

## TRANSPORT FOR LONDON

## BOARD

**SUBJECT: COMMISSIONER'S REPORT**

**DATE: 3 FEBRUARY 2010**

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**INTRODUCTION**

This report provides an overview of major issues and developments since the Board meeting on 10 December 2009 and updates the Board on significant projects and initiatives. An overview of progress toward the delivery of key Mayoral transport priorities is provided as an appendix.

**1 IMPROVING THE UNDERGROUND****1.1 London Underground (LU)****Periodic Review**

On 17 December 2009, the PPP Arbiter published his Draft Direction on Tube Lines' costs for the Second Period of their PPP Contract. The Arbiter has determined the price to be £4.4 billion. This is much closer to LU's assessment, which was £4 billion, than Tube Lines' (TLL) original assessment of £6.8 billion, and its more recent revised submission of £5.75 billion.

TLL also claimed that LU was in breach of its PPP contract, and was responsible for an additional £327 million in costs. However, independent adjudication has "dismissed in its entirety" the claim by TLL. The independent QC ruled that LU had not breached its contract, and bore no responsibility for any increase in TLL's costs. He also instructed TLL to pay LU's costs and legal fees incurred in defending the claim.

On 1 February, LU and TLL will be making representations to the Arbiter on his Draft Direction, which will be formally confirmed in March. LU is also pressing the Arbiter to remain within LU's affordability constraints in determining the financing for the Second Period.

**Jubilee Line Upgrade**

In the interests of ensuring the upgrade is now completed as quickly as possible, LU has agreed to a further 22 days of closures up to, and including Easter when the line will be closed for four days.

The Christmas shutdown for testing of the new Transmission Based Train Control system was successful, with 12 trains running and has increased confidence in completion this year. TLL has indicated a revised forecast date for

Jubilee line upgrade delivery as October 2010, 10 months later than the contractual date, and LU has identified further possible closures up to October. This is being synchronised with the revised software build and testing plan, and a revised programme showing all activities up to October is being finalised. LU continues to actively challenge TLL to meet its revised programme.

During the line closures, existing alternative transport arrangements will continue where necessary, including rail replacement buses, a boat service from West India Pier to The O2 and additional services from c2c (West Ham to Fenchurch Street) and Chiltern (Harrow-on-the-Hill to Marylebone) as required. In addition, LU has recently introduced an additional stop on the Metropolitan line at Willesden Green during Jubilee line closures.

### **Circle Line changes**

On 13 December 2009, the new "Extended Circle" service was successfully introduced. This new service pattern is bringing improvements to the reliability of the Circle line, and is the first step in delivering the Sub Surface upgrade. Early performance data suggests that improvements to average journeys are being delivered. Performance will continue to be monitored closely during the first few months of operation to ensure that these improvements are sustained.

Lines through Aldgate station were suspended for some hours on 19 January, following a Circle line train striking a scaffolding ladder at the station. The formal investigation into the incident is currently being undertaken. In the meantime, all the contractors involved have been suspended.

### **Sub Surface Railway (SSR) Upgrade**

The first pre-production S Stock train is now in London and had accumulated 12,500 kilometres of test running by the end of December 2009. Testing of the second pre-production train continues at the Old Dalby test track.

Following successful commissioning of Aldgate station over the Christmas/New Year period, all signalling immunisation on the Metropolitan line has been completed on schedule, allowing new S Stock trains to operate in traffic this summer. However, the ongoing delay in completing the Jubilee line upgrade risks impacting on SSR upgrade, and may restrict access to Neasden Depot for the required modifications. This is being addressed with Tube Lines.

### **Victoria Line Upgrade**

The first production train (Train 4) was delivered in December 2009. Initial testing demonstrated some quality issues, which are being addressed with Bombardier (BTUK). Nevertheless, the first run in engineering hours was successfully undertaken on 15 December.

On 5 January, Train 2 (from the pre-production trains) commenced inter-peak running in passenger service. Growing the signalling reliability remains critical to decommissioning the first 1967 Tube Stock set. LU is working with BTUK/Westinghouse to implement software fixes, and so far the reliability trend is on target and improving.

The project remains on time, and within budget for completion. Recent attempts by TLL to suggest that Victoria Line upgrade costs have been understated, in comparison to the Jubilee line upgrade, in submissions to the PPP Arbiter are incorrect, and have been rebuffed.

### **Tottenham Court Road Station Upgrade**

The main construction contract for the redevelopment at Tottenham Court Road Station has been awarded to Taylor Woodrow Construction and BAM Nuttall Limited, with work due to commence in early 2010. Demolition and other enabling works under separate contracts are already well advanced.

## **2 EXPANDING THE OVERGROUND**

### **2.1 London Overground**

#### **New trains**

There are now ten new electric trains in passenger service on the London Overground network. The trains are running on the North London Line during peak and off-peak hours, and on the West London Line during peak hours. The introduction of new trains on the North London Line was temporarily halted to ensure sufficient new trains were delivered for testing on the extended East London Line. However, this has now been resumed.

Class 172 diesel trains are now under construction at Bombardier's UK plant in Derby. These will be introduced on the Gospel Oak to Barking line this summer.

#### **East London Line Extension phase one**

The Mayor visited the new Shoreditch High Street station in Hackney/Tower Hamlets on 5 January to review the last phase of works on the extended East London Line.

Test-running of 19 new trains is currently taking place on the section between New Cross Gate depot and Dalston Junction station. The handover from the contractor, Balfour Beatty Carillion Joint Venture to TfL took place on 23 January. Trial operations have now started with a view to opening the central section (between Dalston Junction and Surrey Quays) in early April if testing allows. The full service with new four-car trains to New Cross, Crystal Palace and West Croydon is expected to commence in May, with the further connection to the North London Line at Highbury and Islington by January 2011.

#### **Communication regarding planned closures**

The planned closure to upgrade the Richmond to Stratford Line on the London Overground network will run from 20 February until 31 May 2010, between Gospel Oak and Stratford stations. Track and signals are being replaced, stations upgraded and four tracks provided between Caledonian Road & Barnsbury and Canonbury.

A comprehensive communications plan is in place to ensure that passengers and stakeholders are informed about the planned closures and alternative travel options. This has included:

- Poster displays at stations since December, with leaflets available at all stations since the first week of January.
- A Press Release issued to all London papers in mid December.
- Briefing to all station staff and members of the Customer Services Team.
- More than 1,500 letters issued to key stakeholders and places of interest including schools and hospitals.
- Information available on the TfL website.
- Over twenty information sessions at key stations in January and February.

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

Four tender submissions have been received for the detailed design contract for the new 1.3 kilometre rail link between the existing South London Line and Surrey Quays. These are now being reviewed and the contract is expected to be awarded in the last week of January. The OJEU for the main construction contract will be issued in February, with construction work likely to start in the final quarter of 2010.

Despite a commitment from the DfT to confirm the £7 million funding contribution towards a new station at Surrey Canal Road station before Christmas, this has not yet been received. A letter from the Secretary of State for Transport is still awaited. Should this be confirmed, the London Borough of Lewisham will fund the remaining £3 million from its Local Implementation Plans (LIPs) funding.

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

### **Stratford International Extension**

Works to platform finishes have commenced at all stations with Stratford International, West Ham, Star Lane and Canning Town nearing completion. Structural steelwork for all stations has been installed and the finishing is ongoing. The signalling installation from West Ham to Canning Town is complete and is currently being tested by Thales. The line remains on track to open in summer 2010.

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

The blockade at Royal Mint Street, to make the final amendments to the track junction between Bank and Tower Gateway, will be completed in early February. Three-car trains will start running on the Bank-Lewisham route once this is completed.

All track works in the Canning Town area have now been completed, enabling the new Stratford International lines to be connected to, and have access to, the DLR network.

The £1.9 million Limehouse footbridge link was opened in November 2009. Initial feedback has been very positive, with around 3,000 passengers using it to change from c2c services to DLR in the morning peak.

## **2.3 Working with the Train Operating Companies (TOCs)**

Oyster pay as you go was successfully extended to all National Rail stations in London, as well as on four C2C stations in Essex on 2 January. An additional 0.5 million journeys have been made using Oyster Pay as You Go every week on the National Rail network since 2 January.

TfL is working closely with the TOCs to monitor and resolve station specific issues. I have concerns about the lack of TOC staff knowledge on the Oyster Extension Permit, which is not applicable on the TfL network, and which is not supported by TfL.

A date for the Mayor's TOC summit has now been agreed. All London TOCs will be invited to attend the meeting on 12 February. The agenda is currently under discussion with ATOC.

## **2.4 Crossrail**

### **Baseline Programme and Sponsors**

Crossrail Limited (CRL) is continuing to work on the Initial Control Baseline (ICB) to improve control and performance of the project. The estimating and baselining activity has continued to focus on the review of the estimates submitted by the framework design consultants. The following have been completed: running tunnels, North Woolwich portal, Ground Treatment and Monitoring, and structures. Reviews are ongoing for Bond Street Station, Communication Systems, Bulk Power and Whitechapel Station. The ICB is expected to be completed at the end of January.

The Sponsor Board met on 9 and 22 December 2009, where it considered papers on the proposed Insurance programme and an initial briefing on the ICB. A further meeting took place on 26 January, where it considered a paper on Crossrail's signalling strategy and a further update on the ICB.

### **Developer funding**

The Examination in Public into the proposed London Plan alteration to enable section 106 contributions to be sought from developments and used towards Crossrail funding, was held in December 2009. The alteration would enable contributions worth £300 million from all office developments which involve a net increase in office floor-space of more than 500 square metres in the Central Activity Zone, the Isle of Dogs and also around London Crossrail stations outside these areas. The alteration is supported by supplementary planning guidance that provides more detail on how the policy would be applied.

The independent panel that conducted the examination is expected to report with its recommendations later this month. In the meantime, the Mayor will continue to seek contributions from office developments, as he has been doing since the policy was first published in December 2008. To date, over £125m has been negotiated.

### **Partner Agreements: Network Rail**

The Regulatory Protocol was established on 13 December 2009 with an agreement between Network Rail, CRL, Sponsors and the Office of Rail Regulation (ORR).

The Implementation Agreement with Network Rail for the Integrated Thameslink/ Crossrail Ticket Hall at Farringdon was signed on 15 December. Under the arrangement, Network Rail will divert a sewer, and construct Crossrail's part of the ticket hall, a lift shaft and piles for Crossrail. The sewer diversion was undertaken during possessions at Christmas.

Network Rail and CRL are continuing to work on developing a scope, schedule and cost estimate for the On Network Works. This will serve as a baseline for Network Rail to develop their target price, which is due in September.

### **Partner Agreements: DLR**

The DLR property agreement was approved by DfT in December 2009, and formal confirmation from the Secretary of State is awaited. This clears the way for the final issues to be concluded, and for the suite of DLR agreements to be signed by end 2010.

### **Property**

Acquisition of surface properties continues on schedule. All the property required at Dean Street has now been acquired, and vacant possession obtained with the exception of the NDR studios, where there is a parliamentary commitment to allow them to stay until September, and one adjacent residential flat. Compensation claims are being processed as they are received.

The property at 18 -19 Hanover Square, the largest single acquisition which Crossrail will make, was acquired on 2 December 2009. Notices have now been issued for all the substantial surface properties that Crossrail will be acquiring in central London, and vacant possession on all of them will be achieved by the end of March.

The Secretary of State for Communities and Local Government announced his decision in respect of a Purchase Notice served on the London Borough of Havering, regarding land at Gidea Park, Romford. The appellant had claimed that as Crossrail required the land circa 2013, the land was incapable of a reasonable beneficial use in the interim period and therefore the land should be purchased immediately. The application has been rejected, meaning that Crossrail does not have to acquire the land earlier than anticipated.

## **3 GETTING LONDON MOVING**

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

#### **London Permit Scheme**

On 11 January, TfL and 16 London boroughs launched a permit scheme. This means that any company digging holes without permission or breaking the

conditions of their permit risks being fined. It is hoped that the move will reduce the 300,000 holes dug in London's roads each year by utility companies, by encouraging companies to work together. Permitting will enable TfL and the boroughs to better plan and coordinate the timing of roadworks, and to give companies the opportunity to work on the same sections of road at the same time.

TfL is also in discussion with a number of the other London boroughs who are also keen to introduce the roadworks permitting scheme on their roads. TfL aims to encourage the majority of London's boroughs to implement a permit scheme by the end of 2010.

### **Traffic Signal Timing Reviews**

Traffic signal timings are being reviewed in order to reduce the time vehicles spend idling in queues, the number of stops between signals, and the emission of air pollutants. The timing review programme also seeks to ensure pedestrians waiting to cross the road are able to do so efficiently, and that footways do not become overcrowded.

From 1 April 2009 to 9 January, 448 signal timing reviews have been completed, resulting in an average increase of 6.9 per cent in the queuing traffic clearing in each green period. This has been achieved alongside a two per cent increase in the pedestrians clearing the kerb during the green man invitation to cross period. The timing review programme is on track to review its target of 1,000 traffic signals by the end of the year.

### **Removal of Traffic Signals**

Traffic signals were "bagged up" on a trial basis at the junction of Western Road/Montague Way/Featherstone Road in Southall and at the junction of Gunnersbury Lane/Bollo Lane in late 2009, as part of a congestion reduction scheme trialled by the London Borough of Ealing. The trials are scheduled to take up to six months and the London Borough of Ealing is monitoring the impacts on traffic flow and safety in both cases.

### **Fines for Overrunning Road Works**

At a meeting with the DfT in late 2009, the DfT advised that any increase in Section 74 charges to apply to overrunning road works, would need to apply to every authority in England as it is not legally possible to apply an increase on a trial basis. Ministers would like a consultation on an increase in Section 74 Overrun charges to commence in February 2010, with implementation in October 2010 at the earliest, although implementation in April 2011 is more likely.

### **Lane Rental Scheme**

TfL is continuing to develop proposals for a lane rental scheme on the TLRN, on the basis that charges can be avoided if the right actions were employed by works promoters, such as working at non-traffic sensitive times, the use of trench plates or non dig techniques and collaborative working practices.

Unlike Section 74 overrun increases, a lane rental system could be brought in on an individual authority basis, although such a scheme would take longer to implement. This is because the DfT would need to undertake a formal consultation and make changes to regulations that would allow Highway Authorities to introduce a lane rental scheme. It is anticipated that the DfT will consult on lane rental regulations in summer 2010, with a view to implementing new regulations by October 2011.

#### **A406 Bounds Green to Green Lanes Safety and Environmental Scheme**

Advanced diversions of statutory utilities in readiness for the A406 Bounds Green Road to Green Lanes 'Safety and Environmental Scheme' commenced in January 2009, and will continue until the start of main works in spring 2010.

The coordination and management of the works by TfL and Amey has enabled single traffic management arrangements to be shared by National Grid Gas, BT (Openreach) and EDF Energy. This method of working has reduced the risk of diversions being required and compensation events being raised by the contractor during the main works programme, reducing potential costs and producing a time saving of approximately twelve months compared to the original programme. TfL has also been monitoring the effects of the traffic management during the advance works to help assess the likely impacts of the main works.

#### **Rotherhithe Tunnel**

Between 10 and 28 January, the Rotherhithe Tunnel closed on Sunday to Thursday nights between 22:00 and 05:00. The closure allowed engineers to install new pedestrian signage, power cables and additional pollution monitoring equipment in the tunnel. Advance warning signs were placed on the Commercial Road section of the A13 and on the two approaches to the Rotherhithe roundabout on the southern side of the tunnel. In addition, variable message signs in the area warned drivers of the closure.

The Rotherhithe Tunnel was also closed for emergency works just before 08:00 on Tuesday 12 January, after tiles on the tunnel lining became loose. Engineers worked throughout the day and overnight, to assess the damage, and repair and replace the damaged tiles to ensure the safety of vehicles and pedestrians using the tunnel. The tunnel reopened ahead of the morning peak on Wednesday 13 January.

#### **Blackwall Tunnel Northbound Refurbishment**

From February, TfL will begin refurbishment works on the northbound bore of the Blackwall Tunnel. The works, which will be carried out overnight, mean that the northbound tunnel will be closed between 21:00 and 05:00, Sunday to Friday. This is in addition to the existing regular weekend closure of one bore of the tunnel that takes place between 01:00 and 08:00 every Sunday morning. During the times that the northbound tunnel is closed, northbound traffic will be diverted through the southbound tunnel and thus southbound traffic will need to use other river crossings.

The refurbishment of the northbound tunnel is designed to ensure the safety and efficient operation of the tunnel for decades to come. The work will include:

- Improved access for emergency services and the installation of a new ventilation system.
- A new tunnel lighting system.
- A new communication system, including a radio system, in-tunnel telephone and public address system.
- New traffic control signals and in-tunnel variable messaging signs.
- An improved flood prevention system.
- New fire and incident detection systems, new fire main and hydrants.
- Improved escape route signage.
- New CCTV camera system.

### **3.2 London Buses**

#### **Oxford Street: Partial Eastbound Closure**

Major utility works, in connection with the Crossrail and LU station upgrade works at Tottenham Court Road, commenced at the eastern end of Oxford Street on 16 January and are expected to continue until November. These works have resulted in diversions to all traffic, including 15 bus routes.

A number of water, gas and other utility pipes that run under Oxford Street, many of which date back to the 1820s, must be strengthened or replaced as they could be affected by ground settlement caused by the construction work at the station. TfL has been working closely with the utility companies, London Borough of Camden and City of Westminster to minimise the impact of this work for businesses, shoppers and local residents.

#### **New Bus for London**

On 23 December, TfL announced Wrightbus as the preferred bidder for the final design and build of the New Bus for London. It will feature:

- An open platform, but with the ability to be closed off some times.
- A step change in emissions and CO2 output.
- Three doors (including the rear platform) with two staircases to aid speedier boarding and alighting.
- Capacity for carrying at least 87 passengers.

The first new bus will be on the streets of London in 2011.

#### **East London Transit Phase 1b Public Inquiry**

The Public Inquiry into the Compulsory Purchase Order and Side Roads Order for East London Transit Phase 1b commenced on 12 January and closed on 14 January. Only one statutory objector gave evidence, as agreements were reached with most other parties. A decision from the Secretary of State is hoped for within nine months.

## **4 IMPROVING THE URBAN ENVIRONMENT**

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

Work is currently underway on procurement exercises that will deliver 1,000 Electric Vehicles (EVs) for the GLA family, and London-wide infrastructure of 2,500 charging points. This is part of a wider aspiration to provide 25,000 charging points in London by 2015, as announced by the Mayor at the Copenhagen Climate Summit in December.

Funding to support the vehicles and infrastructure will come from a number of sources. Two bids are being made to the Office of Low Emission Vehicles. One is to help cover the differential cost of vehicles for the GLA fleet and the other, in partnership with private and public sector organisations, is for Plugged-In Places infrastructure funding.

A new website is also being created, pulling together relevant information on purchasing an electric vehicle and charging facilities. The website, charging infrastructure and all communications will have a new EV brand that is currently under development. Both the website and brand are expected to be launched in March.

### **4.2 Improving the urban realm**

The 2009/10 programme for the removal of pedestrian guard rail from the network is continuing, with 33 kilometres removed to date. A further 10 kilometres is currently approved for removal.

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

In December 2009, TfL launched the expansion of Legible London to three new areas. The scheme was originally launched in Bond Street in November 2007, and has now been extended to Richmond and Twickenham, South Bank and Bankside, and Bloomsbury, Covent Garden and Holborn. These areas will now have Legible London signs, maps and fingerposts to make it quicker and easier for pedestrians to navigate these locations.

These Legible London schemes have been delivered in partnership with London boroughs, business improvement districts and private land owners. From 2010/11, these groups will be able to develop and manage their own Legible London schemes, with advice and guidance from TfL, subject to obtaining the necessary third party funding.

## **5 ENCOURAGING MORE CYCLING**

### **London Cycle Hire**

As of 1 January, 477 planning applications had been submitted to the nine host boroughs of the Cycle Hire Scheme. Of these, 356 have been approved – an

approval rate of 83.8 per cent. A further 52 are pending a decision and applications for another 70 sites will be required by the end of March 2010 to replace sites refused planning permission, where the Traffic Regulation Order failed or where issues have arisen at the detailed design stage. Work is on track to achieve this.

### **Cycle Superhighways**

As part of the Smarter Travel workstream of the Cycle Superhighways project, boroughs were invited to bid for complementary works. £1.5 million has now been awarded to the eight pilot route boroughs: £291,000 for cycle training, £320,000 for travel awareness/ cycle maintenance and £887,000 for cycle parking, including approximately 500 new secure cycle parking spaces in the City of London.

### **Biking Boroughs**

In January, twelve outer London boroughs were selected as 'Biking Boroughs' – they will receive extra support and expertise from TfL in a bid to encourage more cycling in their areas. Research shows that more than half of the trips that could be made by bicycle, a total of 2.4 million journeys a day, are in outer London, and most are currently made by car. The twelve Biking Boroughs are Barking & Dagenham, Bexley, Brent, Bromley, Croydon, Ealing, Haringey, Havering, Hillingdon, Kingston, Merton and Redbridge, and will receive financial support from TfL to fund a tailored, local study to identify how cycling in each area can be developed. This could include measures such as working with schools, the NHS, Primary Care Trusts and local businesses to promote cycling, installing more secure cycle parking spaces, or improving junction layouts to make them safer for cyclists.

### **Community Cycle Grants**

Last month, TfL announced the availability of grants of up to £10,000 to support projects that promote cycling activities in the community. The fund, administered for TfL by the London Cycling Campaign, assists the development of projects that make cycling an everyday activity that is open to all Londoners. It seeks to support those projects that build the confidence of infrequent or new cyclists from all backgrounds, especially groups such as women, children and young people, ethnic groups and disabled people. There are two rounds of funding when applications can be submitted. The first round is open from 18 January until 5 February, and the second round opens from 8 March until 26 March.

## **6 BY THE RIVER**

### **Pier Signage**

The River Concordat is an agreement by the Mayor and over fifty stakeholders to work in partnership to grow London's river passenger services to their full potential. The Pier Signage workstream is one of the six key workstreams that form the Concordat. A two phase action plan has been developed by the workstream to improve signage to piers. Phase 1 involves the piloting of an illuminated flag at Blackfriars Pier, and pedestrian signage between key modal

interchanges. This is due to complete in the spring. Phase 2 will replicate the pilot flag at other piers along the river, and ensure consistent signage for pedestrians.

## **7 IMPROVING THE JOURNEY EXPERIENCE**

### **7.1 Safety and security**

#### **Intelligent Speed Adaptation**

In December 2009, two black cabs and two private hire vehicles became the first “public” passenger carriage vehicles to be fitted with Intelligent Speed Adaptation technology. This technology has been previously fitted to pool vehicles for a number London boroughs, including Hackney, Islington, Kensington & Chelsea, and Southwark. The technology will also be installed on a bus later this year. The average speeds, acceleration profiles and emissions of the vehicles, alongside driver attitudinal questionnaires, will be used to monitor the effectiveness of the technology.

#### **A13 Average Speed Cameras**

On 18 January, TfL began installing a network of average speed cameras between Canning Town and Goresbrook Interchange on the A13 in east London, in order to reduce the high number of speed related accidents on this 12 kilometre section of road. The A13 has an 18 per cent higher accident rate than is typical of major roads in London. Nearly 500 collisions, including three fatal and 34 serious, were recorded on this stretch of road between 2006 and 2008. Half of those accidents were caused by speeding.

It is the first time that the RedFusion average speed camera system, which uses multiple entry and exit points, will be used to enforce the speed limit within an urban area in the UK. A total of 84 cameras, based at 37 locations, will monitor the speed of vehicles as they drive along part or all of this section of the A13. The system will be fully operational by the summer. In the meantime, the existing GATSO speed cameras will continue to enforce the speed limit until the new system goes live.

#### **Safer Travel at Night**

On 14 December, TfL’s latest Safer Travel at Night (STaN) campaign won the Market Research Society Applications of Research Award. The award is designed to highlight how research can effectively aid decision-making in shaping a campaign. The STaN campaign specifically targets women to reinforce the dangers of using illegal cabs in London using a hard-hitting television and cinema advert.

#### **‘One Strike and You’re Out’ extension**

On 1 January, the ‘one strike and you’re out’ policy, introduced in August 2008 to tackle illegal cab touting, was expanded to include private hire operators based in late night venues. Previously, the policy only applied to licensed private hire drivers convicted of touting.

Under this extension, private hire operators are reminded that bookings must only be taken inside the premises that are covered by the private hire licence and that the licence should be on display. It also states that staff must not take bookings outside a building that has a private hire licence, and are prohibited from soliciting for hire under any circumstances. It also enforces that private hire drivers must not park or wait illegally outside venues.

## **8 EFFICIENT AND EFFECTIVE DELIVERY**

### **8.1 Planning and Strategy**

#### **Mayor's Transport Strategy (MTS)**

The MTS was published for consultation on 12 October 2009, with the consultation closing on 12 January. Since the beginning of the consultation, a series of public road shows has taken place and a large number of meetings have been held to discuss the Strategy with stakeholder groups and boroughs. Twenty one road shows have taken place across central, inner and outer London, and in each of the sub-regions. Attendance has generally been good, particularly in the shopping centres. The road shows have given people the opportunity to have a more in depth discussion of the policies and proposals, and to encourage people to respond to the consultation. A number of meetings have also taken place with key stakeholders, including the boroughs and stakeholder groups representing business, environment, the public and health sectors, local community transport associations and volunteer groups.

As of 8 January, over 3,500 responses had been received. Additional efforts had been made to increase interest with continued promotion to stakeholder networks, leaflets at Zone 1 stations and adverts in the Metro and local editorials. Additional adverts were also placed in the London Loop, and there have been Mayoral Tweets to promote the consultation. Among the stakeholder groups, responses have been received from London Councils and Sustrans.

#### **Mayor's Air Quality Strategy (MAQS)**

Development of detailed policy information for inclusion in the public and stakeholder version of the Air Quality Strategy continues. It is currently planned that the Strategy will be launched in March. Funding for the package will have to be addressed more directly in the public and stakeholder consultation, particularly with regard to the commitment for LEZ phase 3 in 2012, which would require a scheme order consultation starting in Summer 2010, shortly after the MTS is published.

#### **High Speed 2 (HS2) and a potential station at Old Oak Common**

In parallel with the DfT analysis, TfL has reviewed the implications of a HS2 station at Old Oak Common, on the basis of regeneration potential in the area (supported by the London borough of Hammersmith and Fulham), and the knock-on effect of proposals for redevelopment linked to a Crossrail Station in north Kensington and Chelsea.

Any work involving HS2 is not in TfL's Business Plan, including both the capital cost of building infrastructure, and any mitigation measures required to cope with the dispersal of HS2 passengers. TfL is considering the wider implications of HS2 services on London's transport network – this includes dispersal issues at HS2 stations, and the need for any mitigation to be funded as part of the HS2 package.

## **8.2 Working with the Boroughs**

### **Sub Regional Partnerships**

The role and TfL's funding of the sub regional partnerships has been reviewed by a team comprising TfL, the boroughs, London Councils, the LDA, GLA and representatives from sub regional partnerships. It has been concluded that TfL core funding (covered within existing Local Implementation Plan (LIP) budgets) should concentrate on the five sub regional partnerships. The conclusions were endorsed at the London Councils Transport and Environment Committee meeting on 10 December 2009. The next step is to put in place a framework that supports implementation in time for the 2011/12 financial year.

### **LIPs 2 Guidance Consultation Response**

The LIPs 2 consultation process started on 12 October 2009, concurrently with the consultation on the MTS and ended on 18 December 2009. A total of 40 responses were received – all 32 boroughs and the City of London provided feedback on the draft guidance. Other organisations that responded included English Heritage, Living Streets, London Cycling Campaign, London TravelWatch and Sustrans.

Overall, the balance of responses suggests that there is general support and acceptance of the new LIP Guidance, though three key issues were raised:

- The proposed timetable for completing the LIPs drafts (to be submitted to TfL in December 2010) was considered tight.
- There was some uncertainty over the need for, and the merits of, completing an accompanying Strategic Environmental Assessment.
- It was considered that further work was needed on the performance indicators as they should largely be within the control of individual boroughs.

Of the other organisations that responded, there was general support for providing boroughs with increased flexibility. However, all five respondents considered that there should be additional mandatory targets and indicators covering their respective fields of interest.

A full consultation report will be prepared for publication, based on the responses received. The final guidance will be submitted to the MTS Working Group for approval, and will be published at the same time as the final Mayor's Transport Strategy in early May 2010.

## 8.3 Working more efficiently

### **Efficiencies Programme**

Work across TfL continues to help identify, record and demonstrate savings. The Efficiencies Delivery Board convened on 3 December 2009 to discuss recent progress made in the delivery of pan TfL projects. Key activities include:

- Retendering of the Engineering and Project Management Framework, which went live on 1 December 2009, with projected savings of £35 million over the 4 year framework period.
- Approval of further funding for the Information Management Strategic Investment Programme (IMSIP), which allows it to conclude on 31 March 2010. This will enable IT services to be moved across to new facilities provided under IMSIP and legacy equipment to be decommissioned. Group IM will in future seek funding through the annual investment programmes which focus on discreet packages of work.

### **Responsible Procurement**

TfL has been independently evaluated at Level 5, the highest level of the flexible framework for sustainable procurement. The flexible framework was developed by the UK Government Sustainable Procurement Taskforce to enable organisations to benchmark themselves against best practice implementation of sustainable procurement. This achievement reinforces TfL's successful implementation of the GLA Group Responsible Procurement Policy.

### **London Development Agency (LDA) IM**

Outline approval has been given for the transfer of the LDA's Core IT services to TfL. This will include the transfer of the voice and network management services for the LDA to TfL, with expected benefit to the LDA of £370,000 over five years (from 15 October 2009). This arrangement will be cost neutral for TfL, and will contribute to the Mayor's agenda for driving cost efficiencies across the GLA Group. Phased Shared Service transfer, including LDA staff, could commence in the first quarter of 2010.

### **Sunguard Business Recovery Test**

A test of the business continuity arrangements at the Sunguard recovery site was recently carried out by TfL. 300 TfL staff were involved in this successful test, which demonstrated that TfL has a robust plan in place for business continuity.

### **Making our Travel Information Call Centres more effective**

On 22 December, a new interactive telephone system went live to enable customers to obtain immediate access to travel information without having to wait to speak to a call centre agent. This is part of the overall strategy of improving customer service while also managing our costs more effectively. Previously, only 60 call lines were available, meaning that customers could not get through at times of major disruption. This new service, which will be further promoted in the coming months, enabled TfL to handle 25 per cent more calls during the recent bad weather than would have otherwise been the case.

## **8.4 Safeguarding TfL finances**

### **2010 Fares Revision and Extension of Oyster to National Rail**

The new 2010 fares were introduced on 2 January, on the same day that Oyster was extended to National Rail services in London. On average, bus fares were increased by 12.7 per cent and Tube fares by 3.9 per cent. The implementation of the new fares and extension of Oyster to National Rail services in London went without a hitch.

The main policy area of the rollout that still remains an issue is the Oyster Extension Permit, required by the TOCs, and not by TfL. Oyster Extension Permits are required on National Rail services in London, where a customer with a Travelcard plans to travel outside the zones that they have purchased, using Oyster PAYG. I have written to the TOCs and to the Association of Train Operating Companies to ask them to rethink this impediment to travel.

### **DLR Railcar Lease**

The original finance lease signed by TfL in 2005 for the 24 DLR railcars was on an approximate 75 per cent fixed interest rate, with the balance on a floating interest rate to allow for changes in the delivery programme of the railcars. All 24 of these railcars have now been delivered by Bombardier, resulting in all drawdowns being completed under the lease.

TfL has taken the opportunity to fix the interest rate on the remainder of the 25 year lease exposure to provide certainty of cashflow, remove interest rate risk, and provide savings of approximately £0.7 million (nominal) in the Business Plan period and £1.1 million over the lease period (calculated as net present value at September 2009 prices).

## **8.5 Managing the workforce**

### **TfL Pay**

Over half of TfL employees in paybands 1-3 have confirmed that they wish to receive the TfL pay settlement. These employees, including members of the PCS union who accepted the settlement following a ballot, will receive payment in February. TfL welcomes the fact that some trade unions have decided to ballot: TSSA is asking its members whether or not they accept TfL's pay offer; UNISON was due to ballot its members on 22 January; and UNITE will be consulting with its members over the next two weeks. TfL encourages other unions to do the same. Further information will be provided to employees who have not yet accepted the settlement through the TfL internal website. The settlement remains open to all employees.

### **London Underground Industrial Relations**

Despite a low turnout vote in favour of industrial action, the RMT, and subsequently Unite unions have joined ASLEF and TSSA in accepting LU's final pay offer of a 1.5 per cent increase for 2009/10, and RPI +0.5 per cent or 0.5 per cent (whichever is greater) for 2010/11. LU is now working to implement the pay increase by late February for operational staff, and by mid-March for non-operational staff.

## **Equality & Inclusion (E&I)**

TfL successfully launched its Disability Equality Scheme (DES) on 3 December 2009, to coincide with the International Day of Disabled People, at an event run by TfL's Disability Staff Network group. Michèle Dix launched the DES and re-emphasised the direct link between it and the Mayor's Transport Strategy. The DES has been developed with the input of disabled and deaf people from across London, and with the collaboration of teams from across the organisation.

E&I performance groups have also been set up across TfL, and have had their initial meetings. The initial meeting of the TfL wide group will take place in early 2010 to discuss the overall TfL E&I strategy for the year.

## **Senior Appointments**

At the beginning of March, Jeroen Weimar, Chief Operating Officer – Enforcement & Compliance, will leave TfL to join Serco as its Managing Director, Transport. In this role, Jeroen will be responsible for Serco's transport business in the UK, including the implementation and delivery of the London Cycle Hire Scheme later this year.

## **9 OPERATIONAL EVENTS**

### **9.1 Severe weather**

A period of severe winter weather began with a cold spell in the last few days of December 2009 and developed into a period of prolonged cold weather with significant falls of snow in the first week of the New Year.

As a result of careful planning and good implementation of the plans following the onset of the severe weather, the impacts on TfL's services were very limited in extent and duration.

However, due to the severe weather being experienced across the whole of the UK and for a prolonged period, by the beginning of the week commencing 4 January, it was apparent that there was a problem in supplies of salt for gritting. The London Local Authority Coordination Centre (LLACC) was implemented and TfL worked with the LLACC to coordinate grit supplies across London.

A pan TfL Gold coordinating group was set up and, through daily conference calls, assessed impacts and developed plans to maintain the effective functioning of the transport systems.

By Wednesday 6 January, the salt supply situation in the UK was such that the national 'Salt Cell' was implemented to recommend priorities for salt supply across the UK. In London, 'mutual aid' was implemented between the boroughs but despite this, it was increasingly clear that without significant resupply, there was the possibility of salt stocks in London being exhausted. A London wide Gold group was convened by the Government Office for London on 7 January

to ensure strategic coordination for London, particularly in relation to salt supply and use.

The Mayor made the case for London to be represented on the Salt Cell, and it was agreed that David Brown, Managing Director, Surface Transport, would represent London. It was subsequently agreed that the rate of use of salt for gritting would be reduced by 25 per cent to conserve stocks, principally by boroughs agreeing only to grit their 'resilience road networks' plus additional roads key to the bus network, and by using the minimum amount of grit on those roads that were treated.

During the week commencing 11 January, the cold weather continued, with further snowfalls and sub-zero temperatures, particularly at night. As a result, London through the Salt Cell continued to press for appropriate resupply, to ensure London would have sufficient salt supplies over the short term and to rebuild stocks for the remainder of the winter months.

As a result, the bus network performed well and remained operational at all times during the bad weather. There were a small number of instances, particularly in south and west London, where buses were not able to operate over the total length of their route, and they were either curtailed or diverted from residential roads. These locations were monitored on a regular basis and services were reinstated as soon as possible. Any requests for gritting were passed to LLACC and they received appropriate action.

DLR, Tramlink and London Overground services largely performed well during the snow, although there was disruption to some London Overground services on 13 January, when the weather was worse than forecast. London Underground maintained a good service, which minimised the impact of snow and ice on customer service.

This is in contrast to National Rail services into London, some of which struggled with the severe weather conditions. In particular, Southeastern Trains ran a severely reduced emergency timetable on 6, 7 and 8 January, with a late start and early finish to services, resulting in large number of Londoners not being able to attend work at normal hours. As a result, the Mayor wrote to the Secretary of State for Transport.

TfL staff also worked hard to keep customers informed on how travel services were operating, with very high volumes of people calling the automated information lines and call centres, and through regular briefings to media and stakeholders. The cold weather period also saw some of the highest demand for online services, with TfL supporting 1.6 million visits from over 1 million individual customers on 6 January alone.

By flagging up in advance to customers that potentially disruptive cold weather was forecast, TfL was also able to promote the SMS travel alerts service, which sends a warning to a customer's mobile telephone of any disruptions on their specific regular journey. During this cold weather period, over 13,000 subscribers were added to the service taking the total number to over 250,000.

All of TfL's online services performed well, with no service interruptions. This has been the result of resilience and capacity planning over the past few years. Throughout the period of cold weather, TfL's key message to Londoners continued to be to "check before you travel via media travel bulletins, visiting [www.tfl.gov.uk/realtime](http://www.tfl.gov.uk/realtime) or by calling TfL's 24 hour travel information line on 0843 222 1234."

## **9.2 Service disruption due to Network Rail power failures**

Service on the Euston to Watford line between Harrow & Wealdstone and Watford was disrupted from Thursday 21 to Saturday 23 January, due to a power failure. Replacement bus services were provided, and a normal service continued to operate on the Bakerloo line.

The service was disrupted due to a problem with a buried cable that provides power to the northern end of the line. The issue was exacerbated because the alternative power supply from Kenton has been unavailable since August 2009. Work to this sub-station is not due to be completed by Network Rail until February. This work has now been accelerated, and Network Rail is undertaking a full review of the incident and lessons learned.

A further outage on Network Rail tracks south of Putney Bridge meant the reduction of District line services from 22 January. I have since written to the Chief Executive of Network Rail to ask him to review the security of Network Rail power supplies to TfL's rail services.

## **9.3 Security threat levels**

On 22 January, H.M. Government increased the threat of terrorist action against the UK from substantial to severe, the second highest level. On all TfL services and assets, security regimes are already in place. The LU threat level remains substantial, as advised by Transec and appropriate processes are in place across the organisation, and are continuously reviewed.

Peter Hendy  
Commissioner  
Transport for London  
February 2009

## Appendix One – TfL Progress on Mayoral Priorities

Mayoral Commitment	Recent activity	Future milestones
<p><b>Introduce a Cycle Hire scheme</b></p> <ul style="list-style-type: none"> <li>A cycle-hire scheme covering Zone One with ~6,000 bikes and 10,200 docking points to be launched in May 2010</li> </ul>	<ul style="list-style-type: none"> <li>Serco selected as the successful bidder to set up and operate the London Cycle Hire scheme</li> <li>As of 1 January 2010, 477 planning applications had been submitted to the nine host boroughs of the Cycle Hire Scheme, 356 of which have been approved.</li> <li>Applications for a further 70 sites will be required by the end of March 2010</li> </ul>	<ul style="list-style-type: none"> <li>Scheme to be launched in summer 2010</li> </ul>
<p><b>Introduce Cycle Superhighways</b></p> <ul style="list-style-type: none"> <li>12 easily accessible, direct routes feeding into central London complemented by cycle training, maintenance and parking</li> </ul>	<ul style="list-style-type: none"> <li>Proposed routes for the two pilot Cycle Superhighways were announced on 5 June 2009</li> <li>Boroughs were invited to bid for complementary works for the Cycle Superhighways</li> <li>£1.5 million has now been awarded to the eight pilot route boroughs for cycle training, travel awareness/ cycle maintenance and cycle parking, including approximately 500 new secure cycle parking spaces in the City of London</li> </ul>	<ul style="list-style-type: none"> <li>Two pilots to be delivered by summer 2010</li> <li>A rolling programme of routes to be delivered up to 2015</li> </ul>
<p><b>Remove pedestrian guardrail</b></p> <ul style="list-style-type: none"> <li>The safe reduction of pedestrian guardrail on Red Routes to remove unnecessary clutter, improve the urban realm and encourage better interaction between road users</li> </ul>	<ul style="list-style-type: none"> <li>The 2009/10 programme for the removal of pedestrian guard rail is continuing, with 33 kilometres removed to date</li> <li>A further 10 kilometres is currently approved for removal</li> </ul>	<ul style="list-style-type: none"> <li>Removal of 60 kilometres of guardrail from the Transport for London Road Network by summer 2010</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
<p><b>Support and implement innovative urban realm projects</b></p> <ul style="list-style-type: none"> <li>Major urban realm projects that make London's streets as attractive and enjoyable as possible, for example the plans for Exhibition Road and Oxford Circus</li> </ul>	<ul style="list-style-type: none"> <li>The Mayor's Manifesto for Public Spaces was launched on 16 November 2009, and included three documents which TfL has been involved in developing – London's Great Outdoors, Better Streets, and Better Green and Water Spaces</li> <li>The total value of the investment identified in these plans is in excess of £225 million, of which TfL is contributing over £80 million, mainly through LIP funding</li> <li>The Oxford Circus diagonal crossing became operational on 31 October 2009, and further works on all arms are expected to be completed by March 2010</li> </ul>	<ul style="list-style-type: none"> <li>A12 Gants Hill Town Centre to be delivered by 2010</li> <li>Exhibition Road scheme to be delivered by 2012</li> <li>Other major schemes to be delivered across London through 2010-2012</li> </ul>
<p><b>Introduce a new Bus for London</b></p> <ul style="list-style-type: none"> <li>A new iconic Bus for London on the streets by 2012</li> </ul>	<ul style="list-style-type: none"> <li>On 23 December 2009, TfL announced Wrightbus as the preferred bidder for the final design and build of the New Bus for London</li> </ul>	<ul style="list-style-type: none"> <li>New bus to be on the streets in 2011</li> </ul>
<p><b>Encourage the uptake of electric vehicles (EVs) in London</b></p> <ul style="list-style-type: none"> <li>Encourage uptake, with the aim of making London the electric vehicle capital of Europe</li> </ul>	<ul style="list-style-type: none"> <li>TfL launched the draft EV Infrastructure Strategy for consultation in December 2009</li> <li>Work is also underway on two procurement exercises that will deliver electric vehicles for the GLA family and charging infrastructure across London</li> <li>Two bids are being made to the Office of Low Emission Vehicles – one to cover the differential cost of EVs for the Metropolitan Police Service and the other (in partnership with private and public</li> </ul>	<ul style="list-style-type: none"> <li>25,000 charging points to be installed across London, and 1,000 GLA fleet vehicles to be electric by 2015</li> <li>100,000 vehicles (five per cent of London fleet) to be electric "as soon as possible"</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
<p><b>Deliver Crossrail</b></p> <ul style="list-style-type: none"> <li>• Ensure that Crossrail is delivered on time and to budget, looking at value engineering options to minimise costs</li> </ul>	<p>sector organisations), for infrastructure funding</p> <ul style="list-style-type: none"> <li>• A website and brand are also being developed and are expected to be launched in March</li> <li>• Crossrail Limited (CRL) is continuing to work on the Initial Control Baseline to improve control and performance of the project, which is expected to be delivered to Sponsors as per schedule, by the end of January</li> <li>• The Examination in Public into the proposed London Plan alteration (to enable section 106 contributions to be sought from developments towards Crossrail) was held in December 2009</li> <li>• The Regulatory Protocol was established in December 2009 with an agreement between Network Rail, CRL, Sponsors and the Office of Rail Regulation</li> </ul>	<ul style="list-style-type: none"> <li>• Construction of the tunnel portal at Royal Oak to commence by early February 2010</li> <li>• Tunnelling Academy to be fully operational by end of 2010</li> <li>• First tunnel boring machine due to start in October 2011</li> <li>• Services to be launched in late 2017</li> </ul>
<p><b>Deliver tube upgrades</b></p> <ul style="list-style-type: none"> <li>• Ensuring tube upgrades remain funded and continue to be delivered on time and on budget</li> </ul>	<p><b>Victoria Line:</b></p> <ul style="list-style-type: none"> <li>• The first production train was delivered in December 2009, and the first run in engineering hours was successfully undertaken on 15 December</li> <li>• On 5 January, Train 2 commenced inter-peak running in passenger service</li> </ul>	<ul style="list-style-type: none"> <li>• Victoria line upgrade to be completed by 2013</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
	<p><b>Jubilee Line:</b></p> <ul style="list-style-type: none"> <li>• Christmas shutdown for testing of the new Transmission Based Train Control system was successful, with 12 trains running</li> <li>• Tube Lines Limited have indicated delays to the delivery of the upgrade and further closures to be implemented by LU</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of the upgrade has been delayed and will be completed later this year</li> </ul>
	<p><b>Northern Line:</b></p> <ul style="list-style-type: none"> <li>• Enabling works are progressing well, including the construction of a new signal control centre at Highgate</li> <li>• Closure planning has been started for the signalling installation programme</li> </ul>	<ul style="list-style-type: none"> <li>• Full line upgrade likely to be delivered by end 2011</li> <li>• Delays in the Jubilee Line upgrade could risk impacting the Northern Line programme</li> </ul>
	<p><b>Piccadilly Line:</b></p> <ul style="list-style-type: none"> <li>• Rolling stock procurement underway</li> </ul>	<ul style="list-style-type: none"> <li>• Upgrade to be delivered by 2014</li> </ul>
	<p><b>Sub-surface Railway (SSR) lines:</b></p> <ul style="list-style-type: none"> <li>• The first pre-production S Stock train in London had accumulated 12,500 kilometres of test running by Christmas 2009</li> <li>• Aldgate station was successfully commissioned over the Christmas/New Year period and all signalling immunisation on the Metropolitan line has been completed on schedule</li> </ul>	<ul style="list-style-type: none"> <li>• New trains enter service on the Metropolitan line in 2010, the Circle and Hammersmith &amp; City Lines in 2012 and the District Line in 2013</li> <li>• Risk that ongoing delay in completing the Jubilee Line upgrade could impact the SSR Upgrade</li> </ul>

<b>Mayoral Commitment</b>	<b>Recent activity</b>	<b>Future milestones</b>
<p><b>Remove bendy buses</b> Removing bendy buses cost-effectively from London streets</p>	<ul style="list-style-type: none"> <li>On 14 November, articulated buses on route 38 were replaced with double deck buses</li> </ul>	<ul style="list-style-type: none"> <li>Routes 18 and 149 will be converted by the end of 2010</li> <li>The remaining routes: 12, 25, 29, 73, 207, 436 and 453 will be converted by the end of 2011</li> </ul>
<p><b>Launch integration between Overground and Underground</b> Extend Oyster Pay as You Go (PAYG) to national rail stations within Greater London so lowest fares always available, Oyster fitted on all London-based rail services and ongoing updates to maps to reflect the network</p>	<ul style="list-style-type: none"> <li>Oyster PAYG was successfully extended to all national rail stations in London, as well as on four C2C stations in Essex on 2 January</li> <li>An additional 0.5 million journeys have been made using Oyster Pay as You Go every week on the National Rail network since 2 January</li> <li>A new map showing the reach of Oyster PAYG across London has been released</li> </ul>	<ul style="list-style-type: none"> <li>TfL will continue to work closely with the Train Operating Companies to monitor and resolve any issues and to work to operate the Oyster Extension permit</li> </ul>
<p><b>Publish a vision for London's transport ambitions</b> A comprehensive vision for London's transport network, including major projects and better use of existing assets, integrated with the workings of the GLA and consistent with the London Plan</p>	<ul style="list-style-type: none"> <li>The public consultation for the draft Mayor's Transport Strategy (MTS) started on 12 October 2009 and ended on 12 January</li> <li>The public consultation was supported by a number of roadshows and stakeholder meetings to encourage people to respond to the consultation</li> </ul>	<ul style="list-style-type: none"> <li>Publication of MTS expected in summer 2010</li> </ul>

<b>Mayoral Commitment</b>	<b>Recent activity</b>	<b>Future milestones</b>
<p><b>Explore a new crossing in the Thames Gateway</b> Investigate the feasibility of a new crossing in the Thames Gateway</p>	<ul style="list-style-type: none"> <li>TfL has been investigating options for improved river crossings to the east of London</li> </ul>	<ul style="list-style-type: none"> <li>TfL to report back to the Mayor later this year, after further investigations</li> </ul>
<p><b>Introduce a new permitting system</b> A common permit scheme for London, enabling TfL and the boroughs to coordinate and plan works better, as well as impose proper controls on the execution of works, to reduce their impact on the travelling public</p>	<ul style="list-style-type: none"> <li>The London Permit Scheme was launched by TfL and 16 London boroughs on 11 January</li> <li>It will enable TfL and the boroughs to better plan and coordinate the timing of roadworks, and to give companies the opportunity to work on the same sections of road at the same time</li> </ul>	<ul style="list-style-type: none"> <li>TfL is in discussions with a number of other boroughs, who are also keen to introduce a roadworks permitting scheme on their roads. TfL is working to encourage the majority of London's boroughs to implement a permit scheme by the end of 2010</li> </ul>
<p><b>Deliver enhanced river services</b> Setting up a River Concordat group to consider how to make better use of the river including an enhanced service on the river that can transport people to Olympic sites and provide a unique London experience</p>	<ul style="list-style-type: none"> <li>On 23 November 2009, Thames Clipper river services began accepting Oyster PAYG</li> <li>TfL is now exploring the roll-out of Oyster PAYG to other operators on the River Thames</li> <li>A two phase action plan for pier signage has also been developed, which will try to make piers more visible, and ensure consistent signage for pedestrians</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced passenger services to be delivered on the river</li> </ul>

Mayoral Commitment	Recent activity	Future milestones
<p><b>Smoothing traffic flow</b> Smoothing traffic flow through the review of traffic signals, permitting of roadworks, trial (and possible implementation) of pedestrian countdown at traffic signals, and encouraging shift to more sustainable modes</p>	<ul style="list-style-type: none"> <li>• Review underway of signal timings, planned schemes, incident management and enforcement</li> <li>• From 1 April 2009 to 9 January 2010, 448 signal timing reviews had been completed</li> <li>• This has resulted in an average increase of 6.9 per cent in queuing traffic clearing in each green period and a two per cent increase in pedestrians clearing the kerb during the green man invitation to cross</li> </ul>	<ul style="list-style-type: none"> <li>• Roll-out of SCOOT (responsive traffic lights) to 200 sites on the Olympic Route Network</li> <li>• 1,000 traffic signals to be reviewed by the end of the year</li> </ul>
<p><b>Earn your Travel back</b> Taking away the right to travel from young people who abuse it and allowing them to earn it back through community service</p>	<ul style="list-style-type: none"> <li>• The scheme was launched on 27 August 2009</li> <li>• As of December 2009, TfL had extended invitations to participate in Earn Your Travel Back to 1,242 young people who had their travel concession withdrawn as a result of a breach of the behaviour code. 124 young people have had their free travel reactivated following successful completion of the volunteering day</li> </ul>	<ul style="list-style-type: none"> <li>• TfL will continue to monitor rates of take-up and reinstatement of concessions</li> </ul>
<p><b>Deliver affordable fares for Londoners</b> Affordable fares for Londoners who are most likely to find the cost of public transport too expensive</p>	<ul style="list-style-type: none"> <li>• Free travel for London war veterans was introduced from November 2008</li> <li>• Extension of Freedom Pass to cover travel 24 hours a day from January 2009</li> <li>• New weekday daytime off-peak (9.30 – 16.00) reduced fare on the Tube from January 2009</li> <li>• Half price travel on buses and trams for Income Support claimants from January 2009</li> <li>• Introduction of half price bus and tram travel for Londoners in receipt of Jobseeker's Allowance or Employment and Support Allowance from April 2009</li> </ul>	

Mayoral Commitment	Recent activity	Future milestones
<p><b>Other key Mayoral Priorities that have been substantively delivered, include action on safety</b></p> <p>Action on safety and security, including 440 extra Police and Community Support Officers and 50 extra British Transport Police Officers</p>	<ul style="list-style-type: none"> <li>• 440 extra PCSOs for Safer Transport Teams – rollout was completed on 15 June 2009 and all 32 teams are now operational</li> <li>• 50 additional BTP officers – rollout was completed in May 2009 on the suburban rail network – this provides coverage at over 100 of the worst stations and routes in terms of crime in outer London boroughs</li> <li>• Crackdown on illegal touting, including introduction of 34 extra enforcement officers.</li> <li>• Ban on alcohol on public transport was introduced in June 2008</li> </ul>	