

**TRANSPORT FOR LONDON
BOARD**

SUBJECT: COMMISSIONER'S REPORT

DATE: 10 DECEMBER 2009

INTRODUCTION

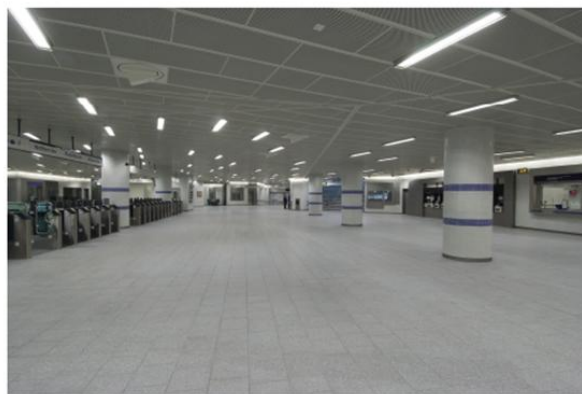
This report provides an overview of major issues and developments since the Board meeting on 21 October 2009. This report does not include the "Mayoral Priorities" appendix, which is provided on a quarterly basis. The appendix will be included in the Commissioner's report to the Board in February 2010.

1 IMPROVING THE UNDERGROUND

1.1 London Underground (LU)

Opening of King's Cross Northern Ticket Hall

London Underground



**New north ticket hall,
at King's Cross St. Pancras,
delivered by
London Underground
on time and on budget.**

The new northern ticket hall at King's Cross St. Pancras underground station was opened on 27 November by the Mayor and the Minister for London, Tessa Jowell. A stakeholder event held on the same day allowed more than 150 invited guests to preview the new ticket hall, ahead of its first day of customer service on 29 November.

The new ticket hall, which was funded by the Department for Transport (DfT) with a contribution from the European Union, is a key project in the regeneration of King's Cross as a transport hub. It doubles the size of the existing underground station, and provides new access routes to the Northern, Piccadilly and Victoria lines. It will significantly reduce congestion at the station, particularly once full domestic high speed rail services start operating from St. Pancras International in mid-December.

From 29 November, step-free access is also made available to the Victoria and Piccadilly lines (in addition to the Metropolitan/ Circle/ Hammersmith & City platforms), with the Northern line due to follow as planned in mid-2010.

Jubilee Line Upgrade

Tube Lines' (TLL) revised plan to deliver the first section of the upgrade by the end of December, and the remainder of the line in April 2010, has slipped again, despite TLL being granted additional short notice closures. TLL is now working to produce a further recovery plan that reflects current progress and takes account of Thales' software development schedule and likely closure availability on the line in 2010. It is intended that a programme that both parties can support will be agreed by early December, though it is unlikely that TLL will be able to deliver the first section of the upgrade before Easter 2010.

Limited trial operations of the Transmission Based Train Control (TBTC) system took place for a few hours over the weekend of 3/4 October between Canary Wharf and Waterloo. The TBTC system dynamically tracks train speed and locations, and can drive the train automatically under signalled conditions to the next station. Trains can also be driven manually with train operators using a train operator display on the train's dashboard, rather than visual signalling alongside the track. This is the first time that the new system has been used in trial operations, albeit over a limited section for a short period.

Periodic Review

Restated Terms were issued to TLL in December 2008, and TLL provided its response with the price for the second review period in June. LU engaged with TLL over the summer and reached a number of scope agreements, but could not reach agreement over TLL's costs, which LU considers to be inflated and out of line with the Arbiter's guidance last year.

LU made a reference on 23 September to the Arbiter who will provide his draft determination on price around 17 December. LU and TLL made final representations to the Arbiter on 17 November.

Victoria Line Upgrade

The first new Victoria line train entered passenger service on 21 July. It was initially limited to late night operations on specific days, to enable the system reliability to be developed. Following the successful completion of this 'soft start', the new train is now running earlier in the evening, and is operating two round trips each weekday evening between Walthamstow and Brixton, and from 14 November, the train has been operating for 12 hours at weekends.

The first production train is due to be delivered to London in December, and will enter passenger service in January 2010 after completing testing. Thereafter, two trains will enter service in each period, until all 47 trains are delivered.

On 27 October, control of the Victoria line from the new control room at Osbourne House was trialled for the first time.

Sub Surface Railway (SSR) Upgrade

Following delivery to Neasden depot in October, the first pre-production S Stock train has now commenced its second phase of testing on sections of the line during engineering hours. On 10 November, the test train ran successfully from Neasden depot to Rickmansworth and back again, under controlled conditions for the first time. This is a major step forward for the SSR upgrade project, which will deliver the first air-conditioned trains into passenger service in summer 2010.

Work continues on plan to complete all signalling immunisation works on the north end of the Metropolitan line for the introduction of the S Stock train. This involves replacement of the existing track circuits with a type that is immune to the competing harmonics generated by the new trains, which would otherwise interfere with operations.

New Sub-Surface timetable, including Circle line changes

The revised Circle line service is being introduced on 13 December. The principal change is a revision to the service pattern, whereby the Circle line trains will start at Hammersmith (Hammersmith & City Line) station, join the current Circle at Edgware Road station, make a single loop terminating at Edgware Road, and then return in the opposite direction. Pilot operations of the new timetable over two weekends in June and July proved successful, and lessons learned were incorporated into a final pilot, which took place over the weekend of 24/25 October.

The change will improve reliability of the service, since there will be scheduled recovery time at each end of the line and easier access to Hammersmith depot for any necessary ad-hoc maintenance. There will be an improved service on the Hammersmith & City line from Edgware Road to Hammersmith, almost doubling the frequency on that route, and there will be changes to the scheduled run times to reflect better actual timings. There will also be more peak City trains on both the Metropolitan line and the Wimbledon branch of the District line.

2 EXPANDING THE OVERGROUND

2.1 London Overground

New trains

There are now eight new electric trains in passenger service on the London Overground network. The trains are running on the North London Line during peak and off-peak hours, and on the West London Line during peak hours. Initial feedback from passengers and stakeholders has been largely positive.

East London Line Extension phase one

Three new four-carriage East London Line trains were delivered to New Cross Gate depot in October. Test-running of the new trains is taking place on the section between New Cross Gate depot and Dalston Junction station.

Additional services

Extra Saturday services are being operated on the Clapham Junction to Willesden Junction section of the Overground network, to provide improved access to Westfield shopping centre during the pre-Christmas shopping season. There will be an extra London Overground train every hour (i.e. three instead of two) on 28 November, 5 December, 12 December and 19 December between 11am and 7pm. These services will be in addition to the one train per hour operated by Southern Railway.

On these dates, a normal service will also operate on the Stratford to Willesden Junction section of the network. Previously, engineering works have caused weekend suspensions on this route.

East London Line Extension phase two

The process to appoint a contractor for the detailed design of the new 1.3 kilometre rail link between the existing South London Line and Surrey Quays is expected to commence shortly. The OJEU notice is expected to be issued in February 2010, with construction work likely to start in the final quarter of 2010.

The joint TfL/London TravelWatch South London Line study is progressing well. Feedback from stakeholders on the potential service options and the scoring criteria has been reviewed, and incorporated where possible. Due to the large number of requests to consider links to London Bridge, TfL has been liaising with the DfT and Network Rail to explore feasibility. A meeting was held on 24 November to update stakeholders on the outcome of this work and the short-listing process. TfL is now assessing the value for money and affordability of each of the short-listed options (bearing in mind there is no budget).

The Mayor and a cross-party delegation of Assembly Members also met with Sadiq Khan, the Minister of State for Transport on 11 November to ask the DfT to commit to considering the outcome of the TfL/London TravelWatch study. The Minister reiterated that it would not be possible to retain the South London Line without sacrificing other longer, more heavily used services. It was,

however, agreed that the DfT would consider the study and be involved in the evaluation of the shortlisted options, along with Network Rail.

TfL and the London Borough of Lewisham have also had two meetings with the DfT to present and discuss the case for funding a new station at Surrey Canal Road. A decision is expected by Christmas on whether the DfT will provide £7 million towards the cost of the station. Should this be confirmed, TfL will lend the borough £3 million to cover the residual cost, which will be repaid by the borough using its Local Implementation Plans (LIPs) funding.

2.2 Docklands Light Railway (DLR)

Stratford International extension

Works to platform finishes have commenced at West Ham and Abbey Road stations, and a new replacement canopy has been installed at Canning Town. Structural steelwork for the lift shafts, canopies and footbridge at Abbey Road and Stratford High Street has been installed, along with canopies at Star Lane.

Three-car capacity enhancement project

The replacement South Quay station was opened on 26 October and the decommissioning and demolition of the old station was completed on 8 November.

Track work at Canning Town to enable the connection of the Stratford International extension into the existing railway, is progressing well. A series of closures in and around Canning Town will take place from 4-7 December to join the extension to the London City Airport line. The extension is on track to open in July 2010.

Track work changes at Royal Mint Street will be carried out via a four-week blockade at Bank station, commencing on Christmas Eve. LU will also be refurbishing the Bank station fans during this period.

This work will allow the junction, which splits the track into routes towards Bank and Tower Gateway, to be remodelled to allow a more frequent, efficient train service to these destinations. Once this work is complete, three-car trains will begin to run on the Bank-Lewisham line. These longer trains will provide 50 per cent more on-board capacity.

2.3 Working with the Train Operating Companies

Oyster pay-as-you-go on National Rail

The Mayor and Lord Adonis announced the signing of the Oyster pay-as-you-go (PAYG) commercial agreements at Balham station on 23 November. Agreements with the Train Operating Companies (TOCs) for the extension of Oyster PAYG to National Rail were signed by TfL, the DfT and the TOCs between 14 and 16 October. The agreements commit all parties to a launch date of 2 January 2010, and include side letters to cover specific issues (such

as the Waterloo gateline). The agreements will also result in Oyster changing from a TfL product to a multi-operator product, albeit run by TfL.

This is the culmination of many years of hard work and negotiation, and means that Oyster PAYG will now be extended to all National Rail stations in London, as well as four on C2C services in Essex. TfL has invested £40 million to install or upgrade equipment at National Rail stations across London, including around 900 passenger validators and 1,400 gate readers, and to make the necessary upgrades to the Oyster system. This investment will enable passengers to benefit from the speed and convenience of Oyster across the whole of the public transport network in London.

Oyster PAYG is now also valid at all Southern stations between Balham and Victoria. This initiative, launched on 8 November, provides an opportunity to test the rollout of Oyster PAYG in preparation for the wider rollout to all National Rail services.

Agreements have also been reached with all the TOCs, apart from South West Trains, for the retailing of Oyster PAYG from their ticket machines in Greater London. We aim to persuade TOCs that every station in Greater London should be able to retail top-up Oyster, if possible before January 2010.

2.4 Crossrail

Crossrail Trains and Depot

TfL has appointed Ernst and Young as advisors to assist in the development of initial options for the commercial structure and financing of the Crossrail trains and depot. Working in conjunction with Crossrail Limited (CRL), the Sponsors (led by TfL) are required to procure the financing, as this has not been provided for in the £15.9 billion funding package. The outcome of the Ernst and Young study of initial options will be presented to the Sponsor Board by March 2010, and used as a basis for a procurement strategy for this work-stream. The contract is expected to be awarded by June 2012.

Baseline Programme

CRL has been developing the Initial Control Baseline (ICB) to improve control and performance of the project. A detailed plan has been established for the production of the ICB specification, which will provide a full definition of scope, a programme-wide integrated schedule and a cost forecast. The ICB should be completed by the end of January 2010.

Sponsors

The Sponsor Board met on 27 October and discussed early procurement and Network Rail's preliminary baseline. It also met on 25 November and reviewed progress on Network Rail's preliminary baseline and CRL project performance reports.

Partner Agreements

In conjunction with Network Rail, CRL has been in dialogue with the Office of Rail Regulation (ORR) in two areas:

- Establishing a Protocol Agreement (a final draft has been agreed and awaits ORR approval), and
- Developing an access agreement for tunnel construction spoil removal.

CRL intends to develop further its relationship with the ORR in the coming months, and to establish a regular formal interface.

CRL has also been working with Network Rail to develop the scope, schedule and cost estimates for works taking place on its network. This will serve as a baseline for Network Rail to develop their target price for the On Network Costs necessary to deliver the overall project, which are due in September 2010.

Health and Safety

A “Stage 1” visit was undertaken by the accreditation body Lloyds Register Quality Assurance (LRQA) in November, in order to assess CRL for Safety Management System and Environmental Management System certification. LRQA recommended that CRL proceed to the final “Stage 2” accreditation assessment, which will take place in February 2010.

Property

Acquisition of surface properties continues as per schedule, and generally without difficulty. However, for the first time in the acquisition process, there has been some objection to the compulsory purchase process, in relation to the Dean Street premises. Unfortunately, these premises which were occupied by a large number of small businesses, had to be acquired during the Christmas trading period. Notwithstanding this, the majority of occupiers have left on time. Clearance of an artists’ studio block at Westbourne Park, a difficult site because of the need to relocate the artists, has also been completed without any major problems. The first batch of sub-surface acquisition notices is now being prepared.

Main Works

The central section works continue to gather momentum. Many of the designers are close to finishing their 90 day reviews to support the Baseline Development.

The market response to construction contracts related to four sections of bored tunnel has been positive. Those parties which previously expressed an interest have responded to the OJEU. The bored tunnel design contract (with the exclusion of the Connaught Tunnel) has successfully passed Gate 1 for the Royal Institute of British Architects (RIBA) D submission. For the Connaught Tunnel, the designers have developed recommendations for two possible schemes.

Crossrail also issued an OJEU Notice inviting tenders for the construction of the access shafts and station tunnels in connection with Liverpool Street and Whitechapel stations.

Corporate Affairs

The All Party Crossrail Group, attended by Terry Morgan and Rob Holden, and chaired by the Transport Minister, Sadiq Khan MP, took place on 2 November. A presentation was given, updating the delegates on the progress of the Crossrail project and the reception was positive.

Terry Morgan and Rob Holden met with the Secretary of State, Lord Adonis on 3 November, and Lord Adonis was provided with an update on the progress at Woolwich, Bond Street, and the programme as a whole.

The Crossrail High Level Forum was held on 11 November, and was jointly chaired by the Transport Minister and the Mayor. Issues discussed included the schedule progress, funding, and benefits realisation.

In November, all staff and contractors working on Crossrail were also invited to participate in a half-day seminar about the organisation's new vision and values.

Tunnelling Academy

Members of the public were invited by CRL to view its proposals for a new tunnelling academy at three open days in November. The chosen site for the academy (subject to planning consent) is at Aldersbrook Sidings, off Romford Road on the border on Newham and Redbridge boroughs. The proposals for the academy were on display and CRL staff were on hand to discuss them.

3 GETTING LONDON MOVING

3.1 A fair deal for motorists

Pedestrian Countdown at Traffic Signals

Off-street trials of pedestrian countdown technology are continuing and will be complete by the end of 2009. TfL is due to submit a special authorisation request to the DfT for on-street trials of pedestrian countdown technology in spring next year. Should the request be successful, on-street trials will commence in mid-2010. Depending on the success of the trials, implementation of the technology could start in 2012.

Speed limit trial

In late December, TfL will introduce an 18-month speed limit trial on Camden High Street. New traffic light timings on the red route section of the road will give a green light to vehicles travelling within the new 20mph speed limit, and a red light to those speeding. Over the past three years, Camden High Street has seen almost double the number of road collisions of other A roads in the borough, and 11 people have been seriously injured.

The 20 mph trial will be enforced by road signs, road markings and the new traffic light timings. If the vehicles travel along the road above the speed limit, then the vehicles will be caught in the red light phase, slowing the vehicles down. TfL will monitor the trial throughout, to assess the impact of the 20mph

speed limit on reducing collisions along the road. The results will inform the decision about whether the speed limit should remain at 20mph permanently.

Section 74 Overstay Charges and Lane Rental

The DfT has offered to trial an increase in the level of “Section 74” overstay fines available to highway authorities to apply to overrunning road works. The current maximum of £2,500 per day for overrunning road works could be increased to as much as £25,000 per day. TfL has confirmed its willingness to participate in a trial on the Transport for London Road Network (TLRN). TfL and the Mayor remain keen to progress the idea of a lane rental scheme, developed as an avoidable charge and applied to works being undertaken in peak hours or at traffic-sensitive times on the most congested parts of the network.

Prosecution of Thames Water

TfL’s prosecution of Thames Water for two counts of street works offences went before a magistrate in court on 28 October. The offences related to a failure to serve the necessary statutory notices before executing works on the TLRN, for unsafe execution of the works and for the consequent traffic disruption. The magistrate imposed very low fines of £250 (from the maximum available fine of £2,500) for failure to serve the necessary notices, and £1,000 (from the maximum available fine of £5,000) for the offence of unsafe execution of streetworks. The court also awarded TfL its full investigation and legal costs in the sum of £1,850.

BT Openreach Emergency Works, Victoria Street

BT commenced reconstruction works on a large BT inspection chamber located in the middle of Victoria Street on 21 September. TfL encouraged the City of Westminster to agree to extended working hours, and the works completed on 19 October, three weeks ahead of schedule. An area-wide traffic signal timing strategy was developed and implemented, and live traffic operations were monitored both on-street and by the London Streets Traffic Control Centre (LSTCC) to mitigate congestion “hot spots”. The works resulted in some congestion in Victoria Street, but key nearby junctions like Hyde Park Corner were not seriously affected.

Removal of Brixton Hill Gyrotory

On 15 November, Brixton Hill gyrotory was removed and converted to a two-way traffic system. The gyrotory was removed as part of the Brixton Town Centre improvement work, which has already seen pavements in the town centre widened, the installation of a signalised pedestrian crossing, and improvements to bus lanes in the area. The final phase of improvement works, which will be completed during 2010, will see the creation of a new public space at the southern end of Brixton Road. New signs, road markings and temporary road barriers are currently being placed around Brixton Hill to highlight the new road layout and help ensure a smooth transition to the new traffic system. TfL continues to monitor traffic flows following the switchover.

Western Extension Zone Removal

The draft Mayor's Transport Strategy includes a proposal to remove the Western Extension of the Congestion Charging zone. If following the consultation it is confirmed by the Mayor in the adopted Strategy, a Variation Order to the Congestion Charging Scheme to remove the Western Extension would be required. A public consultation on a draft Variation Order would follow the publication of the final MTS. If the Variation Order is confirmed by the Mayor, it is intended that the Western Extension would be removed by December 2010.

Tottenham Hale Gyratory

A six week public consultation on proposed improvements to the road layout around Tottenham Hale conducted by TfL concluded on 4 December. The scheme will convert the gyratory system to two-way traffic and create a new bus station and public square for the area. The existing one-way system in Tottenham Hale currently has high volumes of traffic and few pedestrian crossings. The proposed scheme will look to reduce the impact of traffic on the local area while still allowing for potential future traffic growth from local developments. If the proposals are approved, they will be jointly funded by TfL, the London Borough of Haringey and the London Development Agency. TfL would begin construction work on the scheme in autumn 2012.

A40 Perryn Road Bridges

On 26 November, local councillors officially opened Wales Farm Road Bridge and Perryn Road Bridge on the A40 in Acton for TfL. The works, which began in October 2005, saw the previous bridges which crossed three National Rail lines completely removed and replaced, while the A40 remained open. Over 100,000 vehicles travel along the A40 every day, with over 800 trains transporting 145,000 passengers passing underneath the Acton bridges each day.

In addition, TfL replaced the previously damaged footbridge at Perryn Road with a new state of the art footbridge. This footbridge provides disabled access, better crossing facilities for pedestrians and cyclists, as well as a clear sight line across the bridge, removing the dark corners on the stairs and ramps. The new bridges provide a safe and future-proof solution which, with scheduled maintenance means that the bridges should not need replacing for at least 120 years. Contractors for TfL will remain on site until early next year to complete final landscaping works around the local area.

3.2 London Buses

Articulated Bus Withdrawal

On 14 November, articulated buses on route 38 were replaced with double deck buses. On weekdays, every bus will now run between Victoria and Hackney Central with alternate buses continuing to Clapton Pond. At peak times on weekdays, passengers will see up to seven extra buses per hour. Frequencies on the night bus service N38, from Victoria to Walthamstow Central, will also be increased to run every 12 minutes, and will continue to operate with double deck buses.

New Bus for London

As part of the tendering process for the design and development phase of the New Bus for London project, bidders were asked to focus on fuel economy, emissions reduction and passenger ambience, as well as the whole life costs of ownership and operation. The new bus is designed to be operated with a second crew member and to have an open rear platform. However, for greater operational flexibility, the specification requires the rear platform to be able to close, which would allow the bus to be operated by one person, for example, during off-peak periods. In addition, bidders have been asked to consider an option for a two staircase layout for improved passenger flows and quicker boarding and alighting times.

Two bidders have been shortlisted, based on technical and commercial merit. TfL has now entered the negotiation phase, during which the precise requirements of the technical specification and the details of the commercial package will be firmed up with the remaining bidders. It is expected that TfL will award the contract by the end of 2009 and the detailed design and development phase will commence in January 2010. The prototype is expected to be delivered by the end of 2011, with production and delivery of the new buses scheduled to begin in early 2012.

4 IMPROVING THE URBAN ENVIRONMENT

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

Electric Vehicles

Financial provision for the electric vehicle programme was included in the Business Plan on 21 October. A tender for the supply of 50 charging points is being concluded, and installation is scheduled to take place over the next few months. In addition, agreements are being finalised for the installation of charging points in six London Underground car parks by the end of the financial year. Funding for these 13 points, and a further 23 points located on borough roads and in car parks, was secured from the Alternative Fuels Infrastructure Grant Programme on 19 November. An Infrastructure Location Strategy will be published for consultation in mid-December.

On 19 November, the Secretary of State for Transport announced £30 million of Government funding which will help fund the installation of charging points on streets, in car parks and in commercial, retail and leisure facilities. The initiative, called Plugged-In Places will support the development of between three and six electric car cities and regions across the UK, which will act as trailblazers for electric car technology. The experiences of these locations will inform the future development of a national charging infrastructure. TfL is leading a consortium across public and private enterprises, working on a bid proposal to source some of this funding for London.

Hydrogen Buses

On 27 October, a refuelling facility for hydrogen buses to be located at a First bus garage on Temple Mills Lane was granted planning permission by the Olympic Delivery Authority. The facility is due to complete by summer 2010. Five hydrogen buses will join the TfL bus fleet next year. The buses will operate on route RV1, which runs between Covent Garden and Tower Gateway. The buses will be refuelled and maintained at the Temple Mills Lane site.

4.2 Improving the urban realm

Mayor's Manifesto for Public Spaces

On 16 November, the Mayor launched his Manifesto for Public Spaces. This new manifesto includes three documents which TfL has been involved in developing – London's Great Outdoors, which sets out the Mayor's aspirations for improving public spaces across the capital, and two guides and implementation plans. One is entitled Better Streets and the other is Better Green and Water Spaces. 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 LIP funding. The Better Streets guide is particularly relevant to TfL and its work with the boroughs, as it sets out some guiding principles and a series of practical steps that all boroughs can take to improve the look and feel of London's streets.

Oxford Circus Diagonal Crossing

The Oxford Circus diagonal crossing became operational on 31 October. Further works on all arms continue and completion is due by March 2010.

The project took six months to complete and involved remodelling above and below ground, and the removal of barriers and street clutter. The area is also now paved with York stone which has been coated with a special chemical to help make removing chewing gum easier. The redesign has given the 200 million shoppers and workers that visit annually more freedom to move around, with a 69 per cent increase in pavement capacity. Traffic lights have been re-phased so that vehicles from all four directions are stopped simultaneously for 30 seconds, allowing people to cross the junction safely diagonally. The parties involved were TfL, the City of Westminster and the Crown Estate. TfL and the Crown Estate have contributed £2.5 million each towards the cost of the project.

Pedestrian Guard Rail

The 2009/10 programme for the removal of pedestrian guard rails from the network is continuing, with 24 kilometres removed to date. A further nine kilometres is currently approved for removal. The entire TLRN was assessed by the end of November, and by the end of the financial year, 60 kilometres will have been removed three months ahead of schedule. This leaves 18.6 kilometres awaiting approval and removal on the TLRN.

Design Forum

TfL's Design Forum was launched on 10 November, comprising design leads and their teams from across TfL. The launch event reinforced the importance of design in TfL and the pivotal role that the Urban Design Team can play to ensure TfL delivers quality design in all areas. The Forum will continue to meet on a quarterly basis.

4.3 Encouraging walking and smarter travel

Walk on Wednesdays (WoW)

The September Big WoW had an 'Exploring British Nature' theme and was the most successful event to date, with 23,000 pupils taking part from 129 schools across 18 boroughs. Smarter Travel Richmond-upon-Thames led the activity, with over 500 children participating from 18 schools.

Awards

On 23 November, TfL won 'Travel Plan Innovation of the Year' for its Wimbledon Schools Walking Project and 'Marketing Campaign of the Year' for its Smarter Travel Sutton campaign, both at the Association for Commuter Transport TravelWise Association Awards.

5 ENCOURAGING MORE CYCLING

Cycle Safety Action Plan

TfL's draft Cycle Safety Action Plan was launched on 23 October. London's boroughs councils and cycling groups are being asked to comment on the content of the plan, which highlights the need to:

- Promote the cycling safety message to all road users
- Deliver new, safe cycle routes and facilities
- Encourage the take up of cycle training
- Encourage freight operating companies to install side-bars or other safety devices on heavy good vehicles, which are currently exempt
- Call for Government action to improve heavy goods vehicles safety
- Champion the need to allow trials of innovative safety measures
- Create a Cycle Safety Working Group comprising key road user and cycling organisations.

The draft Plan, which is being supported by a cycle safety advertising campaign currently running across London cinemas, will also be sent to around 100,000 cyclists across London. A major aim of the Plan is to reduce the number of cyclists injured or killed by collisions with goods vehicles. The Mayor is calling on freight companies operating in the capital, who are exempt from fitting side guards on their vehicles, to fit them or other safety devices. The Mayor has also asked the Transport Secretary to revoke the exemption for construction vehicles to fit side-guards. He has also called for a change in the law so that all heavy goods vehicles over 3.5 tonnes, regardless of their age, have additional safety mirrors fitted. New research has revealed that fitting guards might have contributed to preventing the deaths of 15 out of 23 cyclists killed by a collision

with a large vehicle moving to a left lane or turning left in London between 2001 and 2006.

On 9 November, TfL's 'Moonwalking Bear' cycling safety campaign also won the Gold Award at the 2009 Institute of Practitioners in Advertising Effectiveness Awards.

Cycle Superhighways

The two pilot routes are progressing through Road Safety Audit Stage 1, with detailed design running concurrently, and construction programmes being finalised. Bids have been received from boroughs to implement Smarter Travel initiatives and details of the Cycle Superhighway signs and lines have been submitted to DfT for approval.

The implementation phasing for the next four routes (in the remaining programme of 10), has been identified and initial discussions are underway with the relevant boroughs and stakeholders. TfL has also requested the DfT to approve the use of the Cycle Superhighways logo on street signs, and an amended DfT logo on the carriageway.

London Cycle Hire Scheme

In August, TfL awarded a contract to Serco Group plc to design and build the London Cycle Hire Scheme (LCHS) and to operate the scheme on its behalf for a period of between five and seven years. Serco are now working with the Public Bike System Company (Montreal) to develop the LCHS from its 'BIXI' Public Bike System.

As of 20 November, 452 planning applications had been submitted to the nine host boroughs of the Cycle Hire Scheme, 329 of which have been approved, making it an approval rate of 84.6 per cent. Applications for a further 70 sites will be required by the end of March 2010 to replace sites refused planning permission, where the Traffic Regulation Order failed or where issues have arisen at the detailed design stage. Preparatory site works have now commenced and the main construction phase is due to start before 2010.

Procurement of public liability insurance cover is nearing completion, with detailed contractual terms being discussed with the selected insurer. All cycle hire users will benefit from the cover arranged by TfL. Cover will be mandatory and the cost will be met by TfL as an operating cost of the scheme.

Cycle Parking at Liverpool Street Station

On 30 October, TfL announced the doubling of cycle parking spaces at Liverpool Street Station. Double-deck racks providing 233 cycle parking spaces have been installed to provide cyclists who want to combine rail travel and pedal power with a secure place to leave their bikes. The installation of the two-tier stands was funded by TfL and will be maintained by Network Rail.

6 BY THE RIVER

Woolwich Ferry

The Woolwich Ferry was suspended from 9 am on 27 October to until 6.10 am on 28 October, when a one boat service was resumed. This followed oil leaks from the propulsion units of the two available 45 year-old ferries, while the third was undergoing its five-year survey and overhaul in Hull. A two-ferry service resumed on 13 November and the third ferry is expected to be towed back to London, weather permitting, by Christmas.

Oyster PAYG on Thames Clippers

On 23 November, Thames Clipper river services began accepting Oyster pay-as-you-go. Tickets purchased this way offer a 10 per cent discount on the usual Thames Clippers fare. In addition, passengers with a Travelcard loaded onto their Oyster card are eligible for the existing discount of a third off their ticket price. TfL is now exploring the roll-out of Oyster pay as you go to other operators on the River Thames.

7 IMPROVING THE JOURNEY EXPERIENCE

7.1 Safety and security

London Safety Camera Partnership

Following the removal of the DfT ring-fenced funding for the London Safety Camera Partnership (LSCP), TfL has set aside a provisional budget of £6.5 million to maintain the core programme through 2009/10. Together with the Metropolitan Police Service (MPS), TfL wrote to the DfT and the Home Office to press for a guarantee of continued funding for the LSCP as part of the national road safety programme. This request has been declined.

TfL is now working with the MPS on a future strategy for the Partnership, and is committed to achieving road casualty reductions. The road safety camera programme is an important element of this, though there may be opportunities for efficiency savings in back office operations. TfL is also keen to give drivers the option of further road safety training, in place of fines and loss of licence points. The long term LSCP strategy is taking these elements into consideration and will be in place by early 2010.

Safer Travel at Night

An integrated programme of activity has been planned by TfL and its police partners in the run up to the busy Christmas period, when more people are out and about and the demand for late night travel increases. The 'Safer Travel at Night' multi-media communications campaign was launched on 26 November. Furthermore, the Christmas timetable for marshalled taxi ranks has now been published and drivers are being encouraged to use these ranks to pick up business during the festive season. The marshalled taxi ranks are in Beckenham, Bromley, Cranbourn Street (WC2), Kingston, Romford and Liverpool Street.

In addition to the regular plain clothes patrols, the Cab Enforcement Unit and Safer Transport Teams, along with TfL and other partners, will be running Operation Safer Travel at Night, which will take place over three weekends in December. The operation aims to deter illegal cab activity and get people home safely during the festive period.

Cab Enforcement

From 1 August 2008, licensed 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's Public Carriage Office if and when they reapply. The Cab Enforcement Unit of the Transport Operational Command Unit made 852 arrests for touting between 1 August 2008 and 31 October 2009. This has led to over 200 Magistrates' Court convictions involving licensed Private Hire Vehicle (PHV) drivers to date. Of these drivers, over 170 have had their PHV driver's licences revoked, with the remaining still being processed.

Earn Your Travel Back

Since the scheme began, TfL has extended invitations to participate in Earn Your Travel Back to 1,242 young people who have had their travel concession withdrawn as a result of a breach of the behaviour code. To date, 124 young people have had their free travel reactivated following successful completion of the volunteering day.

Operation SafeBus

On 19 October, TfL and the MPS Safer Transport Command carried out Operation Safebus, a four-week intensive operation during the autumn period. This time of year traditionally sees a peak in antisocial behaviour, and an increase of around 20 per cent in bus-related crime, particularly around Halloween and Bonfire Night. The operation involved a high-visibility police presence on a number of bus routes and transport hubs across the Capital to deter antisocial behaviour and reassure passengers.

Although knife crime on the transport network is low, Safebus is also focusing on preventing knife crime in the wider community, using search arches and weapons sweeps to reassure transport users, and further ensure the safety of passengers.

THINK! Don't let your friendship die on the road

On 26 October, the end of British Summer Time, TfL launched the latest phase of its road safety campaign to reduce the number of teenagers killed or seriously injured on London's roads. The clock change brings forward sunset, which may see teenagers making their way home from after-school activities in the dark. Road collisions involving teenagers typically occur on weekdays between 7 am and 9 am, and between 3 pm and 7 pm, when teenagers are going to and from school.

To remind teenagers of the need to stay visible, TfL has produced a limited edition reflective wristband with the slogan 'THINK! Don't let your friendship die on the road'. The band will be given out at exclusive concerts, and in London youth centres to get teenagers thinking about road safety.

7.2 Improving customer information

Interchange Best Practice Guidelines

On 27 November, the revised Interchange Best Practice Guidelines were published. The revised guidelines have been produced following extensive discussions with relevant stakeholders and provide the necessary information to help plan, build and operate more effective interchange hubs. The new guidelines are easier to use and are available online. The website addresses operations, passenger movement, accessibility, personal safety, environment, way-finding and sense of space. Creating a better interchange experience supports the Mayor's aim to make travelling around our city a better experience.

8 EFFICIENT AND EFFECTIVE DELIVERY

8.1 Planning and Strategy

Mayor's Transport Strategy

To encourage Londoners to participate in the public consultation of the Mayor's Transport Strategy (MTS), a series of roadshows has been held at various venues across the five London sub-regions. In addition, a number of TfL sub-regional "Ambassadors" have attended public meetings across the boroughs to promote the MTS and field questions from borough councils and members of the public. The MTS was subject to Assembly scrutiny on 20 October. Consultation runs until 12 January 2010 and publication of the final strategy is scheduled for mid-May 2010.

Metropolitan Transportation Authority (MTA), New York, Cooperation Agreement

TfL has signed a Cooperation Agreement with the Metropolitan Transportation Authority (MTA) in New York to enable joint working and exchange of information in a wide range of potential areas. The agreement reflects the similar challenges that the two organisations face in improving transport services. Ticketing technology has emerged as the most immediate area for cooperation, with the MTA interested in TfL's experience with Oyster and the ongoing work on the Future Ticketing Project, where TfL is rapidly building intellectual property. The Cooperation Agreement is a mutual arrangement between TfL and the MTA, and will come at no cost to TfL. It also offers significant potential for deriving commercial value for TfL from intellectual property developed in ticketing, and other areas.

Heathrow Airport

TfL has provided a further Witness Statement to the Heathrow Judicial Review. It details the issues that, in TfL's view, had not been considered before the Secretary of State's decision to expand Heathrow. This Witness Statement will now form part of the Judicial Review brought by the 2M councils on the Secretary of State's decision, in which TfL is an interested party.

Vauxhall Nine Elms Battersea Opportunity Area Planning Framework

On 27 October, the Vauxhall Nine Elms Battersea (VNEB) Opportunity Area Planning Framework (OAPF) was launched for public consultation. The London Plan identifies VNEB as an “Opportunity Area”, with the potential to accommodate substantial numbers of new jobs and homes. However, the full potential of the site can only be realised with a substantial increase in transport capacity, and an extension of the Northern Line from Kennington to Battersea could provide this.

The VNEB OAPF was prepared by the GLA, the London Development Agency, TfL, the London Borough of Lambeth, the London Borough of Wandsworth and English Heritage. The consultation lasts for 12 weeks.

8.2 Working with the Boroughs

Regional Transport Programme

TfL’s Regional Transport Programme was the topic of an event jointly hosted by TfL and London Councils on 12 November. This was attended by members of London Councils’ Transport and Environment Committee, and senior officers from each London borough and regional partnership. The event provided an overview of the MTS, and explained to the audience how the regional transport plans will provide a common framework to help link the boroughs’ LIPs to the MTS. The event was well received, with boroughs providing positive feedback on TfL’s ‘genuine engagement’. Further workshops for each region have been set up to agree the challenges and opportunities in each area.

8.3 Working more efficiently

Efficiencies Programme

In the recently published Business Plan, the scope and ambition of TfL’s savings programme has more than doubled since last year, with £1.3 billion in savings now assumed to 2011/12, and more than £5 billion in total over the period of the Business Plan. This represents an ambitious and comprehensive change programme, encompassing all areas of the organisation and is made up of around 250 initiatives.

The programme comprises savings identified in back-office and support expenditure, resulting from the operating cost review, and further savings identified from the continuous savings exercise. The continuous savings exercise was undertaken as part of TfL’s business planning process, in which all budget holders were asked to identify opportunities to meet a savings target through further efficiencies, generating additional secondary revenue and by identifying or cutting out the lowest priority areas of expenditure, without affecting frontline services. In addition, TfL is taking forward a number of initiatives that aim to deliver savings in the cost of London Underground capital projects.

Savings of £65 million have already been delivered this year, of which:

- London Underground has achieved savings of £25 million, with the integration of Metronet remaining on track to deliver savings of £31 million during 2009/10.
- Surface Transport has achieved savings of £16 million, resulting from headcount reductions due to recent organisational change programmes, maintenance savings, the renegotiation of Congestion Charging contracts and savings on bus contracts.
- Marketing and customer research activities have been reviewed and focused on core activities, leading to savings of over £8 million.
- The IM Strategic Investment Programme has delivered savings of £7 million.
- Phase 1 of the Group Planning Operating Cost Review programme has been implemented and has achieved savings of £3 million.

Congestion Charging Re-let

Over the weekend of 31 October to 1 November, responsibility for the Congestion Charge website, payment facilities and call centre transferred to a new service provider. The transition involved the migration of all data from Capita to three new IBM systems and the re-location of the main operation to two new offices in Coventry.

IBM is providing a completely new, more efficient system for running Congestion Charging and the Low Emission Zone. IBM is experienced in operating road user charging schemes, having successfully run a Congestion Charging scheme in Stockholm since 2007. The new IBM system in London will enable Congestion Charging Auto Pay to be introduced. This is an automated account payment system planned to be in place by December 2010 that will make it easier for customers to pay their charges and remove the risk of registered customers receiving a Penalty Charge. As well as providing an improved service for customers, the IBM contract delivers £200 million in savings for TfL over the business plan period.

There were some intermittent system issues that led to longer call queues in the initial days of the new service. Staffing was substantially increased to work through discount applications affected by the recent postal strike. Following the action taken, call centre queues are now being maintained within contractual levels and the backlog of discount applications has been cleared. The close management of contract performance will ensure that the current performance is maintained and lessons are learnt for any future changes.

8.4 Safeguarding TfL finances

A406 Property Sale

Legal agreements were exchanged in November for the sale of TfL's portfolio of properties fronting the North Circular Road (A406), mainly in Enfield, for £56.9 million.

These properties, which were inherited from the DfT, had fallen into disrepair, due to the uncertainty of whether they would be demolished to make way for the A406 road widening scheme. Given the final scheme design that is now going

ahead, TfL was free to dispose of them, and they have been sold as a portfolio to the Notting Hill Housing Association, which has received a substantial grant from the Homes and Community Agency to support its investment. Completion of the transfer is due in January 2010, with phased payments through to 2011. Board members may see, over the next few weeks some advertising regarding legal processes related to Critchel Down rules / Landlord and Tenant Act 1987 obligations.

8.5 Managing the workforce

Pay Negotiations (TfL)

TfL had requested that the trades unions respond to the final pay offer by 30 September, with a view to reaching a settlement. TfL recognises six trades unions for staff in paybands 1-3. The final response received was from the PCS Union and although it was not received until 30 October, they confirmed acceptance of the final offer. However, the other five unions (Prospect, RMT, TSSA, Unison and Unite) rejected the final offer and requested that TfL go to the Advisory, Conciliation and Arbitration Service (ACAS). TfL has now held talks at ACAS on 19 and 30 November, and, at the time of writing, awaits an outcome.

London Underground Industrial Relations

The position on LU's pay offer of 1.5 per cent in year one and RPI + 0.5 per cent (or a minimum of 0.5 per cent) in year two is as follows:

- TSSA has accepted the offer, following a referendum of its members.
- ASLEF is recommending acceptance in a referendum due to be completed by 7 December.
- UNITE members have rejected a call for strike action, but have voted for industrial action short of a strike, though it is not yet clear what this action will involve.
- RMT has announced a strike ballot over the pay offer despite recent discussions at ACAS.

9 OPERATIONAL EVENTS

East London Bus Group Strikes

Industrial action took place at East London Bus Group (ELBG) on 9 November and again on 20-21 November. This affected six garages in east London. In addition, drivers at HCT Group, who operate four bus routes for TfL, took industrial action on 27 November. First Group have been notified by Unite of action which will take place on a series of dates in January and February 2010. These will involve withdrawing services for peak hour periods only, rather than for the whole day. Support for strike action is low across the companies, with around 20 per cent of First Group staff eligible to vote, voting for action. At HCT, the figure is 27 per cent and at ELBG it is 35 per cent. TfL continue to encourage both sides in these disputes to negotiate.

Blackwall Tunnel

The Blackwall Tunnel was closed to northbound traffic and temporarily closed to southbound traffic after a vehicle fire in the tunnel damaged the road surface, lighting and CCTV systems. The fire, involving a people carrier, occurred on the evening of Sunday 29 November. After initial estimates suggested the northbound tunnel needed to be closed for at least three days, it was re-opened just 24 hours after the closure, as TfL engineers and contractors worked quickly to repair damage to the tunnel.

In the meantime, TfL also took a number of steps to mitigate the disruption for people travelling in the area, including switching off of the Congestion Charging cameras and allowing motorists approaching from the east to use Blackfriars, Southwark and London Bridges without having to pay the Congestion Charge, re-introducing a two boat Woolwich Ferry service earlier than expected (following boat repairs), and operating it for longer, as well as accepting bus tickets on the DLR and London Underground.

10 TRIBUTES

Honor Chapman

TfL was represented at a memorial service that took place at St George's Church, Hanover Square on 4 November for Honor Chapman CBE. She had a formidable professional career, and was a Board Member of TfL from August 2004 to June 2008. She made a significant contribution to TfL and will be sadly missed.

Peter Hendy
Commissioner
Transport for London
December 2009