li>Other workstreams in progress include an upgrade</li> </ul>	<ul style="list-style-type: none"> <li>Detailed investigation of identified options to be undertaken</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
	<p>of the Woolwich Ferry, Blackwall Tunnel contingency measures, and further work on the potential for other crossings for pedestrians and cyclists, including passenger ferries</p>	
<p><b>Introduce a new permitting system</b> A common permit scheme for London, enabling TfL and the boroughs to coordinate and plan works better, as well as impose proper controls on the execution of works, to reduce their impact on the travelling public</p>	<ul style="list-style-type: none"> <li>• The London Permit Scheme was launched by TfL and 16 London boroughs on 11 January</li> <li>• Since the introduction of the scheme, and up to 29 May, TfL has issued 18,018 permits and rejected 2,443. Works undertakers have been given 147 Fixed Penalty Notices, including 46 for working without a permit. In addition, 123 Section 74 charges have been imposed on works undertakers for overrunning works. In the same period, approximately 335 days of disruption have been saved through collaborative working</li> </ul>	<ul style="list-style-type: none"> <li>• TfL is in discussions with a number of other boroughs, who are also keen to introduce a roadworks permitting scheme on their roads. TfL is working to encourage the majority of London's boroughs to implement a permit scheme by the end of 2010</li> </ul>
<p><b>Deliver better river services</b> Setting up a River Concordat group to consider how to make better use of the river including an enhanced service on the river that can transport people to Olympic sites and provide a unique London experience</p>	<ul style="list-style-type: none"> <li>• On 23 November 2009, Thames Clipper river services began accepting Oyster PAYG</li> <li>• TfL is now exploring the roll-out of Oyster PAYG to other operators on the River Thames</li> <li>• On 17 June, the Mayor's Office announced the new river branding and simplified map that is being rolled out this summer, with the titles 'River Bus' and 'River Tours' to replace 'Commuter Services' and 'Leisure Services' respectively</li> <li>• The branding will have synergy with existing river signage, way-finding products such as Legible London, existing fingerposts and London Underground signage, and a new map showing all</li> </ul>	<ul style="list-style-type: none"> <li>• Enhanced passenger services to be delivered on the river</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
	<p>River Bus services in a similar design to other TfL maps</p>	
<p><b>Smoothing traffic flow</b> Smoothing traffic flow through the review of traffic signals, permitting of roadworks, trial (and possible implementation) of pedestrian countdown at traffic signals, and encouraging shift to more sustainable modes</p>	<ul style="list-style-type: none"> <li>• Review underway of signal timings, planned schemes, incident management and enforcement</li> <li>• So far this financial year, 49 signal timing reviews have been completed</li> <li>• This has delivered a 6.6 per cent reduction in stop start delays for traffic (measured by an increase in the number of occasions when all queued traffic will have cleared during the first green phase), and has been achieved without net disbenefit to pedestrians</li> <li>• A total of 145 traffic signals have now been identified as targets for potential removal and replacement by alternative traffic management measures. More detailed discussions are now due to take place between TfL and the boroughs to help determine a programme of signal removal</li> </ul>	<ul style="list-style-type: none"> <li>• Enable 200 SCOOT (responsive traffic light) sites by March 2011</li> <li>• 1,000 traffic signals to be reviewed by the end of the year</li> </ul>
<p><b>Earn your Travel back</b> Taking away the right to travel from young people who abuse it and allowing them to earn it back through community service</p>	<ul style="list-style-type: none"> <li>• The scheme was launched in August 2009</li> <li>• Up to the end of April 2010, TfL had extended invitations to participate to 2,670 young people who had their travel concession withdrawn as a result of a breach of the behaviour code</li> <li>• To date, over 60 events have been organised by the volunteer consortium, resulting in 571 young people earning back their free travel concession</li> </ul>	<ul style="list-style-type: none"> <li>• TfL will continue to monitor rates of take-up and reinstatement of concessions</li> </ul>



Mayoral Commitment	Recent activity	Future milestones
<p><b>Deliver affordable fares for Londoners</b> Affordable fares for Londoners who are most likely to find the cost of public transport too expensive</p>	<ul style="list-style-type: none"> <li>• Free travel for London war veterans was introduced from November 2008</li> <li>• Extension of Freedom Pass to cover travel 24 hours a day from January 2009</li> <li>• New weekday daytime off-peak (9.30 am–4 pm) reduced fare on the Tube from January 2009</li> <li>• Half price travel on buses and trams for Income Support claimants introduced from January 2009</li> <li>• Introduction of half price bus and tram travel for Londoners in receipt of Jobseeker’s Allowance or Employment and Support Allowance from April 2009</li> </ul>	
<p><b>Other key Mayoral Priorities that have been substantively delivered include action on safety</b> 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"> <li>• 440 extra PCSOs for Safer Transport Teams – rollout was completed on 15 June 2009 and all 32 teams are now operational</li> <li>• 50 additional BTP officers – rollout was completed in May 2009 on the suburban rail network – this provides coverage at over 100 of the worst stations and routes in terms of crime in outer London boroughs</li> <li>• Crackdown on illegal touting, including introduction of 34 extra enforcement officers</li> <li>• Ban on alcohol on public transport was introduced in June 2008</li> </ul>	