

**TRANSPORT FOR LONDON**

**BOARD**

**SUBJECT:     TRANSPORT ACHIEVEMENTS IN MAYOR'S FIRST YEAR IN OFFICE**

**DATE:         24 JUNE 2009**

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**1     INTRODUCTION**

1.1 In addition to TfL's regular operational delivery of transport services, TfL has made good progress over the past year in delivering the Mayor's transport priorities. 'Way to Go! Planning for better transport', published by the Mayor in October 2008, sets out the key projects for improving London's transport, including:

- Improving the Underground
- Expanding the Overground and building Crossrail
- Getting London moving
- Improving the urban environment
- Encouraging more cycling
- Improving river services
- Improving the journey experience.

1.2 Looking forward, TfL is committed to transforming the Capital's transport network, to provide improved services to Londoners and those working in London. TfL is also committed to efficient and effective delivery, ensuring that improvements are achieved in ways which maximise value for money.

1.3 This report provides a summary of TfL's key achievements on behalf of the Mayor in 2008/09, the Mayor's first year in office.

## **2 IMPROVING THE UNDERGROUND**

2.1 Last year, London Underground carried more than a billion passengers for the third year running. 1.1 billion passengers travelled on the Tube in 2008/9, the highest in its 146-year history, and over the year, all key Tube performance levels have improved. Passenger satisfaction ratings also hit a new high with average scores reaching 79 out of 100. All this has been achieved at the same time as the London Underground Investment Programme is being implemented. The programme has intensified with an increase in planned engineering works and weekend closures, in order to progress the upgrades and replace track and other infrastructure, while carrying out regular essential maintenance.

### **Line upgrades**

2.2 Improvements delivered in 2008/09 as part of the PPP programme, include the completion of 28 station modernisations and refurbishments, 28km of track, and 30 lifts and escalators renewed. The line upgrades will provide almost 30 per cent more peak capacity on the Tube by 2022, and are the foundation for the transformation of the Tube, which is well underway. Significant progress has been made on the Jubilee and Victoria line upgrades. Progress has also been made on the upgrade of the sub-surface lines (Circle, District, Hammersmith & City and Metropolitan lines) with the new trains being built and the first now being tested.

2.3 The first trains will be delivered for service on the Metropolitan line by the end of 2010, followed by the Circle, District and Hammersmith & City lines from 2011. By 2015, 40 per cent of the trains will be air conditioned.

2.4 The new S-stock trains will also include walk-through carriages, improved accessibility and enhanced security through CCTV. They will be spacious with increased capacity, and a customer information system (audio and visual). The trains will also have regenerative braking which recycles energy and helps reduce carbon emissions.

2.5 The Jubilee line upgrade will deliver major increases in capacity and is due for completion at the end of this year. More trains will be able to run, providing 33 per cent extra capacity, equivalent to carrying 6,000 people per hour in both directions. Journey times will be reduced by around 22 per cent.

2.6 On the Victoria line, new trains are now being tested during engineering hours and will enter passenger service later this year.

### **Metronet transferred to TfL control**

2.7 In May 2008, the businesses of Metronet were transferred to TfL, with staff transferring to LU in December. The period of administration and integration was managed very carefully to ensure no impact on passenger service and in fact, improvements in maintenance performance were seen during this period. The effective integration of Metronet and London Underground within the TfL Group structure is key to realising hundreds of millions of pounds worth of efficiency

savings, achievable through closer working, shared knowledge and streamlined support functions (see Agenda item 8).

- 2.8 The creation of a more stable and focused organisation, with an economically efficient structure, will benefit London Underground's customers in terms of improved operational performance, and renewed progress on the critically important line upgrade programmes.

#### **New or wholly rebuilt stations**

- 2.9 Wood Lane station on the Hammersmith & City line, the first new station on an existing Underground line for 70 years, successfully opened to the public in October 2008. Shepherd's Bush station on the Central Line was essentially rebuilt with a transformed above ground ticket hall and new escalators installed and the platforms/below ground areas refurbished. The refurbishment work was completed on time and to budget. These improvements were part of several major transport projects to open in the White City and Shepherd's Bush area, thanks to a multi-million pound partnership with the developer, Westfield.

#### **Connect PFI radio system and Airwave**

- 2.10 The Connect PFI has delivered a new digital radio system across the London Underground network. Benefits include increased coverage, improved voice and data communications, which ensure fewer delays due to equipment failures, and increased safety to staff and passengers.
- 2.11 The £115m Airwave project on the London Underground was installed three months early and under budget. The service uses the radio frequency infrastructure installed for the Connect project. It facilitates the connection of the above ground emergency services to London Underground's 125 below ground stations.

#### **Step Free Access**

- 2.12 In 2008, Acton Town, Finchley Central, Hendon Central, Oakwood and Pinner stations were made step-free and a new step-free station, Wood Lane, was added to the network. In 2009, Roding Valley and Golders Green stations became step-free. There are now 56 step-free stations on the London Underground network.

#### **Tottenham Court Road**

- 2.13 Work is now underway at Tottenham Court Road station. In January 2009, 13 properties were compulsorily acquired for demolition, enabling massive improvements to the Tube station, including a ticket hall nearly six times the current size and step-free access from the street to all platforms. This work is also preparing the way for Crossrail.

#### **Circle line reliability**

- 2.14 A new service pattern on the Circle line has been announced and will be delivered in December 2009, almost doubling the frequency of trains on the

Hammersmith branch, enabling quicker recovery and greater reliability of the Circle line. This will also have a positive impact on the reliability of all of the sub-surface lines as the knock-on effects of Circle line disruption are reduced.

### **3 EXPANDING THE OVERGROUND AND BUILDING CROSSRAIL**

#### **London Overground**

- 3.1 Customers are noticing huge improvements to services on London Overground, including more station staff, improvements to stations and the introduction of Oyster Pay As You Go (PAYG). Four of the five routes are exceeding the target of 91 per cent of trains arriving at their destination within five minutes of their scheduled arrival time. Looking forward, TfL is investing in a major programme to improve reliability further and increase the frequency of its services, creating links with the East London Line and providing air-conditioned trains.

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

- 3.2 Work is currently underway to make major improvements to the London Overground network. At a cost of £326 million (funded by TfL, the Olympic Delivery Authority, Network Rail and the Department for Transport (DfT)), the infrastructure and signalling improvement works will be completed before 2012. Network Rail engineers will upgrade more than 200 signals, renew 7km of track and 69 sets of points, lengthen 30 platforms and improve seven more stations.
- 3.3 Work began on the Gospel Oak to Barking line in February 2009 and will continue over weekends until October 2009. Works to upgrade the Richmond to Stratford line started in April 2009 and will be completed by 2010, doubling the track on some sections of the network and improving efficiency.
- 3.4 The work will result in improved commuter services and improved links for the 2012 Games. When the work is complete, London Overground will double the frequency of trains during peak times on parts of the network providing a more reliable timetable. TfL is expecting to be able to introduce new trains for the London Overground from July 2009.

#### **Overground refurbishment programme**

- 3.5 A programme of upgrades for all Overground managed stations is underway. The initial cleaning and repairing works were completed on time, in summer 2008. The refurbishment programme will be completed by November 2010.

#### **East London Line Extension Phase One**

- 3.6 The project remains on schedule for delivery in June 2010. The first six key milestones for the first quarter of 2009 have been delivered on schedule. Network Rail works are progressing towards the next series of line possessions in the southern section.

### **East London Line Extension Phase Two**

- 3.7 £75 million of funding for East London Line Phase 2 has been secured (£15m from TfL with DfT covering the remainder). TfL anticipates that the new line could be completed by May 2012, providing direct links to the City and Docklands, reducing congestion, and offering improved safety and security along the route.

### **Crossrail**

- 3.8 A great step forward has been taken over the last year in turning Crossrail into a reality. With a £15.9 billion funding package, Crossrail will be the largest addition to the transport network in the South East for more than 50 years. The legislation is now in place, along with key contractual agreements. Crossrail construction started on 15 May and with the award of further contracts later in 2009 the project will provide thousands of jobs in London. The Crossrail Tunnelling Academy will equip Londoners with the skills required to be part of this massive construction project.

### **Legislation and contractual agreements**

- 3.9 On 22 July 2008, the Crossrail Act received Royal Assent giving the powers to build the railway. In December 2008, Crossrail Limited (CRL) became a 100 per cent subsidiary of TfL, and the core funding and governance agreements were signed, setting out how the project will be managed and delivered. This cleared the way for CRL (the delivery agent) to commence detailed design and delivery.
- 3.10 Crossrail recently made two key appointments underpinning the project as it moves into the delivery phase. Bechtel was appointed as the Project Delivery Partner, and will be responsible for overseeing delivery of the core central tunnelled section and managing the design process. Transcend has been appointed as the Programme Partner and will help Crossrail safely deliver the overall programme to time, to the desired standard and within budget.

### **Governance and funding**

- 3.11 Crossrail has a new Chairman and new Chief Executive. Terry Morgan has been appointed Non-Executive Chairman, effective from 1 June 2009, and Rob Holden became Chief Executive from 1 April 2009.
- 3.12 Consultation has commenced on an alteration to the London Plan, which will enable the GLA and TfL to raise £300 million for Crossrail through Section 106 developer contributions.
- 3.13 BAA has confirmed a £230 million funding package for Crossrail. This vital new link will directly connect the City and Canary Wharf to the airport, complementing the existing Heathrow Express service and taking thousands of cars off the roads.

- 3.14 Canary Wharf Group has confirmed their commitment to contribute £150 million towards the £500 million cost of the new Isle of Dogs station.

### **Crossrail construction**

- 3.15 Preliminary works have been underway at Tottenham Court Road over the last year. Surveying work is taking place throughout central London to confirm the condition and location of below ground utilities. Construction of the Crossrail scheme officially commenced on 15 May 2009 at Canary Wharf station.

### **Crossrail tunnelling academy**

- 3.16 Crossrail will employ up to 14,000 people during its construction, and another 7,000 jobs will be supported indirectly through related services. To ensure Londoners are provided with the chance to gain relevant qualifications useful to the construction of Crossrail, the Crossrail Tunnelling Academy is being established in partnership with the construction industry. It is planned to open in Spring 2010.

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

- 3.17 In 2008/09, the Woolwich Arsenal extension was completed ahead of schedule and on budget, and Tower Gateway station re-opened, also ahead of schedule. In the coming year, the major programme of upgrade works is continuing on the DLR. With passenger numbers expected to rise from 63 million in 2008 to 71 million a year by 2010, further increases in train capacity will be delivered by increasing from two carriages to three carriages on the busiest routes.

### **Woolwich Arsenal DLR extension**

- 3.18 In January 2009, the £180 million DLR Woolwich Arsenal extension was opened seven weeks ahead of schedule and on budget. The extension delivers improved transport links, connecting Woolwich to London City Airport in six minutes, Canary Wharf in 20 minutes, Stratford in 23 minutes and Bank in 28 minutes. In the peak period, trains leave every five minutes.
- 3.19 The extension is expected to deliver regeneration benefits, including assistance with the ongoing regeneration of Woolwich and the southern Royal Docks, by supporting the creation of new jobs, homes, shops and leisure facilities along the route. It will also provide better access to employment, education and leisure facilities for the communities of Woolwich, Silvertown and North Woolwich. It will play a vital role during the London 2012 Olympic and Paralympic Games, as it will serve the Royal Artillery Barracks, venue of the Olympic shooting events.

### **Tower Gateway station**

- 3.20 Tower Gateway station reopened two months ahead of schedule in March 2009. Improvements costing £13m were completed, including the construction of a horseshoe-style platform which makes it easier and faster for passengers to

board/alight, new energy-efficient escalators and the installation of new canopies providing better weather protection. The remodelled platform and tracks will allow for three-car trains from early 2010.

### **Three-car upgrade**

- 3.21 Funding has been secured for a £18m DLR upgrade to increase capacity by 50 per cent on the Beckton route. Construction will start in late 2009 and be complete in early 2011, well within time for the London 2012 Olympic and Paralympic Games.

### **Stratford International extension**

- 3.22 The project to deliver the DLR Stratford International extension to Canning Town in summer 2010 is currently on schedule. The extension will provide a more frequent and reliable service and a direct link to the 2012 Games.

### **New rail carriages**

- 3.23 55 new rail carriages are currently on order. Alongside the future three carriage service and the Stratford International extension, they will help to manage increasing passenger numbers. All new carriages will be in service by late 2010, with many already in operation.

### **Tramlink**

- 3.24 In June 2008, TfL signed a £98 million contract to take over Tramlink. All trams working on the system have now been refurbished and all 39 tram stops have now been refreshed with a deep clean, repainted with improved signage and information and all platform equipment has been repaired or replaced. Major track replacement at Reeves Corner took place in February 2009 and was successfully completed on time and on budget. Planning is well underway for the major work to replace track, points and drainage at East Croydon, Wellesley Road and Cherry Orchard Gardens in July and August 2009.

### **Working with the Train Operating Companies**

#### **Oyster PAYG on National Rail**

- 3.25 Since September 2008, Oyster PAYG has been accepted at all London stations served by First Great Western. In January 2009, the Association of Train Operating Companies (ATOC) Board “unanimously resolved to proceed to sign the PAYG Agreement, subject to drafting”. Train Operators are now awaiting receipt of a ‘fares direction’ letter from the Secretary of State for Transport before they will sign the Oyster PAYG agreements. The Mayor is pressing for the earliest possible introduction. TfL is investing £40m in new Oyster equipment, and we expect Oyster PAYG to be accepted on all rail services by the end of 2009, or at the latest January 2010. The installation of PAYG acceptance equipment is proceeding and has been completed at 105 stations to date.

## **4 GETTING LONDON MOVING**

- 4.1 TfL has made good progress over the last year in addressing the causes of some of London's traffic problems. A review of traffic signals is underway to smooth traffic flow. A code of conduct for utility companies working on the roads is now in place, and a consultation is underway on a road permitting scheme. TfL also has assumed control of London's tunnels.

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

#### **Smoothing traffic flow: Traffic signals review**

- 4.2 A traffic signals review is underway aimed at delivering improvements to journey time reliability and predictability, including tackling stop-start driving conditions. The work will engage with stakeholders to review signal timings, planned schemes, incident management and enforcement. 1,000 traffic lights per year will be reviewed, 3,000 completed by 2012 and all completed by March 2015.
- 4.3 Just over 2,000 (30 per cent) of TfL's traffic signals are under dynamic Split Cycle Offset Optimisation Technique (SCOOT) control. SCOOT provides real-time signal management using sensors buried in the carriageway to adjust signal timings within set parameters, according to live traffic conditions. TfL has a programme in place to roll out SCOOT to an additional 1,000 sites by 2015, starting in the current financial year with 100 sites, then at the rate of 200 per annum. Some 77 new SCOOT sites were commissioned in 2008/09 as part of this programme.
- 4.4 In addition, a feasibility project is underway to develop and trial use of pedestrian countdown technology, with the aim of delivering trials in 2010, subject to DfT approval.

#### **Code of conduct for utility companies**

- 4.5 TfL has also been working to develop the 'Streetworks Code of Conduct', which was announced by the Mayor on 16 April 2009. Under this, utility companies have been asked to introduce 'courtesy boards' to make it easier for the public to identify disruptive or delayed street works. TfL has also updated its website fault reporting system to enable people to report concerns with road works, in particular lack of courtesy boards/works information, contractor inactivity and hazardous/dangerous practices.
- 4.6 Since the launch on 16 April, TfL has received 90 reports from members of the public about work sites (as at 5 June); 50 relating to utilities works; 19 to those carried out on behalf of local authorities (including TfL/London Overground); and 1 related to a private development project. TfL has been unable to identify the works associated with 20 reports and have either requested clarification from the customer or, where the location is on a borough road, passed the report on to the relevant highway authority for further investigation and response. By 30 June



2009, TfL will also make the London Works information system available to the public through the TfL website. This will inform the public of the nature of work, planned duration and contact details of the promoter. If there is no entry on London Works, the public will be directed to the TfL website to report this.

### **Road permit scheme consultation**

- 4.7 TfL is working with 18 London boroughs to introduce a common permit scheme that will enable TfL and the boroughs to reduce the impacts of streetworks through better control, planning, coordination and execution. TfL has been working with the DfT over the past year to develop the scheme. Subject to DfT approval, the common permit scheme is likely to be operational by January 2010.
- 4.8 In addition, TfL is focusing on accuracy and timeliness of utility company notices and working practices that minimise disruption. Since May 2008, a total of 285 Fixed Penalty Notices have been given to works undertakers for noticing offences under the New Roads and Street Works Act 1991. This included 166 to Thames Water, 46 to BT, 31 to EDF and 14 to Virgin Media.

### **Launch of the London Tunnels Traffic Operations Centre**

- 4.9 In April 2009, the London Tunnels Traffic Operations Centre (LTTOC) was launched. The transition project commenced on 21 April 2009 marking the transfer of total operational responsibility for the management of the tunnels from the Metropolitan Police Service to TfL, ending the Service Agreement that had been in place. TfL's control of LTTOC and the establishment of a dedicated tunnels management structure will ensure a coherent approach to the day to day operational management of, and long term strategic objectives for, TfL's tunnel assets. TfL's focus will be on improving system resilience, road user safety, incident response and information provision to motorists to enable informed route choice in the event of disruption.

### **Motorbikes in bus lanes**

- 4.10 Motorbikes are now allowed in bus lanes on all TLRN roads on the Capital's red routes for a trial period until June 2010. It is anticipated that this will improve safety and smooth traffic flow.

### **Cab drivers stopping in red routes**

- 4.11 Since July 2008, London licensed taxis and private hire vehicles (PHV) displaying the 'roundel' can stop on the TLRN for up to 5 minutes between the hours of 10pm and 6am, to pick up or set down passengers or wait for passengers to use a cash machine. This exemption is operating successfully and TfL has started the process of incorporating it into the traffic management orders governing the red routes.

## **Buses**

- 4.12 Bus passengers made more than 2.2 billion journeys in 2008/09, a slight increase on last year. This equates to six million passengers carried every day on 6,800 scheduled buses on over 700 different routes. Overall customer satisfaction is currently 80 out of 100, which is ahead of target, and an improvement on last year.

### **New Bus for London**

- 4.13 Joint first prize winners were announced in December 2008; the 27 prize-winning designs are on display in an exhibition at London Transport Museum. A notice was published in the Official Journal of the European Union in February 2009 inviting bus manufacturers to express an interest in developing the new bus. It is anticipated that contracts will be awarded by the end of 2009 with trials in 2011. The New Bus for London is expected on the streets in early 2012.

### **Removal of bendy buses**

- 4.14 Plans are in place to remove bendy buses from three routes: 507, 521 and 38, without compromising operating efficiency. Routes 507 and 521 will begin operation with single deck buses from June/July 2009; route 38 will begin operation with double deck buses from Autumn 2009. All articulated buses will be removed by the end of 2011.

### **Additional orbital bus services**

- 4.15 A vital cross-suburban express service, called X26, which runs between Croydon and Heathrow, was doubled to run every half an hour.

### **East London Transit**

- 4.16 £18.5m of funding has been secured for the East London Transit (ELT). The construction of the first section of ELT in Barking Town Centre commenced in January 2009. The high capacity bus system will run from Ilford to Dagenham Dock via Barking Town Centre. It will boost services for local residents as well as help support the regeneration of east London, in particular encouraging housing development.

### **Dial-A-Ride**

- 4.17 A further 61 custom-built Dial-A-Ride minibuses costing £3.9 million have been introduced, adding to the current fleet of 120 vehicles. These vehicles are improving door-to-door transport services for tens of thousands of older or disabled Londoners. The new vehicles have a totally flat low floor, dual access at the side and rear of the vehicle and tip and fold seats, which allow wheelchair users to manoeuvre easily around the vehicle. They also have a much improved interior, including high levels of lighting, tinted windows, air conditioning, and onboard CCTV for added safety and security.

## **5 IMPROVING THE URBAN ENVIRONMENT**

- 5.1 TfL's environmental priorities are reducing CO<sub>2</sub> and pollutant emissions to the air. Work is underway to adapt TfL's services to the changing climate, improve the urban environment and to deliver efficiencies in energy and resource use. TfL's £25m Climate Change Fund is supporting new and innovative programmes to help achieve the target of reducing CO<sub>2</sub> emissions by 60 per cent by 2025. Over the last year, the following programmes have been put in place to deliver against our environmental targets and to improve the quality of London's urban environment to make it a better place to live.

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

#### **London – the electric vehicle capital of Europe**

- 5.2 TfL is working with the GLA to deliver the Mayor's recent commitment to install 25,000 charging points across London by 2015. As a first step, TfL, through the Local Implementation Plans, has provided funds for an additional 75 points to be in place by 2009/10, followed by funding for the remaining 25 the following year. TfL will also play its part in plans to convert at least 1,000 GLA fleet vehicles to electric vehicles by 2015. TfL is also a member of the Electric Vehicle Partnership established in November 2008 by the Mayor.

#### **Hybrid buses**

- 5.3 In May 2008, there were 12 hybrid buses in service; by end of May 2009, this will have increased to 56. A further 300 hybrid buses will be in operation by March 2011 and all new buses will be hybrid from 2012. At a rate of about 500 vehicles a year, it is expected to be the largest roll out of hybrid buses in Europe. Hybrids use 40 per cent less fuel and reduce CO<sub>2</sub> emissions by at least 30 per cent. Designs for the "New Bus for London" will also look to incorporate hybrid or other low-carbon technology.

#### **Car Clubs**

- 5.4 In March 2009, TfL announced a £1m investment package to support the growth of car clubs across London over the next two years, bringing over a third of London residents within a five minute walk of a car club vehicle. The funding will be used to install on-street parking bays and signage, and help promote car clubs, resulting in 726 new car club vehicles across 19 London boroughs over the two year period.

### **Improving the urban realm**

#### **Exhibition Road**

- 5.5 The Exhibition Road shared space scheme will radically transform one of London's key visitor attractions into a high quality, user-friendly space. TfL's contribution (increased by £10 million to £13.3 million) will enable work to start on

the scheme with a view to completion by the end of 2011, well ahead of the London 2012 Olympic and Paralympic Games.

### **Oxford Circus**

- 5.6 TfL will contribute £4 million to the New West End Company and Crown Estates for a major makeover of Oxford Circus, reducing clutter and increasing usable space for pedestrians by more than 60 per cent.

### **Removing guardrails**

- 5.7 TfL has doubled its target for removal of guardrail from the TLRN to 60km. This will now be completed by the end of July 2010, two years earlier than previously planned. By the end of March 2009, 8.25km had already been removed.

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

#### **Legible London**

- 5.8 The Legible London wayfinding scheme is making great strides on behalf of pedestrians in London. The Bond Street prototype has been extremely successful and more signs have now been installed to support pedestrian journeys along Regent Street. Almost two-thirds of users surveyed said the new system would encourage them to walk more, and over 90 per cent said the system should be rolled out across the Capital.
- 5.9 Funding has been secured to install signage in three new pilot locations: South Bank and Bankside, Richmond and Twickenham, and the Clear Zone area of Covent Garden and Bloomsbury. Installation will begin in late 2009 and will further test the system, while introducing more people to the joys of traversing London on foot.

#### **Smarter Travel Richmond**

- 5.10 Smarter Travel Richmond follows on from the success of the Smarter Travel Sutton programme, which achieved a 50 per cent increase in cycling, a nine per cent increase in bus use and a 17 per cent reduction in street cycle theft last year.
- 5.11 Smarter Travel Richmond launched in March 2009 and has already introduced 70 new car club bays and over 200 new cycle parking stands. This programme has a target of increasing the combined mode share of cycling, walking and public transport by five per cent by September 2011, saving the equivalent of 23 tonnes of carbon dioxide every day. Looking forward there will be two new cycle routes, a further 250 cycle parking facilities, travel plans for every school and most large business to cover over 20,000 employees.

#### **Smarter Travel Pilot Projects**

- 5.12 The Wimbledon Schools Smarter Travel Project is underway. It aims to reduce the number of children causing crowding on buses at peak times in Wimbledon Town Centre. The project introduced before-school activities to encourage

children to arrive at school early. Initial feedback from stakeholders has been extremely encouraging, with the Safer Transport Team reporting reduced crowding at key bus stops in Wimbledon Town Centre during the morning peak.

### **School travel plans**

- 5.13 In October, a TfL report revealed that there are 3.3 million fewer school-run car journeys made in the Capital every year (compared to 2005/06). School travel plans are helping to turn the tide against the school run, with more children using public transport, cycling or walking to get to and from school than three years ago. Since 2005, schools in London with travel plans have seen car journeys fall by 6.4 per cent. All London schools will have travel plans in place by the end of 2009 (a year ahead of the national target), and it is estimated that there will be six million fewer car journeys made on the Capital's roads as a consequence. That is the equivalent of 21 million fewer car kilometres or a saving of 3,800 tonnes of CO<sub>2</sub> emissions every year.

## **6 ENCOURAGING MORE CYCLING**

- 6.1 TfL is investing a record £111 million in cycling in London this year. The money is being spent on introducing the cycle hire scheme, improving parking and road conditions for cyclists, education, training and promotion.

### **Cycle hire scheme**

- 6.2 Work is underway to introduce a cycle hire scheme to central London. TfL expects to award the operating contract in late summer 2009, launching the scheme in May 2010. Initially, there will be 400 bike hire locations situated approximately every 300 metres across nine London boroughs within zone one. 6,000 bikes and 10,000 new cycle parking spaces will be available 24 hours a day, 365 days a year. The London Cycle Hire scheme will help to alleviate congestion hotspots on the Tube and buses in central London and is expected to generate an additional 40,000 cycle trips per day.
- 6.3 The first four planning applications have been submitted to Camden Council, and the remaining applications will be submitted throughout Spring and Summer 2009. A main sponsor for the scheme is currently being sought and it is anticipated that a sponsor will be appointed by late summer 2009.

### **Cycle highways**

- 6.4 The Cycle highways project will deliver a set of 12 high-profile radial routes into and out of Central London that will concentrate cycle flows and provide a fast and efficient way into the centre. They will comprise a package of innovative measures, including information along the route, to encourage people to cycle and engineering interventions where necessary.
- 6.5 The first two highways will be announced shortly and will be in place by Summer 2010 with all 12 complete by 2012.

## **7 IMPROVING RIVER SERVICES**

### **River Concordat**

- 7.1 More than 30 organisations have signed up to the River Concordat to improve ticketing, timetables, provide clearer signage to the piers, and better passenger information on London River Services.
- 7.2 As part of this agreement, from November 2009, Thames Clipper services will accept Oyster PAYG. Thames Clippers carried 2.7 million passengers in 2008, almost a 400 per cent increase in passenger numbers over a two-year period since the introduction of six new fast ferries and the extension of the service to the O2.

### **Pier improvements**

- 7.3 Thames Masthouse Terrace Pier re-opened in April following a £500,000 refurbishment, improving passenger experience and comfort, access to the Greenwich peninsula and providing another link between Docklands and the major commuter interchanges of Blackfriars, London Bridge, Charing Cross and Waterloo.
- 7.4 TfL has also agreed to fund an extension of Tower Pier to relieve congestion; this will be delivered by 2011.

## **8 IMPROVING THE JOURNEY EXPERIENCE**

### **Safety and security**

#### **Introduction of an alcohol ban on TfL's transport network**

- 8.1 On 1 June 2008, TfL introduced the ban on the consumption and carrying of open containers of alcohol on TfL public transport modes (London Overground ban introduced on 8 June 2008). The ban is a Condition of Carriage and, as such, it is enforced by TfL with notices on public transport, staff advice, and announcements across the network. Both the Metropolitan Police Service (MPS) and British Transport Police are supporting TfL staff in enforcing this ban. This police support is becoming more proactive as the ban has had almost a year to settle in. Research has shown there is a high level of awareness coupled with substantial support for the ban - over 84 per cent of people surveyed supported its introduction last year.

### **Additional 34 cab enforcement officers and licence revocation policy**

- 8.2 TfL is doubling the number of cab enforcement officers.<sup>1</sup> The additional officers will provide greater coverage for anti-touting activities across London and will maximise the high visibility deterrence and will be deployed in the late evenings around London. The additional resources will allow the use of a broader menu of tactical options to identify and deter sexual predators, illegal operators and touts. Recruitment of the additional officers is underway with the majority in place by June 2009.
- 8.3 TfL has also introduced tougher penalties for any licensed PHV driver convicted of touting to send out a clear message that this will not be tolerated. From 1 August 2008, licensed drivers convicted of 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 TOCU Cab Enforcement Unit made 442 arrests for touting between 1 August 2008 and 31 March 2009. This has led to 93 Magistrates' Court convictions involving licensed PHV drivers. Of these drivers, over 60 have had their PHV licences revoked by the Public Carriage Office to date with the remaining still being processed.

### **Rollout of an additional 440 uniformed officers on the bus network**

- 8.4 The Mayor, through TfL, has committed to enhancing local Safer Transport Teams (STTs) and local TOCU reassurance teams by providing increased visible presence at identified transport hubs and an increase in the size of all 21 STTs. These 440 uniformed officers have been funded through a £16.5m reduction in the TfL marketing budget. These new hub teams will operate out of locations such as bus stations and major transport interchanges in areas with crime and anti-social behaviour issues and work on specific routes/services that pass through the area. A key part of the approach will be reassurance and to deal with issues as they start to affect the transport system and aim to prevent them occurring before they affect the system.
- 8.5 The rollout of all 32 Hub Teams (consisting of one sergeant, one police constable and seven police community support officers) is now complete, with the teams now fully operational and working from their designated transport hub. On 15 June the Mayor launched the last of these teams and announced related crime statistics. Crime on buses in the capital is at its lowest level for five years, down by 18 per cent since the Mayor took office. Robberies and bus vandalism has been cut by more than a third.

### **BTP50 - an additional 50 officers on suburban rail network**

- 8.6 The BTP50 initiative was launched in January 2009 at Bromley South station in South London. TfL will be investing more than £6m over the next two years to fund the additional 50 officers on the suburban rail network as part of the Mayor's commitment to clamp down on low-level crime and disorder at outer London rail

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<sup>1</sup> An additional 34 officers – 27 in the Transport Operational Command Unit (TOCU) Cab Enforcement Unit and seven in the City of London Police (CoLP)

stations. The phased rollout of 50 additional British Transport Police (BTP) officers on the suburban rail network started in January and is now complete.

8.7 This will provide neighbourhood style policing coverage at over 100 of the worst stations and routes in terms of crime in the outer London boroughs. Teams are now operational at Croydon, Bromley South, Stratford, Wimbledon, Acton Mainline, Seven Sisters and Finsbury Park.

### **Live CCTV trial**

8.8 A six month trial of live CCTV is currently in progress on a busy north London bus route. The aim of this is to determine whether live CCTV on London buses improves the response to incidents from TfL and/or the MPS. In all, 21 buses have been fitted with the technology, with up to 19 on the road at any one time. Live CCTV streaming is activated by the bus controllers in CentreComm (London Buses control centre) when they are contacted via the bus radio by a bus driver making an incident report to the control room.

8.9 The trial to assess the impact of live CCTV on call handling and follow up in the joint London Buses and MPS control room has been carried out. Full monitoring of the scheme was undertaken by TfL staff supported by Professor Martin Gill (a leading national expert in CCTV). The evaluation is currently in progress and the outcome will inform future bus CCTV strategy.

### **Payback London**

8.10 The Mayor has pledged to allow under 18s who have had their free bus travel withdrawn for breaches of the behaviour code to earn it back through voluntary community service. TfL, GLA, MPS and other partner agencies are working together to scope out options for a voluntary scheme.

8.11 The scheme aims to reduce antisocial behaviour and improve the journey experience on London's buses and trams for all passengers and staff. It will provide restorative justice for Londoners, help young people value their free travel privileges and, importantly, it will open the door to volunteering opportunities for young people.

8.12 An advertisement for an organisation able to design and implement the necessary volunteering opportunities was published in April 2009. Selection is due to conclude in June 2009, with the project planned to go live in September 2009. The successful organisation will receive grant funding from the GLA to design and run the project, and will take care of all aspects of the volunteering, from setting up the appointments to confirming to TfL that Payback London activity has been successfully completed.



## **Alleviating the cost burden**

### **Fares**

- 8.13 Free travel for injured war veterans was introduced from November 2008 benefiting an estimated 2,600 war veterans, war widows and widowers who save around £200 each a year.
- 8.14 Following the extension of Freedom Pass, Londoners aged 60 and over were able to use their Freedom Pass 24 hours a day, every day of the week, from 2 January 2009.
- 8.15 Since January 2009, thousands of unemployed Londoners have been entitled to half-price bus and tram travel. About 150,000 people are likely to benefit, including those on Income Support, Job Seeker's Allowance and Employment and Support Allowance.

### **Scrapping the proposed CO<sub>2</sub> charge**

- 8.16 Proposals for the CO<sub>2</sub> Charge, which would have charged owners of large family cars £25 a day to drive in the Central London Congestion Charge zone, have been scrapped. The Band A and B discount, which would have resulted in thousands of cars driving in the zone for free and adding to congestion, has also been removed.

### **Removal of Western Extension Zone**

- 8.17 A consultation on the Western Extension to the Congestion Charge was held in September/October 2008. Out of 28,000 responses, 67 per cent of individuals and 86 per cent of businesses requested the removal of the extension. The intention to remove was subsequently announced in November 2008 but must be subject to further statutory consultation.

### **Abolition of half-yearly cab inspections**

- 8.18 Half-yearly cab inspections were abolished in November 2008 as inspections did not achieve their aims of raising standards or improving the pass rate of annual inspections.

### **Low Emission Zone Phase 3**

- 8.19 On 2 February 2009, the Mayor announced his intention to suspend the third phase of the Low Emission Zone due to the detrimental impact it would have on London's small businesses. The Mayor remains committed to existing Phases One and Two of the scheme, which have proved very effective.

## **Improving customer information**

### **iBUS rollout**

- 8.20 iBus has been installed on all TfL buses. iBus is the largest upgrade to London Buses' Automatic Vehicle Location and radio systems ever; all buses now feature on-bus next stop signs and announcements.

### **Increased Oyster outlets in outer London**

- 8.21 Oyster cards are now available to buy and top-up at almost 3,800 outlets in the Capital, including shops and newsagents, an increase of over 75 per cent with over 1,600 new locations. Oyster has been a huge success in London with over 6 million cards in regular use, and more than three-quarters of all Tube and bus journeys made each day now use Oyster.

## **9 EFFICIENT AND EFFECTIVE DELIVERY**

### **Working more efficiently**

#### **Efficiency savings – Operating cost review**

- 9.1 During 2008, TfL undertook a detailed review of operating costs with a view to making efficiency savings. The focus was on back-office and non-operational expenditure and the key areas explored included:
- Review of structure (layers of management and levels of support functions)
  - Identification of non-value adding activity in TfL-wide processes
  - Identification of opportunities for better managing external spend and ensuring value for money procurement (commercial arrangements, contract procurement, use of temporary staff and consultancy)
- 9.2 This resulted in savings of £2.4bn being included in the Business Plan over the period 2009/10 to 2017/18 and the creation of the Operating Cost Reduction Programme. The programme consists of 60 projects across the organisation, being delivered over a 3 year timeframe. Many of the projects deliver savings without an impact directly on staffing such as accommodation rationalisation, increased commercial and procurement savings and process improvements.
- 9.3 Where organisational change is necessary to deliver savings, TfL aims to avoid redundancies by focusing on filling roles currently held by temporary staff and consultants with permanent staff, through redeployment processes, and by maximising the opportunities for displaced staff in other areas of the organisation such as Crossrail. The majority of projects are well underway and some significant changes have already occurred or are imminent.

### **Other changes including the timing and scope of projects**

- 9.4 As a result of the economic downturn and cost pressures in Metronet, expenditure has been adjusted to affordable levels. In London Underground, this has meant a review of the phasing and scope of projects and programmes, including deferral and reduction in quantity of Metronet station projects, and not proceeding with a scheme to provide step free access to sub-surface lines at Baker Street.
- 9.5 A number of other projects have also been cancelled. Many of these projects were never funded beyond their initial design stages. To build them all now would require over £3bn in additional funding.
- 9.6 Work on progressing the **Thames Gateway Bridge** has been stopped. This is in part due to the funding gap, but also as a result of concerns over traffic impacts and concerns over location and environmental impact. Planning is currently revisiting alternative river crossings, including at Silvertown.
- 9.7 The **Cross River Tram** work has also been halted due to lack of funding. However, the Business Plan will deliver a number of transport improvements to the communities along the proposed routes, including the increased capacity and more frequent services to come on the Northern, Victoria and Piccadilly lines, and phase 2 of the East London Line. TfL and the LDA are looking at additional possible short and long term measures including the Northern line separation, improved bus operations, enhanced rail services and other ways of supporting local regeneration.
- 9.8 The **Croydon Tramlink Extension** to Crystal Palace scheme had been progressed by TfL but there is no funding for implementation. TfL is currently working with the boroughs and other key stakeholders to assess the current and long term transport problems and challenges faced in south London. Potential solutions will be developed as part of this process.
- 9.9 The **Oxford Street Tram/Transit** proposal is unaffordable and the disruption during construction would be very substantial. TfL is working with Westminster Council to implement streetscape improvements. TfL is also assessing options to reduce bus volumes along Oxford Street.
- East London Transit (ELT) and Greenwich Waterfront Transit (GWT)**
- 9.10 Beyond the completion of the ELT 1a, ELT 1b, no other further phases will be funded, nor will Greenwich Waterfront Transit. TfL will undertake a wider review as part of the subregional analysis to assess the potential for further transit routes and opportunities for external funding.
- 9.11 A series of **Public Space Proposals** such as Parliament Square and Euston Circus have been cancelled given cost and traffic impact.
- 9.12 Funding for **DLR Dagenham Dock** has yet to be identified to implement the proposed extension through Barking Riverside to Dagenham Dock. TfL has

written to DCLG and DfT for a commitment for funding of at least £100m and is awaiting a response.

- 9.13 The **Venezuela energy funding agreement** between TfL and Venezuela's state-owned oil company has been ended.

## **Planning and Strategy**

### **Aligning London Plan, the Mayor's Transport Strategy (MTS) and Economic Development Strategy (EDS)**

- 9.14 Reflecting ambitions for a more joined up GLA family, revisions to the MTS are being developed in tandem with revisions to the London Plan and the EDS (which is being led by the London Development Agency). A small working group was established in December 2008 to facilitate this. A Statement of Intent for the MTS was published for Assembly and Functional Body consultation on 18 May (following the London Plan Initial Proposals on 29 April 2009 and the EDS on 13 May). Comments from the Assembly and Functional Body consultation will inform the full MTS which will be made available for public and stakeholder consultation in September with the final strategy being published in early 2010 in line with that proposed for the London Plan and EDS.

## **Working with the Boroughs**

### **Empowering boroughs to do area based Local Implementation Plan (LIP) schemes**

- 9.15 LIP funding arrangements are being changed to provide greater flexibility, reduced bureaucracy and greater certainty over funding to boroughs, enabling them to take spending decisions based on local priorities.
- 9.16 Following the seminar on the reform of the LIPs process attended by more than 100 borough officers, TfL and London Councils consulted with boroughs and Strategic Partnerships regarding the future LIPs funding arrangements. A report on the results of the consultation was considered at the London Councils' Transport and Environment Committee Meeting (TEC) in March where it was agreed that a needs-based formula for allocating LIPs funding should be introduced for three of the five programmes for 2010/11 and subsequent years. The funding allocation for the three years commencing 2010/11 was announced in May. This also reflected the reduction in programmes from more than 20 to five, maintaining the £100k per borough flexible funding, multi-year funding and fewer requirements on data collection and scheme justification.
- 9.17 LIPs Funding Guidance was subsequently issued aligned with the Assembly and Functional Body consultation on the Mayor's Transport Strategy's Statement of Intent.

### **Broadening TfL Board representation**

- 9.18 The Mayor is required to ensure that the Board consists of Members who have a combined experience in the impact of transport on business and the environment, finance, local government, management of organisations and the organisation of trade unions. There must also be representation of the interests of women and people with mobility problems, and further to the Railways Act 2005, two Board Members must be able to represent the interests of the persons living, working and studying outside Greater London that are served by railway passenger services in respect of which TfL carries out its functions.
- 9.19 In June 2008, the Mayor appointed Tim Parker, Kulveer Ranger and Steven Norris to the Board. Previous Board Members Christopher Garnett, Sir Mike Hodgkinson, Judith Hunt and Eva Lindholm were retained on an interim basis pending completion of the appointment process. Former Board Adviser Peter Anderson was also appointed a Board Member on a temporary basis.
- 9.20 In August 2008, previous Board Members Peter Anderson, Christopher Garnett, Sir Mike Hodgkinson, Judith Hunt, Eva Lindholm, Patrick O’Keeffe and Tony West were re-appointed to the Board together with six new Members, Charles Belcher, Dame Tanni Grey-Thompson, Daniel Moylan, Keith Williams, Bob Oddy and Steve Wright. Bob Oddy and Steve Wright represent the licensed taxi drivers and private hire trade respectively.
- 9.21 Following Tim Parker’s resignation (5 December 2008), Claudia Arney was appointed to the Board on 19 January 2009.

## **10 RECOMMENDATION**

- 10.1 The Board is asked to NOTE the report.