

TRANSPORT FOR LONDON

BOARD

SUBJECT: COMMISSIONER'S REPORT

DATE: 5 NOVEMBER 2008

1 INTRODUCTION

This report provides an overview of major issues and developments since the Board meeting on 30 September and updates the Board on significant projects and initiatives.

At the Board Meeting on 30 September, the Board approved the formation of three panels with the membership to be discussed with members prior to this meeting. The membership is detailed in Appendix 1 to this report.

The 2009 Calendar has also been issued for all Board, Committee and Panel meetings. Invariably, some meetings may need to be changed or others added during the year.

2 MAYORAL POLICY IMPLEMENTATION

Good progress has been made on delivering the Mayor's policy initiatives over the last month. An overview is provided in Appendix 2. Further updates will be provided in future reports.

2.1 Mayoral Policy Implementation: Consultation on the Western Extension to the Congestion Charging Scheme

The initial non-statutory consultation on the future of the Western Extension closed on 5 October. A full analysis of the consultation results will be provided in a report to the Mayor later this year, alongside the results of London-wide attitudinal surveys that TfL has commissioned among Londoners and businesses.

2.2 Mayoral Policy Implementation: 440 Extra Uniform Officers on the Public Transport Network: TfL and Metropolitan Police Service (MPS) Hub teams

The Mayor, through TfL, has committed to increasing the number of uniformed officers on the bus network. The additional 440 officers are being used to establish dedicated Hub Teams in priority locations across London and increase the size of all 21 Safer Transport Teams. The first three pilot teams were

launched in May and following consultation between the MPS and TfL, an additional 27 locations were announced by the Mayor on 8 October. These comprise seven inner London and 20 outer London locations. The additional officers are being deployed in three phases with full deployment due by June 2009.

2.3 Mayoral Policy Implementation: smoothing traffic flow, re-phasing traffic lights and dealing fairly with motorists.

TfL's work on the re-phasing of traffic signals continues and initial studies have shown the potential to release an average two seconds extra time on each cycle of traffic lights without affecting pedestrians. Theoretically, depending on wider network constraints, junction widths and cycle times, this has the potential to increase capacity through a junction by 80-160 vehicles per hour. TfL will be seeking to understand, over the coming months, the impact that such changes will have on traffic operations along entire corridors. I have sent a letter to key motoring stakeholders inviting them to provide input into a taskforce looking at opportunities for smoothing traffic flow in London.

In line with the Mayor's commitment to re-phase traffic signals, TfL has opened discussions with the Department for Transport (DfT) in relation to the use of pedestrian countdown signals and will undertake research to seek to validate the applicability of overseas experience (pedestrian accident savings and pedestrian attitudes) to the UK.

The southern roundabout at Elephant and Castle is an important node on the Inner Ring Road. The scheme for this junction was re-examined to ensure that all had been done to smooth traffic flow, while retaining benefits for cyclists and pedestrians and in terms of the urban realm. As a consequence, TfL has developed a more balanced solution to meet the requirement, which is now being worked into a detailed design for discussion with Southwark Council and key stakeholders.

On 27 October, the Mayor announced that motor cycles will be permitted in all TfL controlled bus lanes (on the TLRN) from the start of 2009. The initial phase will use 18 month experimental traffic orders which will provide the opportunity for monitoring and evaluation. The Mayor has asked TfL to introduce this trial and will take account of the views of all road users when making a decision on the permanent way forward.

2.4 Mayoral Policy Implementation: London Streetworks Permit Scheme

On 22 September the DfT wrote to TfL and the 14 London boroughs that had submitted applications for permitting schemes, requesting clarification of a number of points of detail in the applications. The DfT advised that the submission should be a stand-alone document without cross-reference to supporting documents. The DfT also sought a clearer statement of the benefits to all stakeholders and a better definition of the aims and objectives of the scheme. In reply, TfL expressed dissatisfaction at the DfT's delay in advising of these initial findings. On 10 October, TfL and representatives from the boroughs

met with DfT officials to seek clarification on the Department's requirements. TfL and the boroughs hope to be able to resubmit their applications in the New Year.

Meanwhile, TfL will continue to focus attention on the provision by works undertakers of accurate and timely works notices. Following commencement in May 2008, a total of 64 Fixed Penalty Notices (FPNs) have been given to works undertakers for noticing offences under the New Roads and Street Works Act 1991. This included 32 to Thames Water; 16 to BT; and 8 to EDF. FPNs are set at £120, payable within 36 days but discounted to £80 if paid within 29 days.

2.5 Mayoral Policy Implementation: Live CCTV Trial on Buses

On 20 October, the Mayor announced the beginning of a six-month trial of live CCTV on a north London bus route. Twenty one double-decker buses have been fitted with technology that will allow pictures to be beamed live to the CentreComm control centre shared by officers from TfL and the Metropolitan Police's Transport Operational Command Unit. Pictures are beamed via secure and encrypted mobile networks directly from the buses to the TfL control room.

TfL operators will be able to view any of the cameras on the bus and direct police officers to the scene if required. The trial will monitor and analyse the use of the technology to decide whether it can help bus controllers deal with incidents on buses more effectively. TfL will carry out an evaluation of the trial with Professor Martin Gill (a leading national expert in CCTV), and will report back to the Mayor with its recommendations in June next year.

3 MODAL OPERATIONS

3.1 Surface Transport

Industrial action affecting London bus services

On 10 October, bus drivers at First and Metroline went on strike for 24 hours in connection with their pay claim. This affected routes in west, east and north London. Metroline's garage at Brentford continued to provide a full service and a limited service was also provided on a few routes from some First and other Metroline garages. The impact of the strike on 10 October was less than initially expected because Metrobus gained a court injunction that prevented a strike by its drivers. The effect of the strike resulted in approximately 24 per cent of scheduled mileage not operating.

Further strikes had been planned for 22 October, however, the Court Injunction gained by Metrobus led to Unite suspending this industrial action.

Taxi fires

London Taxis International (LTI) has completed investigations into the causes of the fires and have identified the remedial work required to enable the affected taxis (approximately 680 in total) to return to service. To date, around 280 taxis have had the work completed and are in receipt of the appropriate certification from LTI to allow the Public Carriage Office to return them to service. The work

on the remaining taxis (approximately 400 in total) is on-going and these vehicles will be returned to service at the earliest opportunity. Once this work is complete, LTI will then recall the remainder of the TX4 fleet for remedial work, even though it meets appropriate safety standards for use in London taxi service.

Organisational change – Congestion Charging and Traffic Enforcement

In light of the significant improvement in compliance with traffic restrictions and congestion charging regulations, there is a welcome and sustained year on year reduction of over 15 per cent in the number of Penalty Charge Notices being issued. The consequent restructuring of the Congestion Charging and Traffic Enforcement Directorate, which also takes account of improved efficiency across the operation, is progressing to schedule. The selection of the new senior management team has been completed and interviews are continuing for the rest of the team. The new organisation will be in place from 8 December 2008 and TfL is on track to deliver annual savings of up to £6.5 million as a result.

Penalty Fare Increase

The Mayor has agreed to TfL increasing the cross-modal penalty fare from £20 to £50 (reduced to £25 if paid within 21 days). The two tier penalty fare is being introduced to deter fare evasion, encourage prompt payment and to reduce prosecution activity thus focussing attention on more serious cases. Notification was given in the press and the new penalties will come into effect on 11 January 2009. A public awareness campaign will take place later this year, including new signage. Powers to make provision for two-tier penalty fares were obtained in the Transport for London Act 2008; a two-tier system has been in operation successfully on Croydon Tramlink since 1999.

Bus Related Crime Statistics

On 8 October, the Mayor announced the official bus-related crime figures from the Metropolitan Police for 2007/08 and the first quarter of 2008/09. The figures show that levels of crime in 2007/08 were 14 per cent lower on the bus network than in the previous year. There were 15 crimes per million passenger journeys on the bus network over this period, the lowest rate since these figures have been recorded.

Safer Travel at Night

Female students and newcomers to London are the target of the latest Safer Travel at Night initiative. The campaign, refreshed in September, warns women of the dangers of travelling in illegal cabs and is being promoted using a variety of media including Student Union TV, posters, press, leaflets, email and university fresher packs. The posters also promote Cabwise, the text 'Home' to 60835 facility that sends customers telephone numbers for local taxis and licensed minicabs. A larger campaign is set to launch in the run up to Christmas which will also include core messages about safer options including night buses.

Cycling Safety campaigns

TfL has launched our latest Cycling Safety campaign in cinemas throughout London. Adverts carried the stark message "It's easy to miss what you're not

looking for. Look out for cyclists”. To support this, a proactive press campaign was launched directing people to the ‘Do the Test’ website. This features new ‘whodunnit’ and ‘phonejacker’ films using the concept of change blindness to communicate the campaign’s key message to cyclists and other road users.

Following the distribution of 10,000 ‘fresnel’ lenses earlier this year, a further 10,000 have been ordered and will be distributed to HGV drivers at the end of November. These lenses, which are being distributed through TfL’s Freight Operator Recognition Scheme, stick onto the passenger side-window of the lorry and improve the driver’s vision of cyclists that pass along the nearside of their vehicles. Mandatory fitment is a matter for Government, who make the relevant regulations.

Freight Operators Accreditation

On 7 October, the first members of TfL’s Freight Operator Recognition Scheme (FORS) were recognised with bronze status. FORS is a unique membership scheme set up to establish industry benchmarks and acknowledge operational efficiency within the freight industry. Through encouraging and recognising the good working practices of individual operators, the scheme aims to improve all areas of freight distribution in London, including safety, reduction of CO₂ emissions, congestion, collisions and operator costs. Twenty three freight operators have now achieved bronze accreditation. They were all recognised for demonstrating excellence and dedication to improving their business operations, leading the way for other operators to become involved and help shape the future of freight distribution in London.

3.2 London Underground

London Underground and Metronet Cost Review

The London Underground and Metronet Operating Cost Review is progressing to develop a more detailed proposal to meet its objectives of efficiency and the business objectives of strengthening the line upgrades delivery capacity.

New Sub-Surface Trains

On 25 September, the Mayor unveiled the new S-Stock train, to be introduced on the Metropolitan line from 2010, the Circle and Hammersmith & City lines from 2011 and the District line from 2013. The mock-up of the train remained on public display at Euston Square Gardens from 27 September to 2 October and was attended by 8,500 people.

The S-Stock will be the first train on London Underground to feature air conditioning. Each carriage will be equipped with two thermostatically-controlled air conditioning units pumping cold air through vents in the roof. Trains will also be fully “walk through”, with a concertina mechanism between carriages. As well as improving capacity, this will improve customer safety, allowing passengers to see what is happening in neighbouring carriages and providing greater scope for closed circuit television.

This is the largest single train order in the UK, with 1,395 carriages to make up 191 trains; the order replaces stock which will be nearly 50 years old in some parts.

Airwave Radio

The new Airwave radio system which allows police and the other emergency services to communicate underground is now working across the entire London Underground network following commissioning of the system at the final two stations, Bank and Leicester Square. This project was delivered by TfL on behalf of the Home Office three months ahead of schedule.

Customer service and performance

Good performance has continued in London Underground through the second quarter of the year. An overall Customer Satisfaction Survey score of 79 was achieved in Quarter Two, equalling the Quarter One score and contrasting with results in previous years, which have tended to show a drop in the second quarter. Service reliability has been consistently better than target, with the best results for more than 10 years achieved in terms of excess journey time and the percentage of the schedule operated.

3.3 London Rail

North London Rail Upgrade

The Gospel Oak to Barking line is currently being upgraded for increased freight gauge, funded by the DfT's Transport Innovation Fund. Lines were closed from 1 September with services resuming, on time, from Monday 29 September. The majority of works were completed during this closure, with the remainder due to be completed by Christmas. Full service is due to resume on 17 November 2008.

North London Railway Infrastructure Improvements

With the support of the Olympic Delivery Authority, TfL is funding enhancements to the London Overground network to increase train frequencies on all routes by 2011, providing a more reliable, frequent and efficient passenger service ahead of the London 2012 Olympic and Paralympic Games. Infrastructure works, primarily the upgrade of tracks and signalling, will be delivered by Network Rail in 2009/10.

The project has now passed through Network Rail's Guidance For Rail Investment Projects (GRIP) Four Gateway, which marks the transition from development to implementation, and the bids for the upgrade packages are currently being evaluated by the integrated TfL and Network Rail delivery team. Work is expected to start in early 2009 with completion in early 2011, to be in place in 2012.

Secure Stations Accreditation

All 35 eligible London Overground managed stations have been awarded Secure Stations Accreditation. Developed by the Department for Transport and the British Transport Police, this establishes standards of good practice and accredits individual stations which have worked with the British Transport Police and other local partners to implement security measures.

Since TfL took responsibility for the London Overground network in November last year, all stations have been staffed during operating hours. This provides around 200 more station staff than under Silverlink Metro. Dedicated British Transport Police officers patrol the network, providing on-train patrols and proactive policing of hot-spot stations. Ticket gates have been installed at 11 stations on the Overground network, leading to a marked improvement in safety and security, reducing unauthorised access to stations, graffiti and ticketless travel.

London Overground trains

Work is progressing on the new 'Class 378' electric trains for London Overground. The first unit was moved for testing on the national rail network in Clacton on 24 September. Following this process, the unit will be tested for performance and reliability on the London Overground network in November and December 2008. The first trains should move into passenger service in early 2009, with all trains to be in service by May 2009.

Rail Freight

A nationwide Strategic Freight Fund of £200m provided through the Government's High Level Output Specification (HLOS) has been confirmed and scoping work is now at an advanced stage. TfL is participating in a pan-industry group overseeing the development of a Cross-London rail freight strategy. In parallel, TfL is considering what further enhancements will be required to support the predicted growth in demand to 2025, reliant on the provision of new rail-connected freight terminals. These are difficult to develop within or near London, given their extensive lane requirements.

A joint study exploring the benefits of new rail freight facilities in the Barking area to support freight on High Speed 1, the high speed rail link from the Channel Tunnel to London St Pancras International, is underway. Led by TfL and the London Thames Gateway Development Corporation (the development control authority for the area), this study has helped to demonstrate to stakeholders the regeneration benefits of additional development of rail-connected logistics facilities in the area.

Woolwich Arsenal extension

Excellent progress continues to be made, with the extension set to open on schedule in February 2009. Assimilation testing, where the systems will be integrated into the existing railway, began on the 25 October, to be followed on 9 November by a System Performance Demonstration to check the contractual capability of the extension between King George V and Woolwich Arsenal. Woolwich Arsenal interchange station is nearing completion.

Stratford International extension

Construction of replacement high level London Overground platforms at Stratford is progressing to programme, with the platforms scheduled to open in January 2009. Works are underway to convert infrastructure from national rail to DLR between Canning Town and Stratford. Station works are progressing at Canning Town, Star Lane, West Ham and Stratford International. The project is set for completion in July 2010.

Croydon Tram Service Infrastructure

The first 'new look' tram went into service on Monday 6 October; over the coming months one tram will be refurbished every weekend, to be completed by mid 2009. On the same day, works were completed at Therapia Lane, the first stop to be refurbished under the current programme, scheduled for completion in early 2009. A new guide to Tramlink has been published and is available through the Tramlink shop.

South Central Franchise

The DfT has completed its stakeholder consultation for the new South Central franchise and an Invitation to Tender will be issued during November. The DfT's outline specification for suburban services is expected to incorporate many enhancements that were recommended by TfL, including first and last trains that will be broadly aligned to London Underground times.

TfL is finalising a deal for additional improvements for passengers. These are focused primarily on the provision of staff at stations throughout the traffic day and station refurbishments designed to improve the customer environment. The aim in both areas is to match the standard delivered by the Overground.

TfL will also work with the DfT to install ticket gates at up to 14 stations prior to the commencement of the next franchise in September 2009. These will serve to cut fare evasion, helping to finance the planned enhancements and will also deliver customer benefits by reducing anti social behaviour.

4 MAJOR PROJECTS AND INITIATIVES

4.1 Crossrail

Agreements

On 8 October the Finance Committee agreed in principle to the entering into of the Core Agreements necessary to progress the Crossrail Project and work continues on finalising these agreements with the DfT and CLRL.

Delivery Strategy

Progress continues on the preparation and approval of the Crossrail Delivery Strategy and a revised version was issued to Sponsors on 24 September 2008. Bids have been received and are under evaluation for Design Consultancy Frameworks. A well-attended briefing meeting for Programme and Project Delivery Partners was held on 6 October 2008.

Property

Documents for the compulsory purchase of the first areas of land, which are at Tottenham Court Road, were issued on 16 October. This should allow possession to be taken during January 2009.

Crossrail Project Functional Requirements

The most recent version of the Sponsors' requirements has been agreed, subject to ongoing discussions with Network Rail in relation to performance targets, and the most recent version of the Crossrail Project Functional Requirements has been delivered to the design and engineering teams.

Stakeholder Management and Community Relations

A programme of Public Information to keep communities informed about Crossrail was concluded on 2 October. From now on, communication with communities will be undertaken on a site-by-site basis. The second meeting of the Tottenham Court Road Community Liaison Panel, where the public is seeing the first Crossrail activity and outline programmes for the works, was held on 30 September. The experience gained from the operation of this panel will inform a similar panel for the Bond Street area, the first meeting of which is likely to take place in November.

Papers on the terms of reference for the Crossrail Independent Complaints Commissioner and the Small Claims Scheme, both Parliamentary commitments, will be presented to the High Level Forum on 22 October. The High Level Forum aims to resolve issues raised by stakeholders and is attended by TfL, the DfT at Ministerial level, representatives from the Heritage Forum and the Planning Forum, the Crossrail Referee, and Cross London Rail Links Limited.

4.2 East London Extension Phase One

The project remains on schedule for delivery in June 2010. Twelve implementation milestones have been agreed with the main works contractor, Balfour Beatty-Carillion Joint Venture (BB-C JV), for the period September to December 2008. Two have been successfully completed to date – New Cross Gate Flyover is now ready for ballasted track laying; and comments have been received for eight design packages in preparation for their inclusion in the project's technical case.

Track laying is near complete on the Kingsland Viaduct and the construction of reinforced concrete track is underway north of Haggerston Station. The Operational Building Complex, housing the planned signalling and drivers' centre, is structurally complete and building services installation is progressing. The Rolling Stock Maintenance Facility core structure has now been completed.

An Invitation to Tender for the Infrastructure Manager Contract has been issued to four prospective bidders, with responses due in December 2008 and appointment scheduled for the end of February 2009.

4.3 East London Extension Phase Two

Discussions are underway with the DfT regarding funding options for the proposed extension to Clapham Junction. A resolution is required shortly to ensure delivery before the commencement of Thameslink works at London Bridge and before the run up to the Olympics and Paralympics in 2012.

4.4 Transport Transformation for West London

Services in White City and Shepherd's Bush have been revitalised thanks to a multi-million pound partnership between TfL and developers Westfield. The new facilities, fully supported by the London Borough of Hammersmith and Fulham, provides world-class transport links to the new Westfield London retail development and transform public transport for people living and working in west London. Westfield has invested £170m towards transport projects in the area, with TfL providing a further £30m.

Transport improvements will include new stations at Wood Lane and Shepherd's Bush Overground, refurbishment of Shepherd's Bush tube station, a new bus station at White City, enhanced accessibility features, and a series of improvements to walking and cycling facilities. When the programme is complete, the area will be one of the best connected in London.

Re-opening of Shepherd's Bush London Underground station

The Central Line station at Shepherd's Bush re-opened on schedule at midday on Sunday, 5 October following an eight month closure for modernisation and replacement of the escalators. As part of the modernisation process, the old ticket hall was demolished and rebuilt, providing twice as many ticket gates, increasing capacity and making the new station easier and more pleasant to use. New features include a digital CCTV system, passenger help and information points and improved seating, signage and lighting. The station will be the principal gateway to the new Westfield London shopping centre, due to open on 30 October, with passenger numbers expected to double to around 45,000 per day.

Shepherd's Bush station on the Hammersmith & City line has been renamed Shepherd's Bush Market in order to provide an identity distinct from the Shepherd's Bush Overground and Central line stations.

Opening of Wood Lane station

Wood Lane station on the Hammersmith & City line opened on schedule on 12 October 2008. Wood Lane is the first new station on the existing Tube network for 70 years and gives the local community direct access to Hammersmith, Paddington, and stations to Kings Cross St. Pancras and the City. It is one of the gateway stations for Westfield London, just 200 metres away. The station is fully accessible, with four lifts making it step-free from street to platform.

The station combines old and new with old viaduct arches incorporated into the modern stainless steel and glass structure to create a striking and spacious ticket hall. The station was designed by Ian Ritchie Architects, who also designed Bermondsey Tube station. It boasts innovations such as an intelligent zonal public address system which turns the volume down at quiet times and lights which go into energy-saving mode when no-one is around. TfL expects more than 2,000 people per hour to use the station at busy times on Saturdays.

Shepherd's Bush London Overground station opening

A new, fully accessible, London Overground station at Shepherd's Bush opened on time on 28 September 2008. The station joins the Clapham Junction to Willesden Junction line on the Overground network and provides links to Shepherd's Bush Central line station, buses, taxis and the new Westfield shopping centre.

5 CORPORATE ACTIVITIES

5.1 Planning

Mayor's Transport Strategy

Discussions are underway with the Mayor's Office and the GLA regarding the co-ordination of the timetable for changing the Mayor's Transport Strategy (MTS) to reflect responses to the impending Direction of Travel document as well as the changes emerging from the London Plan "Planning for a Better London" consultation.

A project team is being established to take the London Plan revisions forward more quickly. This will involve TfL officers to ensure alignment of the MTS with proposed changes to the London Plan. The timetable for the MTS is for consultation on a full revision to start in spring 2009.

Borough Engagement

A working group including TfL, London Councils and officers from seven boroughs has been working to identify a series of reforms to the Local Implementation Plan (LIP) process to reduce bureaucracy; give boroughs greater flexibility; bring greater certainty to funding across years; and reduce the number of programmes. TfL has embraced the boroughs' proposals with a number of changes already agreed. The LIP funding allocation for 2009/10 will be announced later in November.

5.2 Smarter Travel

School Travel Programme 2007-08 Annual Report

The second School Travel Programme Annual Report was published on 1 October 2008, highlighting key achievements in 2007/08:

- Seven in ten London schools had a travel plan in place by April 2008;
- In four boroughs, 100 per cent of schools had a travel plan, one year ahead of the London target and two years ahead of the national target; and
- Schools with a School Travel Plan have achieved a 6.4 per cent decrease in car use equating to 3.3m fewer car journeys per year.

Second Annual 'Investigating your local community conference'

This partnership event hosted by TfL, the Metropolitan Police and the London Probation Service took place on 18 September. The event focused on best practice examples of joint working between School Travel Advisors, Police and Probation Officers across the London boroughs. It highlights the benefits to boroughs that are not currently engaged in such joint working. For example, Local Community Safety Officers have been working with pupils and teachers to address concerns about personal safety around schools.

Green Fleet Awards Dinner and Conference

The Green Fleet Awards Dinner and Conference took place on 25 September 2008 attended by around 400 representatives from London businesses and local authorities. Deputy Mayor Richard Barnes presented the TfL-sponsored awards for the Public and Private sector fleet of the year to Royal Mail and the BT Group respectively.

Smarter Travel Sutton

An advertising campaign to highlight the travel options available in Sutton was put in place to coincide with the new school term. Banners were put up outside 68 local schools. Securing free advertising space for the campaign ensured that it was delivered cost effectively to the target market. Monitoring of the Smarter Travel Sutton programme is underway, to be reported at a future meeting.

Smarter Travel Richmond

A review of school travel plans, workplace travel plans and Richmond Council's policies has been completed and a review of transport data to inform strategy development is underway. A 'long list' of potential locations in Richmond for travel planning and clusters of employers, leisure destinations, schools and colleges has also been developed.

London 2012 Smarter Travel Strategy

A package of wide-ranging travel demand management measures can help TfL deliver a significant reduction in 'day to day' demand across the public transport and highway network, as required to free up space for those participating in and attending the London 2012 Olympic and Paralympic Games. The development of the Olympic Smarter Travel 2012 strategy is nearing completion. Key meetings have taken place and draft costs have been provided to the business planning process. The final draft strategy was delivered at the end of September and is now undergoing consultation within TfL and the ODA.

5.3 Group Services

Skills Strategy

The TfL Skills and Employment Strategy has been produced. This describes TfL's 10-year skills and employment strategic direction, seeking to guarantee that TfL and its supply chain continue to have the skilled workforce needed to deliver the Mayor's transport objectives. Finding, retaining and developing enough people with the right skills poses a number of challenges. Key sectors, such as engineering, face general skills shortages which impact on TfL and its supply chain. Furthermore, technological developments in the construction and transport industries mean new skills are required. In addition, TfL's commitment to encouraging unemployed people into work, means that there is a clear need for TfL to rethink its approach to skills and employment. The Strategy demonstrates this new thinking and brings together existing work from HR and procurement, as well as new initiatives such as academies, to set out the

mechanisms TfL will use to ensure it continues to have the people needed to deliver the demands and expectations of Londoners.

Working Together Agenda

The Delivering More Together (GLA Convergence) Programme is currently completing due diligence and business case development work on the next phase of the Programme, Phase Two. This will build on the success of Phase One by continuing to focus on delivering cost efficiencies through shared Procurement work (notably for Temporary Labour, Mobile Telephony and IT Consumables) and by sharing knowledge and expertise for Property and Facilities Management work. In addition, the Programme will, for the first time, seek to implement formalised Shared Service arrangements for a range of IT, Finance, Occupational Health and Procurement services. Current indications are that Phase Two will cost in the region of £15m and will deliver financial benefits of around £46m over 5 years.

5.4 Finance

TfL and £40m deposit with UK bank owned by Iceland's largest bank

TfL has no deposits with banks in Iceland. On 9 June 2008, TfL deposited £40m with a UK bank, Kaupthing Singer & Friedlander (KSF), which is authorised and regulated by the UK Financial Services Authority (FSA). Its ultimate parent bank is Kaupthing Bank in Iceland. The deposit matures in June 2009. At the time the deposit was placed, Kaupthing Bank carried an A1 credit rating (which remained unchanged until 9 October 2008). The placement with this UK bank was in full accordance with TfL's Treasury Management Strategy drawn up in the light of central Government guidance.

On 8 October 2008, KSF was placed in administration by the UK Government/FSA to protect the assets of the bank given problems affecting the Icelandic parent bank. It is understood that KSF has "substantial assets" and that the aim is to return KSF to normal trading. Under those circumstances, TfL would expect to get its money back when the deposit matures in June 2009. The Administrator is aiming to make an assessment of the asset position by the middle of November and TfL is in discussions with the Administrator regarding joining the creditor committee. Given the unforeseeable nature of recent events and that TfL's Treasury Management Strategy was consistent with central Government guidance, TfL expects to receive full Government support in relation to this matter.

None of this will affect front line transport services or the billions being invested to upgrade London's transport.

Oyster on National Rail

Oyster was successfully launched on First Great Western services on 21 September. Following Department for Transport approval of the Required Fares Alterations, the agreements are now progressing through the internal governance procedures at the Train Operating Companies (TOCs) prior to

signature. It is therefore hoped that agreements can be announced at or prior to the Mayor's summit with the TOCs. The installation of Pay as You Go (PAYG) acceptance equipment is proceeding with all but two of the TOCs and has been completed at 44 stations to date. An agreement for the installation of PAYG on Heathrow Connect services has been produced and is under review by BAA. Implementation and launch remains possible by March 2009.

Olympic Route Network

Meetings have been held with the Department for Transport and the Department for Culture, Media and Sport to agree the timetable for commencement of public consultation on the Olympic Route Network. Agreement has been reached that the designation process must be completed before the 2009 Parliamentary summer recess.

5.5 General Counsel

Board visit to TfL operational sites

On 16 October, a visit was organised for Board Members to a number of TfL sites including the London Traffic Control Centre and LUL's Network Operations Centre. Board Members also had the opportunity to see the Legible London Pilot and a cycling initiative. Members travelled on a hybrid bus and heard from me and a number of chief officers about TfL's current proposals. A further visit is planned for December to see a variety of sites in East London, including the Olympics site.

Minimising the impact of Acetylene fires

Fires that may involve acetylene can be very disruptive to transport provision as the fire service may put in place a hazard zone of up to 200m for up to 24 hours. This is because heated acetylene cylinders may explode, even after a fire has been extinguished. TfL has been working with partners to try and minimise the likelihood of acetylene being involved in fires and, when it is, to minimise the disruption caused. As part of this work, Network Rail supported a six month trial of the use of remotely operated vehicles to reduce the disruptive impact of fires involving acetylene. This trial has proved successful, and as a result, TfL, Network Rail and the Highways Agency are putting in place a two year contract to provide remotely operated vehicle capability to support the fire service in minimising the transport impacts of fires involving acetylene.

5.6 Marketing and Communications

Road Safety

TfL's Teen Road Safety campaign 'Debutantes', aimed at reducing the number of young people killed and seriously injured on the roads, has received an International Visual Communication Award (IVCA). The IVCA awards promote social inclusion, corporate social responsibility, sustainable development and ethical debate – and are the only awards of their type in the world.

The 'Debutantes' campaign is a digital television show, provided through a dedicated microsite¹ on Bebo, the social networking site for young people.² Young people are invited to upload their creative work onto the site and six 'Debutantes' report their experiences of being mentored by well known celebrities. Behind all of this there is a serious message; that young people need to take care when near roads.

Cycling microsite launch

TfL has launched a microsite promoting cycling, accessible from the main TfL website.³ There have been 176,000 visitors to the microsite in the first four weeks since the launch. Orders of cycle guides allowing people to plan their rides have also increased by more than 50 per cent.

Peter Hendy
Commissioner
Transport for London
November 2008

¹ A microsite is essentially a 'site within a site' on the web.

² www.bebo.com/debut

³ www.tfl.gov.uk/cycles/

Panel Membership

Panel	Members
Rail and Underground Panel	Christopher Garnett (chair) Peter Anderson Charles Belcher Dame Tanni Grey-Thompson Sir Mike Hodgkinson Tony West
Planning and Corporate Panel	Judith Hunt (chair) Peter Anderson Daniel Moylan Patrick O'Keeffe Kulveer Ranger Tony West
Surface Transport Panel	Steven Norris (chair) Charles Belcher Dame Tanni Grey-Thompson Judith Hunt Daniel Moylan Bob Oddy Patrick O'Keeffe Keith Williams Steve Wright

Mayoral Policy Initiatives

Mayoral Policy Initiatives	Update on TfL Action
<p>Put the commuter first:</p> <ul style="list-style-type: none"> • Focussing on making traffic flow more smoothly • Tackling congestion to reduce emissions 	<ul style="list-style-type: none"> • Initial studies demonstrate the potential to release around two seconds extra time on each cycle of traffic lights without affecting pedestrians and potentially increasing capacity by 80-160 vehicles per hour. • The Mayor announced on 27 October that motor cycles will be permitted in all TfL-controlled bus lanes on the TLRN from 2009. • TfL is working with the DfT and London Boroughs towards re-submission of applications to operate a permit scheme in the New Year.
<ul style="list-style-type: none"> • Investigate reinstating tidal flow at the Blackwall tunnel and opposing increased tolls at the Dartford crossing • Improving public transport in outer London through orbital bus routes and campaigning for better rail services 	<ul style="list-style-type: none"> • TfL is exploring short and longer term measures to reduce disruption and improve traffic flow, including reinstating tidal flow. • In May 2008, TfL provided information to the Mayor's Office, who wrote to the DfT arguing that concessions should be extended to outer London boroughs adjacent to the Dartford Crossing on the grounds that residents of these areas are equally as affected as residents of Dartford and Thurrock. The DfT did not accept these grounds for extension. • Trial expansion of route X26 between Croydon and Heathrow started on 22 October, with doubling of route frequency. • TfL has held discussions with the Association of Train Operating Companies on the issues of policing and security, Oyster PAYG and through fares, and integrated planning.
<p>Make public transport safer and more secure:</p> <ul style="list-style-type: none"> • Increasing the presence of police officers to patrol the network, particularly on buses and station platforms in outer London 	<ul style="list-style-type: none"> • See section 2.2 on the 440 extra uniformed officers to be in place on the public transport network, through TfL and Metropolitan Police Service (MPS) Hub teams.

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<ul style="list-style-type: none"> • Introducing 'Payback London', requiring under 18s abusing rights to free bus travel to earn it back via community service • Cracking down on illegal minicabs 	<ul style="list-style-type: none"> • The GLA are leading this programme and are currently in the process of procuring lead agencies; TfL has completed the back-office work required. • The 'One strike and you're out' policy was launched on 1 August 2008; 27 licensed private hire drivers have so far been arrested for touting. The Cab Enforcement Unit has forwarded the details of 18 of these drivers to TfL and, as a result, 11 licences have been revoked to date.
<p>Tackle problems with a fresh perspective:</p> <ul style="list-style-type: none"> • Supporting different forms of transport like river services 	<ul style="list-style-type: none"> • A River Concordat Group has been established and is currently focused upon tackling two key barriers: pier provision, and service branding and marketing. TfL is pursuing Oyster PAYG on commuter services.
<ul style="list-style-type: none"> • Renewing traditional forms of transport by commissioning a 21st-century Routemaster with conductors • Making London a truly cycle-friendly city through increasing secure cycle parking and introducing a bike-hire scheme 	<ul style="list-style-type: none"> • TfL has received a total of 700 entries for the competition to design a brand new bus for London. Of these, 475 entries were in the 'Imagine' category and 225 in the 'Design' category. TfL plans to announce the winners in late November. • Planning is underway to launch a cycle-hire scheme covering Zone One with at least 6,000 bikes in May 2010. • A feasibility assessment is underway for roll-out of Cycle Highways to serve latent demand for cycle commuting in Zones Two and Three. • TfL has embarked on a substantial programme to provide cycle parking on streets, at schools and at stations. An additional 26,000 spaces, over and above the planned 40,000 spaces, will be implemented over the next four years. • A Cycling Safety campaign was launched on 6 October and the distribution of 'Fresnel' lenses, improving HGV drivers' vision, continues.

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<p>Make transport more convenient:</p> <ul style="list-style-type: none"> • Improving the daily commuter experience through better information and extending the Oyster top-up network • Halting the proposed Tube ticket office closures and ensuring there is always a manned ticket office at every station 	<ul style="list-style-type: none"> • Oyster was successfully launched on First Great Western services on 21 September. • The network of Oyster agents has increased by 60 per cent from 2,300 in May 2008 to 3,800 in October 2008. • The programme of Tube ticket office closures was halted in July 2008.