

TRANSPORT FOR LONDON

BOARD

SUBJECT: COMMISSIONER'S REPORT

DATE: 15 MARCH 2012

1 INTRODUCTION

This report provides an overview of major issues and developments since the Board meeting on 2 February 2011 and updates the Board on significant projects and initiatives.

2 IMPROVING THE UNDERGROUND

London Underground Performance

Following record Tube reliability figures towards the end of 2011, and the best performance since TfL took responsibility for the Tube a decade ago, London Underground (LU) has continued to deliver well against its performance and reliability targets. In the most recent period, 97.1 per cent of the scheduled kilometres were operated, exceeding the target of 96.7 per cent, against a background of continued high demand, at 89.8 million passenger journeys.

2.1 Transforming the Tube

Jubilee Line Upgrade

The second post-upgrade timetable on the Jubilee line is being introduced on Sunday 25 March. The timetable will increase the weekday peak frequency to 30 trains per hour and provide significant increases in inter-peak, evening and weekend service frequencies, adding some 20 per cent to the line's timetabled service volume and leading to the highest scheduled mileage ever on the Tube.

Northern Line Upgrade

Progress with the Northern line signalling installation programme is ahead of schedule. Consequently, all but one of the planned late Sunday morning start ups on the Northern line between 22 January and 1 April did not need to be implemented, improving the service for customers.

Sub Surface Railway Upgrade

Another milestone in the introduction of the new seven car 'S' stock (S7) trains was achieved in late January, when the Secretary of State for Transport signed the S-stock S7 Rail Vehicle Accessibility Regulations (RVAR) exemption order. LU worked with the Department for Transport, charities and organisations representing people with disabilities at all key stages of the S7 design to meet these requirements. The roll out of S7 trains begins this year.

Victoria Line Upgrade

During a full closure of the Victoria line over the weekend of 4-5 February, asset replacement works between Euston and Oxford Circus were successfully completed. The main objective of the works was to commission track circuits and signals, with additional work to enable both sets of tracks to run in both directions. The latest closure, on the weekend of 3-4 March, saw further works carried out successfully between Oxford Circus to Pimlico.

Following these works, the next timetable, to be introduced by the end of April, will increase the service by 2 trains per hour (tph) in the peak (to 30tph) and by 1tph off-peak, adding around a quarter of a million kilometres per year to the service volume operated on the line.

Blackfriars station

On Monday 20 February, the Mayor reopened Blackfriars station after it was closed for reconstruction since March 2009. The works included creating a new larger Underground ticket hall and control room, installing new security systems, escalators that provide quicker access and interchange between the Underground and National Rail station, and lifts to provide step-free access between the stations and also to and from street level. The work has been carried out and funded by Network Rail as part of the Thameslink programme.

3 EXPANDING THE OVERGROUND

3.1 London Overground

London Overground Performance

London Overground remains in second position in the national Public Performance Measure (PPM) league table, and continues to have good service reliability, with a period 11 PPM score of 96.6 per cent, 0.2 per cent higher than the same period last year.

On 26 January, London Overground confirmed its position as one of the best performing railways in the UK, with a 92 per cent approval rating in the latest national passenger survey, up from 85 per cent in autumn 2010. Key improvements identified by passengers in the survey included stations, station ticket buying facilities, frequency and punctuality of trains.

Extension to Clapham Junction

The infrastructure for the new rail extension is now complete. The Mayor visited the site on 16 February to check progress, and tightened a clip, fixing the last rail in place on the 1.3km section of new railway linking London Overground to existing track leading to Clapham Junction.

Power and Systems works for the new line are now under way, and testing of the new infrastructure and trains will take place between summer and autumn 2012, with services due to commence in December 2012.

Work to improve the Grant Road entrance at Clapham Junction station is also under way.

Crystal Palace Station Improvement

Crystal Palace station, which currently only has stair access, will get a new lift as part of the wider work to upgrade the station. The major refurbishment of the station, which includes improved accessibility to make it step-free, passenger information, and the reopening of the Victorian booking hall, has commenced. The refurbishment of the ticket hall will be completed ahead of the Olympic and Paralympic Games, and the remainder of the work will be complete in 2013.

3.2 Tramlink

London Tramlink Performance

In period 11, 99.2 per cent of scheduled kilometre operated. The results were above forecast due to a strong rolling stock performance and a low number of incidents.

Additional Trams

In January, the Mayor launched the first new Stadler tram to arrive in the UK. Some infrastructure changes have been undertaken on the network to allow the new trams to operate alongside the existing fleet. Following a period of testing, it is planned that the new trams will gradually come into passenger service, eventually offering a new line 4 service from June 2012.

A programme of track renewal work in the Croydon town centre during the February half term holidays was completed as planned and on time.

3.3 Docklands Light Railway

Docklands Light Railway Performance

Overall, performance in period 11 saw 97.3 per cent of departures on time. Issues in the period primarily related to signalling and systems assets across the network.

DLR Beckton Control Centre

A new Control Centre opened at Beckton on Sunday 5 February, after four years of project planning and delivery. Trial operations of DLR services were undertaken. Following the successful completion of trials over the weekend 28-29 January, the centre came into operational use as the primary control centre for DLR. The current control centre at Poplar is being used as a backup facility.

3.4 Emirates Air Line

Construction

Construction work is progressing well. The installation of the largest lifting capacity crawler crane in the UK has been completed. It has a reach of 120 metres and a height of 183 metres. The crane will erect the South Tower of the cable car following the construction of the North Intermediate Tower. It is expected that all towers will be erected by the end of March and the gondolas should also be delivered by then. The guide rope will then be installed, followed by testing and commissioning.

Transport and Works Act Order

Following TfL's application last September for a Transport and Works Act Order in relation to the Emirates Air Line, the Department for Transport confirmed on 9 February that the Secretary of State has consented to make the Order.

The Order will give TfL rights including permitted development rights equivalent to a railway in relation to essential renewal and maintenance works, and the ability to apply byelaws and a penalty fare regime to the Emirates Air Line. It will also enable TfL to enter into policing agreements with the British Transport Police.

The TWA Order will come into force 21 days after it is made, which is likely to be in early March.

3.5 Working with the Train Operating Companies

TOC Summit

In February, the Mayor launched a Rail Vision for London, setting out the case for improving rail services and for devolution of powers over rail in London. A copy is available on the TfL website.

Then, on 27 February, the Mayor hosted the annual TOC summit at City Hall. The Association of Train Operating Companies (ATOC) and representatives of all London TOCs were present. Discussion focused on a joint working approach and preparedness for the Games, including a case study of Greenwich station and Games time ticketing arrangements. Other topics included improvements to customer information on national rail services, joint working to make the case to government for more investment in the London rail network, cycle parking at stations, and future advances in smartcard ticketing across London and the South East.

4 DELIVERING CROSSRAIL

4.1 Works Update

Finsbury Circus

Work has recently started on the first two Crossrail horizontal sprayed concrete tunnels at the Finsbury Circus Shaft site. These will be temporary structures used for compensation grouting, one of the ways in which Crossrail will control the ground movements that could result from its work. The west tunnel currently under construction will be around 80 metres long and 4.5 metres in diameter. This will be followed by a 100 metres long tunnel to the east.

Paddington

Construction of the Crossrail Station box at Paddington is now under way. The new taxi rank built above Platform 12 opened on Sunday 12 February in time for the planned closure of the old facility in Departures Road and Eastbourne

Terrace. The newly opened facilities include step-free access with new lifts between the station concourse and the taxi pick up and drop off points. There are also new escalators and stairs.

Prime Minister David Cameron visited the tunnel boring machines at Crossrail's Westbourne Park site, accompanied by Spanish Prime Minister Mariano Rajoy, a month ahead of the start of tunnelling.

4.2 Other

Skills

On 7 February, Prime Minister David Cameron and Further Education, Skills and Lifelong Learning Minister John Hayes toured Crossrail's Tunnelling and Underground Construction Academy to learn more about the skills base that Crossrail is building in tunnel excavation, underground construction and infrastructure. The visit, which marked National Apprenticeship Week, culminated in the Prime Minister giving a keynote speech on the Government's commitment to apprenticeships and vocational training. This event was followed by a visit on 8 February from His Royal Highness, The Duke of York, who met apprentices working on the Crossrail project.

Crossrail has committed to taking on 400 apprentices during construction, and there are currently 73 apprentices working on the project, a number of whom were previously unemployed.

5 GETTING LONDON MOVING

5.1 Smoothing Traffic Flow

Lane Rental Submission

On 26 January 2012, TfL submitted its application to the Secretary of State for Transport for a proposed Lane Rental scheme, following the DfT's announcement inviting applications from local authorities. The DfT will now consider the application and is targeting a final decision on scheme approval in mid-March. If successful, TfL will look to implement a shadow scheme in April to test the processes, including IT facilities, with a projected go live date of 11 June.

London Permit Scheme

TfL's powers under the London Permit Scheme allow it to coordinate works to reduce associated delays and disruption across London. To date this financial

year, TfL has granted 42,610 permits and refused 15,636 permit applications, placing it well under the annual target for total number of works.

Through good planning, collaborative working and early engagement with promoters, approximately 1,778 days of disruption have been saved on the Transport for London Road Network (TLRN). TfL also has the ability to administer penalties to those works that do not comply with the requirements of the permit scheme. 659 Fixed Penalty Notices have been given to works promoters so far this financial year, including 155 for those working without a permit. In addition, 223 charges have been imposed on works undertakers for over-running works.

Unauthorised street works

TfL has prosecuted BT, Cable & Wireless and Thames Water for a number of recent roadwork offences at various locations on the TLRN. They included working without a permit, breach of permitting conditions and failure to correctly notify TfL promptly of works taking place.

In January, BT was convicted of six offences and fined a total of £3,765, and ordered to pay TfL's costs of £5,050. Cable & Wireless was also convicted of two offences and fined a total of £1000, and ordered to pay TfL's costs of £2,815.

In February, Thames Water was convicted of four offences and fined a total of £3,350, and ordered to pay TfL's costs of £7,921

These prosecutions are the latest in a number of cases where TfL has successfully prosecuted utility companies for unauthorised street works. Roadworks offences by any utility company cause significant disruption to all road users, as well as having a knock on effect to local businesses. TfL will continue to prosecute where infringements occur, to reduce further roadworks disruption across London.

Signal Timing Reviews

TfL has carried out approximately 2,650 Signal Timing Reviews (STRs) across London since April 2009, contributing to reductions in delays for traffic at these locations by around 7.72 per cent overall. The STR programme allows TfL to maintain London's traffic signals at their optimum settings, thereby minimising unnecessary vehicle stops and delay, reducing congestion, smoothing traffic flow and, in so doing, contributing to reductions in emissions. The reduction in delays to date has been achieved with no overall disbenefit to pedestrians and with improvements to both traffic and pedestrian flows across nearly all times of the day and night.

SCOOT

A significant milestone has been passed in the Split Cycle Offset Optimisation Technique (SCOOT) programme, with 500 of the 1,000 SCOOT sites to be implemented by 2012/13 now complete. This means that around 40 per cent of

the Capital's 6,000 traffic signals now utilise SCOOT, delivering a 12.7 per cent reduction in delay and a 4.5 per cent reduction in the number of times vehicles have to stop as they travel through the network. Work continues at a pace to have half of London's traffic signals running under this system by spring 2014.

Kender Street Triangle

A Borough sponsored scheme to remove the one-way system at Kender Street Triangle, including removal of the contra-flow bus lane and installation of SCOOT, has been completed. This has resulted in the creation of a simpler route for motorists and has improved journey times by 36 per cent compared to the same period for the previous two years. In addition, three new signalised crossing points provide improved pedestrian facilities in the area.

Traffic Information

TfL launched a driver information campaign on 27 January, including updated information on TfL's website and a live Twitter feed (@TfLTrafficNews) that carries up to the minute traffic information and allows followers to search for particular roads and routes. The Twitter feed has over 3,000 followers to date, and these followers have been re-tweeting TfL's alerts to their audiences and alerting TfL to issues on the network. Direct contact from followers means that issues can be communicated out-of-hours and further information can be added to TfL's original tweets by people experiencing the issues on the road.

Henlys Corner improvements

Major works to improve traffic flow significantly and introduce safe pedestrian crossings were completed at Henlys Corner junction in North London in January. The work means vehicles are now allowed to move forward and queue in a central area of the junction, which has reduced disruption. This has helped to improve journey time for the 94,000 vehicles passing through the junction every day by approximately four minutes during the morning peak and 2.5 minutes in the evening peak. Queue lengths on junction approaches have also been significantly reduced. On the A406 westbound, they are up to five times shorter, and on the A598 southbound, around three times shorter during the morning peak.

New fully accessible signal controlled crossings have been installed across all sections of the junction, making crossing the road significantly easier for pedestrians and cyclists. The signals are automated during Jewish Sabbath, removing the need to operate equipment by the local Jewish community travelling to and from the Kinloss Finchley Synagogue, which is located to the north of the junction. Street clutter has also been reduced throughout the area, while bus stops on the approaches to Henlys Corner have been upgraded and a range of new trees and bulbs are being planted.

TfL made sure the work was done as quickly as possible and minimised disruption by insisting on 24 hour working.

A406 Bounds Green

TfL is close to completion of the Bounds Green improvement scheme. Works commenced in March 2010 and are now substantially complete, with only planting and minor finishing works still to do, which should be complete by 20 March. Under the scheme, the A40 will be predominantly two-lane dual carriageway in this area, with improved traffic flow at junctions, better pedestrian crossing facilities, new bus lanes, shared pedestrian and cyclist facilities, upgraded lighting and an enhanced street scene.

In addition, TfL provided £4m for complementary traffic calming measures on borough roads surrounding the scheme to further improve the area.

Hammersmith Flyover

On 7 March, TfL announced the completion of the first key enabling works to allow the Hammersmith Flyover to be fully reopened to traffic. The works, which began in January, have seen around 200 metres of the central reservation along the flyover removed in preparation for the installation of new tensioning cables, which will support the structure. Around 140 tonnes of concrete have been removed by using high pressurised water and a rotating diamond cutter cord. These techniques meant that work could be carried out safely while traffic continued to use the flyover.

Now the key enabling works have been completed, TfL will begin to install a new concrete base, drainage, and anchorages for the new cables. The design for the new post-tensioning system will see new cables installed above and below the bridge deck inside a specially made duct, supplementing the load capacity of the remaining cables. The new ducts will then be filled with a wax oil to prevent deterioration from water and to allow the cables to be easily replaced when needed.

By the 2012 Games, work to strengthen the five weakest spans of the 16 span structure will be completed, ensuring the flyover can carry full traffic loading during the Games. After the Games, TfL will strengthen the remaining spans, although this will not require further weight restrictions, and should involve only off peak lane closures, minimising disruption.

5.2 London Buses

New Bus for London

The first New Bus for London entered passenger service on Monday 27 February, on route 38 from Victoria to Hackney. A couple of minor technical issues occurred on the first run related to the doors and ventilation system, but these were quickly rectified. On Tuesday 28 February, the bus operated a morning service, with manufacturers Wrightbus optimising the driveability characteristics in the afternoon in response to driver feedback.

Thereafter, for the rest of the week and subsequently, the bus has operated a near full planned service from 08:00 to 21:00 each day, and has received an overwhelming favourable reaction from the public and passengers. All 8 prototype vehicles are due to be in service by the end of May.

6 IMPROVING THE URBAN ENVIRONMENT

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

Electric Vehicles

There are now 274 charge points in the Source London scheme, including 14 'fast' charge points, with a continuing retrofit and installation programme for 1,300 charge points by 2013. The first installation of Source London charge points to support the 2012 Games electric vehicle fleet is due in March 2012.

TfL continues to work closely with other cities and regions, and the DfT's Office of Low Emission Vehicles, on integrating Source London with other charging networks. This is currently being discussed with the Source East scheme, with the intention to allow Source London and Source East members to roam between charge points in both schemes later this year.

6.2 Improving the urban realm

Low Emission Zone (LEZ)

LEZ Phases 3 and 4 were successfully launched on 3 January. The latest available compliance information indicates that over 98 per cent of vans and minibuses now meet the new standards, as well as almost 90 per cent of lorries, buses and coaches. This takes into account customers who have already purchased abatement equipment and are awaiting fitment, and those customers who have purchased a newer compliant vehicle and are awaiting delivery. It is expected that compliance for lorries, buses and coaches will continue to rise over the coming weeks.

Congestion Charging (CC) and LEZ Operations

The number of customers registered for CC Auto Pay continues to increase, with 189,000 customers now successfully registered for the scheme. The first wave of annual renewals for CC Auto Pay has now started. The latest CC Customer Satisfaction Survey results have been received, and show a significant further improvement in customer satisfaction, with a mean score of 82. This is an increase of 5 points over the previous score of 77 in May 2011.

Dust Suppressant Trials

Application of dust suppressants along London's most polluted corridors continues. To complement this, the Clean Air Fund (CAF) has allowed extensive trials to cut harmful pollution at industrial and construction sites across London. These trials are being delivered in partnership with the Environment Agency, London boroughs, site operators and TfL's Highway Maintenance Contractors. The first trials are now underway in Lewisham, Ealing and Bexley. Trials at additional locations in Brent and Sutton will start in early 2012.

Taxi age limits

To help deliver the Mayor's Air Quality Strategy, a maximum age limit of 10 years for private hire vehicles and 15 years for taxis has been implemented.

It is estimated that during 2012, 2,300 hackney carriages will be affected by the age limits and since the start of the scheme, 433 taxis have been removed from service, with over a thousand vehicles now in their final year. For private hire, approximately 6,300 vehicles are already over ten years old and will be in their final year of service. It is estimated that 600 private hire vehicles per month will end their service in 2012, with 930 vehicles already removed.

CIBSE Award

On 8 February, TfL won the "Building Operation" award at the annual Chartered Institute of Building Services Engineers (CIBSE) event. The awards recognises "excellence in sustainable and aspirational buildings" and aims to raise industry standards. TfL has now been shortlisted in each of the last five years, winning on four occasions.

7 ENCOURAGING MORE CYCLING AND WALKING

Barclays Cycle Hire extension opens

On Thursday 8 March, the Mayor opened a major expansion of Barclays Cycle Hire, extending the bikes throughout the entire borough of Tower Hamlets, including Canary Wharf, to Westfield Shopping Centre White City and into Camden Town. The scheme now covers 65km² of the capital, with 2,300 extra bikes and 4,800 more docking points.

World Class Legacy Cycling Event

The Mayor has delegated power to TfL to support, procure and deliver an annual Olympic legacy cycling event from Summer 2013. The event will include a family fun ride through central London as well an elite race and challenge event that will start in the Olympic Park and will follow largely the Olympic road race route through London and Surrey. TfL has launched a procurement

process to find a delivery partner who will provide event management expertise and will raise revenues through sponsorship and other income generating activities.

Barclays Cycle Hire performance

Over 10 million journeys have now been taken by customers of the Barclays Cycle Hire Scheme, which includes over 2.2 million casual user journeys. Although January 2012 was a relatively quiet month in terms of overall hires due to poor weather conditions, usage volumes were still 23% up on the same period last year, due to an increase in casual usage. At around noon on Tuesday 14 February, the 10 millionth hire was undertaken since the BCH Scheme was first launched in July 2010.

Priority Junctions for Cycle Safety Review

As part of its Cycle Safety Programme, TfL is undertaking a review of over 500 junctions, including all 375 junctions on the Barclays Cycle Superhighways implemented to date, and around 150 major junctions on the TLRN. Dedicated design teams are developing options for potential safety improvements for cyclists, which will then be reviewed by panels of experts from TfL and external organisations, including bodies representing the main road user groups, the Police and the Boroughs. These external stakeholder groups are due to meet throughout February and March 2012 to review concept designs for each location. Departments from across TfL are working collaboratively on the Junction Review, and over 50 junctions are currently in progress. Lessons from the review will be carried forward into future schemes and programmes.

Community Cycling Fund for London (CCFL)

Community Cycling Fund for London (CCFL) is a scheme funded by TfL and administered by the London Cycling Campaign (LCC) to help community groups set up cycling initiatives that benefit people of all ages and backgrounds. As part of this scheme, 26 grants of up to £5,000 are available to groups and organisations across the Capital.

Requests for grants are open to a broad range of groups including schools, residents' associations, mental health charities and youth organisations. The money may be used to provide cycle training, bike maintenance sessions, bike events, and other activities that encourage cycling and build the confidence of new and infrequent cyclists. Applications are also welcome from cycling projects which include activities geared towards the Olympic and Paralympic Games.

The CCFL is one of a number of measures being taken as part of the Mayor's cycling revolution. Last year, 6,741 adults and children from a wide variety of backgrounds took part in CCFL-funded cycle training, bike maintenance workshops, rides, events and cycling taster sessions.

8 BY THE RIVER

The Future of Greenland Pier

The London Borough of Southwark has indicated that Thames Clippers is the preferred bidder to buy the Greenland Pier. Southwark previously announced that it intended to dispose of some or all of the shareholding of the pier.

The pier, which is located at the eastern end of Greenland Dock, is currently served by Thames Clipper Services and is used by around 600 passengers every day. Given the great value of the pier to the ever increasing numbers of passengers using the river, TfL supports the Thames Clippers proposal.

9 IMPROVING THE JOURNEY EXPERIENCE

9.1 Safety and Security

Rail and Underground Incident Response

A trial is underway to enable the Emergency Response Unit (ERU) (which supports the Underground, Overground, Docklands Light Railway and London Tramlink networks) to respond more swiftly to incidents. Three response vehicles have British Transport Police (BTP) livery, and are driven by a BTP officer under blue light conditions, when appropriate. Under blue lights, the ERU will respond to incidents including obstructions blocking the track, broken down trains, and person under a train incidents. The aim is to halve response times, reducing disruption and delays across the network. Having ERU blue light status was also one of the recommendations from the London Assembly review of the 7/7 attacks.

Bus Related Crime

The latest figures for bus related crime show that offences fell by more than nine per cent overall between April 2011 and January 2012, meaning bus crime in London has fallen for the seventh successive year. Violent crime is down by 14 per cent compared to the same period in 2010/11 and criminal damage on the bus network is down by 13 per cent. There are now just nine crimes per million passenger journeys on London's buses – a 60 per cent fall since 2005/6.

These encouraging results follow the innovative policing tactics implemented by TfL and its policing partners. Local teams are working with community groups and schools, conducting intelligence-led operations and are a visible presence on the network.

Despite the overall reductions in crime, there has been a recent increase in robbery offences on the capital's bus network. Although the number of robberies is relatively low, measures have been put in place to deal with the recent trend. These measures, such as Operation Knapp, which aims to

minimise the number of robbery incidents on the bus network in specific areas, have already yielded a 30 per cent reduction in the number of bus-related robberies in January 2012 compared to January 2011.

HGV Driver Safety Training

On 22 February, the Mayor announced plans to improve cyclist and pedestrian safety by enhancing a police task force to clamp down on dangerous HGVs. The Mayor and TfL have provided additional funding to strengthen the partnership with the Metropolitan Police Service Commercial Vehicle Task Force, which aims to improve road safety in London through enforcement and educating lorry, van and other commercial vehicle operators. They will improve safety for cyclists by investigating all drivers and operators who injure cyclists on London's roads.

Since December 2011, TfL has provided funding for six additional officers in the Commercial Vehicle Task Force. Two further officers have also been funded in the Road Crime Intelligence Unit, which works closely with a number of agencies including VOSA and the DfT to gather information and create operations to help arrest dangerous or unlicensed operators in London.

Alongside this, TfL and Crossrail are undertaking a huge programme of commercial driver training to educate drivers of HGVs and other vehicles in how to keep pedestrians and cyclists safe on the roads. More than 5,400 drivers have now received the training, which counts towards the certificate required by drivers in order to operate lawfully. Following this success, TfL has now secured funding for the training to be provided to a further 4,500 drivers, helping to educate drivers who operate in London in the 12 months from April 2012.

In addition, to improve cyclist safety further, TfL has implemented a range of strict rules governing the freight operations of its contractors, following Crossrail, where the rules already apply. The rules include the requirement that all vehicles above 3,500kg must have side guards, close proximity sensors and warning signage for cyclists, that all vans must have warning signage, and that all operators should be at least bronze accredited under the Freight Operator Recognition Scheme (FORS).

Operation Condor

Over the weekend of 25 and 26 February, the Metropolitan Police Safer Transport Command (STC), which is funded by TfL, played a key role in Operation Condor, the largest MPS operation of the year. The operation targeted all aspects of licensing, including pubs and clubs, unlicensed mini cabs, betting shops, driving licence fraud, the procurement of second hand goods, gambling establishments, benefit fraud, under age selling of alcohol, cigarettes and knives, and much more.

The STC co-ordinated the London wide work around illegal minicabs, and worked with the 32 Safer Transport Teams and enforcement officers from the taxi and Private Hire Directorate. Over the very successful weekend the STC made 126 arrests, seized 37 vehicles and visited 48 private hire operators.

Pedicab Operations

TfL and the STC continue to work with Westminster City Council and local police to undertake regular enforcement operations of pedicabs, backed by a continuing poster/publicity campaign. The operations, which started in October, have seen 39 arrests so far, 39 impounded pedicabs and over 200 formal warnings issued. These operations will continue through the year.

Project Spiderweb

The results from the first six months of Project Spiderweb were launched on 1 March 2011. Project Spiderweb is a London-wide joint initiative between TfL, the Metropolitan Police Service (MPS) and the British Transport Police (BTP) focused on reducing theft. The launch received very positive press and highlighted that theft and pick pocketing on the capital's transport network have seen a 14 per cent reduction in the past six months, while during this period there have been over 1,500 arrests of suspects.

Safer Travel at Night (STAN)

The most recent phase of Operation Safer Travel at Night (STaN) saw the police and TfL step up intelligence-led enforcement activity against illegal cabs over the festive period. The operation involved officers from the STC Cab Enforcement Unit, all 32 borough Safer Transport Teams, MPS Traffic Operational Command Unit, City of London Police and TfL's enforcement officers. The aim was to deter, disrupt, detect and detain bogus cab drivers, including unlicensed cabs and licensed minicabs touting illegally.

During the STaN operations before Christmas, over 300 drivers were arrested. The operation covered every borough in the Capital, as officers engaged with thousands of Londoners, particularly women, by handing out information about safer travel at night and getting home safely at locations across the city. The officers encouraged Londoners to use licensed taxis or licensed booked minicabs and reminded them that only black taxis can be stopped and picked up on the street without a booking. Over 50,000 leaflets were also distributed.

Freight Operator Recognition Scheme (FORS)

January 2012 was the most successful month on record for FORS sign-ups, with 79 new companies, operating a combined total of 1,800 vehicles, joining the scheme. The uplift in members can be attributed to TfL's successful engagement with procurement officers within London boroughs, the effect of Crossrail freight contracts mandating FORS accreditation and the impact of the Olympics. Furthermore, the FORS accredited Safe London Driving course trained 768 drivers in January, keeping TfL on target to train a total of 3,300 drivers by the 2012/13 financial year end.

The first eight fleet operators to achieve the Gold FORS standard received their awards on 21 February at the FORS annual safety conference. The eight organisations, who have some 4,500 vehicles, or 1.4 per cent of the vehicles regularly operating in London, are Hall Fuels, O'Donovan (Waste Disposal),

LondonWaste, City of London, Brett Concrete, John Lewis Partnership, Hanson Cement and Travis Perkins Group.

10 EFFICIENT AND EFFECTIVE DELIVERY

10.1 Safeguarding TfL finances

Penalty Charge for non-payment of fares

On 19 February, the penalty charge for non-payment of fares on all TfL services increased from £50 to £80. The £80 penalty will be reduced to £40 if paid within 21 days. Passengers are required to pay the correct fare for their journey, and failure to do so could lead to a penalty, or even prosecution, resulting in a criminal record and a fine of up to £1,000.

The latest change is part of TfL's continuing commitment to deter and further reduce fare evasion on London's transport network, which is estimated to have cost TfL around £63 million last year. TfL is committed to protecting public money through detecting and investigating suspected fare evasion and its efforts to clamp down on people who fail to pay has seen a reduction in the rate of fare evasion in recent years.

Credit Ratings

On 13 February, Moody's Credit Rating Agency downgraded the UK Government outlook from stable to negative. As a result, Moody's also reflected this change in outlook for TfL, although the Aa1 credit rating remains unchanged. Other entities put on negative outlook include Network Rail and the London Borough of Wandsworth. TfL's advising banks do not consider that the negative outlook will adversely impact TfL's ability to issue capital markets debt. The gilt market was not affected by the rating action and investors remained very active in the market.

On 2 March, Fitch Ratings affirmed TfL's credit rating as AA+ outlook stable, citing the strong link to the UK Sovereign (AAA, outlook stable) due to the strong support from central government as evidenced through recurring grants, funding letters, oversight of borrowing limits and shared priorities due to the strategic importance of TfL for London and the UK economy as a whole.

Stamp Duty Land Tax (SDLT)

As part of its land acquisition programme, Crossrail has so far made payments to landowners amounting to approximately £550m. Ordinarily, SDLT is payable on the acquisition of a land interest. However, careful tax planning and negotiation with HMRC was undertaken in 2008, which has allowed Crossrail to implement a land acquisition process that makes effective use of an SDLT exemption.

The efficient use of this tax exemption, which has been successfully applied to the vast majority of land transactions, has so far yielded tax savings for the project estimated at £16m.

Business Development

A special, pink-liveried train is running on the Central line for the next three months, advertising London's switchover from analogue to digital TV in April. The exterior has been vinyl-wrapped, while all 272 seats have been trimmed in Digital UK branded pink moquette. It is the first commercial train wrap in 10 years, and the success of this train has already led to a number of other requests for train wraps.

Taxi and Private Hire Re-Let and Modernisation Project Update

The Re-Let and Modernisation (RAM) Project for London Taxi and Private Hire was established in late 2010 to re-let the vehicle licensing and inspections contract, currently delivered by SGS UK Ltd and deliver an end to end IT system for use by TfL taxi and private hire staff to replace the antiquated, paper based systems and processes currently in place. A contract has now been awarded to NSL Limited and the implementation phase began in late February 2012. The new system is scheduled to go live in February 2013 and once delivered, the new system will deliver significant benefits such as on-line applications, hand-held terminals for on-street compliance staff and computerisation of all 100,000+ driver and operator records.

10.2 Managing the workforce

Fire Brigades Union strike claims

London Underground has successfully defended four test cases in the Employment Tribunal, which arose as a result of the Fire Brigades Union (FBU) strike action in November 2010. A total of 26 claims were brought against LU by a number of employees who refused to work on health and safety grounds during the FBU's strike action. The Employment Tribunal found that the circumstances in these cases did not justify a refusal to work and that the employees did not have a contractual right to be given other work because they did not genuinely have a health and safety concern.

London Underground will request that the remaining 22 claimants withdraw their claims based on the Tribunal's decision in the test cases.

11 DELIVERING A SUCCESSFUL 2012 GAMES

'Get Ahead of the Games' campaign

On 30 January, TfL launched a national campaign to help the public prepare for travel around London and the UK during the Olympic and Paralympic Games. The launch formed the first release of the advertising campaign aimed at general transport users, and included presentations from Boris Johnson, Peter Hendy, Lord Coe, Theresa Villiers and Olympic and Paralympic athletes. There was significant press and media attendance at the event, leading to coverage on BBC News and in national newspapers, as well as the Evening Standard. The advertising campaign has a national remit and includes outdoor media, broadcast and online. It encourages people to think about how they will travel during the Games and to visit the Get Ahead of the Games website at www.GetAheadoftheGames.com.

The website will act as the first point of contact for anyone looking for travel information related to the Games. It includes an interactive visualisation tool that provides hot spot information on the Tube and Greater London road networks, as well as linking to travel information websites such as TfL and Transport Direct. The campaign website has received over 950,000 page views and over 300,000 unique visitors. The campaign has also attracted over 13,000 Twitter followers.

Olympic Venue Risk Assessments

TfL has been working closely with the MPS Safer Transport Command Games Planning team, British Transport Police and other stakeholders to finalise the last few mitigation actions against the London Olympic Venue Transport Security Risk Assessments. The assessments took place from April to July 2011, looking at security risks in relation to venues and transport. Specific mitigation issues around river policing, staff awareness training and London Underground stations have been finalised, along with further assessment around the Blackwall Tunnel.

The Mall

The current plans of London 2012 close The Mall and Horse Guards Road to through traffic and pedestrians from mid June to the end of September to allow the construction, use and dismantling of venues for Beach Volley Ball on Horse Guards Parade and a number of road events starting and finishing on The Mall. Following intervention by the Mayor, LOCOG is urgently reviewing the extent and duration of the works to minimise the impacts, and discussing these with TfL, LOCOG, Westminster City Council and the Royal Parks, to consider ways of mitigating the impacts of this closure on both vehicles and pedestrians.

Vancouver visit

Doug Kelsey, Chief Operating Officer of TransLink, visited London for four days at the end of February. TransLink is the Vancouver transport authority responsible for the successful delivery of transport for the 2010 Winter Olympic and Paralympic Games. After meetings with senior officers across TfL, the Olympic Delivery Authority and the British Transport Police, Doug highlighted the good progress being made on transport for the Games in London and advised how to continue preparations as the Games approach.

12 OTHER

TfL's handling of winter weather

In the afternoon of Saturday 4 February, heavy snow began to fall across London and the South-East. The storm lasted some twelve hours and lying snow in any untreated area reached a depth of about 100mm.

TfL's response involved the deployment of 41 gritters, which spread over a thousand tonnes of salt onto the TLRN five times between 4pm on the Saturday and 5am the following morning. This was later followed by snow ploughing in the outer areas. As a result, the TLRN remained operational throughout the snow storm, with the exception of two short duration closures of the Hammersmith flyover, which does not undergo normal gritting treatment, and the A406 Angel Road flyover, which was stationary due to a stranded HGV. This was rapidly re-treated to enable traffic to re-start.

On the bus network, TfL had a pre-agreed schedule of bus stations, garages and routes to treat in the event of snow. This was supplemented by an additional 6 routes requested by London buses on Friday 3 Feb. All these routes were treated.

Across TfL's Rail and Underground services, plans were in place to ensure services continued to operate. The very heavy snow did cause some disruption to Tube services, but the effects were contained, so that services on Sunday 5 and Monday 6 February were largely able to operate as scheduled. A large number of operational staff worked in the open sections of the network overnight to make this happen.

The TfL website and Journey Planner included a 'cold weather advisory' message and real-time live travel information was continuously provided, including to all news outlets. TfL staff made a number of media appearances over the weekend to explain the travel picture. In total, TfL's online travel information services received 1.17million visits and 10.34 million page views – a 60 per cent increase on the normal weekend traffic.

BBC2 Documentary 'The Tube'

A six-part BBC2 documentary series called 'The Tube' began broadcasting on 27 February.

This is the product of a year-long collaboration between the documentary makers *Blast!*, the TfL Press Office and London Underground, and features staff at the front line as they operate, maintain and upgrade a system that now carries a record 1.1 billion passengers a year and will be 150 years old in 2013. The series tells the behind-the-scenes story of how our staff deal with these daily challenges while, at the same time, the system undergoes the largest upgrade in its history.

Each of the first two episodes was seen by around two million viewers, received widespread and very positive national and local media coverage and saw #thetube trend on Twitter.

Conduct of Board and Committee Meetings

The Localism Act 2011 will apply the provisions relating to the conduct of meetings in the Local Government Act 1972 to TfL from 3 May 2012. Amendments are being made to the Standing Orders to incorporate the new requirements and the new processes which be implemented in respect of Board and Committee meetings from May 2012.

Peter Hendy
Commissioner
Transport for London
March 2012