

AGENDA

Meeting **Transport Committee**

Date **Thursday 14 July 2011**

Time **10.00am**

Place **Chamber, City Hall, The Queen's
Walk, London, SE1 2AA**

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Members of the Committee

Caroline Pidgeon (Chair)
Valerie Shawcross (Deputy Chair)
Victoria Borwick
Roger Evans
Jenny Jones
Joanne McCartney
Steve O'Connell
Murad Qureshi
Richard Tracey

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Mark Roberts, Executive Director of Secretariat
Wednesday 6 July 2011

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: John Barry, Senior Committee Officer; Telephone: 020 7983 4425; E-mail: john.barry@london.gov.uk; Minicom: 020 7983 4458..

For media enquiries please contact Dana Rothenberg, 020 7983 4603,
dana.rothenberg@london.gov.uk.. If you have any questions about individual reports please contact the report author whose details are at the end of each report.

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Certificate Number: FS 80233

**Agenda
Transport Committee
Thursday 14 July 2011**

1. Apologies for Absence and Chair's Announcements

To receive any apologies for absence and any announcements from the Chair.

2. Declarations of Interests (Pages 1 - 2)

The Committee is recommended to:

- (a) Note the list of memberships of functional bodies and London Borough Councils, as set out in the table at Item 2;**
- (b) Note the gifts and hospitality received by Members, as set out on the Authority's gifts and hospitality register; and**
- (c) Declare any other personal or personal prejudicial interests in specific items listed on the agenda over and above those items listed in the table at Item 2 and including any interests arising from gifts or hospitality received within the previous three years or from the date of election to the London Assembly, whichever is the later, which are not at the time of this meeting reflected on the Authority's register of gifts and hospitality.**

3. Minutes (Pages 3 - 50)

The Committee is recommended to confirm the minutes of the meeting of the Transport Committee held on 14 June 2011 to be signed by the Chair as a correct record.

The appendix to the minutes set out on pages 7 to 50 is attached for Members and officers only but is available from the following area of the GLA's website: <http://www.london.gov.uk/who-runs-london/the-london-assembly/committees/transport>

4. Summary List of Actions (Pages 51 - 54)

Report of the Executive Director of Secretariat
Contact John Barry, john.barry@london.gov.uk, 020 7983 4425

The Committee is recommended to note the completed and outstanding actions arising from previous meetings of the Committee.

5. Action Taken Under Delegated Authority (Pages 55 - 68)

Report of the Executive Director of Secretariat

Contact: John Barry; john.barry@london.gov.uk; 020 7983 4425

The Committee is recommended to note the recent action taken by the Chair of the Committee under delegated authority.

6. High Speed Rail (HS2) (Pages 69 - 78)

Report of the Executive Director of Secretariat

Contact Ian O'Sullivan, ian.osullivan@london.gov.uk, 020 7983 6540

The Committee is recommended to note the report and put questions to representatives from: the Department for Transport; Campaign for High Speed Rail; Campaign for Better Transport; 51M; Stop HS2; Transport for London; and Network Rail.

7. London TravelWatch Performance Monitoring Report (to 31 March 2011) (Pages 79 - 94)

Report of the Executive Director of Secretariat

Contact John Bennett, john.bennett@london.gov.uk, 020 7983 4203

The Committee is recommended to note the paper submitted by London TravelWatch, attached at the Appendix, including London TravelWatch's

- (a) Financial outturn position as at 31 March 2011; and**
- (b) Performance against the objectives agreed by the Transport Committee.**

8. London TravelWatch (Pages 95 - 110)

Report of the Executive Director of Secretariat

Contact John Bennett, john.bennett@london.gov.uk, 020 7983 4203

The Committee is recommended to:

- (a) Endorse the need for implementation of the review proposals and consider the issue of directions to the London TravelWatch Board in respect of Proposals:**
 - 2 – Relocation of London TravelWatch;**
 - 3 – Sharing back office functions;**
 - 4 – Contracting Passenger Focus for rail passenger functions;**

5 – Borough consultations; and

6 – Large-scale transport consultations to which the Assembly plans to respond,

as detailed in section 4 of the report. If agreed, the Committee is recommended to authorise the Chair, in consultation with the Deputy Chair and Group Leads, to approve the issue of those directions or appropriate guidance to the Chief Executive of London TravelWatch.

- (b) Authorise the Chair of the Committee, in consultation with the Deputy Chair and Group Leads, to agree any necessary re-phasing of the payments of the Assembly’s grant to London TravelWatch to assist the Board’s cash-flow during the implementation of their reorganisation.**
- (c) Agree that, having regard to the current interim position with the implementation of the Assembly’s and the Board’s respective reviews, no further action be taken at this time to fill the vacancy on the Board.**
- (d) Ask the London TravelWatch Board, in the light of the Mayor’s budget guidance for 2012/13, to submit budget proposals and a business plan for 2012/13 that reflect a funding reduction of a further £240,000, representing a total decrease of 25% from the 2010/11 budget, for consideration by the Committee at its September 2011 meeting.**
- (e) Given the current review, suspend the Memorandum of Understanding between the two organisations pending the implementation of revised arrangements, and report any matters arising during that period in regard to the working relationship to the Committee, if appropriate following discussion at the informal joint steering group.**

9. The Future of Road Congestion in London (Pages 111 - 158)

Report of the Executive Director of Secretariat

Contact Ian O’Sullivan, ian.osullivan@london.gov.uk, 020 7983 6540

The Committee is recommended to agree the report: *The Future of Road Congestion in London*

The appendix to the report set out on pages 113 to 158 is attached for Members and officers only but is available from the following area of the GLA’s website:

<http://www.london.gov.uk/who-runs-london/the-london-assembly/committees/transport>

10. Proposal for an Investigation Into the Future of Ticketing (Pages 159 - 166)

Report of the Executive Director of Secretariat
Contact Laura Warren, laura.warren@london.gov.uk, 020 7983 6545

The Committee is recommended to agree the proposal for an investigation into the future of ticketing, including the proposed terms of reference, as set out at Appendix 1 of the report.

11. Proposal for a Rapporteurship Investigation Into Transport for London's Customer Service (Pages 167 - 174)

Report of the Executive Director of Secretariat
Contact Ian O'Sullivan, ian.osullivan@london.gov.uk, 020 7983 6540

The Committee is recommended to:

- (a) Recommend to the Business Management and Administration Committee the appointment of Valerie Shawcross AM as a rapporteur to conduct an investigation into TfL's customer service; and**
- (b) Agree the proposal for the investigation including the proposed terms of reference as set out at Appendix 1 of the report.**

12. Transport for London Follow-Up Response to the Committee's Report on Accessibility of the Transport Network (Pages 175 - 180)

Report of the Executive Director of Secretariat
Contact Laura Warren, laura.warren@london.gov.uk, 020 7983 6545

The Committee is recommended to:

- (a) Note Transport for London's follow-up response to the report, *Accessibility of the transport network*, including that TfL has now, in accordance with the Committee's recommendations, developed and published for consultation a draft report on improving accessibility in future; and**
- (b) Agree to produce, by October 2011, a response to TfL's draft report on improving accessibility in future.**

13. Transport Committee Work Programme 2011/12 (Pages 181 - 184)

Report of the Executive Director of Secretariat

Contact Laura Warren, laura.warren@london.gov.uk, 020 7983 6545

The Committee is recommended to agree its work programme as set out in the report.

14. Date of Next Meeting

The next meeting of the Committee is scheduled for Monday 25 July 2011 at 11am in Committee Room 3.

15. Any Other Business the Chair Considers Urgent

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London Assembly

Membership of Functional Bodies and London Borough Councils

Member	(Personal) Interest
Victoria Borwick	Member, MPA; Member, Royal Borough of Kensington & Chelsea
Roger Evans	Member, LB Havering
Jenny Jones	Member, MPA
Joanne McCartney	Member, MPA
Steve O'Connell	Member, MPA; Member, LB Croydon
Caroline Pidgeon	Member, MPA
Murad Qureshi	Member, LFEPA
Valerie Shawcross	Member, MPA
Richard Tracey	Member, LFEPA

[Note: LB - London Borough; LDA – London Development Agency; LFEPA – London Fire and Emergency Planning Authority; MPA – Metropolitan Police Authority.]

Recommendations:

- (i) **That the list of memberships of functional bodies and London Borough Councils, as set out in the table above, be noted;**
- (ii) **That gifts and hospitality received by Members, as set out on the Authority's gifts and hospitality register, be noted; and**
- (iii) **That all Members declare any other personal or personal prejudicial interests in specific items listed on the agenda over and above those items listed in the table above and including any interests arising from gifts or hospitality received within the previous three years or from the date of election to the London Assembly, whichever is the later, which are not at the time of this meeting reflected on the Authority's register of gifts and hospitality.**

The above memberships of the GLA's Functional Bodies and London Borough Councils are listed for the purposes of public transparency. However, Members should note that in accordance with the GLA's Code of Conduct, they must declare any other **personal interests** (except interests arising from gifts and hospitality that appear on the gifts and hospitality register at the time of the meeting) they have in any item on the agenda or as they arise during the course of the meeting. Members must say to which item their interest relates. If they have a personal interest Members must also consider whether or not that interest is a **prejudicial personal interest** and take the necessary action. When considering whether or not they have a declarable interest, Members should consult paragraphs 8-12 of the Code.

A **personal interest** is, generally, one that would affect a Member (either directly or through a connection with a relevant person or organisation) more than other people in London, in respect of the item of business under consideration at the meeting.

If a member of the public, knowing all the relevant facts, would view a Member's personal interest in the item under consideration as so substantial that it would appear likely to prejudice the Member's judgment of the public interest, then the Member has a **prejudicial personal interest**.

The Code of Conduct also specifically requires Members, where considering a matter which relates to or is likely to affect a person from whom they have received a gift or hospitality with an estimated value of at least £25 within the previous three years or from the date of election to the London Assembly, whichever is the later, to disclose the existence and nature of that interest at any meeting of the Authority which they attend at which that business is considered.

The obligation to declare any gift or hospitality at a meeting as a personal interest is discharged, subject to the proviso set out below, by registering gifts and hospitality received on the Authority's on-line database. The on-line database may be viewed here: <http://www.london.gov.uk/gifts-and-hospitality-register>. At Assembly meetings, under the declarations of interest agenda item, Members are then asked to note that gifts and hospitality received by Members are set out on the Authority's register.

If any gift or hospitality received by a Member is not set out on the on-line database at the time of the meeting, and under consideration is a matter which relates to or is likely to affect a person from whom a Member has received a gift or hospitality with an estimated value of at least £25, Members are required to disclose these at the meeting, either at agenda Item 2 or when the interest becomes apparent.

It is for Members to decide, in light of the particular circumstances, whether an interest arising from the receipt of a gift or hospitality is also a prejudicial personal interest. Where receipt of a gift or hospitality does give rise to a prejudicial interest the Member must withdraw from the room and not seek to improperly influence any relevant decision.

Consequences: If a Member has a **personal interest**: they must declare the interest but can stay, speak and vote. If the Member has **prejudicial personal interest**: they declare the interest, cannot speak or vote on the item and must leave the room.

MINUTES

Meeting: Transport Committee
Date: Tuesday 14 June 2011
Time: 10.00 am
Place: Chamber, City Hall, The Queen's Walk, London, SE1 2AA

Copies of the minutes may be found at: <http://www.london.gov.uk/who-runs-london/the-london-assembly/committees/transport>

Present:

Caroline Pidgeon (Chair)
Valerie Shawcross (Deputy Chair)
Victoria Borwick
Roger Evans
Jenny Jones
Joanne McCartney
Murad Qureshi
Richard Tracey

1. Apologies for Absence and Chair's Announcements (Item 1)

1.1 Apologies were received on behalf of Steve O'Connell AM.

2. Declarations of Interests (Item 2)

2.1 Resolved:

- (a) That the relevant Assembly Members' membership of Functional Bodies and London Borough Councils, as set out in Item 2 on the agenda, be noted and recorded as personal interests; and**
- (b) That gifts and hospitality received by Members in the previous three years, as set out on the Authority's gifts and hospitality register, be noted.**

3. Minutes (Item 3)

3.1 The Committee received the minutes of the meeting of the Transport Committee held on 17 May 2011.

3.2 **Resolved:**

That the minutes of the meeting of the Transport Committee held on 17 May 2011 be signed by the Chair as a correct record.

4. Summary List of Actions (Item 4)

4.1 The Committee received the report of the Executive Director of Secretariat.

4.2 **Resolved:**

That the outstanding and completed actions arising from a previous meeting of the Committee be noted.

5. State of the London Underground (Item 5)

5.1 The Committee received the report of the Executive Director of Secretariat as background to putting questions to the following guests:

- Isabel Dedring, Deputy Mayor for Transport; and
- Mike Brown, Managing Director, London Underground and London Rail, TfL

5.2 During the discussion, the Deputy Mayor for Transport agreed to supply the Committee with a written list of areas that the Deputy Mayor for Transport has responsibility for and areas that Daniel Moylan, as Deputy Chair of Transport for London, has responsibility for.

5.3 A transcript of the discussion is attached as **Appendix 1**.

5.4 **Resolved:**

That the report and discussion be noted.

6. Response to Clearing the Hurdles: transport for the 2012 Olympic and Paralympic Games (Item 6)

6.1 The Committee received the report of the Executive Director of Secretariat.

6.2 Resolved:

That the response to the Committee's report: *Clearing the hurdles: Transport for the 2012 Olympic and Paralympic Games*, be noted.

7. Transport Committee Work Programme 2011/12 (Item 7)

7.1 The Committee received the report of the Executive Director of Secretariat.

7.2 Resolved:

That the work programme as set out in the report be agreed.

8. Date of Next Meeting (Item 8)

8.1 The next meeting of the Committee was scheduled to be held on 14 July 2011 at 10am in the Chamber.

9. Any Other Business the Chair Considers Urgent (Item 9)

9.1 There were no other items of business.

10. Close of Meeting

10.1 The meeting ended at 12.33pm.

Chair

Date

Contact Officer: John Barry, Senior Committee Officer; Telephone: 020 7983 4425; E-mail: john.barry@london.gov.uk; Minicom: 020 7983 4458.

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**Transport Committee
14 June 2011**

Transcript of Agenda Item 5: State of London Underground

Caroline Pidgeon (Chair): This is the second part of our investigation into the state of the London Underground. In our first session last month we heard from the unions, we heard from business, and we heard from the Public Private Partnership (PPP) Arbiter.

Really, what I wanted to discuss is day-to-day Tube performance since the PPP ended. Since last year it is now all in Transport for London's (TfL) hands. Can we look at performance since last year? How do you think you are doing?

Mike Brown (Managing Director, London Underground and London Rail, TfL): If you look at the overall data since the end of the PPP from Tube Lines' perspective - which as you rightly say was in the summer of last year - and, more widely, if you look at the performance since the end of Metronet - which was in the third period of 2008/09 - the performance, if you measure it both in terms of number of incidents and lost customer hours line-by-line, has seen a better performance on every single part of the network except for the Jubilee line and also for the Waterloo and City line. The Waterloo and City line numbers are slightly distorted because the overall figures are very low given the size of that line. I am sure we will come on to specifically talk about the Jubilee line later but it is of note to say that this is reflective of the general over time improvement in performance.

It is also true to say that in the autumn and winter just gone we did have some specific service reliability issues on the network. I do not want to hide away from that and nor do I want to belittle that in terms of the experience for the passengers who were caught up in those delays. In particular, in the autumn, we faced two engineering issues on the former Metronet lines - but now it is in our full control and has been for some time. Those were cracks that had appeared on District line trains which resulted in us having to carry out a full review of every single train - indeed, every single carriage - on the District line. That recovery to full fleet did take some time and that certainly had an impact for District line users. Around about the same time we had a new phenomenon that had never emerged before on the Metropolitan line trains which was some pitting on the wheels of the Metropolitan lines. As the Committee Members will well know, these are the oldest trains in normal day-to-day operation on the UK mainland, dating from the early 1960s; but this phenomenon had never emerged before. Again, that did result in less than 100% availability on that line.

Alongside that we did have, with the introduction of the new trains on the Victoria line before Christmas, some difficulties that we have talked about before around the sensitive door edges on the Victoria line. This phenomenon, without going into huge technical detail - of course I am happy to do so if Members wish - is it was designed to ensure that there is no risk of dragging somebody along the platform. That is the whole basis of the design of these doors. However, what was also occurring was that they were activating from the inside out as well where, clearly, there was no dragging risk but they were over-activating from their design criteria.

If you then look beyond the Christmas period when we had introduced the new signalling for much of the Jubilee line - not all of the Jubilee line - we did also have, undoubtedly, some significant teething problems with the Jubilee line. You add to that the fact that 1% of our

service over last year overall was lost due to the strike action in late autumn on the changes we were doing to station staffing levels.

I do not want to belittle those very real performance issues that emerged but if you look at the overall context across the network since the demise of the PPP - the timings for both Metronet and Tube Lines - there was an 18% reduction in the number of incidents across the network and a 17% reduction in lost customer hours across the whole network.

Caroline Pidgeon (Chair): I was specifically asking about last year and there was a noticeable deterioration in delays between 2009/10 and 2010/11 and lost customer hours were 20% higher than in 2009/10 - which is different to the figures you are giving me.

Mike Brown (Managing Director, London Underground and London Rail, TfL): I am giving you the figures from the demise of the PPP in its two incarnations.

Caroline Pidgeon (Chair): I particularly wanted the last year's performance which does show a particular deterioration. That is what many Londoners experienced. You have given some particular details around engineering problems and other things. In the last year, would you not agree that there has been a deterioration in performance?

Mike Brown (Managing Director, London Underground and London Rail, TfL): In the last year, for the factors I have outlined, there certainly was not as good a performance as there was in the previous year. The encouraging thing is that, since those problems we had in the autumn and winter of the year just gone, we have seen a return to the levels of performance that saw us put record levels of performance on the network last summer. Period five last July was an all time record for Tube performance. We are now on the trajectory to improve to those levels and are close to them.

Caroline Pidgeon (Chair): The last year has not been a particularly good one.

Mike Brown (Managing Director, London Underground and London Rail, TfL): As I said, Chair, I do not want to belittle the experience that people will have felt in the autumn and winter. It would be absolutely ludicrous for me to do so.

Caroline Pidgeon (Chair): If that performance had been the performance of Tube Lines, what would you have been saying to it?

Mike Brown (Managing Director, London Underground and London Rail, TfL): The performance, particularly on the Tube Lines' lines - the Piccadilly and the Northern line - remained very, very strong after we took over control. If you are looking particularly at the Tube Lines' lines, the Piccadilly and the Northern line continued to shoot the lights out in terms of overall performance across the network. That trajectory of improvement has absolutely continued since we took over control of the Tube Lines' lines.

The issues around the Jubilee line are entirely related to the introduction of new technology which was a hypothetical case in the time of Tube Lines because it did not actually introduce it. It is fair to say I believe that I would be sitting here if Tube Lines still existed in its previous guise with you quite rightly asking me when on earth any new signalling going to be introduced on the Jubilee line because I do not think it would have been done to this date.

Caroline Pidgeon (Chair): OK. I wanted to pick up that when we had the PPP in place the Arbiter had shown quite clearly that delays had reduced by nearly half between 2002/03 and

2009/10 and he felt that a major success of the PPP had been around the performance regime and the incentives in that which made this performance improve. What incentives are you bringing in to improve day-to-day performance without the PPP?

Mike Brown (Managing Director, London Underground and London Rail, TfL): First of all it is true to say that a number of the contractual arrangements with the private sector - and in partnership with the private sector - remain. The complexity of the PPP contracts and arrangements are no longer in place but, for example, with Amey, we continue to have a very strong partnership and contract with Amey on the former Tube Lines' lines for it to continue to do maintenance activity. I am delighted to say, as recently as the end of May 2011, we have taken the maintenance of the Jubilee fleet of trains back in-house, within Tube Lines, to be managed in a different way, and I believe in a way that will show parallels in terms of performance improvements that we have seen on the Northern and the Piccadilly line.

It is fair to say, Chair, that the incentives that we have got are that the conventional contractual arrangements we have with organisations such as Amey or Balfour Beatty - who have got a track renewal contract with us - are, in themselves, both rewarding for those contractors - should performance be good - and are also penal if the performance is not good. Certainly, the new track contract on track renewals that has come into place at the beginning of this financial year with Balfour Beatty is quite a different contract in its construction than we have seen previously.

Caroline Pidgeon (Chair): OK. That is good to hear that you are keeping that focus on performance with the contractors you have.

Valerie Shawcross (Deputy Chair): You are telling us, really, we can be optimistic. In the last year, between 2009/10 and 2010/11, out of the 11 Tube Lines operated, eight of them had a deteriorated performance in terms of lost customer hours. By this time next year how many of those 11 lines do you expect to have recovered, or at least not slipped back further?

Mike Brown (Managing Director, London Underground and London Rail, TfL): All of them. The reason I say that is because of where we have got to in terms of the renewed focus that we put on day-to-day reliability and integration with introducing new kit onto the network and the unique and new reliability issues that those challenges present. I am confident we have very robust plans, line-by-line, with suppliers where we need to but with our own maintenance and operations teams as well to ensure we are driving that trajectory of improvement.

If you look at some of the recent examples just to validate that, the performance of the Victoria line since we have got beyond the sensitive door issues that I alluded to when the Chair asked her question a few minutes ago has really significantly improved. We are on the cusp of removing the last two Victoria line old trains - 1967 trains - from service. Within the next two weeks those will be gone for ever and we will be able to begin to turn up the volume on the Victoria line and improve the performance incrementally more. We will be beyond the new signalling on the Jubilee line. We will be in a period of much greater stability across the network. That is my very firm intent that we are in that position well in advance of London delivering a fantastic Olympic Games.

Caroline Pidgeon (Chair): Isabel, I realise you have only been in post a few weeks. I wondered if you have got any comments on the Tube performance over the last year?

Isabel Deding (Deputy Mayor for Transport): Just a couple of thoughts. The overview slides that we sent you - because of the vast spreadsheets we thought it might be useful to show lost customer hours over time. As Mike has been saying, the long-term trajectory is of

significant improvement over that period (in the case of the data that we provided, 2003/04). One of the interesting dynamics is that the more that you drive down disruption then the harder it is to get that incremental amount of disruption to further reduce. Certainly, 2010/11 was not where we needed to be at all and that is very clear.

What Mike and I have been talking about extensively - and what the Underground is now putting in place - is a much more root and branch review, more systematically, of what more can we do to tackle disruption on the network. For three reasons I would say. One is, last year was not an acceptable level of performance, particularly on certain lines. The Jubilee line is the most notorious but the Victoria line, Metropolitan line and District line all saw higher than usual levels [of disruption]. Many of them linked to the upgrades, either directly or indirectly, and certainly linked to the handover of the PPP contracts in the case of the Jubilee line. Nobody really cares about PPP or not PPP anymore. People just say, "We want to see this sorted out". Quite rightly too. First of all, recent performance is a reason for putting some of these measures in place and having a more systematic look across the network and saying, "What more can we do?"

Secondly, with the upgrades coming in, the experience of metros around the world is, when you put major new bits of kit into the network, you will see a period of disruption. The Underground is well aware of that from talking to other metros. The key thing is to squash down that disruption as much as possible but you never can really eliminate it entirely. Particularly with all the upgrades coming along, we do not want people to feel, "My line's getting upgraded in X year and does that mean that I'm going to anticipate a year of chaos on the line?" That cannot be the case. It is not acceptable for people to feel like that and obviously not acceptable for that then to materialise. That is the second reason.

The third reason - which is quite an interesting one as well - is that, over time, what we are buying with the upgrades is more trains going through the network and more people travelling on the network. All other things being equal, that will tend to generate - just because there are more people and more trains - more disruptions. If you had one disruption per 1,000 train movements then, typically, you would tend to see that rise. The key thing is to make sure that, as we put more people through the network over the long-term, more trains coming through the network, we are going to continue to see disruption fall significantly and keep that long-term trajectory that we have seen over the last five or six years.

For all of those reasons having a proper 'take a step back' systematic look at what can we be doing a little bit differently potentially - there are things that have been tried on a given line that potentially could be applied to other lines and there is a lot of learning and best practice across-the-piece. There is also learning from other metros and from other industries, when you think about what people have done to drive out disruption in other network-based industries that are not necessarily the transport industry. That is something that we have been working already on and we can touch on some of the elements of that as we go through the session.

Caroline Pidgeon (Chair): Fantastic. That is very helpful. It is very reassuring that you are having this quite thorough review as well and looking at what we can learn from elsewhere.

One of the issues that came up at our last session is around transparency and the lack of information that we get in terms of Tube performance to help us analyse stuff and look at long-term trends, causes of poor performance and so on. The PPP Arbiter highlighted particularly - you published up to February 2011 now - the four weekly PPP performance report that we used to get which was helpful but is not now available from TfL. London First last time said, "It is very difficult for us to be able to analyse how well the Tube is performing and what the real

impact of strikes and other things are because we do not get the data in a raw form, we just get some charts up and so on". What do you think you can do to improve the information and transparency around that?

Isabel Deding (Deputy Mayor for Transport): We put a huge amount of information out there. In some ways we put too much information out there. Equally, there may well be some significant gaps in what we are putting out there. Already, I have had a couple of conversations with TfL about what do we put out, not put out and why. There is an intention and a desire to communicate a lot but probably where we are right now it is quite jumbled and often hard to find what people are looking for. Maybe putting out less but making sure that we are putting out exactly what people are looking for would be more effective.

My own view is that I would be very happy to sit down with whatever subset of this Committee (or researchers or whoever) to have a chat about what information is it that people are looking for and how would you like to see that presented and, as part of the exercise that we are doing anyway, to review that. Then we can hopefully improve what is being put out there.

In general, scrutiny is a good thing because either one is doing the right thing, in which case one can make the case, or one is not doing the right thing, in which case we would like to know about that. Generally, we need to have a little bit of a review of what is out there, what are people looking for and I am very keen to have off-line discussion about that, since it is probably more in-depth than what we could do now.

Caroline Pidgeon (Chair): We do not want to see less information: we want to see more. Some of the PPP stuff did allow us to compare. That is what we need to look at. Also to have it not buried in the website. You often put out charts but we want to see the raw data because then we can analyse it. We can all do bar charts that suggest what we want it to.

Isabel Deding (Deputy Mayor for Transport): Or it is in different places. It may be in the TfL Board papers but not posted in its raw form on the website. I completely agree with you. Let's have a proper chat about it, look at all the things that you would like to see and then we will see whether we can do this.

Caroline Pidgeon (Chair): Mike, have you got any comment on it as well?

Mike Brown (Managing Director, London Underground and London Rail, TfL): I would echo that, Chair. The other thing I would say is, for the Board papers later on this month, there will be produced in the open session a paper on benchmarking data which will, hopefully, help inform some of the things that potentially the Arbiter would have been getting up to in a previous world. This is something that is very important to me because benchmarking data is not, for me, an academic exercise; it is about the core of how you run the place. It is about ensuring you do learn from best practice activity where it takes place. It is about ensuring that you use that data and information to compare, as Isabel says, with other metros and with other businesses to ensure we are getting value for money for the way we are running the place and upgrading the place.

You will, as soon as the Board meeting at the end of this month, begin to see the sort of information that you are, quite rightly, hungry for. I would echo what Isabel said; I am happy to contribute in any way to presenting the data in a raw or any other form that you wish it to be on an ongoing basis. We are not hitting the right button somewhere and I want to make sure we are.

Caroline Pidgeon (Chair): Fantastic.

Valerie Shawcross (Deputy Chair): We do not want to see less data; we need to see more. Perhaps we should be writing to you with some of our concerns. The lack of Tube availability data was one of the things that was very high in our minds. I am glad to hear you mention benchmarking, Mike, because there is a question mark about whether or not data which is not comparable to anything produced anywhere else either in the UK or in the world is, ultimately, extremely useful. The Office of the Rail Regulator has certain standard formats. It is just time we had a really good look at a publication regime that was sensible, useful, performance focused and transparent. One of the problems we have got is that it is not there at the moment.

Mike Brown (Managing Director, London Underground and London Rail, TfL): On the benchmarking, Chair, if I may just come in on the particular point about comparative data; one of many, in my view, advantages of the demise of the PPP is that there is an ability now to look at this data. I have an ability, for the first time, to look at Tube Lines' cost and performance data and the other stuff within London Underground which was not possible --

Valerie Shawcross (Deputy Chair): At the risk of arguing with you, Mike, can I say that, from our point of view, as much as we are all happy to say, "Goodbye PPP", we get less data now and less performance information. We need to see what you have got.

Mike Brown (Managing Director, London Underground and London Rail, TfL): We should address that. Absolutely, I accept that.

Valerie Shawcross (Deputy Chair): Thank you.

Caroline Pidgeon (Chair): Obviously, David James, Chair of the Independent Investment Programme Advisory Group (IIPAG) is not here.¹ What conversations, Isabel, have you already had with David, and, Mike, what is your day-to-day relationship like with David in terms of his assessing Tube performance?

Mike Brown (Managing Director, London Underground and London Rail, TfL): It is a very challenging situation with IIPAG generally and David in particular. It brings a huge degree of industry expertise that questions some of the way we do things. That is absolutely right and appropriate that it should. Particularly in the construct and delivery of our cases for investment. So, in informing the Finance and Policy Committee of the TfL Board and the Board itself in endorsing decisions and authorising decisions for expenditure and in tracking the delivery of programme expenditure moving forward, that has been very helpful.

The most recent example - as recently as this morning - is we have just announced the formal award of the sub-surface signalling contract. That has been hugely helped by the involvement and input of the IIPAG Members. It is sometimes, to be honest, quite painful for some of my team. I think that is a good thing because to have that tension and that butting up against us sometimes is absolutely healthy and I am sure it is why IIPAG was set up in the way it was.

Caroline Pidgeon (Chair): Are you able to give us any examples of the pain it has caused you that has led to better contracts?

¹ Mr James was unable to attend the meeting due to illness

Mike Brown (Managing Director, London Underground and London Rail, TfL): It is looking, for example, at the balance of how we manage risk and contingency within projects and how we apply what might be considered as best practice in the provision of risk and contingency and how it is allocated and authorised in the process. How the projects are managed within the individual operating businesses in TfL - in my case particularly within Rail and Underground - and how they are overseen by the TfL umbrella overall. Those are just two snippets of examples where there has been some significant help value added.

Caroline Pidgeon (Chair): Isabel, have you met David James? Have you spoken to him?

Isabel Deding (Deputy Mayor for Transport): He is on leave, actually, so I am seeing him next week. Yes, absolutely, the intention is to make sure that we have a close working relationship. I have spoken to Members of IIPAG though in David's absence.

Some of the things that they have pointed out are that there are areas of very good practice around and then areas that are OK but could be better. One of the things I think that they do is, because they are travelling across the business, they can help seed best practice from one part of the business across to other parts of the business, which obviously is a good thing.

I would probably say that I need to come back to you on it because I have not had a proper in-depth discussion with David since he has been away the last couple of weeks.

Jenny Jones (AM): I wanted to ask about the overall programme of the upgrades because there have been changes. I also wanted to ask a couple of questions about the slippage. It is a massive, massive undertaking and clearly there are going to be problems. Some of the political decisions have made it harder; some of the funding and timescale decisions.

Mike Brown (Managing Director, London Underground and London Rail, TfL): First of all if I can just take us briefly through where we are with the current upgrades and where they get to in the delivery --

Jenny Jones (AM): If you could keep it to high level because we are going to come to individual lines afterwards so I am just interested --

Mike Brown (Managing Director, London Underground and London Rail, TfL): At the high level, Jubilee line: full signalling in by the end of July 2011. The new timetable kicks off on the Sunday at the end of July 2011. New peak service on the Monday, the day after, 1 August 2011. That is 27 trains per hour. Then we increase the service again, early next year in time for the Olympics, to its optimum which gives us a 33% increase in capacity on the Jubilee line.

Victoria line: the last two trains, as I have said, are soon to be removed from service. We have already started the decommissioning of the old signalling system which was crucial to get the increase in service capacity there. Therefore, we will see a ramp-up in service again on the Victoria line, first phase at the end of the summer and then again in the spring of next year the next phase of that.

The Northern line contract is now in place. Commercial arrangements are in place. We have announced the closure programme for the Northern line which takes us to a delivery date of 2014, in line with the Comprehensive Spending Review commitments outlined in Annex B of the letter from the Secretary of State for Transport to the Mayor on the Northern line.

Sub-surface lines: I have talked about the signalling contract which was awarded today. That will deliver through to 2018 for the sub-surface lines. The roll out of the trains has already commenced with 191 trains being delivered across the District, Metropolitan, Circle, and Hammersmith and City lines. We have already got some of those in service on the Metropolitan line and they will be rolled out subsequent to that.

That is the kind of detail of the upgrade that I have on the major lines. Alongside that there are the major station capacity works at Victoria, Bond Street and Tottenham Court Road stations. The latter two being linked closely to Crossrail delivery as well.

Jenny Jones (AM): It is impressive you have got all these dates in your head and you can just rattle it off! It is almost as if the slippage is not happening and as if it is all completely under control. I just find that very difficult to believe.

Mike Brown (Managing Director, London Underground and London Rail, TfL): I was going to say one thing on under control; I would like to re-emphasise the point I made earlier on. I do not believe that if we had not taken control of Tube Lines we would have had any new capacity or any new signalling on the Jubilee line this side of the Olympics. I think it is inconceivable. It was such a mess - much more of a mess than I had even imagined in my worst nightmares when we got hold of it. There was not a plan. There was not proper communication. There was no decent proposal to take us forward to introduce that signalling system.

It was therefore inevitable that the delay on the Northern line that was always coincident with the completion of the Jubilee line was always apparent and always going to happen. I do take the point from the dates that were originally outlined within the PPP regime as to where we would have got to with these upgrades but, to be honest, you cannot make up for those significant delays that were inherited and were in such a mess originally.

The key thing for me is that the construct of the contractual mechanisms and methodology of upgrade delivery for both the Northern line and for the sub-surface lines is all around minimising closures, while ensuring there is still a solid commercial deal, and ensuring that there is - mindful of exactly the points that Isabel made earlier on, and mindful of how you mitigate, as far as you can, of the teething problems as you turn on new technology.

On the Northern line we will be doing it by individual sections on the line. That was the plan for the Jubilee but it kept slipping so much that it moulded all the sections together, which is why we ended up turning on the signalling system the whole way from Stratford to Dollis Hill, rather than having the original intent, which it slipped hugely on, to turn it on section-by-section. We are not going to slip from that intent on the Northern line.

Jenny Jones (AM): I am not asking you to sign this in blood or anything, but you feel that slippage will be minimal from now on?

Mike Brown (Managing Director, London Underground and London Rail, TfL): There is a plan. There is a very clear plan. It is made clear to me every time - and it is pretty much weekly, if not daily sometimes when I meet Ministers or officials from the Department for Transport (DfT) - that its focus is absolutely on our continual commitment to those dates outlined in the spending review - and I am absolutely committed to delivering to those dates. There is no other date in my mind.

Jenny Jones (AM): Given that it is a massive undertaking and you have got these dates which you feel are now settled and agreed, do you feel you have the right structure at TfL to deliver it? Do you feel you have got the right people in place? I think there are a lot of people who are not very confident about that.

Mike Brown (Managing Director, London Underground and London Rail, TfL): One of the things on the project delivery side of my organisation that we have been challenged on - again going back to IIPAG and David James - David has been very upfront in challenging me on ensuring we have proper world class delivery programme managers. We have got some very good people in the team but we are boosting that team. I cannot announce it yet but as recently as yesterday I made a very senior appointment to enhance the team on the project delivery side. I absolutely take the point, it is imperative for me that we have the right skills and experienced resource delivering capital programmes because it is quite a different skill set than those I require in my team to operate and maintain the kit. It is quite a different skill set and is much more transferable in some ways from other industries and other businesses.

Jenny Jones (AM): I am guilty of having underestimated the scale of all the changes and the size of the problem, quite honestly. We are not attacking you here; what we want to know is that you can do it and you can fix it.

Mike Brown (Managing Director, London Underground and London Rail, TfL): Yes. Again, having IIPAG there is a very useful foil and challenge to me personally and my team in how they are delivering these things, as someone that is helpful in informing the Board and others in our ability and our progress in tracking this. Yes, I am confident. It does require some changes - and has required some changes - in the way we look at this and the way that we resource this. Absolutely. It would be very strange if it did not require some of those changes. This is not an indictment on existing people; it is just the fact that the scale, as you rightly say of this, is of the order of a third of the size of Crossrail and requires that type of input and energy to deliver it.

Jenny Jones (AM): Do you think there is anything you could learn from Network Rail? I realise this might be a step too far at the moment because of everything else but those changes look quite interesting.

Mike Brown (Managing Director, London Underground and London Rail, TfL): Absolutely. It is a very good point. What I am hugely encouraged by, having had some early meetings with David Higgins, the new Chief Executive of Network Rail, and his team, is that there is a fresh mindset of us working together on some of the key challenges that we jointly face. We have had some input as well into the McNulty review, looking at the cost things and the delivery progress of the national rail network. I do not sit in some box feeling isolated and immune from some of those comments and criticisms and I want to engage constructively. I have had several meetings with Sir Roy McNulty on this subject already about how we can properly be learning from the findings of the McNulty review and working with Network Rail and other colleagues in the mainland industry.

Jenny Jones (AM): We have heard that you need better plans. You are telling us now that you feel you have got those better plans? You have got the staff, you have got the plans and you are pretty much set to go?

Mike Brown (Managing Director, London Underground and London Rail, TfL): Yes. I do not want to give the sense of any complacency here at all. The whole basis of having plans is that you are absolutely continually reviewing your progress against those plans and you are

putting in whatever additional resource, energy or effort that is required. If there is some slippage in those plans you are ensuring you have got proper ability to mitigate against any unforeseen circumstances that can arise. As Isabel alluded to, you are absolutely upfront in terms of your planning for you how implement and turn on the new kit. We are doing much more offsite testing of equipment than we have had the benefit of doing before. We did not have a test track on the Victoria line; we do on the sub-surface lines. We did not have the ability to test all of the signalling equipment off-line for the Jubilee line; we are for the projects going forward. Our mindset has been informed very much by the lessons that have been learnt to date.

Valerie Shawcross (Deputy Chair): It is interesting you mentioned Crossrail, Mike. With Crossrail being set up from scratch we have had a debate about the governance systems, the management arrangements, the internal challenge, the scrutiny and how the stakeholders get involved. So, from bottom to top, there has been a designed system. Looking at your situation, if I may, you have inherited an enormous upgrade programme which, as you say, is capital in nature. You are running an enormously difficult and complicated - I am being sympathetic now - system which has failures in it. On top of that you have been landed, dare I say, with an enormous savings programme which is leading to an internal management regime to tighten up expenditure and drive efficiencies. I look at any of these three enormous things going on and I wonder whether or not, if you could reel back time a few years, you would be saying, "Does TfL need more internal structures, more management capability, more external scrutiny?" Would you be managing those programmes and the day-to-day with the corporate governance and management arrangements you have got now had you been designing them? Do you think you do need to strengthen anything in any way?

I am mindful of the fact that you broadened the span of your control haven't you? You have taken in the overground as well as the Underground. Is the system you are sitting in around you, is it fit for purpose, given the challenge you have got here?

Mike Brown (Managing Director, London Underground and London Rail, TfL): It is a very reasonable question. I certainly think that the challenge around making sure we have the right skills set and the right resources and management team to deliver this is very important. Going back to what Jenny [Jones] said, it is really important to me that we do continually look at the competency and the skills set and the experience of people within the capital delivery part, particularly of my team, to ensure that we do deliver that challenge. That is a very fair point.

On the cost saving agenda what I would say is that, while it is true that the Underground part of TfL is significantly contributing to the cost saving agenda that we face on the operational cost side of things, which is mostly back office savings, in a sense it also brings huge benefits because what it does do, to my mind, is, for the first time since its creation, it puts the mindset of TfL as an organisation focused on the operating businesses and the delivery of both operations and capital programmes.

I actually feel that the structures that were changing as a result of the so-called Project Horizon, which was the cost saving initiative that the Commissioner set out on, is, for example, making the Managing Director of Finance at TfL level now feel that he sits much more alongside me in the delivery of these programmes, not as some additional layer of scrutiny or control. Of course he still provides that scrutiny and oversight but he also has a delivery imperative in his own role. That is already beginning to help in freeing up the organisation from some of the unnecessary bureaucracy while still ensuring there are the correct checks and balances on people like me and the delivery programme I have got ahead.

That may not be a comprehensive answer for all your points but this is an evolving situation - the cost control issue that we face - and it will lead us to be a more healthy organisation in the way we are focused on delivery.

Valerie Shawcross (Deputy Chair): Do you feel that, organisationally, you have got the capability to deliver all of those things or are there some areas you would want to see strengthened?

Mike Brown (Managing Director, London Underground and London Rail, TfL): Given what I said to Jenny about the fact that as recently as yesterday I have got someone to say yes to come in to help boost the capital programmes with some very interesting and appropriate skills to apply here. We have not had everything absolutely perfect, Val, but we are getting to the point where we will have absolutely the right senior level support to ensure delivery of all these areas. These are massive programmes and you are right to identify that.

Valerie Shawcross (Deputy Chair): Thank you.

Richard Tracey (AM): Are you not concerned to know that London business is doubting the credibility of the framework of handling these projects? At our last meeting, as you may know, we had John Dickie of London First here. He is the Director of Strategy. He was saying that, given that you have got world class firms working on these projects, surely it is the framework that is lacking - the way that you are both anticipating problems and then dealing with them? Aren't you concerned? Is Project Horizon - the much trumpeted study of the whole working of TfL - going to answer this problem?

Isabel Dedring (Deputy Mayor for Transport): Some of the questions that we are talking about are all linked; what information is available, the governance structures and what information they have available, both publicly as well as internally within TfL. That should all be the same set of information that is driving towards the same ends.

My own view is that there is quite a lot of scrutiny built into the system. The question is, is it working as effectively as it could be. If we feel that we have maxed out the performance of that governance structure and of that scrutiny structure and then we feel it is not working, then it is legitimate to question that. I am not sure that we are all comfortable that we have done the most with the structures that we have. There is IIPAG. There is the TfL Board. There is DfT. There is this Committee. Armed with the right information at the right time and asking the right questions, have we really used the existing scrutiny system as well as it could be. The answer to that is no. That is my own feeling. Maybe the questions that John [Dickie] was raising when he was here seem to be premature. Unless we are comfortable that we have tried everything we could within the existing structure and it does not work, that is not obvious to me at all. I would be interested in peoples' views on that.

Richard Tracey (AM): Mike, what do you think?

Mike Brown (Managing Director, London Underground and London Rail, TfL): I would agree with that. I am open to continually being tested by everyone; whether they are in business or anyone else. We have had a very good engagement with business groups and all sorts of matters, not least on the regime for closures, for example, which we may touch on later.

I would agree with Isabel; we have to be open and up for whatever scrutiny and process is applied to us.

I do think that we have taken some time to get used to being the major conduit for the relationship with suppliers directly because, in the PPP world, we were not. I have really sought to have hugely different relationships with the Chief Executives and Managing Directors of our major suppliers to ensure that they absolutely understand not just the fact of their delivery but the methodology of their delivery.

As recently as a couple of months ago I had a major supplier conference where we had our top 60 suppliers for the first time in our history in a room together where I was not only giving them a sense of where we were in our plan and our upgrades and our other capital programmes, but also seeking from them some input as to how we could work more effectively with them and what were the barriers that they perceived that we were creating that was making their delivery more of a challenge. For me, that continual dialogue is very, very important. We are very much not complacent as to whether we have got this all right but it is as important, as Isabel says, to make sure we apply the existing controls and mechanisms on what we are doing at the moment.

Caroline Pidgeon (Chair): Before we move on, Isabel, I wanted to pick up about the issue of risks in the whole upgrade programme. TfL highlighted to us in its evidence five particular areas around the upgrades not meeting the capacity increase that you wanted and costs increasing significantly. What do you see as the greatest risk to this programme?

Isabel Deding (Deputy Mayor for Transport): The potential impact on the customer, of which the Jubilee line is the perfect example. We need to make sure that we are putting sufficient emphasis on that. What cannot be the case is that we say, "If there's a few disruptions in the course of putting this in, that's the way it's going to be and we'll just accept that". It may be inevitable that there is a certain amount of disruption but all of our efforts need to be directed on reducing that down as close as possible to zero.

The Northern line upgrade is a great illustration. I was thinking, when Jenny was talking, there is good slippage and bad slippage. Good slippage is looking at the programme - in the case of the Northern line - and saying, "If we find things in the course of putting this in place that are problematic and we need to fix the software before it impacts on people as we roll it out further" then it is right to build in sufficient time to make sure that a problem that is unearthed in phase one of the roll out is resolved before you go on to phase two of the roll out, rather than saying, "We're not going to be able to fix it until phase four so it may just burble through for a while".

That is an illustration of where you want to make sure that the upgrade programme is designed that at any point in time you are driving out the disruption from each of those phases so that you are impacting on the minimum number of people. For me, the risk is that one focuses on the equipment going into the network, rather than the fact that one is carrying lots of passengers at the same time. Obviously, Mike and his team know that but it is making sure - whoever the Mayor is - the role of the Mayor's Office is to make sure that the interests of Londoners travelling public and passengers are given the weight that they should be given in the analytical process of weighing all the risks.

That is my job: to look at the upgrades and the performance of the network in general and make sure that everything we are doing is to reduce that disruption down as much as possible and there is not a tolerance of a certain level of disruption. I am not saying that is the case at the moment but I think that is the appropriate function of this office, looking across it at the Underground upgrade programmes.

Caroline Pidgeon (Chair): Do you think in recent years then the impact on customers has not been given as much a priority as it should?

Isabel Dedring (Deputy Mayor for Transport): I have always had a long held view that people care more about reliability than the incremental minute. The reality is that if people know that 90% of the time they are going to work in 30 minutes and 10% of the time they are going to get to work in 45 minutes, then they will potentially have to budget 45 minutes to get to work every day. I do not think that has been reflected in the analytical processes buried in the bowels of transport planning and really whether that has been thought through in quite the right way. That is a personal view. It is also an anecdotal view from talking to people. Just checking that we have put sufficient focus on the reliability, rather than more of a focus on the capacity of the network. The upgrades are delivering both things but, because of the focus on increasing the capacity, it is making sure that we are really focusing on driving performance at the same time.

To Val's point, the last thing you need is yet another programme layered on top of all the things that are already going on. It is really at the heart of what passengers are looking for. What the travelling public is looking for is being able to get from A to B in a predictable amount of time and not having major incidents when you are going to work or trying to get home.

Valerie Shawcross (Deputy Chair): To pick up that point, Isabel, my point was not to say, "Don't do it". My point was just make sure that you are in the driving seat properly and you have got the project management capability --

Isabel Dedring (Deputy Mayor for Transport): I know.

Valerie Shawcross (Deputy Chair): Mike, you have promised us a delivery date for the Jubilee line of 31 July 2011. What is the percentage likelihood of that actually being delivered? 80%? 90%? 100%?

Mike Brown (Managing Director, London Underground and London Rail, TfL): Very high, Val, I would say. Nearer 100% than any of the other numbers you have given me! We were supposed to have a closure last weekend and we did not do it because we did not think we needed it.

Valerie Shawcross (Deputy Chair): Good.

Mike Brown (Managing Director, London Underground and London Rail, TfL): I do not think that gives any indication of complacency; it just means that the testing we have done so far against very clear criteria as to what you would measure in that is --

Valerie Shawcross (Deputy Chair): So you are confident of your predictions --

Mike Brown (Managing Director, London Underground and London Rail, TfL): Yes.

Valerie Shawcross (Deputy Chair): -- and we all want you to be correct. We wish you well in that.

Mike Brown (Managing Director, London Underground and London Rail, TfL): Thank you.

Valerie Shawcross (Deputy Chair): When we had the Associated Society of Locomotive Engineers and Firemen (ASLEF) in they did go through a number of concerns and I wondered if you would like to answer a few of them. They raised concerns about the robustness and capability of the new timetabling system. I am not sure I understood the technicalities there. They were concerned about the system management centre at Neasden. They talked about the difficulties of getting the new signalling system around Neasden where the tracks cross for the Metropolitan and the Jubilee lines. There was a general concern of how Alstom is in the wind down period of its contract and whether it was delivering in quite the way that we wanted it to do. Could you talk us through some of the things that ASLEF workers in the system were anxious about?

Mike Brown (Managing Director, London Underground and London Rail, TfL): Yes, by all means. First of all, on the timetable system, I understand the concerns. There has been a sense that the assumptions that are fed into the timetabling system have not been able to keep up with the pace of the demand increases that we have sometimes seen. Just to give you an example of what I mean by that, a timetable system is based on an assumption as to how long a train needs to stay at an individual platform. Clearly if you have got more people alighting and getting on to individual trains then those assumptions may not be valid. We had one timetable - not on the Jubilee line I will say - that data caught up with itself before the change had been put in place. I think we have overcome that so that issue is resolved in terms of the timetable system.

Valerie Shawcross (Deputy Chair): It was about the data going in; it was not the system as such?

Mike Brown (Managing Director, London Underground and London Rail, TfL): No, I am assuming it was. I am assuming that was the issue that he was alluding to.

Two things with Neasden. One is the service control centre at Neasden and its robustness and readiness for this. There has been a huge amount of work. Part of the trial operation process is to ensure that Neasden control - which now gets the control for the first time ever of the bit north of Dollis Hill which, at the moment, is still controlled from the Metropolitan line control room at Baker Street, rather strangely, because it is the old system. There has been a lot of joint work with the control staff at Baker Street ensuring that people understand the hand offs and understand the particular issues - never mind a new signalling system but just the particular geography and issues that you face just north of Dollis Hill. That is one thing.

The other thing has been the whole interface in and out of Neasden, as you alluded to in the question, which is the link with a different signalling system that applies both within the depot and with the Metropolitan line trains which do, with the Jubilee line, cross over each other's tracks. Committee Members will recall that was indeed the big complexity that led us to be doing this bit of the Jubilee line at the end of the process, because that was the complex interface there. That, again, is the issue that we have been testing hugely with how the trains do turn over to the new signalling system as they come out of the depot. Literally it involves the driver having to turn a button and then get a code, a route, to be given to him or her on the basis of having made contact with the new signalling system. That is something we have spent a huge amount of energy and effort to work in the system being right and the drivers being right.

Even that is not enough so we have got in place, also, some human interventions to ensure that the drivers and, indeed, the control staff - the Jubilee line staff at Neasden - have additional support behind them. If you just have one person then there is potential for an error to be

made or someone to not push the button the whole way round, or whatever it is is quite high, certainly in the early days. What I am keen to do is to ensure that you have, in so far as you possibly can, an additional level of oversight from someone else to make sure that is applied properly.

Valerie Shawcross (Deputy Chair): A safety net, yes. Alstom?

Mike Brown (Managing Director, London Underground and London Rail, TfL): At the time that the previous Committee heard evidence Alstom's contract had not yet finished. It now has finished. It finished the last weekend in May 2011 and we now have full control of the maintenance of the fleet of trains.

It is fair to say that our early insights to the fleet of trains had given us some cause for concern, frankly, when we got in and had a look at it. That was one of the reasons we wanted to take over the contract. It is encouraging to me that already the performance of the trains has gone from a level of about 7,000 kilometres between failures - which is actually quite low across the network - up to 10,000 with a confident plan to take us to 20,000 by the end of the year. Already significant progress ahead of where I would have hoped us to get to.

Valerie Shawcross (Deputy Chair): Very good. Are there any really big lessons to be learnt from the Jubilee line upgrade? One of the things I think all our guests said something about was they did not like the piecemeal approach generally of new kit going on to old systems or new signalling going on to existing systems; they preferred more of a complete renewal approach. Are there any general lessons to be learned do you think?

Mike Brown (Managing Director, London Underground and London Rail, TfL): Three fundamentals, Val, if I may. Firstly - and I alluded to this earlier on - do it in sections. Do not do the whole thing in one big chunk because you are just spreading your risk across a whole line, rather than in a management part of the line, and having proper test operations in that management chunk.

Secondly, off-line testing - whether it is trains or signalling system. Put it on a simulator. Work the issues. Get the operators involved at the front end - which they did not have the opportunity to do in the Jubilee line example in particular. Operators are the ones who know how to break this. That is the way their minds work. Technical guys can do so much; it is operators who know how to break this and know the types of failures that will emerge and, therefore, the fixes that need to be put in.

The other thing, fundamentally, on this is ensure that you have full involvement of all the parties at the earliest possible stage. Not just operators but maintainers as well. Again, even though Tube Lines was one entity, it was obvious to me when we got hold of it, it was not just the train and signal operators on the London Underground side who had not been involved; actually the maintenance staff within Tube Lines had not been involved either. That is very difficult to try to give somebody something and you can tell them confidently the project team say it is going to work, but they have no ownership or involvement with it until it is handed over. That is not the right way to do things.

Valerie Shawcross (Deputy Chair): I know it is too big a challenge in a way but could you respond to this idea that maybe it is better to do the track, the signalling, the trains and the whole shebang in one modernisation programme, because then, if you are doing something new within an old existing system, you have still got weak links in the chain. Is that something that is the norm elsewhere?

Mike Brown (Managing Director, London Underground and London Rail, TfL): The simple answer is it varies elsewhere and it depends on a number of factors. Firstly, the complexity of the line and, secondly, the age of other kit. If you look at the Victoria line we have had that very situation where, in effect, the Victoria line is a brand new line; we have got new power, new track, new signals and new trains. In effect, it is an example. The great advantage of the Victoria line was you were able to plug in all the old systems to the new systems and make them talk to each other and, therefore, allow the two to operate side-by-side. On the Jubilee line you either have one system turned on or the old system turned on, which is why you ended up with black bin bags over the signals at weekends when you were testing the new system. That was the only way you could stop the old signals being the thing that dominated the land. There is some validity in looking at that. We have a great opportunity to have reviewed both the Victoria line and the Jubilee line experience. I would rather have the Victoria line experience by far I have to tell you.

Again, if you look at the sub-surface lines moving forward, the reality of the delivery schedule for the scale of the fleet of trains that you have - which is 191 - make it impossible to have an entirely linked in upgrade of all the kit all at the same time because it is too much.

It is a little bit horses for courses. That may not be a great answer but it is horses for courses, I think.

Joanne McCartney (AM): Off site testing, certainly, was not done sufficiently on the Victoria line.

Mike Brown (Managing Director, London Underground and London Rail, TfL): No.

Joanne McCartney (AM): You have told us that the last two old trains are due to be replaced in the next couple of weeks. When you were last here we were told that May 2011 was the significant month where all trains would be off. Has there been a slight slippage in replacing the trains and what might be the reasons for that?

Mike Brown (Managing Director, London Underground and London Rail, TfL): There has been a slight slippage. There were a couple of issues with the supply chain. Bombardier constructed the trains up in Derby. It did have some problems with its supply chain. Actually it also had some particular problems with a Japanese supplier. It got caught up in the earthquake issues. That was almost the thing that tipped it over the edge in terms of delivery of some of the kit for the final couple of trains. I am not trying to defend the supply chain here but it always gets more difficult when you are at the very end of a supply process because you do not want to over order equipment and you are unlikely to have a back up supplier at the very tail end of a production line. That did cause some particular problems.

We have had many peaks already where we have been running the full fleet of the new trains with maybe one or two of the old trains being slotted in, so we are really on the cusp of you never seeing one of the old ones again.

Joanne McCartney (AM): You will take out the old system stage by stage? I believe you are going to start at Walthamstow and work your way down.

Mike Brown (Managing Director, London Underground and London Rail, TfL): Yes.

Joanne McCartney (AM): Has that process started?

Mike Brown (Managing Director, London Underground and London Rail, TfL): It has. We did the decommission between Blackhorse Road and Walthamstow stations on the end of May 2011 Bank Holiday weekend, which went successfully well and we managed to run the next morning and all that. What that means now is we cannot run the old trains in that section. We are now obliged to be running new trains only north of Seven Sisters. Progress of that decommissioning will then work its way downwards to Seven Sisters itself, which is a big task. It is when you decommission all that old signalling system that you are then able to get the full functionality of the new system so you are able to run your trains closer together and at the maximum speed envelope which really then gives you the benefit of the capacity of 30 trains an hour.

Joanne McCartney (AM): Will this be the end to people being stuck in Victoria line trains underground? I am still getting complaints, going back a few weeks, when that has happened.

Mike Brown (Managing Director, London Underground and London Rail, TfL): I am certainly never complacent about that and it backs up what Isabel said about our continual focus on better response to things if they do occur. The incidents that you refer to - and there were a couple - are now historic; in recent weeks we have had a very good run of service on the Victoria line, a much better performance. It is obviously my aspiration to continue to do that. I have been around long enough never to say never in life but the reliability of the new system - these trains are inherently very good trains and are performing very well in the round. Once we have got the permanent fix, which we have now got, lined up for these doors - there is a temporary fix already in place which is working very well - and moving forward to full speed on the line, I am very positive.

Joanne McCartney (AM): All to be completed by next spring I believe. Is that correct?

Mike Brown (Managing Director, London Underground and London Rail, TfL): Ahead of schedule. Next spring. Yes.

Isabel Deding (Deputy Mayor for Transport): Is it worth making the point about the Metropolitan line rolling stock and the problems that have been picked up?

Mike Brown (Managing Director, London Underground and London Rail, TfL): Yes. The Metropolitan line. I am not sure what you want me to ...?

Isabel Deding (Deputy Mayor for Transport): I thought problems with the Victoria line trains had been picked up through stronger testing of the Metropolitan line rolling stock off-line --

Mike Brown (Managing Director, London Underground and London Rail, TfL): Sorry, yes.

Isabel Deding (Deputy Mayor for Transport): -- which is not any reference for the Victoria line but it is a worthwhile point for lessons learnt.

Mike Brown (Managing Director, London Underground and London Rail, TfL): We have a test track on the Metropolitan line trains and the sub-surface trains which we are using up in the Derbyshire countryside, as I think some of you have visited and are aware of. Trains, as I speak, are trundling up and down that line testing, opening and closing their doors, full speed, half speed - all the other things you would expect to test the system. The new Metropolitan

lines have been running through to Aldgate station, the north part of the Circle line, for the last couple of weeks, in the peak, now with full loaded capacity. Nice and cool of course as well because they have got the air cooling systems. They have been performing, so far, very well.

Caroline Pidgeon (Chair): Joanne [McCartney] and I actually drove one of the new trains each. I am not quite sure how our performance was on it but we did give it a go! When I was preparing for this morning I did not think that we would hear that the earthquake in Japan had an impact on passengers in London in not getting as many of their new trains as early as we expected them.

We are going to move on to the Northern line.

Richard Tracey (AM): Yes, the Northern line which, as you know, is close to my heart and my constituents' hearts. I am concerned that here we are in a situation when the Northern line upgrade was supposed to have been completed for 2012 and in time for the Olympics. That is what we were told some time ago. It has now slipped two years and we are now being told 2014. One of the significant things in this whole operation is the installation of the signalling system. If I can take your mind back - you, Mike, particularly because I think you were there in 2010.

Mike Brown (Managing Director, London Underground and London Rail, TfL): I was.

Richard Tracey (AM): There was a report to the TfL Board about the problems of Tube Lines and it was particularly critical of the choice of Thales to supply the cell track signalling system to the Northern line. Why are you still about to put in that signalling system?

Mike Brown (Managing Director, London Underground and London Rail, TfL): When we took over Tube Lines one of the challenges with the Northern Line was to - the original contract that Tube Lines let was for both the Jubilee and the Northern so it was a single contractual arrangement. However, there was an option to unpick it and there was an option to renegotiate and re-tender for the supply of the Northern line. You are absolutely right to make that point. Protracted discussions took place and were more protracted than I thought they would be which also meant that some of my commitments in announcing the closure programme for the Northern line had to be delayed because the commercial negotiations did take much longer for us to get a value for money commercial deal with the contractor moving forward but also to get both the delivery methodology and the confidence of the reliability of the signalling system in the Northern line's specific geography and operational reliability that this was going to be robust in its delivery.

This SelTrac Communications-Based Train Control (CBTC) system is not unique to London; this is in place in a number of metros across the world and, indeed, much closer to home, it is in place on the Docklands Light Railway (DLR). It is a system that has proven its operational capability in a number of metros and other railways across the world so it is not a bad product in any sense. It was just having the confidence and the assurance that this product was going to work properly on the Northern line.

Richard, it goes back to the methodology of how you implement the upgrades and how you do this section by section. The first phase, N1, on the Northern line is going to be that bit north of West Finchley up to High Barnet - the most lightly used branch of the Northern line - where we will be testing this out. That is not to say I want to ruin the lives of people in that part of the world. Of course I do not. What I do want to do is make sure that, unlike the Jubilee, we have a phased implementation of this approach.

The other thing I had to factor in, in the overall commercial discussions that we had, was an awful lot of cost had already been invested in the Northern line. Although none of it has been turned on yet there are, if you look on the track bed of the Northern line, a lot of orange wires in place. Those wiggly wires, so called, are part of the signaling system. A lot of the trains have already had some of their fit out. There is a lot to be gained, despite what may have been implied before, about being able to transfer a software system that has now been properly developed and has had appropriate improvements put on it, as we have now got to on the Jubilee line, to be able to transfer that pretty directly over to another line that is the Northern line with very similar types of train. The trains are very similar.

Richard Tracey (AM): Nevertheless, this is the signaling system that has been causing you continuing problems with the Jubilee line is it not? Here we are about to go into the next upgrade with a system that does appear, frankly - correct me if I am wrong - to be faulty.

Isabel Deding (Deputy Mayor for Transport): You may know this but it may help to explain. These things are not off the shelf products. It is not like a toaster that you plug into the wall. It is easy to conflate the signaling system itself with the way it is implemented which is the point that Mike is trying to make. In effect, what the signaling system does is it is a giant piece of software that tries to predict every possible scenario that could arise. A huge decision tree, effectively. Inevitably, SelTrac or any other system cannot predict the unique instances that may arise on the Underground network in London specifically and then, even more specifically, on an individual line.

The reason the point is so significant about the operators and the maintenance people talking to the people designing the software is that there is a huge amount of variance from one installation of SelTrac to the next - quite rightly - because the system needs to be modified in order to anticipate even things as specific as train number 29 has a bit of a funny wheel there or the way drivers sometimes stop at that station is a little bit odd and making sure that the system does not say, "Wait a second. I didn't have a branch on my tree that predicted this", and then the whole system shuts down.

How it is implemented was the issue on the Jubilee line, rather than the system itself. Because of insufficient off-line testing - as Mike was saying - because it was stuck in to what they call J1234 - the entire length of the Jubilee line at once - the result of that was that testing through the have we thought about every possible branch on the decision tree - the way you do that is not by assuming normal running but by saying the operator is saying, "Did you know this funny thing? Did you know that in Camden Town there is quite a unique thing?" If you were the software developer sitting in Canada or wherever you are sitting, there is no way on earth you would ever know that that was an idiosyncrasy of the system.

The key thing is that that system is implemented in a way that all those branches of the decision tree that, maybe sitting in Canada you would not know about, are all foreseen and that the system is modified appropriately in order to take account of that. That would be true for anything on the system that was being put into place. There is not one out there that is going to be perfect for the Northern line and does not require any modification. It is a bit of a long explanation but it is significant because it is how you handle these things before you stick them into the network that is the critical issue. The huge percentage of the problems on the Jubilee line have been due to the way that was designed and handled initially by Tube Lines, in large part.

Richard Tracey (AM): This morning - and it is amazingly timely - you have sent us a press release announcing the new signaling contract for the Circle, District, Hammersmith and City and Metropolitan lines. Reading this any reasonable person would take it that you are saying this is a remarkably fine signaling system and, therefore, some of my constituents on the Northern line might think that they are getting second best if this is so remarkable. I understand all the difficulties. You say you contracted for Jubilee and Northern together but here we now have, apparently, a much better signaling system. Is that right?

Mike Brown (Managing Director, London Underground and London Rail, TfL): It is a good signaling system on the sub-surface lines. I have no doubt about that. It is a different supplier. It is a different mechanism. More than one signaling supplier will be fit for purpose. I would hope and expect - in answer to the earlier question on the Victoria line - the Victoria line, which is also a different system, will be a very reliable operating signaling system. The Northern line is far too important for London and to the north south line of route through London for it not to work properly. It is absolutely imperative that not only do we learn the lessons 100% from the method by which we put it in as we did on the Jubilee line but, because of the way that we are commissioning sections of the line one-by-one, we are testing the reliability long before we turn it on.

The thing about the Northern line, as you and your constituents will know, is it is performing very well. It is putting the lights out actually in terms of its all time performance. The Northern line. My aspiration is that will continue to happen as we continue to deliver the upgrade. I am very mindful of the concerns your constituents might have if it was not to be.

Richard Tracey (AM): The actual timetabling of the closures. I know you have announced that you are most certainly going to try to avoid any block closures on the Northern line. You said that several times to us in meetings of this Committee and you said that to me in one-to-one meetings. How are you going to manage with the use only of weekend closures in some cases but not anything bigger than that?

Mike Brown (Managing Director, London Underground and London Rail, TfL): We are using weekend closures. We are also using slightly longer periods on particular parts of the line; Easter periods and Christmas periods as well. To be clear, the detail on that is available but it is much better than the proposed 65 weekend closures that were originally proposed. Even that I am sure had the opportunity to go longer.

It is using those weekends. It is ensuring again that by more effective use of simulators and off-line testing - which we did not have the benefit of before on the Jubilee line - that we are able to reduce the number significantly. Also by more effective use of the window of time we do have every night. One of the other plans is to use some slightly later starts on Sunday mornings on parts of the line as well to ensure that we maximise the window of time overnight on a Saturday night to Sunday morning. You are reducing the risk of any overruns by that process because you are impacting much fewer people on a Sunday morning than you would be on a rush hour morning on Monday morning. I am very, very mindful of key workers who need to get around first thing on Sunday mornings so we have factored all of that in as well.

We have worked very effectively on the Northern line closure programme and had significant and very useful input from Camden Town Unlimited, from the New West End Company, from London First, from the London Chamber of Commerce and the Confederation of British Industry (CBI) who have been hugely useful in attending the group that I set up about a year ago to bring on board all business users - the Confederation of Small Businesses as well - to help inform my decision making. I felt that perhaps previously we had been a bit too insular in the

way we thought about these things. I am not saying that this is going to be easy but I do think that this different approach is quite exciting in the potential that it will deliver.

Richard Tracey (AM): That is good. That was certainly one of the criticisms that we had heard before from business that perhaps there was not enough coordination.

Last thing before I hand over to one of my colleagues. The Arbiter made the point to us that he was not at all sure that you would be able to manage upgrading the Northern line alongside working on the sub-surface lines. How do you feel about that? Clearly, it was a real concern in the Arbiter's mind.

Mike Brown (Managing Director, London Underground and London Rail, TfL): It is a big challenge because there is a lot of work in there; two huge big chunks of the network. What I would say is the phasing, as outlined, is slightly different. The initial focus on the sub-surfaces is around delivery of new trains, commissioning these new trains, bringing them into service having been effectively tested - as I alluded to - on the test track I talked about. The Northern line is not about new trains. The Northern line is about software development and implementation of a new signalling system. The challenges are quite different.

If you add to that the fact that the way I manage the place is I still preserve a separation between those who are responsible for delivering a major project at the most senior level - and I mean people working directly for me on the Northern line side, the former Tube Lines' side as opposed to how I manage it on the rest of the network. Going back to the point earlier on on resource capability - and, Val, I probably should have made this point to you when you asked the question earlier on - there is a different very senior team delivering on both sides.

Richard Tracey (AM): Thank you.

Caroline Pidgeon (Chair): Could I pick up one thing to do with the new upgrade programme you have set out on the Northern line. When you came before us, Mike, in February 2011, you said that you were reviewing it - and we all welcomed that - and you looked at some of the suggestions we had made as a Committee. You said that you would get the programme right down at most to single figures. When you look through the press release and, most importantly, look in the notes to editors section of the press release, there is actually going to be about 35 different weekend closures plus the six longer periods over Easter and Christmas. That is considerably more than the single figure that you promised us in February 2011.

Mike Brown (Managing Director, London Underground and London Rail, TfL): I think what I meant - I do apologise if this did not come across - was the number of full line closures. The original numbers - and I was comparing like for like - Tube Lines originally proposed were 65 full line closures. We, in this plan that we have put forward, have eight full line closures for weekends. I accept there could be variations to the numbers. I certainly did not seek to mislead the Committee but it was those two numbers that I was comparing.

Caroline Pidgeon (Chair): If you look at the whole thing, overall, if you added up the part weekend closures, it was over 80 that Tube Lines was proposing. If you add your 35 weekends and you take the longer periods and assume that you could count those as two weekends you are talking about 47 weekend equivalent closures. It is still a considerable impact on Northern line passengers.

Isabel Dedring (Deputy Mayor for Transport): The key thing to point out in the release - I do not know if the number is in front of me - Tube Lines had also proposed a significant number

of early evening hours as well which has been shifted out for a smaller number of early morning hours on Sunday. The impact on passengers is significantly reduced as a result of that. The key thing that people will care about, hopefully, is the impact in lost customer hours and the impact on passengers has been reduced by about 70% in the actual hours that we have taken out of people being able to travel. Hopefully, that is what people will notice in terms of the distinction.

Caroline Pidgeon (Chair): It is welcome that you have really reconsidered this and I am not knocking that but I do not think it is quite as good as you had hoped. In your other press release - we have been inundated by press releases in the last few days from TfL - on the sub-surface lines, you have made it very clear there will be no weekend closures. Picking up Richard's point, how does that work?

Mike Brown (Managing Director, London Underground and London Rail, TfL): The decision had to be made one way or the other on the Northern line as to whether we were ultimately going, because it was the right commercial terms and the right imperative commercially as well as from a delivery perspective, with the existing supplier on the Northern line. That was a decision we ultimately made because, frankly, to have gone back to step one and re-tendered the signalling on the Northern line would have meant two things. One was the huge amount of sunk cost which would not have been able to be utilised by any other supplier. You quite rightly would have challenged me on the basis of doing that.

The other thing was it would have been inconceivable to have met the 2014 date either because of the length of time that an Official Journal of the European Union (OJEU) procurement process under European Union (EU) regulations would take and, therefore, the letting of a supply on those terms would have taken.

They are slightly different varieties of apple. We have to look at this slightly differently. The sub-surface was the one that we were able to get in from day one entirely as London Underground. Nobody can sit in this chair - whether it is me or anybody else - in five years' time and be held anything else other than 100% accountable for the delivery of the sub-surface lines, whereas the Northern line was clearly a product of a little bit of a hybrid of what we had before but reconfigured in a way that is going to give the best value for London and the best delivery schedule that we could possibly get out of it.

Murad Qureshi (AM): Essentially, what I want to address now is the focus on the oldest bit of the Tube system which is the sub-surface part, particularly between Faringdon and Paddington stations. Historically, it was the first underground system in the world. Your predecessor, Mr Tim O'Toole [former London Underground Managing Director] suggested that this piece of work which you have just let today is the biggest bit and the most important bit. Given we have not seen any investment, from my personal recollection with school friends, since the late 1970s on any of that I am concerned, with some of the recent problems with the Metropolitan line, cracks on the District line track and pitting on the Metropolitan line, how you are going to keep on top of this one because it is a colossal bit of work which has not been touched for a long time and is desperately needed in central London?

Mike Brown (Managing Director, London Underground and London Rail, TfL): It is. Going back to the trains, if I may, just to reassure you, we have up to eight of the new trains now in service on the Metropolitan line in London ready to be used. That means that we can now take away the least reliable train on the Metropolitan line and, therefore, incrementally, over time, improve the performance of the line just by not running the oldest and least reliable train. Every train is slightly different and technical problems that are slightly more difficult to

get to than others. These very ancient trains are going to be gradually disappearing and that has got to be good news. That in itself will make a difference to the reliability of the Metropolitan line.

In terms of keeping the rest of the railway going in advance of the upgrade, which I think is the tenor of your point. One of the things we have just got to do is better anticipate where there are the greatest risk areas of failure. The District line problem which happened last autumn was unusual in a fleet of trains that is, inherently, quite reliable and, along with the Piccadilly line, it has been consistently one of the most reliable fleets of trains on the network. We are now back up to those levels again after that particular crack problem in the autumn on the main District line fleet. That is something we will continue to drive and monitor.

We have also done a lot more work in how we allocate our technical staff at high risk areas where failures do occur. You are very familiar I know with Edgware Road and other critical junctions. You and I visited places like Earls Court. Aldgate, again, is critical. How you ensure that the integrity and performance of those very complex junctions that have a lot of old componentry and a lot of wire degradation has emerged over the year - which does not make it unsafe - it just makes it very fragile and subject to failure. It is how you mitigate against that insofar as you can. One of the continual challenges we have got - but it is my job so I should have it - is to ensure we have those resources properly deployed to minimise the chances of failure.

Since the problems in the autumn and since the early part of this year the performance of the Metropolitan line in particular has improved hugely. The timetable that is now running on the Circle and Hammersmith and City line, which is a more integrated timetable, has improved significantly the performance of that line in its core service from where it has been in history. I am far from complacent about this, Murad, but it is around continuing that focus even while we bring in the new kit. We are not sitting there waiting for the new kit assuming it will solve all our problems.

Murad Qureshi (AM): OK. The newer lines - Jubilee, Victoria and the Northern - you had substantial slippages. We hear in this press release that you anticipate that, with the sub-surface trains, you are likely to complete some of the upgrades before 2018. I want to be convinced. What is the telling difference, apart from them being sub-surface, that will determine that they can come in and that you have learnt the lessons from the Jubilee, Victoria and Northern lines?

Mike Brown (Managing Director, London Underground and London Rail, TfL): We have learnt the lessons both in the process by which we are doing it - with much less disruptive closures. The sub-surface lends itself hugely to be able to do proper off site testing for the trains and the signalling system on test rigs and simulators, which we will be doing. The geography also lends itself to having parts of the railway commissioned and tested at certain times of the day or week in an entirely different way than was delivered on the Jubilee.

I am never complacent about this. This will require - and IIPAG will be all over us on this - continuous scrutiny and monitoring at every single step on every single delivery milestone along the way, much of which will not be noticed by passengers but will be very important to me to ensure there is confidence that the delivery schedule is going to be achieved. It is absolutely imperative --

Murad Qureshi (AM): Talking about milestones, my bug bear is when is that signal box in the Edgware Road Tube Station going to be moved into the Covent Garden Transport Museum?

Mike Brown (Managing Director, London Underground and London Rail, TfL):

Absolutely! That is part of the overall programme and Edgware Road, as I said, is one of the critical junctions. There has to be some initial work done at Edgware Road within the next six to eight months and that is because the junction at Edgware Road is so complex and so tight in size that at the moment you could not fit one of the new longer trains that we are introducing on the Circle line in the same envelope as will be required going forward. There is some interim work required to enable the trains to run properly but then the big work will kick off in two or three years.

Murad Qureshi (AM): That is reasonably reassuring. I will certainly keep an eye given I pass through the Edgware Road Tube Station fairly frequently, particularly over weekends.

There have been operational changes on these lines as well. How much is that adding to this whole process? For example, the Circle line does not just go round in a circle; it goes to Hammersmith now. It had initial hiccups but it is something that people in North Kensington appreciate, and certainly in Hammersmith and Fulham. We are having the suggestion of the District line service to Olympic disappearing. Are there any other operational changes that we are likely to expect during these works?

Mike Brown (Managing Director, London Underground and London Rail, TfL): No, other than we will have --

Murad Qureshi (AM): On the sub-surface.

Mike Brown (Managing Director, London Underground and London Rail, TfL): -- to be ensuring that we retain the ability to be focused throughout. We are not intending to change the service patterns. Whatever we end up doing, because of the ability of having a single generic fleet of trains in our operational model going forward, is open for debate and we are having some of those preliminary discussions. It does give you, inherently, much more flexibility if you have got one fleet of trains, in effect, running on all those lines.

Victoria Borwick (AM): Going back a bit to the Circle line, there may have been a benefit to people in Kensington as you say but every day I get complaints from people who are still concerned that the Circle line is very intermittent, at best case, with its service and the gaps between the actual trains make people talk about unreliability. If you have to plan your journey which includes part of the Circle line for some reason then it is extremely difficult because sometimes it can be five minutes, sometimes it can be ten minutes and sometimes it can be longer. I want to log that.

I also want to come back to what Murad mentioned on the proposed changes for Olympia and that whole area of London in view of the construction and planning and redevelopment going on there where this will be the Tube for 5,000 new homes on that Warwick Road. Now to be told that is not going to run, that was all part of the approval and the transport plan for that whole development, which includes a nursery school and a lot of affordable housing. The residents of that part of London feel particularly let down and I publicly state this morning that I think it is extremely disappointing. I have had a number of people make representation to me - because that happens to be near where I live - and I do want to flag up with you that that is something you should reconsider. Two points please.

Caroline Pidgeon (Chair): It is the impact on Olympia itself. It is huge.

Victoria Borwick (AM): Exactly.

Isabel Deding (Deputy Mayor for Transport): The short answer on that is that the consultation has been extended to the end of June 2011. Point noted and it is not too late for people to --

Victoria Borwick (AM): Consultation means that it is going ahead and delay it a month. I have dealt with Daniel Moylan [Deputy Chair, Transport for London Board] before. I have no faith that Daniel Moylan's consultation actually means consultation. I have worked with him on Holbein Place. I have worked with him on Sloane Square. I am publicly standing up and saying that here today --

Isabel Deding (Deputy Mayor for Transport): It is not Daniel's consultation; it is TfL's consultation.

Victoria Borwick (AM): -- that TfL has already made its mind up and I find that extremely disappointing.

Isabel Deding (Deputy Mayor for Transport): It is not Daniel's consultation; it is TfL's consultation. I would encourage anybody who has got anything to say on the subject to make their views heard in the course of this consultation. It would not have been extended to the end of June 2011 if it was a totally meaningless exercise. Now is the opportunity for people to make their voices heard, not three months from now when the decision has been taken.

Victoria Borwick (AM): Excellent.

Isabel Deding (Deputy Mayor for Transport): I strongly encourage people to say what it is they want to say now.

Victoria Borwick (AM): Thank you.

Mike Brown (Managing Director, London Underground and London Rail, TfL): On the Circle line, if I may, as I said in answer to Murad a few minutes ago, the overall reliability of the line has fundamentally got better if you look at any statistics that we have had.

The simple problem with the Circle line at the moment, prior to the signalling upgrade, is we only schedule to run a train every ten minutes and that is the most you can fit in because there simply is not room between the Hammersmith and City, the District and the Metropolitan lines to run any more trains. If you are going to provide an end to end service on those other lines - which we need to do to serve all their branches - then the physical capacity is constrained.

The great thing about the upgrade on the sub-surface is it does give us a 65% increase in the capacity on the Circle and Hammersmith and City lines. That is significant and will fundamentally revolutionise travel on the Circle line. It will make a fundamental difference.

On Olympia, Isabel's point is valid. I would say that the use of the trains to Olympia is so low compared to the paths that these trains occupy through Earls Court. I do not want to downplay for one second the issues around those residents of Olympia but the high volume demand of the District line, which is rocketing in terms of demand and has been over the last couple of years on the Wimbledon branch, and the ability by not running Olympia trains to run additional peak services to Wimbledon, will fundamentally transform peoples' experience on the busiest and most highly used branch of the District line, even in advance of the upgrades. It will also

reduce all the congestion of trains that passengers are subject to every single morning and evening through Earls Court with sitting in tunnels waiting for a platform to be cleared at Earls Court. That will be reduced significantly by enabling trains to be run additionally to Wimbledon.

The 720,000 people who use the District line service to Olympia, we have also committed to still running services to Olympia at times of events at Olympia. This is part of the proposal. It is not a never again are we running trains there.

Victoria Borwick (AM): No. I am sure that will provide Olympia with some reassurance. In other words, if you were planning for an event, say Olympia show jumping where a lot of people will come by public transport, you are saying that the trains would definitely run for that open period?

Mike Brown (Managing Director, London Underground and London Rail, TfL): Yes, absolutely. I use Earls Court every evening and I stand there on a platform waiting for a train watching empty trains going to Olympia with, on average, six people on a train.

Victoria Borwick (AM): It is good to use this public airing because I know there are a lot of people who are very concerned and with the new developments going up there I hope that that is something that you - whatever the decision now - might reconsider because there is a whole lot of new housing going up there. Thank you.

Murad Qureshi (AM): Can I move on to the remaining lines that we have not really touched on. Unfortunately, the unfunded ones: Piccadilly, Bakerloo and Central lines. Bakerloo line users this morning had to deal with a signal failure in Queen's Park. Is this what they are going to have to put up with whilst it is all funded and question marks not just on the Bakerloo but Piccadilly and Central lines?

Mike Brown (Managing Director, London Underground and London Rail, TfL): We are spending £114 million on the Bakerloo line up to 2017/18 on what you might call performance improvement initiatives. We are very mindful of the fact that that line is not getting a full upgrade. We are looking at signalling and control room life extension, as we call it, which will ensure better performance of the signalling system going forward. Also minor jobs that we have to do in some of our track circuitry on the Bakerloo line. It has particular problems there. We are also doing some similar work on the fleet of the Bakerloo line and there is some work going on there to ensure that these trains, which will increasingly be ancient as well - they were built in the early 1970s - are being properly managed going forward.

We are also looking, incidentally, to move a couple of the old Victoria line trains over to the Bakerloo line - those that are in the best state of repair - so we have got some additional float in the fleet on the Bakerloo line to improve the inherent reliability of that line.

The problems this morning were very difficult for people. I absolutely know that. These interim expenditure measures are designed to reduce the incidences of those occurrences going forward in what, after all, is an old line with old equipment and, even in all the PPP plans, was always going to be at the end of the process for upgrades.

Similarly on the Piccadilly line, we are spending of the order, again up to 2017/18, of about £228 million both on signalling reliability improvements and on train reliability improvements. We are not complacent even though the Piccadilly line fleet has been performing particularly well. It was commissioned in 1973 and is an old fleet of trains. Doing some life extension work

there on key components like door valves and traction components on the trains which are in particular need of improvement. I am very mindful of that.

The other thing that is worth saying is that at the back of the sub-surface signalling surface there has always been the opportunity to plug in some of the control of the Piccadilly line in a more integrated way with the sub-surface lines, which would not have been previously possible. I have alluded to that previously to Members of the Committee.

The Central line was never part of the PPP in that it had already had its upgrade. It already runs 30 trains an hour across the busiest times of the day. Having said that, there is some work that is going on as I speak. The lift of every train is going on at the moment to replace the worst body parts and water ingress problems and other things that are there, as well as some car end work which does not fundamentally affect reliability all the time but certainly has given a sense that the appearance of the trains is not as one would expect from a modern Metro. The order of spend on the Central line, including the Waterloo and City line fleet on this as well, is of the order of £306 million up to 2017/18 with work on signal maintenance. Over £100 million as well on ensuring that we continue to invest in the reliability performance of the signalling.

I do accept these are different orders of magnitude and terms of scale of work than the upgrades *per se*, but I hope it gives you some confidence that we do have some plans to ensure that we are pushing the envelope of reliability on these other lines as much as we can as well.

Murad Qureshi (AM): That is useful and is in the public domain because there are plenty of users on the Bakerloo line wondering whether they are being shafted.

What assumptions are you making on the back of Crossrail and the impact of the services on the Piccadilly and Central line? That will have an impact. Are you factoring that in in the works you do and do not do and what your priorities are?

Mike Brown (Managing Director, London Underground and London Rail, TfL):

Absolutely. It impacts both ways in a sense. One way is it potentially brings more traffic to some of the interchange stations on those lines but it also gives some relief at the busiest times through a core section of the Central line, at least in the immediate time after the commissioning of Crossrail. We are absolutely aligned with that. We are looking very closely at what the demand assumptions are and what the planning assumptions would be on Crossrail usage and that has fed in to some of our decisions around the work that we are doing, as I said earlier on, at stations such as Bond Street and Tottenham Court Road.

Murad Qureshi (AM): The Piccadilly line? At the Heathrow end it will no doubt have an impact. Are you making any assumptions there?

Mike Brown (Managing Director, London Underground and London Rail, TfL): We are. One of the challenges on the Piccadilly line is I am very well aware that the demand coming from Heathrow *per se* on the Piccadilly line is a particular challenge for those who live further up the branch in Hounslow and beyond. We are absolutely feeding in the demand projections of what relief Crossrail will give that and what, if anything, we can do to the service, again in advance of the upgrade of the Piccadilly line.

Murad Qureshi (AM): I just make it clear that the people of Hounslow are saying they want a better localised service at that end.

Mike Brown (Managing Director, London Underground and London Rail, TfL): Absolutely. That is our aspiration.

Joanne McCartney (AM): Representing two constituencies where the Piccadilly line is the main Tube line - in fact, in one borough, the only Tube line that we have - can I confirm that for the last year we have been told the start date for the full upgrade on the Piccadilly line has been put back. We were anticipating a 2014 start at one stage. We now know it is unfunded and you are now saying you are doing some intermediate work which will take us up to 2017/18. Does that mean you have given up all hope of starting the full upgrade until 2017/18?

Mike Brown (Managing Director, London Underground and London Rail, TfL): No, absolutely. It is just the reality that we face a funding settlement that takes us through this Parliament. We will continue to work closely to ensure that we - that might be a question more for Isabel than for me - continue to make the case for the Piccadilly line going forward. We are not going to take our foot off that pedal.

Isabel Deding (Deputy Mayor for Transport): The Underground internally is already working on what the upgrade would look like --

Mike Brown (Managing Director, London Underground and London Rail, TfL): Absolutely.

Isabel Deding (Deputy Mayor for Transport): What would the design be? What are the requirements? What should the trains look like? All those sorts of things. It is not as if all work has ceased because there is not a certainty about a date in terms of the funding.

Joanne McCartney (AM): When will you be able to confirm a start date for the full upgrade?

Mike Brown (Managing Director, London Underground and London Rail, TfL): I do not think we will be able to until we get a further funding settlement either at the tail end or beyond this Parliament.

Joanne McCartney (AM): OK.

Roger Evans (AM): Mike, would you say that Londoners have had value for money out of this exercise?

Mike Brown (Managing Director, London Underground and London Rail, TfL): Perhaps I should clarify which exercise?

Roger Evans (AM): The Tube upgrade.

Mike Brown (Managing Director, London Underground and London Rail, TfL): I think it is fair to say that the history of the PPP has not always given London supreme value for money, particularly on the delivery of the upgrades. I have been on public record before as saying that I think Tube Lines in its previous guise delivered some fantastic delivery of projects in terms of station works - where there was quite good value for money - and also on its focus on maintenance, particularly on the Northern and the Piccadilly line as I talked about earlier on. Fundamentally, the PPP structure was put in place for the delivery of the line upgrade and, self-evidently, the PPP failed to deliver that.

Roger Evans (AM): OK. What about TfL? Now you have got your feet under the table and you have been doing a few projects yourself, how do you ensure that you are providing value for money? Who do you benchmark with?

Mike Brown (Managing Director, London Underground and London Rail, TfL): I alluded to the benchmarking report that is going to be coming out to the Board later on this month. We have a number of benchmarking elements that we look at. One element is we do - as I said earlier on - look between ourselves. There is some different history between the Tube Lines' lines and the other lines on London Underground and that is an important starting point. Frankly, we have not been able to do that either in a way that everyone believes is credible previously, nor in a way that has been without political taint one way or the other on looking at the numbers. That is the first and a very important starting point.

Secondly, we are a member of an organisation called COMET which is a confederation of world-wide metros which does do benchmarking, under the auspices of the Imperial College London, across other metros as to where is the best cost base, where is the best upgrade performance and where is the best service performance. That data is something that we use increasingly and I am determined, as I said earlier on in answer to one of Val's questions, to ensure that that becomes an integral part of the way I manage the business, not some academic exercise that sits alongside us. It has to be informing our core business decisions.

Roger Evans (AM): You talk about benchmarking internally between lines. We took evidence from the PPP Arbiter at the last meeting. He tells us that, for instance, for the Victoria line signalling, TfL was spending £4.25 million per track kilometre, whereas for the Jubilee line this was £2.75 million per track kilometre. That is almost a 100% difference. How do you account for that?

Mike Brown (Managing Director, London Underground and London Rail, TfL): By the fact that the Victoria line contract was let by Metronet which went bust.

Roger Evans (AM): You are saying Metronet was a worse performer than Tube Lines?

Mike Brown (Managing Director, London Underground and London Rail, TfL): Self-evidently. It went into administration. Tube Lines was not a failed entity. We acquired the shares in Tube Lines but Metronet did go into administration.

Roger Evans (AM): You are saying that, although TfL took over from Metronet, you are not going to carry responsibility for the costs of that?

Mike Brown (Managing Director, London Underground and London Rail, TfL): The contract was already in place. Being clear, the contract was already in place and there is only so much you can do in the renegotiation of a contract that is already fundamentally there. I take no comfort from the numbers that have emerged from the Victoria line.

The key thing is the numbers looking forward. If you look at the average of the Jubilee, Northern and sub-surface contracts, moving forward, which is also the Arbiter's data - some of which are guesses but in this case I would concur with it - it will show that, going forward, it will provide value for money equivalents that the Arbiter sees as best practice from a notional infraco.

Roger Evans (AM): What are you looking for per kilometre in the future?

Mike Brown (Managing Director, London Underground and London Rail, TfL): I have to be a bit careful how to answer that. The reason I do is some of this is very commercially confidential in the issues with the individual suppliers. Let me just say it is well within the ballpark of the Jubilee line, let me put it that way.

Roger Evans (AM): Right. That is £2.75 million.

Mike Brown (Managing Director, London Underground and London Rail, TfL): Well within the ballpark of the Jubilee line. Yes.

Roger Evans (AM): Around there. OK. One of the things that the Arbiter said was that you could save money by using less bespoke new infrastructure. Is that something that you are looking at?

Mike Brown (Managing Director, London Underground and London Rail, TfL): Absolutely. If you look at our experience from procuring one single type of sub-surface train going forward my aspiration is, as we start to replace the deep-level Tube trains, that we end up with one generic fleet of deep-level Tube trains. The types of technology that we are employing now that are able to be - Isabel is absolutely right: it is not like a toaster and you cannot take something immediately off the shelf. I am not in the business of wanting to be cutting edge; I am in the business of wanting to be applying proven technology insofar as I can in its basic system configuration that has proven to be reliable. That has got to be an aspiration going forward.

Roger Evans (AM): We seem to come back to this bespoke technology issue regularly. I have been doing this now for the whole length of time that the Assembly has been in existence and had quite an interest in the Central line and elements of Tube upgrades before that. It seems to be that forever people have been saying there are too many bespoke solutions and not enough relying on tested technology from elsewhere. Even Bob Kiley [former Commissioner of TfL] I remember told us once that he felt that London Underground was not a good environment to test out new things which had not been tried elsewhere.

Mike Brown (Managing Director, London Underground and London Rail, TfL): I would certainly agree with that. To give encouragement, we have been significantly clearing out what might be considered to be old fashioned and traditional standards that we have been applying to our contractor and supply base and demanding of them, and to be much more mindful of what happens, for example, in Network Rail. I was asked a question earlier on about Network Rail. There are very many common issues in track replacement on the Network Rail estate, as there are with our sub-surface lines in open section. There is not a huge difference. OK, we have got four rails. It may have three or two overhead lines or whatever. Fundamentally, the principle of track replacement is not that different. We have been getting into more detailed discussions with the supply chain and Network Rail on those types of topics. There is an opportunity for better efficiency moving forward.

Roger Evans (AM): Is this about changing culture?

Mike Brown (Managing Director, London Underground and London Rail, TfL): Yes, partly. No doubt about it. It is about ensuring that there is an open and new approach to this. I am quite rightly being challenged by the Deputy Mayor on some of these issues myself. I have certainly been challenged by IIPAG for a longer period of time than the Deputy Mayor has been in position on some of these issues as well as to how we can better deliver. That is absolutely right that I should be. Similarly, in any event, I would be challenging, and am challenging on a

regular basis, my own team to ensure that we get absolute value for money in everything we deliver, whether it is on the capital programme side or the operational side.

Roger Evans (AM): As you have mentioned the Deputy Mayor it might be useful to hear Isabel's take on this.

Isabel Dedring (Deputy Mayor for Transport): One of the issues is comparing within London Underground is very useful but also one wants some reassurance about comparisons to other metros. One of the problems with that is that you know every metro is different and there are extenuating circumstances. One thing I am interested in is how we can provide some reassurance externally that when you do compare the Tube to other metros around the world, we are at least average or comparable to other metros. One of the problems with CoMET [Community of Metros - programme of international railway benchmarking] that Mike was talking about earlier is that it is all confidential so everybody enters into it on the premise that no one is allowed to release each other's information. One of the things I have been looking at is is there some way that we can - maybe on an anonymous basis or whatever - use some of that information. I do not know the answer but that would be one thing that would be helpful either to unearth the fact that we are not doing very well or to be able to communicate more clearly to people that, if you look at the reliability of the Tube and you look at comparable metros, in that exercise, without naming any names, the Tube does well compared to other similar metros. We are not any worse than.

New metros that are designed completely differently you would not want to compare to the Underground anyway but if you look at metros that are similar to the Underground there is a blob of them all around the same space in what kind of network they have but also what kind of reliability they are delivering. That does not mean to say that it is all okay and we can all relax. Equally, at least it is not the case that we are substantially worse than a lot of similar metros around the world. There is more that we could do around that in making it clear to people where we stand.

Roger Evans (AM): There is a lot of confidence building required here. Again, I have been involved with this for a long time in local government as well, and contracting is clearly a way of reducing costs and it is something that produces savings, but it also provides this commercial confidentiality clause for people to hide their performance behind. Often we have to take the assurance that savings are being created without actually seeing the figures.

Isabel Dedring (Deputy Mayor for Transport): That was a huge issue under the PPP. There were hundreds of hours of discussions around the level of detail that the Tube was interested in having from the infracos that we were never able to have and the Arbiter was not able to have in the form that he was originally looking for. I, in part, come from a business background so you do not need to convince me about the power, in theory, of the private sector to bring best practice from other places. That was one of the theories behind the PPP. In practice, wherever the two had worries, it was impossible to get to the bottom of what was that. That needs to be balanced up. In that sense, no structure is perfect.

Mike Brown (Managing Director, London Underground and London Rail, TfL): It is worth reminding ourselves that the Arbiter was set up explicitly to ensure fair pricing for the public sector from the infracos. Given that he never foresaw the collapse of Metronet and never foresaw the lack of delivery of the PPP on the Jubilee line, I am not sure that was necessarily a remit that was fulfilled.

Roger Evans (AM): OK.

Caroline Pidgeon (Chair): I wanted to pick up one of the points that Roger raised, just to go back to the pricing of signalling, because you have talked about looking internationally and you are now quoting Madrid an awful lot in terms of your work. I understand that the costs of the metro in Madrid are about the equivalent of £1 million per kilometre. You are saying you are aiming for the vicinity of £2.75 million. Again, your costs seems to be considerably higher than comparable metro systems elsewhere in the world.

Mike Brown (Managing Director, London Underground and London Rail, TfL): To go back to what Isabel said, I never start from the point of view that accepts that we are fundamentally different and, therefore, should be fundamentally different. Having said that there are some differences. The before track configuration of our system, the deep-level Tube configuration of our system, some of the other unique aspects of our system are different and, therefore, there is a factor that you have to apply to that. The trick in this is how you do not start from that perspective and you only look at that when you have drilled down as much as you can into the value for money.

I am absolutely determined that, in looking at the comparator and in answer to Roger's question where I said we were in the ballpark, that is a significantly better place than we were under the Metronet contracts that were previously tendered. We have got to continue to aspire to delivering to that value.

Richard Tracey (AM): In your business plan for 2011 to 2014/15 there was a suggestion that the Underground might generate £4.2 billion of savings over the period up to 2018. Some of that has been achieved already by the integration of Metronet. I am interested to hear what further savings you might be looking for, Mike, in changing work practices in some cases. Could you give us a bit more detail? I know this has also been discussed at Board meetings of TfL.

Mike Brown (Managing Director, London Underground and London Rail, TfL): To look at where that £4.2 billion sits, the £3.6 billion saving was the post-Metronet transfer one which you alluded to, Richard, which avoided duplicated costs and removed about 1,000 back office jobs that were entirely related to duplicate activity or in facing off each other in that contractual mechanism. There have been some similar savings of about £500 million annually since the acquisition of Tube Lines again, including us not having to pay equity return to the former shareholders of Tube Lines.

Other savings that we have already looked at and have gone a long way to being able to deliver are the £180 million of savings to 2018 on the support services review. This is even in advance of the TfL wide work on a greater integration and a single TfL business but that was involving the removal of 800 back office job roles. Let me be clear this is not about people. We have always aspired to and continue to aspire to deal with individuals in a very human way and in a way that is reflective of us being a public sector organisation with a proper mindset for the impact on individuals, but 800 posts being removed does, in the medium and long-term, save us significant money.

There have also been - well rehearsed around this table and elsewhere - annual savings of about £33 million plus about another £7 million in the administrative side in looking at station staffing changes - which continue as you know to have members of staff on every individual station but have reconfigured the opening hours for ticket offices, given the huge expansion of Oyster over Easter.

Then, again, Project Horizon, the TfL wide changes which overlay all of that and are beyond all of those savings I have mentioned give us, in addition, another 20%.

There is an incremental series of changes that we are involved in, some of which are well progressed and some of which, like the Project Horizon, TfL wide ones, have not yet delivered in their entirety.

Richard Tracey (AM): There have also been reported various underspends on some of the projects, indeed some of the upgrade projects. Where do they fit into all of this?

Mike Brown (Managing Director, London Underground and London Rail, TfL): What I am talking about is operational spending. Where we have got some savings or economies on capital programmes that is a different accounting process that we would apply there. If there have been phasing issues around those upgrades - and I do not mean slippage, by the way, I just mean the overall date is not compromised but there are some small savings made along the way that then have to be caught up with later on in the payment schedule - then some of those will materialise. It is a totally different accounting process.

Richard Tracey (AM): Maintenance practices are something we have heard about at various times. The difference between some of your maintenance practices in TfL and those used by some of these other metros around the world that we have been hearing about. What about that other train operators?

Mike Brown (Managing Director, London Underground and London Rail, TfL): Absolutely. It is a very key area that we need to look at. In short, if somebody has a car on the road and only drives it at weekends or very occasionally, then a maintenance schedule that is the same as somebody who travels 200 miles a day would not be appropriate. One of the things that we have taken some time to get into but are now getting into is what you might describe as distance based maintenance for rolling stock, for example. The same is true for signals, maintenance of signal or tracker sets based on their use, rather than just a very pure and one dimensional time based approach. Yes, indeed, we are getting into that whole debate now and there has been a very constructive look at that which will generate some significantly different ways of our maintenance practice while, of course, continuing to focus very much on the reliability of the network.

It is also true to say that, as you introduce new technology and new trains and signalling systems, that your whole method of maintenance is entirely different. Your diagnostics of plugging in a laptop or a computer for even remote monitoring of defects on trains or signalling systems is an entirely different level of intervention required and cost base required going forward, than the very traditional electro-mechanical systems that we have historically had everywhere on the network.

Richard Tracey (AM): What about working practices? When Mr Crow [General Secretary of the National Union of Rail, Maritime and Transport Workers (RMT)] appeared in front of us a few weeks ago he said that he had been talking to you, or at least to TfL, about periodic meetings between union representatives like himself, and management of TfL, to talk about different areas of industrial relations. Can you tell us some more about that because we were rather intrigued?

Mike Brown (Managing Director, London Underground and London Rail, TfL): I am in regular contact with Mr Crow, as you would expect. It is not a secret to know that we have jointly commissioned an independent review of some of the recent industrial disputes there

have been between us. That is a positive step forward to ensure that we can get to understand why some of these things emerge. Yes, as ever, I will continue that type of dialogue.

Richard Tracey (AM): He publicly calls for more meetings. Indeed, he calls for meetings with the Mayor fairly regularly when he is on television or in the newspapers. What is your view about those sort of meetings?

Mike Brown (Managing Director, London Underground and London Rail, TfL): It is really not for me to say about meetings with the Mayor but in meetings with me he can meet with me any time he wishes to and we do it regularly. We will continue to meet as much as he wants.

Richard Tracey (AM): Perhaps I should address that question to Isabel then as Deputy Mayor. What is your feeling about meetings with a union leader, particularly as we quite often hear in situations where you are under duress because there is a strike threatened?

Isabel Dedring (Deputy Mayor for Transport): The key thing as far as I am concerned is that there is a clear hierarchy of when something is not resolved at level X there is a clear escalation process and that is where the meetings between Bob [Crow] and Mike are significant. What you do not want is for something to get inflamed and then there is a sense that we cannot take it up to the next level in an attempt to resolve it. A lot of the discussions between Bob and Mike have been very productive over the last couple of months. Certainly there have been a number of cases where that has resolved an issue that was brewing. As far as I am concerned, making sure that that exists so that things do not get overheated is the key issue. Mayor or not Mayor. That is almost a side point.

As regards the Mayor and the Mayor's office the Mayor does have regular meetings with the Southern and Eastern Trades Union Congress (SERTUC), which is not maybe a very well known fact, where we sit down with a whole range of union representatives. There was just one recently. A number of people from the Mayor's office, the Mayor and then people from across the piece which includes transport but also other unions as well. It was a very reasonable and productive discussion. A lot of issues are raised and are regularly scheduled in. Sometimes these things can become iconic or blown up into something that is really more than it is. The Mayor has said several times that he has no opposition, in principle, to meeting Bob Crow or anyone else, but what we have said is that it is not appropriate for the Mayor to intervene when there are live negotiations going on. It is not productive for anyone, certainly not for Mike and, arguably, not for Bob either. We maintain that position in the subject.

Richard Tracey (AM): With all these meetings taking place what is the chance of resolving the strike that is about to hit the first week of the Wimbledon tennis championships? The threatened strike.

Mike Brown (Managing Director, London Underground and London Rail, TfL): I have always been clear that this particular issue around a train driver on the Northern line is in an employment tribunal process. The employment tribunal has met, it has heard the evidence and the employment tribunal is deliberating on the findings. My continual approach to this is to say, "I will, of course, respond to any findings the employment tribunal makes". Absolutely. That is the reason for an employment tribunal. It is inconceivable I would not respond to that. On that basis, therefore, I am mystified that there would be a call for further industrial action in the timeline and the scale that is being proposed. It is really hard to understand why that would occur.

Richard Tracey (AM): Thank you.

Isabel Dedring (Deputy Mayor for Transport): From our perspective the key thing is for us to make sure that there is not a sense that, "As long as we can turn out some sort of a strike is Ok or we are used to having a certain number of strikes every year and that is just the way it is living in London". We want to avoid strikes. Not at any cost but it is not Ok to have half the service and we can half get to work. That is better than having no service but, fundamentally, the Mayor has been very clear that what we are trying to get to is a scenario where we do not have strikes. This threatened action is particularly frustrating because that tribunal process is ongoing, everyone had signed up to it and we are just waiting for the tribunal's decision, which has been expected imminently.

As Mike says, it is not only mystifying but also very frustrating because we have been trying to put things on to a better footing over the last couple of months and that has been effective, broadly. It is particularly unfortunate that this is being threatened at the moment. A lot of effort is being spent to try to make sure that we can avoid it for massive disruption for the travelling public. It is completely not acceptable. We are definitely not drifting into this. We are doing everything possible to avoid it.

Caroline Pidgeon (Chair): Isabel, have you spoken to any of the unions such as the RMT yet in your new role?

Isabel Dedring (Deputy Mayor for Transport): I was in the regular SERTUC meeting --

Caroline Pidgeon (Chair): The general meeting.

Isabel Dedring (Deputy Mayor for Transport): Exactly and had a number of conversations with the people who were there offline as well afterwards. I have done that. Because of this being an ongoing issue with the tribunal it has not been an appropriate time. That is quite right because it just muddies the water. I do not think it is helpful for anybody.

Valerie Shawcross (Deputy Chair): To go back to this issue of information and publication of transparency, seeing as we are lacking David James from IIPAG, it is probably a quicker section. When David James did come here, and we had a very long discussion between him and the Arbiter, he talked about two reports which IIPAG had produced for the Mayor because David James does report to the Mayor. They were two hard hitting reports. We requested that the Mayor publish those. So far computer says no. We have not got the reports from IIPAG. We used to have quite a considerable amount of information from the Arbiter. As the Mayor's key adviser on transport and as Deputy Mayor for London, will you be advising the Mayor to release the reports which David James has already submitted to the Mayor?

Isabel Dedring (Deputy Mayor for Transport): My own view about IIPAG, apart from the history on this issue, is it will be most effective if the reports are not public. The reason is that then you can say whatever it is that you actually think. Going forward, I understand there have been previous discussions on the subject. What is most useful for TfL in terms of improving things is having it hard hitting, honest and no concerns about it being published and needing to make sure that it is all framed in a balanced way. I think that is the right way to do that.

There is a separate issue. Going back to the information and scrutiny point and also communication to the public, what information do you have to be able to say, confidently, that the capital programmes are on track, that value for money is being delivered and, when you look at benchmarking, that it is showing that the Underground is doing a good job?

Perhaps if one could split those two issues apart. My instinct is that IIPAG should not be publicly available information for exactly the reason that its remit is to make sure that TfL improves its performance and, therefore, it needs to be as helpful as possible --

Valerie Shawcross (Deputy Chair): I am sorry, are we spending public money here? IIPAG is reporting on performance and issues where public money, fare money and public investment, is being invested. Why shouldn't the public be able to see what IIPAG says to the Mayor about its performance, its benchmarking and how it should improve its system in the way as a council would publish the Audit Commission's annual management letter? Why couldn't we see that?

Isabel Deding (Deputy Mayor for Transport): I am agreeing with the fundamental point which is that there is a set of information that people should be entitled to access. It goes back though to this point about what information is being put out there, in whatever format, by TfL and what are you looking for in X, Y, Z information? Whether that is what the Arbiter used to set out --

Valerie Shawcross (Deputy Chair): Isabel, in terms of accountability, what you are saying to us is the really most useful bit of information, the criticism, the commentary about what could be done better that IIPAG produces for the Mayor, the crucial stuff about how to improve it, is exactly the bit that we are not supposed to be seeing.

Isabel Deding (Deputy Mayor for Transport): I would like to fold the two things together and I do think it would be useful to have a separate discussion. If you write this letter that you were talking about earlier and say, "These are the things that we would like to see" which is not about IIPAG *per se* but is about the kind of information that you are looking for in order to perform this role effectively. Then we can look at what the best way is to do that, rather than IIPAG, particularly. I am not sure that that is necessarily the right vehicle --

Valerie Shawcross (Deputy Chair): On the one hand we are talking about data sets, performance data etc, and on the other hand the IIPAG report has obviously got some commentary, some analysis and some suggestions to the Mayor about how things could be improved; project management, culture etc etc.

Isabel Deding (Deputy Mayor for Transport): Those general points are picked up in the IIPAG annual report and there is one that is coming out imminently. The first draft has been prepared.

Valerie Shawcross (Deputy Chair): We will have the IIPAG annual report then?

Isabel Deding (Deputy Mayor for Transport): Yes. Again that will be a worthwhile discussion to have about the kinds of things that you would be wanting to see in terms of the types of areas that are covered in the annual report --

Valerie Shawcross (Deputy Chair): We would like to see the IIPAG reports to the Mayor please.

Isabel Deding (Deputy Mayor for Transport): I will have another look at it. I will take that away again. My own view - and I understand the terms of the history of what has been decided - is that I do think it is more effective as it is. I will --

Valerie Shawcross (Deputy Chair): Even under the Freedom of Information Act there are arrangements for redacting information that is personnel, that is confidential and that is commercial. I do not see why you could not at least release a redacted report or even, in confidence, give reports to Members of this Committee to be held in confidence and not to be published. It is not very satisfactory.

Isabel Dedring (Deputy Mayor for Transport): In terms of the underlying desire which is to be able to scrutinise effectively and know what is going on, then I absolutely agree and there needs to be an improvement from where we are at the moment. I totally agree with that.

Valerie Shawcross (Deputy Chair): To digress a little bit, there was a discussion at the Budget and Performance Committee last week about fares, as you may be aware, Isabel. The point was made to Daniel Moylan that he does not have to wait for the Localism Bill to go through before TfL decides to publish committee reports and data; in the same way and on the same basis that, at the moment, local authorities publish information and put it into the public arena. At the moment we are not enjoying the cross public sector standards of transparency and openness and access to meetings. We have made that point and perhaps I should move on.

Isabel Dedring (Deputy Mayor for Transport): I am more than happy to have a look at that, jointly, to make sure that we are putting the right information out.

There is no instinct at TfL to not want to put things out *per se*. Sometimes there is a really big disconnect between what people want and what we are putting out. Clearly that is true. Let's just have a look at it and let's assume there is no nefarious intention.

Valerie Shawcross (Deputy Chair): With respect - and this is nothing to do with you - this history goes back ten years. There clearly is an instinct in TfL not to put into the public arena information that it does not want Committee people to see. You will probably bump your nose up against that, as we often do.

Isabel Dedring (Deputy Mayor for Transport): Let's see if we can make an improvement.

Valerie Shawcross (Deputy Chair): That would be great. That would be very good. What about information on benchmarking. There was some suggestion we gather from David James about benchmarking that could be used. I know he was concerned to see some internal performance data that was improved. What is the scope for improving the benchmarking? Do you think we have covered that one?

Isabel Dedring (Deputy Mayor for Transport): I would say let's have a look at that benchmarking report when it comes out in two or three weeks' time.

Valerie Shawcross (Deputy Chair): We will see that one. Will we see that one?

Isabel Dedring (Deputy Mayor for Transport): It is part of the Board papers. Yes. Absolutely.

Mike Brown (Managing Director, London Underground and London Rail, TfL): Yes, you will. It is in the open session of the TfL Board so, absolutely, you will.

The other thing I would say, again in the absence of David James, is to reassure Committee Members that IIPAG has now appointed some professional capability in the benchmarking field to add to its remit - explicitly on the benchmarking side of things - to give oversight and

coherence to the internal benchmarking that this report that I am talking about will be the first indication of. There is a separate layer about that as well. I guess, in time, that will emerge more fully as to what that will deliver.

Valerie Shawcross (Deputy Chair): We are probably very glad to hear that. Benchmarking is hugely important. It is one thing to receive assurances and it is another thing to see it demonstrated --

Mike Brown (Managing Director, London Underground and London Rail, TfL): Of course. I understand.

Valerie Shawcross (Deputy Chair): The last session when London First came, John Dickie argued for some governance reforms. He suggested there be the development of a regulated asset base model for London Underground and that you be overseen by an economic regulator along the lines that Network Rail is at the moment. He developed the case to say that that would, ultimately, be in TfL's interest. Have you, Isabel, given any thought to any changes to governance that would provide more independent assessment of expenditure and performance?

Isabel Dedring (Deputy Mayor for Transport): I have spoken to John about some of the points he has made, since you had the session. With a long history on the subject - although maybe not quite as long as yours - and having worked quite closely on some of the PPP issues around this, I have a natural instinct that says that sometimes those kinds of solutions can seem appealing but they create a whole suite of problems that come alongside them. In the case of the PPP the purpose of the Arbiter was to try to reveal some of the issues that you are driving at. Broadly speaking, I would say he signally failed because of the complexity of getting some of that information out of the infracos, having been in endless meetings myself at the time, years ago, when I was working at TfL.

I would want to look at the existing structures that are in place. The DfT provides oversight of TfL's spend. There is IIPAG. There is the TfL Board. There is this Committee. There is the public and the media. How can we make those mechanisms work more effectively as far as you are concerned in the information that is provided, when, where and how it is structured etc and see whether there are ways in which that mechanism can be made to deliver exactly what you are driving at. The risk is that you create some super structure that is not going to be able to eliminate anything more than we have got at the moment. I have not had a detailed discussion with John about it.

Valerie Shawcross (Deputy Chair): There is an issue about independence of commentary. Yes, we would all agree the PPP was a failure and was a disaster in many ways but the Arbiter was not, as an institution, a complete failure. In fact, there was quite a lot of very useful information ferreted out and put into the public domain by the Arbiter. The situation we have got at the moment is IIPAG reports to the Mayor and the Mayor decides if he wants to sit on those reports or not. What we do need to see is some independent challenge which is authoritative, non-political and non-partisan and goes into the public arena in a way that the public can test. Does this stack up or not. That is the gap.

To say either that the PPP Arbiter signally failed is not true, completely, or that you should therefore stop trying to have some independent analysis does not follow at all. The one thing we are really lacking in all of this system at the moment is everybody is standing outside what is happening, which is why there is so much grief about actual performance on the ground. You get no sense of confidence that you know, or we know, really what is going on and what the

long-term picture is. We would like to see some publication of the plans for the upgrade in a way that can be tracked and followed.

A very big plea, cross party, for transparency. I absolutely recognise that this is something that has not been sorted out over the 11 years of TfL and it is not something that has recently gone wrong. It is just something that is not getting fixed and we want to see it fixed.

Isabel Deding (Deputy Mayor for Transport): I hear what you say - as annoying as that may be. In the course of looking at some of the information questions maybe we can get to at least a partial solution, or forward movement on the subject. We are a bit hampered by not having David [James] here as well. I have not really had an in-depth discussion with David on this subject either. I have tried to do that but with him being away it has been bad timing.

Caroline Pidgeon (Chair): OK. That is the end of our session on the Underground. Mike, thank you very much indeed for coming along.

Mike Brown (Managing Director, London Underground and London Rail, TfL): Thank you.

Caroline Pidgeon (Chair): Isabel, we have got a couple more questions on different areas as the lead on transport for the Mayor. Other than the Tube, which we have talked about for two hours and 20 minutes so far this morning, what are your other priorities? Also, to understand how the workload sits between you and Daniel Moylan?

Isabel Deding (Deputy Mayor for Transport): It may sound a bit trite but the critical thing is that TfL and the transport network are serving the passenger, rather than serving the operation of the network, which is an easy fallacy to fall into. Understandable as well. Why do you have an agency that runs transport, and a Mayor? It is because the Mayor, hopefully, is providing input from the standpoint of the people who elected him. TfL certainly tries to do that but sometimes it is useful to have that oversight where, because we are not hampered by having to run the Tube on a day-to-day basis or run the road network, we can take a closer look at what people are looking for and where some of the gaps may be. Some examples of that are performance reliability where we are seeing a long-term improvement trend. We have had this bad period over the winter but, because of the challenges over the next one year, five years, ten years, we want to make sure that we are continuing to see reliability improve on the Tube.

The issues around congestion and roadworks are well known but it is still an issue of huge frustration to people. There is partly an issue around the reality of a medieval road network and a 21st century city but there is more we can do around some of those issues. That is another key issue that I am looking at.

People need to have confidence in the run up to the Olympics that the Olympics are going to be handled well. It is good that over the last couple of days even we have seen an upswing in interest in some of the issues around the Olympic Route Network (ORN). There has been some coverage in the media about that. That is partly because people are starting to focus on these areas. A lot of the communications that TfL is going to be doing are coming in the autumn and later in the year. That is central with the eyes of the world on London; that people do not have a sense of anxiety around whether it is all going to be Ok or not.

Two other issues I would mention that are more cross cutting. One is we do need to improve how we deal with very localised issues. It is very hard for a huge organisation that is trying to cover a whole city to deal with issues that, for an individual, are absolutely critical. A lot emails

and phone calls I get from you guys are around some of those issues and it is actually very valuable. I think people understand why, if you are trying to run the entire bus network, you will not necessarily be thinking about this particular person who is living on this particular location but, for them, that is absolutely critical to their day-to-day experience. How TfL can, in time, bring a bit more focus into how we communicate on some of those issues - even just making people feel we do understand where you are coming from and here is why we cannot do what you would like. Just giving people a little bit more understanding and information rather than simply computer says no and people feel they have not been heard at all.

That goes to the other cross cutting issue which is that we can communicate much more effectively; whether that is around the upgrades, disruption on the network or some of the local issues that we are talking about. There is a whole range of things that I have already been talking to TfL about how we can do that more effectively. Also, giving people a little bit more context and information than what they often get - that is not specific to the Tube. For example, we get a lot of letters about bus routes, "It ends here but could it end 500 yards along the road?" TfL gets hundreds of requests every year for extending bus routes but when you write back and say, "No" - I am exaggerating - nobody has even tried to listen to the case that I am trying to put forward. If you can at least say there are hundreds of these requests that TfL gets every year, we simply cannot fund all of them as much as we might like to and here are the cases in which we are going to do that, at least people are still frustrated but they can understand that they are not the only person who has raised these issues. There is some opportunity around that.

Caroline Pidgeon (Chair): Can you explain how the workload will split with Daniel Moylan? He has increased his hours to four days a week . How are you splitting the work?

Isabel Dedring (Deputy Mayor for Transport): I am more than happy to send you the list of things that he is particularly focusing on --

Caroline Pidgeon (Chair): That would be very helpful.

Isabel Dedring (Deputy Mayor for Transport): -- which may be helpful anyway. Broadly speaking it will be things in the grand project territory. He is tending to put a lot of his effort into things like Crossrail, High Speed 2, the cable car, river park proposals etc - those sorts of things. From the Mayor's office perspective I will be providing the oversight across the entire transport portfolio but particularly in this building. Broadly that is the split. Perhaps I will just send you the list that we have sent round to officers --

Caroline Pidgeon (Chair): That would be useful --

Isabel Dedring (Deputy Mayor for Transport): -- just so that you are aware.

Caroline Pidgeon (Chair): Your working relationship with other Board Members of TfL. Are you working closely with them?

Isabel Dedring (Deputy Mayor for Transport): A bit but that still needs to develop. There have been quite a lot of changes. A lot of the people who work at TfL I know from when I was there but there have been a lot of changes to the Board so I do not know all of them as well as I would like to. It is a bit patchy. It is more historical, rather than anything else. That is something I need to build up.

Richard Tracey (AM): Isabel, a number of us have had some serious frustrations with TfL over time - I have said this before so it is nothing new. There is quite often an attitude of not invented here when we put up some idea and it is dismissed. Maybe it takes about a month to dismiss it. It does seem an enormous task that you are up against. You have had experience of TfL before of course in previous work. I am almost rather tempted to ask you have you ever tried to turn an oil tanker round single-handedly?!

Isabel Dedring (Deputy Mayor for Transport): Put it this way, I would not have taken this job if I did not think I could do something because, as a person, I am very motivated by delivering something and making changes. I am not interested in presiding over something where - like your oil tanker example - you are just sitting on the oil tanker and watching it go in whatever direction it is going.

Richard Tracey (AM): That it wants to go, rather than you want it to go.

Isabel Dedring (Deputy Mayor for Transport): Quite. Two things, I do not underestimate the challenge. It is a huge organisation. It has got a lot to do. Even Londoners who get the computer says no letter understand that there is 27 million trips a day in this city and it is a huge task keeping that system up and running. It is understandable that sometimes the tanker is shedding things off the side because it has to carry on moving in a certain direction.

The key thing for me is staying focused on a few small handful of issues and then focusing on those things and not getting distracted. In those cases we can certainly improve how we communicate on a number of those issues and, in the process, also improve what we are doing. I hope that people will be able to see a difference over a shortish time period of, say, nine to 12 months. That is the difficulty. I am quite confident that we can get things moving and there are already a number of areas where I am very happy with the progress that we have made but the person out on the street will not necessarily yet see that. We are moving in the right direction. Hopefully we can have an impact that people can see in the short term because transport is absolutely essential to people's quality of life. I spend an hour travelling into work and then back again, so two hours total. That is a big chunk of my waking hours. That needs to be, broadly speaking, a good experience. It is more than about transport; it is about people's quality of life living in this city.

I fully appreciate the issues that you are raising. So far the working relationship with TfL has been surprisingly good because I have been quite clear about some of the things that we need to see some improvement on. We are broadly on the same page. Our working relationship has been quite good so far.

One of the challenges is how do you push people down a road, or collectively go down a road, and both stay on the same page and agree with each other but, at the same time, make some forward movement as far as I am concerned. So far so good. The key thing is that people see a difference and that is the big challenge, in the timeframe.

Valerie Shawcross (Deputy Chair): A couple of positioning questions. Who reports to who? Does Daniel Moylan report to you then or do you report to him?

Isabel Dedring (Deputy Mayor for Transport): I report to the Mayor. I do not know, as Deputy Chair, I guess he reports to the Mayor as the Chair of TfL. Our working relationship is very good. It always has been. I have oversight over all transport issues across the whole portfolio from this building. As Deputy Chair of TfL, even statutorily, he will want to have an oversight of everything that TfL is doing --

Valerie Shawcross (Deputy Chair): So if there was a conflict of view on a particular issue, whose view would take precedence?

Isabel Dedring (Deputy Mayor for Transport): So far there have been no conflicts of interest or view or whatever.

Valerie Shawcross (Deputy Chair): So the Mayor would sort out the --

Isabel Dedring (Deputy Mayor for Transport): So far we just talk to each other and we resolve things. We tend to get on very well because we --

Valerie Shawcross (Deputy Chair): In your relationship sometimes there will be a different policy or technical view. What would you do?

Isabel Dedring (Deputy Mayor for Transport): Hard to say because it has not come up really.

Valerie Shawcross (Deputy Chair): We have talked about this. You are a political appointee as an adviser and you are Deputy Mayor. Technically you are still on the staff of TfL on secondment?

Isabel Dedring (Deputy Mayor for Transport): Yes, that has been the case since I came across to City Hall.

Valerie Shawcross (Deputy Chair): So who is your boss?

Isabel Dedring (Deputy Mayor for Transport): The Mayor is my boss.

Valerie Shawcross (Deputy Chair): The Mayor is your boss. Is it going to be resolved then, this issue of your employment?

Isabel Dedring (Deputy Mayor for Transport): It is longstanding. It has been a matter of public record for a while. It is on the website.

Valerie Shawcross (Deputy Chair): Yes, sure. Is it going to be sorted do you think?

Isabel Dedring (Deputy Mayor for Transport): It has just been that way forever. That is the nature of my contract.

Valerie Shawcross (Deputy Chair): It is a bit messy.

Isabel Dedring (Deputy Mayor for Transport): Yes. It is not ideal. Funnily enough the original reason for doing it was to make sure that I could start and get into post quickly because I was one of the last people appointed, in October 2008, to the environment portfolio. It was all for ease and convenience. Maybe if we did that again we might have done it differently.

The one thing I would say is it has never been an issue. On the environment portfolio a lot of the things that I did dealt with TfL and it has always been --

Valerie Shawcross (Deputy Chair): I am not saying it is your fault either. I just can see, when everything is going well, then these things do not matter but if there is ever a crunch point then --

Isabel Dedring (Deputy Mayor for Transport): If I was not effective or doing my job that is something that might come up but, hopefully, that will not be an issue.

Valerie Shawcross (Deputy Chair): Thank you.

Caroline Pidgeon (Chair): Thank you very much indeed, Isabel, for coming before the Committee this morning and we look forward to working very closely with you over the next year or so.

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Subject: Summary List of Actions

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 14 July 2011

This report will be considered in public

1. Summary

1.1 This report sets out the actions arising from previous meetings of the Transport Committee.

2. Recommendation

2.1 **That the Committee notes the completed and outstanding actions arising from previous meetings of the Committee.**

Action arising from the Committee meeting on 14 June 2011

Item	Topic	Status	For Action
5.	<p>State of the London Underground</p> <p>To supply the Committee with a written list of areas that the Deputy Mayor for Transport has responsibility for and areas that Daniel Moylan, as Deputy Chair of Transport for London, has responsibility for.</p>	In progress.	Deputy Mayor for Transport

Action arising from the Committee meeting on 17 May 2011

Item	Topic	Status	For Action
13.	<p>State of the London Underground</p> <p>The Committee requested that the PPP Arbiter provides a redacted copy of the report he commissioned from Halcrow Group Ltd on the notional infraco strategy (March 2010), and more details of good practice from metro systems around the world on the approach taken to delivering upgrade work including the level of line closures required.</p>	The PPP's report commissioned from Halcrow Group Ltd on the notional infraco strategy was circulated to Members.	The PPP Arbiter

Action arising from the Committee meeting on 2 February 2011

Item	Topic	Status	Person
	The Committee requested that, when available, Independent Investment Programme Advisory Group (IIPAG) makes available its annual report on TfL's delivery of its investment programme and requested that IIPAG seeks the appropriate clearance to provide the Transport Committee with the two reports it produced in September 2010 and January 2011.	A copy of the IIPAG response is attached as Appendix 1 .	IIPAG

List of appendices to this report:

Appendix 1 – IIPAG response

Local Government (Access to Information) Act 1985

List of Background Papers: Minutes of the Committee meeting on 2 February, 17 May and 14 June 2011.

Contact Officer:	John Barry
Telephone:	020 7983 4425
E-mail:	john.barry@london.gov.uk

30th May 2011

Ms Valerie Shawcross AM,
Chair of the Transport Committee,
London Assembly,
City Hall,
The Queen's Walk,
London SE1 2AA

Dear Valerie,

Transport Committee / IIPAG

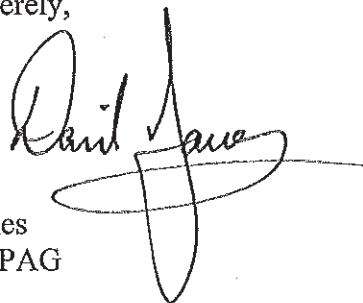
Just recently I was presented with a copy of your letter to me dated 3rd February following my appearance at your Transport Committee; unfortunately it had been addressed to Windsor House and it was never delivered to me. I can only apologise for the delay.

I am pleased that you considered my contribution to be helpful and I note that I have been invited to your next meeting on the 14th June.

Regarding the transparency of IIPAG's work, I can confirm that we are currently in the process of writing the IIPAG Annual Report which will comprehensively cover the projects and subjects we have reviewed throughout our first year. This will be presented to the Finance and Policy Committee of TfL on 27th July prior to public release. I trust that this will go a considerable way to meet the transparency that you seek.

I look forward to meeting you again at the next meeting.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'David James', with a large, stylized flourish underneath.

David James
Chair of IIPAG

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Subject: Action Taken Under Delegated Authority

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 14 July 2011

This report will be considered in public

1. Summary

1.1 This report sets out recent action taken by the Committee under delegated authority.

2. Recommendation

2.1 **That the Committee notes the recent action taken by the Chair under delegated authority.**

3. Background

3.1 Under Standing Orders and the Assembly's Scheme of Delegation, certain decisions by Members can be taken under delegated authority. This report details those actions.

4. Issues for Consideration

4.1 Under delegated authority as set out in Standing Order 9.2 A(2), the Chair wrote three letters on behalf of the Transport Committee. Attached at **Appendix 1** is the Chair's letter to Transport for London's Transport Commissioner, Peter Hendy, raising concerns about on-going problems with the cycle hire scheme. The Commissioner's response is also attached.

4.2 The Chair also wrote to the Deputy Mayor for Transport, Isabel Dedring, with details of the information that the Committee would like Transport for London to publish in relation to Tube performance and the upgrade programme. The letter is attached at **Appendix 2**.

4.3 Attached at **Appendix 3** is the Chair's letter to the Managing Director of Southeastern, Charles Horton, expressing the Committee's concern about an incident which occurred in Bexleyheath on the evening of 27 June 2011.

4.4 Under the standing delegation agreed at Transport Committee on 16 September 2004, authorising the Chair, following consultation with party Group Lead Members, to respond on its behalf where it is consulted on issues by organisations and there is insufficient time to consider the consultation at a Committee meeting, the Chair provided a submission to London First's Connectivity Commission. The submission is attached at **Appendix 4**.

5. Legal Implications

5.1 The Committee has the power to do what is recommended in the report.

6. Financial Implications

6.1 There are no financial implications arising.

List of appendices to this report:

Appendix 1– Cycle Hire correspondence.

Appendix 2 – Letter to Deputy Mayor for Transport

Appendix 3 – Letter to Southeastern’s Managing Director.

Appendix 4 – Submission to London First’s Connectivity Commission.

Local Government (Access to Information) Act 1985
List of Background Papers: None.
Contact Officer: John Barry; Telephone: 020 7983 4425 E-mail: john.barry@london.gov.uk

Caroline Pidgeon AM, Chair of the Transport Committee

London Assembly
City Hall
The Queen's Walk
London, SE1 2AA

Peter Hendy
Transport Commissioner
TfL
Windsor House
42-50 Victoria Street
London, SW1H 0TL

8 June 2011

Dear Peter

Problems with the cycle hire scheme

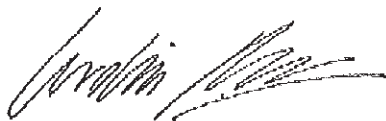
I am writing, on behalf of the Transport Committee, about on-going problems with the cycle hire scheme and reports that TfL will now withhold payment of £5 million from Serco because of these problems.

As you will be aware, the Committee highlighted initial teething problems for users of the scheme in its report *Pedal Power: the cycle hire scheme and cycle superhighways* (November 2010). These included problems with registration, charging and poor customer service from Serco's customer call centre. We understand from constituents that some of these problems appear to have continued and users of the scheme are still experiencing difficulties.

The Committee would welcome a detailed explanation of the problems TfL has identified and a copy of the "critical improvement plan" which TfL has reportedly now issued to Serco. If it is not possible to provide a copy of the full plan, we would be grateful for details of the main issues that TfL has asked Serco to address and the timescales it has been given for making improvements.

We look forward to hearing from you.

Yours sincerely



Caroline Pidgeon AM
Chair of the Transport Committee

Cc: Isabel Dedring, Deputy Mayor for Transport
Leon Daniels, Managing Director, Surface Transport, TfL



17 JUN 2011

Caroline Pidgeon AM
Chair of the Transport Committee
London Assembly
City Hall
The Queens Walk
London
SE1 2AA

13 June 2011

Dear *Caroline*

Peter Henty CBE
Commissioner of Transport

Transport for London
Windsor House
42-50 Victoria Street
London SW1H 0TL

Phone 020 7222 5600

Fax 020 7126 4249

Email peterhenty@tfl.gov.uk
www.tfl.gov.uk

Thank you for your letter of the 8th June 2011 regarding recent media coverage of Barclays Cycle Hire. While not all press reports were accurate in every detail, the coverage fairly reflected concerns expressed by TfL to Serco regarding reported discontent amongst Barclays Cycle Hire users. While we remain pleased at the overall operation of the scheme and gratified that over five million journeys have been taken on scheme bikes in less than a year, we are determined that all customers receive the high level of service which TfL expects, and Serco has contracted to provide.

As you have suggested, the full detail of the Critical Improvement Plan which I have issued to Serco has to remain confidential. The proposal to Serco requires that they undertake a swift but comprehensive 'discovery phase' to determine the breadth and depth of the issues identified by TfL. Following on, TfL has proposed a series of actions to remedy each issue with associated timescales. The Plan was delivered to Serco on 3 June, and it is our expectation that all actions are completed by the end of July this year.

I am pleased to say that Serco have reacted very positively to the plan and to the concerns that we have expressed. A number of my senior management team have met with Serco representatives at all levels in the past week and they are already undertaking several of the actions. Importantly, Serco have very quickly enhanced the management team and level of resource in all of the areas which TfL highlighted. Both TfL and Serco remain committed to meeting the high standard of service which Barclays Cycle Hire customers expect and deserve.

Finally, let me address the £5 million "fine" which was quoted. TfL is indeed withholding a significant payment from Serco because of their failure to deliver on a number of contractual milestones. Serco have the opportunity to earn that money, as and when they deliver the requirements of the relevant milestones. In addition, TfL also has a robust monthly Key Performance Indicator regime in place with Serco. While I'm not at liberty to divulge the actual figures, it is fair to say that Serco have suffered significant financial penalties for failing to meet these targets to date.

I am confident that this renewed focus on the Barclays Cycle Hire customer experience within Serco will result in significantly improved service over the coming months and will leave us in an excellent position to extend to east London ahead of the Olympic Games.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Peter Hendy', with a stylized flourish at the end.

Peter Hendy

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Isabel Dedring
Deputy Mayor for Transport
8th Floor, City Hall

London Assembly
City Hall
The Queen's Walk
London, SE1 2AA

24 June 2011

Dear Isabel

TfL information on Tube performance and the upgrade programme

Further to my letter of 15 June, I am writing with details of the information that we want TfL to publish in relation to Tube performance and the upgrade programme.

At the outset, I thought it might be helpful to outline our objectives for seeking this information. We want to see the publication of data that enables detailed analysis of long-term trends in day-to-day performance of the Tube. We also want TfL to publish information that provides for the performance of the Tube to be compared to the performance of Metros elsewhere, allows for monitoring of TfL's delivery of the Tube upgrade programme against its own detailed plans, and shows what TfL is spending on the upgrade programme so it is possible to see whether or not it is delivering value for money.

As part of our investigation, we asked TfL for specific data on Tube performance and information about the upgrade programme which would help to realise these objectives. We drew up this request based on existing published information which suggested that the data was regularly collected. The request, therefore, provides a good starting point for further data and information that TfL should now publish on an ongoing basis.

In summary, we asked that TfL provide us with the following data relating to Tube performance:

- Lost Customer Hours for each of the 11 lines broken down by causative factor and split by peak/off peak for each four week reporting period from 2003/4 onwards;
- Total journey time for each of the 11 lines for each four week reporting period from 2003/4 onwards;
- Passenger kilometres split by peak/off peak for each of the 11 lines for each year from 2003/4; and
- Operated train kilometres (including targets) split by peak/off peak for each of the 11 lines for each year from 2003/4.

To facilitate ongoing scrutiny of tube performance, we propose that this information is published for each future reporting period.

On the upgrade programme, we requested:

- The outline programme for each line upgrade including details of the key stages underpinning the delivery timetable in TfL's Business Plan 2014/15;
- The high level risks for each line upgrade and proposed steps to mitigate these risks;

- The total capability and capacity increases planned over the course of each line upgrade, including how this links to the projections of operated train kilometres; and
- Its expenditure per kilometre of signalling for each line upgrade on a basis that is comparable with the figures used by the PPP Arbiter in his 2010 Tube Lines Cost Directions.

We would not expect this information to change on a regular basis but where it is updated to reflect changing circumstances we would expect TfL to make this available.

In response to our request, TfL provided almost all the information we sought but noted in the reply that much of it was already publicly available. This is not the case. As we discussed at our recent meeting, TfL does publish a large amount of information on the Tube but this is not always reported on a line by line basis, is often only presented graphically, is published in a range of different places and is not always very timely. TfL should, as a matter of course, publish all data on the Tube in a format that permits analysis i.e. it should be publishing 'raw' performance data in Excel spreadsheets. This data and information needs to be easily accessible e.g. from a single location on its web site and/or on the London Datastore. TfL should also ensure the publication of data and information at the earliest opportunity e.g. all Tube performance data should be available within six weeks of its collection or finalisation.

The implementation of these initial suggestions will be helpful but they may not be the only improvements that can be made. We are continuing to review the information produced on Tube performance and the upgrade programme as part of our ongoing investigation. We are now seeking a meeting with David James to discuss IIPAG's role in providing independent assessment of TfL's work on the Tube including the benchmarking information that it will be publishing. We will also consider any benchmarking information reported to the next TfL Board meeting, as mentioned by Mike Brown at our recent meeting.

We would welcome the opportunity to meet you to discuss this further. Laura Warren in the Scrutiny Team has been in touch with your office to identify your availability for a meeting in July. She will be in touch again to firm up a date and time for this meeting.

Yours sincerely



Caroline Pidgeon AM
Chair of the Transport Committee

Caroline Pidgeon AM, Chair of the Transport Committee

Mr Charles Horton
Managing Director
Southeastern
Friars Bridge Court
41-45 Blackfriars Road
London, SE1 8PG

London Assembly
City Hall
The Queen's Walk
London, SE1 2AA

28 June 2011

Dear Charles

Passenger incident in Bexleyheath

I am writing, on behalf of the London Assembly Transport Committee, about the incident which occurred in Bexleyheath on the evening of 27 June 2011.

We understand a broken down train in Dartford caused significant delays to trains along that route. Passengers in one train, which was stopped just outside Bexleyheath for almost two hours, forced open a set of doors and walked on to the tracks to escape the heat. This led to Network Rail switching off the power to the third rail, increasing the disruption and delay caused by the original breakdown.

We acknowledge the danger that some passengers may have placed themselves in by walking on to the tracks. However, we are concerned about the circumstances under which passengers felt that they had no other option but to take such a drastic step. We have also heard reports that the provision information to commuters at rail stations, such as Charing Cross, was inadequate. In light of this, we would welcome your response to the following:

- A full explanation of the events surrounding the incident on 27 June 2011, including the causes of the train breakdown;
- The actions of Southeastern staff to deal with the broken down train and keep passengers on other trains and at stations informed of the length and nature of the delay.
- How those affected will be compensated.
- The procedure followed by Southeastern when passengers are stuck for long periods, particularly during periods of warmer weather.
- The process put in place to ensure any lessons are learned as a result of the incident yesterday to prevent further incidents occurring again.

I would be grateful if you could respond to our questions by 13 July.

Yours sincerely

Caroline Pidgeon AM
Chair of the Transport Committee

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Caroline Pidgeon AM, Chair of the Transport Committee

Anna Ridler
London First
3 Whitcomb Street
London
WC2A 7HA

London Assembly
City Hall
The Queen's Walk
London, SE1 2AA

9 June 2011

Dear Anna

Submission to London First's Connectivity Commission

I am writing, on behalf of the London Assembly's Transport Committee, to set out our submission to London First's Connectivity Commission. We welcome the opportunity to contribute to the Commission's examination of the capital's transport infrastructure links.

Our submission is based on past relevant work. Many of our investigations have considered issues relating to the capacity, quality and resilience of London's transport infrastructure. We usually explore these matters from the perspective of Londoners and passengers and focus, in particular, on the role of the Mayor and TfL in developing appropriate policies and delivering improvements.

In this submission, we highlight some of our more recent work that might be relevant to the Commission's examination. This work might be particularly pertinent to the Commission's specific questions on: managing demand for transport (question four); the adequacy of London's rail links and the policies and priorities for future rail infrastructure (questions six to eight); and the adequacy of London's road links and the policies and priorities for future road infrastructure (questions ten to twelve). Further details of all our work, including copies of the documents mentioned in this submission, can be found online at: <http://www.london.gov.uk/who-runs-london/the-london-assembly/publications/transport>.

Managing demand for transport

In our response to the Mayor's draft Transport Strategy (January 2010), we expressed concern that his proposals would not meet the projected demand for transport in London. Despite the Mayor's plans for infrastructure projects – both funded and aspirational – and his proposals for smoothing traffic flow and encouraging walking and cycling, there could still be a 14 per cent increase in peak hour congestion by 2031. We noted that the draft Strategy did not include the potential for other initiatives which might help reduce long-term demand, such as increases in flexible working. As the Mayor had ruled out the introduction of road user charging, we urged him to set out all the alternative measures available to help meet future demand and contain congestion. We suggested that there needed to be a full and robust debate about all the options available.

In the last year, we have explored the potential for managing demand by encouraging more use of sustainable transport. In our report, *Walk this Way* (October 2010), we examined how to increase the number of journeys made by foot thereby taking people off overcrowded trains and buses and removing them from cars. We found that some public policy interventions could help increase walking. We, therefore, made a number of recommendations to the Mayor and TfL for actions to take in the short and long-term including as part of the Mayor's proposal to make 2011 the "year of walking." These actions included: support at least one large-scale infrastructure project which

benefits pedestrians; expand the key walking routes initiative; introduce an incentive scheme possibly linked to the Oystercard system; and modify TfL's online journey planner so it provides more walking options. The initial reaction to our report and recommendations was disappointing; it became apparent that the Mayor had abandoned his proposal to make 2011 the "year of walking." However, recent correspondence from the Mayor about our report has been more positive and we continue to pursue our recommendations to encourage more trips by foot.

In our report *Pedal Power* (November 2010), we expressed support for the cycle hire scheme and cycle superhighways as initiatives to increase the number of journeys made by bike. However, we found some issues that needed to be addressed as these schemes were developed to ensure they realised their full potential. For example, our survey of users of the schemes revealed great enthusiasm for the cycle hire scheme but problems with a lack of bikes and available docking points in certain areas, especially at peak periods. We found far less enthusiasm for the cycle superhighways with users raising concerns about safety and a lack of respect from other road users. We identified that lessons could be learned from the two pilot superhighways to help make the future superhighways safer. We also found that more people might be encouraged to use the superhighways if there was more cycle parking in central London where the superhighways terminate. This echoed findings from our earlier report *Stand and Deliver: Cycle Parking in London* (June 2009). This report identified that an insufficient amount of secure cycle parking across the capital could deter Londoners from undertaking more journeys by bike.

Rail links

We have frequently explored the extent to which London's rail services are meeting demand and made suggestions for improvements. In our report *Track to the Future* (February 2007), we supported the idea of concentrating on developing the current rail network's capacity rather than extensive new infrastructure construction. However, this depended on the work being carried out in full and on time, in order to unlock the full potential of the current rail network. In our report *The Big Squeeze: Rail Overcrowding in London* (February 2009), we examined the severity of overcrowding on London's main rail routes during the morning rush hour. We identified 15 stations as 'pinch points' on the 20 busiest routes into the capital. We suggested these stations, which already experienced significant platform overcrowding, needed investment if they were going to cope with extra passengers in future. More recently, we have expressed our support for the development of London Overground and the building of Crossrail to help meet future demand. In our report *Light at the end of the tunnel: the construction of Crossrail* (February 2010), we highlighted Crossrail's many benefits including that it could deliver an extra ten per cent capacity to the capital's rail and Tube network.

Recently we reiterated many of our views on London's rail links in our response to Network Rail's draft Route Utilisation Strategy (RUS) for London and the South East (March 2011). We welcomed the draft RUS' strategic approach to meeting demand for rail services in the next two decades. Broadly we found that Network Rail had provided a more realistic view than in previous individual RUSs of the challenges faced in delivering capacity upgrades. We also expressed support for: the more detailed plans for Thameslink which should deliver significant extra capacity; the continued electrification of rail lines, such as the Gospel Oak to Barking Line, to improve rail services; and the re-integration of the former Eurostar platforms at Waterloo to help increase capacity.

We also highlighted to Network Rail some issues that we wanted to see addressed in the final RUS. These are summarised below.

- There should be more information in the final RUS about the impact on capacity predictions if the future proposed work to improve rail capacity has to be scaled back. Such information could help build the case for maintaining the committed investment levels.

- There is potential for higher levels of passenger overcrowding than those set out in the draft RUS due to greater than forecast levels of demand and difficulty implementing the proposed improvements. We urged the adoption of a different measure for overcrowding, TfL's persons-per-square metre, to provide a more accurate measurement of overcrowding on rail services that could also be compared to levels of overcrowding on other transport modes.
- There should be greater examination of the case for station upgrades. We were disappointed that the draft RUS did not set out plans for works to Surbiton, Putney, Streatham Hill and Sydenham stations which were amongst the 15 stations we had previously identified as 'pinch points'. Network Rail has subsequently told us that some works are now taking place at these stations and we have sought details of how this might address future projections of overcrowding. We were also concerned that increasing numbers of passengers may be funnelled into interchanges which would be unable to absorb any extra demand.
- Network Rail's plans for London's rail network need to be better incorporated with TfL's plans. We highlighted that London's transport network is uniquely integrated and ensuring that any upgrades and improvements are done in partnership with other transport providers is vital. In the spirit of this partnership working, we repeated our call for the Mayor to have greater powers over awarding suburban rail franchise agreements. We believe that if the Mayor and TfL have a formal role in awarding and monitoring future rail franchises, this could improve the quality of London's suburban rail services and ensure they are better integrated with other transport.
- There should be adequate replacements for any rail services removed or changed as a result of new infrastructure work. For example, the South London Line, whose twice hourly loop service is likely to be withdrawn following the redevelopment of London Bridge station.

We continue to explore the development of London's rail services. Over the next few months, we are investigating the Government's proposals for high speed rail (HS2). At our meeting on 14 July 2011 we will be discussing the arguments for and against this new rail link and the potential effects on the capital's transport network should HS2 go ahead.

The Tube

Alongside rail services, we have frequently explored the high levels of demand for the Tube and progress in upgrading the London Underground to increase its capacity. In our report *Too close for comfort: passengers' experience of the London Underground* (November 2009), we documented the stress and frustrations experienced by many passengers due to overcrowding and frequent line closures. In the morning peak hour, some Tube trains carry more than four people per square metre. Many of these passengers have now endured years of weekend line closures for the upgrade work. We found that there were lessons to be learned from abroad: Metro de Madrid had undertaken upgrade work with much less disruption since it had assumed no line closures from the outset. In light of our findings, we made various recommendations to the Mayor and TfL. These included that, in some instances and with the right complementary measures, block closures could be used to carry out upgrade work as these could be less disruptive to passengers and cheaper than weekend closures.

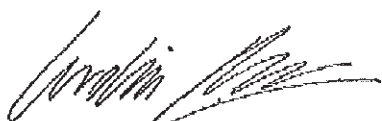
Since our report on Tube passengers' experiences, TfL has taken on board some of our recommendations. Recently, it announced that it was learning lessons from Metro de Madrid. It has also started to use block closures for some line upgrades. We are now exploring TfL's management of the Tube in more detail through our current investigation into the state of the London Underground. This is an in-depth exploration of the performance of the Tube and progress with each line upgrade since the end of the PPP in June 2010. At our meeting on 17 May, we heard from the PPP Arbiter and representatives of yourself and the unions to inform this work. We will now follow up the issues that they raised with representatives of the Mayor and TfL at our next meeting on 14 June. We will then produce a report setting out our findings and recommendations, which you may find of interest and will ensure you receive.

Road links

We have recently been exploring the projections for future growth in road traffic in London and the Mayor's plans for managing it. At our meeting in March 2011, we heard from a range of experts about current initiatives to tackle road congestion and any further measures that might be needed. In advance of our meeting we published a briefing paper which set out some key facts and figures about traffic levels in London, for example, that London is now the most congested city in Europe and that over 30 per cent of traffic is confined to just 5 per cent of the capital's road network. This briefing paper also gave an overview of the Mayor's current policies for managing road congestion including: altering traffic control systems; addressing planned and unplanned road works; and managing demand by encouraging people to use other modes of transport. We will be publishing a report setting out our findings on road congestion shortly.

We trust this submission will inform the Commission's examination into the capital's transport infrastructure links. We look forward to seeing its findings in due course. In the mean time, should you have any queries about this submission or require any further information about our work, please contact Laura Warren (email: laura.warren@london.gov.uk; telephone: 020 7983 6545).

Yours sincerely



Caroline Pidgeon AM

Chair of the Transport Committee

Subject: High Speed Rail (HS2)

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 14 July 2011

This report will be considered in public

1. Summary

- 1.1 This report provides background information to the Transport Committee in relation to its meeting with invited guests as part of its investigation into High Speed Rail (HS2).

2. Recommendation

- 2.1 **That the Committee notes the report and puts questions to representatives from: the Department for Transport; Campaign for High Speed Rail; Campaign for Better Transport; 51M; Stop HS2; Transport for London; and Network Rail.**

3. Background

- 3.1 The Committee has agreed to carry out an investigation into High Speed Rail (HS2) with the following terms of reference:
- To consider the Government's consultation on High Speed 2, with particular focus on the potential effects on London's transport network, taking into account the work undertaken in Transport for London's response; and
 - To consider any actions that should be included in the final plan to mitigate any negative impact and ensure maximum benefit for London, should the scheme go ahead.
- 3.2 For further information about the investigation please refer to the background report, published as part of the 17 May 2011 Transport Committee agenda, available from the following page of the GLA website:
<http://www.london.gov.uk/moderngov/mgConvert2PDF.aspx?ID=3644>

4. Issues for Consideration

- 4.1 The following guests have been invited to attend this meeting to answer questions about HS2.
- A representative from the Department for Transport;
 - Adam Raphael, Campaign for High Speed Rail;
 - Richard Hebditch, Campaign for Better Transport;

- Chris Stokes, 51M;
- Joe Rukin, StopHS2;
- Richard DiCani, Director of Strategy and Policy, Transport for London; and
- A representative from Network Rail.

4.2 The Committee is holding a meeting to discuss both the strategic case for High Speed 2, and, should the scheme be approved, the effect that construction and operation of the line would have on London’s transport network. The Committee has also sought written submissions and undertaken a site visit to Euston and Old Oak Common prior to this meeting. Following the meeting, the Committee will produce its written response to the Government’s consultation on HS2.

5. Legal Implications

5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

6.1 There are no financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1 – Background report.

<p>Local Government (Access to Information) Act 1985</p> <p>List of Background Papers: None</p> <p>Contact Officer: Ian O’Sullivan</p> <p>Telephone: 020 7983 6540</p> <p>E-mail: ian.osullivan@london.gov.uk</p>

Subject: Proposal for Examining the Potential Effect of High Speed 2 on London's Transport Network

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 17 May 2011

This report will be considered in public

1. Summary

- 1.1 This report sets out a proposal for the Committee to examine the effect of High Speed Rail 2 on London's transport network.

2. Recommendation

- 2.1 **That the Committee agrees to gather information and hold a meeting to discuss the potential effect of High Speed Rail 2 on London's transport network, with terms of reference as outlined at paragraph 4.8 of the report.**

3. Background

Overview of the proposed investigation

- 3.1 The aim of this meeting would be to examine how the Government's current proposals for establishing a High Speed Rail network between London and the North (otherwise known as High Speed 2), would affect London's transport network. The examination would look in particular at two areas. The first would explore the general case for and against High Speed 2. This could include: looking at the cost and benefits of HS2 to Londoners; how it might augment rail services in the capital; and the effects on the environment and local communities.
- 3.2 The second part of the examination would focus on the effect on London's transport network should construction of the line in its proposed form be agreed. This would look at key interchanges where people would access HS2, during both construction and operation of the line. The Committee could examine: the route into, and the effect on, Euston as the proposed terminating station; the proposed links to Heathrow, which could see major infrastructure work at Old Oak Common, and to High Speed 1; and finally the broader effect on London transport, including congestion, the orbital rail network and Crossrail. Based on submissions received, the Committee could also look at how the scheme could be improved for Londoners, should it go ahead.
- 3.3 The Government is currently holding a consultation on HS2, which is due to close on

29 July 2011. Evidence gathered during the investigation would be used to inform the Committee's response. The consultation lists seven questions which the Government would like people and organisations to respond to. The scope of this investigation would potentially fall within questions one, two and five (please see Appendix 2 for list of questions). The Committee could use their meeting on 14 July 2011 to invite guests to discuss submissions gathered in the previous two months. In doing so, the Committee would draw heavily on work being undertaken to model the potential effect on London's transport network. There may also be the opportunity to organise site visits to major affected areas such as Euston Station or Old Oak Common prior to the meeting.

Background information on High Speed Rail

- 3.4 High Speed 2 is a proposed link between London and major cities in the north of England and Scotland. The Y-shaped structure is designed to cut journey times between London, Birmingham and Manchester along one spur, and the East Midlands and Yorkshire along the second branch (with trains continuing north along existing lines). Further extension of the network to Edinburgh and Glasgow would be based on negotiations with the Scottish Government.¹ Euston station is the proposed terminus for HS2 in London. In addition, the Government plans to connect HS2 to Heathrow via Crossrail at a new station at Old Oak Common, and later, via a separate spur to the airport. A connection to the Channel Tunnel high speed line (HS1) is also proposed.² Current estimates put the cost of fully constructing HS2 at £32 billion.³ Phase 1, which would include the London to Birmingham section and Heathrow via Crossrail, would be completed by 2026, with the extension to Manchester and Leeds following by 2033.⁴

4. Issues for Consideration

Arguments for and against HS2

- 4.1 HS2 is currently supported by all three main political parties. Supporters of HS2 claim it: will cut journey times between London and other cities, helping economic regeneration in the North; is the best way to free up capacity on the East Coast and particularly the West Coast Mainline; will help to cut domestic flights and inter-urban road journeys and cut CO2 emissions; and will generate £44 billion in benefits and £27 billion in revenue.⁵
- 4.2 The benefits of HS2 have been disputed by various groups. While many local groups and boroughs have objected to the location of the route, broader concerns about the necessity of the network have been raised. In letter to the Daily Telegraph, a group of 21 business leaders, economists and politicians, criticised HS2 as an "extremely expensive white elephant" that only "a minority of fortunate passengers" would use.⁶ The Federation of Small Businesses believed that the money would better benefit their members if spent on roads. Councillors in Camden, have protested the cost of HS2 in light of cuts to local transport projects.⁷ The Green Party has also formally come out against the proposed HS2 scheme.⁸

¹ <http://www.scotland.gov.uk/Topics/Built-Environment/planning/National-Planning-Policy/npf/HSRLondon>

² *High Speed Rail: Investing in Britain's Future*, Department for Transport, February 2011 page 4

³ *High Speed Rail: Investing in Britain's Future*, Department for Transport, February 2011 page 9

⁴ *High Speed Rail: Investing in Britain's Future*, Department for Transport, February 2011 page 3

⁵ Rationale taken from *High Speed Rail: Investing in Britain's Future*, Department for Transport, February 2011 pages 9 - 11

⁶ 'Business Leaders urge abandonment of H2S', *Rail News*, March 2011 -

<http://www.railnews.co.uk/news/general/2011/03/10-business-leaders-urge-abandonment-of.html>

⁷ http://www.hamhigh.co.uk/news/camden_councillors_protest_against_hs2_costs_in_open_letter_1_817863

⁸ <http://www.greenparty.org.uk/news/26-02-2011-high-speed-rail-decision.html>

Euston Station

- 4.3 Designating Euston Station as the London terminus for HS2 would have a major impact on the station over a period of up to eight years. Currently, Euston Station is a multi-modal interchange and ranks as the sixth busiest station in London.⁹ Intensive inter-urban services to Liverpool, Manchester, Birmingham and Glasgow, along with suburban services, run daily. The Victoria and Northern lines also call at the station. Current plans include extending it to the south and west, building platforms two metres below the current level to allow construction on top and developing a new east/west through-way.¹⁰ Widening of the rail corridor outside the station would also require the demolition and replacement of a significant number of homes in four local authority blocks.¹¹ This could affect congestion, air and noise pollution in the area.
- 4.4 The Committee could examine the potential consequences for London should the project go ahead. These include the level of disruption likely to be caused at such a key transport interchange, and how TfL and Network Rail might mitigate the effects on service levels and overcrowding during construction. It could examine if alternative routes in and out of the station could lessen the overall impact of the works. The Committee may also wish to examine how Euston might operate should HS2 be built, and what further effects this could have on bus, Tube and Overground services, as well as passengers. Finally, it may explore the case for extending HS2 past Euston to other stations in London.

Old Oak Common

- 4.5 In order to maximise the potential benefit of HS2, the Government is proposing to link the line to Heathrow via a new Crossrail station during Phase 1 of construction, with a separate HS2 spur to be constructed during Phase 2. A new station at Old Oak Common in west London is proposed as the site for this interchange. The station would also eventually allow access to HS1 and the Channel Tunnel through a tunnel to the North London Line, which would then use existing infrastructure to reach HS1 at St Pancras.¹² This would transform Old Oak Common into one of the capital's most important interchanges.
- 4.6 The planned development at Old Oak Common has been controversial. In opposition, current Secretary of State for Transport Theresa Villiers criticised Old Oak Common as being too far from Heathrow.¹³ Press reports indicated that one option preferred by BAA and the Conservative Party was to have the West London hub at Heathrow rather than Old Oak Common.¹⁴ The Mayor has yet to confirm support for the plan, and said more research was needed before committing to Old Oak Common.¹⁵ Network Rail and TfL have both raised concerns about the effect that HS2, and the HS1 extension, might have on their plans to develop the North London and West London Lines.¹⁶ In light of these concerns, the Committee could examine the issues around Old Oak Common, and the possible effect it may have on the development of London's orbital rail network.

⁹ Data taken from ORR - <http://www.rail-reg.gov.uk/server/show/nav.1529>

¹⁰ Route taken from *High Speed Rail: Investing in Britain's Future*, Department for Transport, February 2011 page 21

¹¹ Route taken from *High Speed Rail: Investing in Britain's Future*, Department for Transport, February 2011 page 15

¹² Route taken from *High Speed Rail: Investing in Britain's Future*, Department for Transport, February 2011 page 17

¹³ 'New Plan for Fast Rail link hits red signal over Heathrow', *The Times*, 15 February 15 2010

¹⁴ 'No Heathrow direct link in high speed rail plans' *The Guardian*, 4 March 2010

¹⁵ 'Boris Johnson clashes with David Cameron on High Speed Rail', *The Evening Standard*, 12 March 2010

¹⁶ *London and South East Route Utilisation Strategy (Draft)*, Network Rail, February 2011, page 109

Past Committee work on Rail infrastructure

- 4.7 The work will draw on the Committee's past investigations on the growth of London's rail network. This includes: work examining how plans for future infrastructure should be prioritised and implemented;¹⁷ the development of London's orbital rail network;¹⁸ and the passenger experience.¹⁹

Proposed terms of reference

- 4.8 The proposed terms of reference are:
- To consider the Government's consultation on High Speed 2, with particular focus on the potential effects on London's transport network, taking into account the work undertaken in TfL's response; and
 - To consider any actions that should be included in the final plan to mitigate any negative impact and ensure maximum benefit for London, should the scheme go ahead.
- 4.9 It is proposed that the Committee hold a public meeting to discuss the arguments for and against HS2 to inform the debate ahead of the deadline for the end of the public consultation. Any subsequent Committee response to the consultation would focus on potential implications for London should HS2 go ahead and would not seek to take a Committee line on the cases for and against HS2.

Key stakeholders

- 4.10 The following will be asked to contribute views and information in the ways listed. Further details about the information that will be sought and how it will be analysed are set out in Section 5.
- a. Mayor and TfL – in writing and/or at the meeting;
 - b. High Speed Two Ltd – in writing and/or at the meeting;
 - c. Londoners and passengers – in writing and/or online;
 - d. Local rail user groups in affected areas – in writing and/or at the meeting;
 - e. Groups supporting/opposing HS2 – in writing and/or at the meeting;
 - f. LB Camden (Euston), LB Hammersmith and Fulham (Old Oak Common) – in writing and/or at the meeting;
 - g. Network Rail – in writing;
 - h. London Travelwatch and/or Passenger Focus – in writing;
 - i. London Councils – in writing; and
 - j. BAA – in writing.

¹⁷ *Track to the Future*, The London Assembly Transport Committee, March 2007

¹⁸ Letter to the Mayor re: London's Orbital Rail Network, June 2010

¹⁹ *The Big Squeeze*, The London Assembly Transport Committee, March 2009

5. Timetable and methodology

- 5.1 The proposed timetable for this investigation is as follows:
- Agreement of terms of reference and scope: May 2011;
 - Desk-based research/gathering written views and information: May – July 2011;
 - Site visits to Euston and/or Old Oak Common site: May – July 2011;
 - Formal meeting to gather information: 14 July 2011; and
 - Submit Consultation response: before 29 July 2011.
- 5.2 In advance of its meetings, the Committee would request relevant written views and information from High Speed Ltd seeking further details on plans for Euston Station and Old Oak Common. The Committee could also request information from TfL and Network Rail on the effect of the HS2 route on London transport. Submissions from groups opposing and supporting HS2 at both a local and a national level would also be sought. Views from Londoners and passengers, as well as local rail user groups in directly affected areas could also be gathered. Other groups would be contacted for specific information related to parts of the investigation (eg BAA for their preference for the West London interchange at Heathrow, or Travelwatch for the effect on overcrowding at stations).
- 5.3 There is also the potential for the Committee to undertake site visits as part of its investigation which would inform the 14 July meeting and subsequent consultation response. This could include a tour of Euston station to get an idea of how extensive the redevelopment will be, and/or viewing the site of the proposed Old Oak Common station. The meeting on 14 July would be an opportunity for the Committee to hear evidence on both the case for HS2 and the proposed line's effect on London's transport.

6. Legal Implications

- 6.1 The Committee has the power to do what is recommended in this report.

7. Financial Implications

- 7.1 There are no direct financial implications arising from this report. Any costs incurred during the completion of this investigation will be covered by the scrutiny budget for 2011/12.

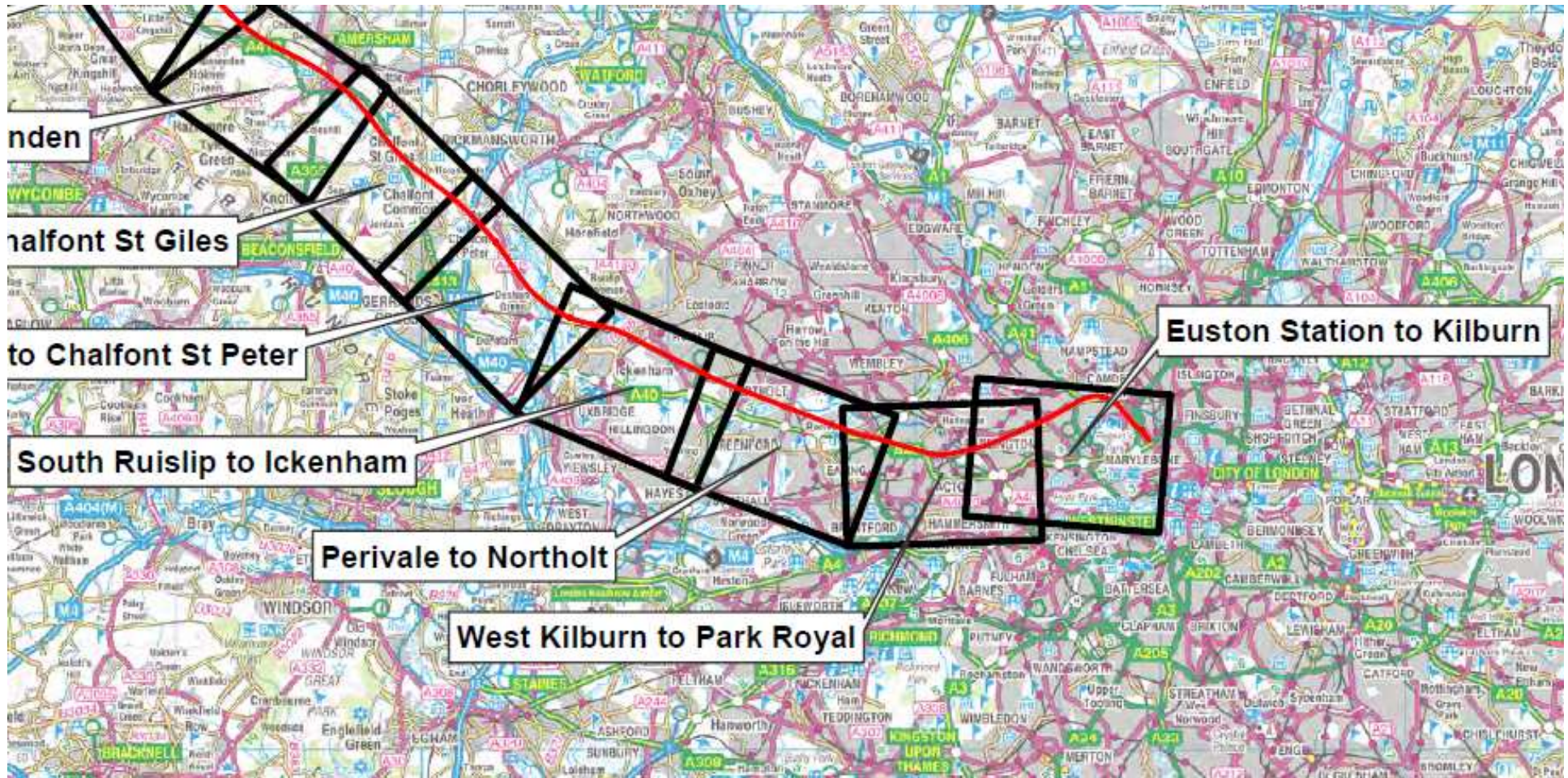
List of appendices to this report:

Appendix 1 – Map of London route for High Speed Rail 2

Appendix 2 – List of questions for Government consultation on High Speed Rail 2

Local Government (Access to Information) Act 1985
List of Background Papers: None
Contact Officer: Ian O' Sullivan
Telephone: 020 7983 6540
E-mail: ian.osullivan@london.gov.uk

Appendix 1 – Map of London Route for High Speed 2



Appendix 2 – List of questions for Government consultation on High Speed 2

The Government's consultation questions on HS2

1. Do you agree that there is a strong case for enhancing the capacity and performance of Britain's inter-city rail network to support economic growth over the coming decades?
[This question is about the strategy and wider context (Chapter 1)]
2. Do you agree that a national high speed rail network from London to Birmingham, Leeds and Manchester (the Y network) would provide the best value for money solution (best balance of costs and benefits) for enhancing rail capacity and performance?
[This question is about the case for high speed rail (Chapter 2)]
3. Do you agree with the Government's proposals for the phased roll-out of a national high speed rail network, and for links to Heathrow Airport and the High Speed 1 line to the Channel Tunnel? *[This question is about how to deliver the Government's proposed network (Chapter 3)]*:
4. Do you agree with the principles and specification used by HS2 Ltd to underpin its proposals for new high speed rail lines and the route selection process HS2 Ltd undertook? *[This question is about the specification for the line between London and the West Midlands (Chapter 4)]*
5. Do you agree that the Government's proposed route, including the approach proposed for mitigating its impacts, is the best option for a new high speed rail line between London and the West Midlands?
[This question is about the route for the line (Chapter 5 and Annex B)]
6. Do you wish to comment on the Appraisal of Sustainability of the Government's proposed route between London and the West Midlands that has been published to inform this consultation? *[This question is about the Appraisal of Sustainability (Chapter 5)]*
7. Do you agree with the options set out to assist those whose properties lose a significant amount of value as a result of any new high speed line? *[This question is about blight and compensation (Annex A)]*.

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Subject: London TravelWatch Performance Monitoring Report (to 31 March 2011)

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 14 June 2011

This report will be considered in public

1. Summary

- 1.1 This report sets out London TravelWatch (LTW) performance for the year 2010/11. It notes the financial position as at 31.3.11 and provides a high-level summary of performance against London TravelWatch's suite of performance indicators.

2. Recommendation

- 2.1 **That the Committee notes the paper submitted by London TravelWatch, attached at the Appendix, including London TravelWatch's –**
- (a) Financial outturn position as at 31 March 2011; and**
 - (b) Performance against the objectives agreed by the Transport Committee.**

3. Background

- 3.1 The Committee is asked to note the financial position of LTW as at 31 March 2011 and also to note the organisation's performance against the targets set in the business plan for 2010/11 which was approved by the Committee on 9 September 2010.
- 3.2 This is the third full year performance report submitted by London TravelWatch since the Memorandum of Understanding was agreed by this Committee on 21 November 2007.
- 3.3 The regular monitoring of delivery against the key objectives featured in the London TravelWatch Business Plan enables the Committee to maintain an overview of London TravelWatch's performance throughout the year.

4. Issues for Consideration

- 4.1 The paper attached at the **Appendix** has been submitted by London TravelWatch for the Committee's consideration, setting out London TravelWatch's performance over the last financial year against the key performance indicators in the approved business plan for 2010/11.
- 4.2 The business plan for the current year was approved by the Committee on 9 September 2010 when the same performance indicators were carried forward for 2011/12. The draft budget and business plan for 2012/13 are due to be submitted to the Committee on 6 September 2011 when the opportunity will arise to review the performance indicators for next year.
- 4.3 The net budget for 2010/11 benefited from income received from Passenger Focus that had not been anticipated.
- 4.4 London TravelWatch comment in paragraphs 16-21 of the Appendix on the range of issues raised by passengers including aspects of ticketing and penalty fares, operators' customer service standards and the impact of winter weather.
- 4.5 The table of casework performance against key performance indicators follows paragraph 21 of the Appendix and shows improvement generally, particularly in Quarter 4, although PI 2b continues to be slightly under-achieved.
- 4.6 Performance in communications and stakeholder engagement is set out at paragraph 23 of the Appendix. Website visitors are down on the previous year although the e-newsletter is distributed to a larger audience than the target in the business plan.
- 4.7 As acknowledged in paragraph 13 of the Appendix, London TravelWatch has now ceased to engage with London boroughs individually.
- 4.8 Research and development functions have hit their assigned targets for the year, including small scale joint research with Passenger Focus and the First Group (paragraph 30 of the Appendix). At paragraphs 43-44 London TravelWatch refer to their work with the Assembly and its reduced response rate to the consultations it receives.
- 4.9 The section in London TravelWatch's paper on Corporate Health sets out its achievement of the performance indicators relating to finance and human resources, where only the sickness rate falls slightly below the agreed target.

5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

- 6.1 There are no direct financial implications arising from this report.

List of appendices to this report:

Appendix 1 - Performance monitoring report from London TravelWatch

Local Government (Access to Information) Act 1985

List of Background Papers:

LTW Memorandum of Understanding

Contact Officer: John Bennett

Telephone: 020 7983 4203

E-mail: john.bennett@london.gov.uk

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LONDON TRAVELWATCH PERFORMANCE MONITORING REPORT (TO 31.3.11)

Report received from the Chief Executive of London TravelWatch – June 2011

Financial Outturn

1. Subject to audit, the financial position as at the end of March 2011 is summarised below:

	Original Budget	Revised Budget	Actual Spend/ Income to date	Variance against revised budget
	£	£	£	£
REVENUE EXPENDITURE				
Chairman, Members & Staff Costs	1,205,310	1,205,091	1,145,938	(59,153)
Accommodation costs	217,801	217,801	212,012	(5,789)
Supplies & Services	144,160	144,378	168,347	23,969
Depreciation	35,730	35,730	38,540	2,810
Total Revenue Expenditure	1,603,000	1,603,000	1,564,837	(38,163)
CAPITAL EXPENDITURE				
Asset Replacement	0	0	0	0
Furniture & Equipment	0	0	0	0
Other	0	0	0	0
Total Capital Expenditure	0	0	0	0
Total Capital & Revenue Expenditure	1,603,000	1,603,000	1,564,837	(38,163)
INCOME				
Greater London Authority Funding	1,603,000	1,603,000	1,603,000	0
Passenger Focus	0	0	26,087	(26,087)
Bank Interest Receivable	0	0	64	(64)
Other income	0	0	0	0
Total Income	1,603,000	1,603,000	1,629,151	(26,151)
Revenue surplus transfer to general reserve			64,314	

2. There was an underspend against the revenue expenditure budget mainly attributable to reduced staff costs because of the recruitment freeze and staff departures and small savings against the accommodation budget, which was partly offset by extra costs for supplies and services such as IT and legal and professional services, also depreciation charged exceeded the budget.
3. Income was higher than budgeted by £26,087 due to receipt of income from staff costs recharged to Passenger Focus.
4. There was no provision for capital expenditure in the budget and no actual capital expenditure.
5. The revenue surplus transfer to general reserve is added to the opening surplus at 1 April 2010 and will be used to help meet redundancy costs as a result of the restructuring in 2011/12.

Risk Areas

6. No financial risks were identified to the accounts for 2010-11.

Headline achievements, progress and slippage against the business plan

7. This section of the report highlights achievements between April 2010 and March 2011. It also reports progress against London TravelWatch's key performance indicators and progress towards meeting them.
8. London TravelWatch has had a successful year and continued to improve its performance against a wide range of indicators, most notably in respect of its casework turnaround times where improvement has been dramatic. The fact that this continued improvement has taken place against the background of such uncertainty for the organisation, and when it has been carrying a number of vacancies, is a real testament to the commitment of its staff and Board to achieve outcomes for passengers.
9. A major focus for the organisation during the year was supporting and responding to the London Assembly's review of London TravelWatch. London TravelWatch engaged constructively throughout the process to ensure that the review was properly informed, providing comprehensive and accurate background material for GLA officers in a timely manner. When the report was published London TravelWatch's Board carefully considered the points made within it. Subsequently its Chair, Deputy Chair and Chief Executive have been working with the Transport Committee's implementation group to take forward the recommendations made in the report. Obviously this work, which was not anticipated in the business plan for 2010-11, has been extremely time consuming, particularly for London TravelWatch's senior members and staff.
10. As well as working to improve overall performance and develop new ways of working, London TravelWatch conducted its own comprehensive internal review of its remit, costs and processes. The overall objective was to find ways to cut fixed costs by streamlining and refining core activities and outsourcing non-essential functions, while ensuring that the two key services of casework and research were protected.
11. The Board also reviewed its own structure and substantially reduced the number of meetings it holds. It halved the number of its committees from four to two and agreed that

these should meet four times each year rather than six, as had previously been the case. London TravelWatch has sought to improve public engagement with its work through the involvement of high-profile speakers at its meetings and the use of platforms such as Twitter.

12. London TravelWatch continued to brief its Board members on topical issues throughout the year, and Board members were able directly to question senior transport figures on matters of concern to passengers. Members made regular visits to familiarise themselves with London's transport services, for example to the Leabridge interchange and bus depot and Queens Hospital to consider the ease of transferring from one transport mode to another, as well as exploring 'Drive Green', an innovation for improving standards of bus driving, a subject about which it receives many complaints.
13. The only area of slippage against the business plan is liaison work with local boroughs. Much of the strategic engagement with London Boroughs has in recent years been undertaken at Board member level. However, following the London Assembly review, the Board of London TravelWatch has been halved, and no longer has the capacity to engage at member level with London boroughs and has now ceased to engage with London boroughs individually.

Progress against London TravelWatch's suite of key performance indicators

14. The indicators overleaf show the organisation's performance in its handling of casework over the period from July 2007 to March 2011. In accordance with the new arrangements agreed in the revised Memorandum of Understanding, it now presents casework performance data on a quarterly basis.
15. The demand for London TravelWatch's services steadied over the 2010/11 period. However, cases are becoming more complex in nature especially as often there is more than one transport mode involved in a single complaint. As austerity measures bite and operators reduce staff or outsource customer services, caseworkers have to be even more persuasive when making an appeal to secure successful outcomes for the passenger. More people use mobile technology to make complaints, increasing considerably the dialogue involved within each case. Nevertheless, performance of the casework team against time turnaround targets continued to improve.

Main issues raised by passengers

16. Since their introduction, as part of the roll out of Oyster pay as you go (PAYG) on National Rail in January 2010, London TravelWatch has campaigned against Oyster Extension Permits (OEPs). It considered that the requirement for passengers with their season ticket loaded onto an Oyster card, as well as additional PAYG credit, to obtain a permit to travel beyond their usual zone on National Rail services introduced an unnecessary element of complexity to the ticketing system that was unlikely to be understood by passengers.
17. Using evidence from its appeal casework that passengers were not being made aware of the requirement to have an OEP and were as a result being given penalty fares, London TravelWatch maintained pressure on the train companies to review the scheme. This included making a referral under consumer law to the Office of Rail Regulation. It believes that its work contributed substantially to the decision of the train companies to review the scheme and to agree at the Mayor's Rail Summit to withdraw them from 22 May 2011.

18. Issues relating to fares, retailing and refunds have always been a prime concern raised in passenger appeals. With the successful uptake of Oyster in London, Oyster issues increasingly comprise the bulk of London TravelWatch's cases. Although they provide a convenient journey for most passengers, the system for resolving complaints is complex. This, coupled with TfL's refusal to supply information under data protection, means that cases become unnecessarily protracted. London TravelWatch is currently working with TfL to find a solution to this problem.
19. Issues raised in bus complaints are varied. Often complaints focus on driver behaviour, whether it relates to interactions with the driver, driving standards or how the driver interprets procedures. But passengers also raise concerns when they perceive that services are unreliable or because of difficulties they face when buses terminate short of their advertised destination.
20. Transport users also complain when they do not receive the service they expect from operators in a wide variety of other respects. Passengers are often unclear as to their rights if their ticket is lost or stolen, or are confused as to whether they are entitled to refunds for issues that may be outside the operators' control. London TravelWatch is keen to ensure that operators better advise passengers about their rights under the terms and conditions of carriage prior to purchase.
21. Many complaints were received in the winter about Southeastern's performance. In some cases passengers were so aggrieved they presented London TravelWatch with detailed logs on the frequency of delays and lack of information from staff, particularly during the snowy weather, in order to make their case.

PI no.	Indicator	Performance											2010/11 Target	Variance at Mar 11
		July/Dec 07	Jan/Jun 08	July/Sep 08	Oct/Mar 09	Apr/Sep 09	Oct/Dec 09	Jan/Mar 10	Apr/Jun 10	Jul/Sep 10	Oct/Dec 10	Jan/Mar 11		
1a	% of newly received cases recorded and acknowledged by LTW within 5 days	79%	69.5%	82.5%	90.5%	96.4%	97.5%	94.9%	98.9%	99.7%	99.6%	100%	100%	N/A
1b	% of newly received referred to relevant operator within 5 days	76%	65.3%	73.5%	69.5%	75.3%	75.1%	75.3%	88.7%	98.2%	96.2%	98%	75%	+ 23
2		% of replies from operators considered, decision taken on further action within three days of receipt												
2a	Reply within ten working days of receipt if no further action required	79%	70.2%	83.8%	67.1%	76.7%	78.5%	77.2%	88.7%	93.9%	93.6%	97.5%	90%	+7.5
2b	Reply within 20 working days of receipt if no further action required	89%	85.7%	91.9%	82.6%	87.2%	89.5%	88.1%	95%	97.1%	97%	99%	100%	- 1
3		% replies to cases dealt with direct without referral to an operator												
3a	Reply within ten working days of receipt if no further action required	92%	87.6%	79.8%	88.0%	94.8%	87.5%	87.2%	97.8%	99.4%	100%	100%	90%	+10
3b	Reply within 20 working days of receipt if no further action required	97%	92.9%	98.4%	97.2%	97.3%	97.2%	95.2%	98.4%	100%	100%	100%	100%	N/A
4	Mean score for respondents to LTW survey expressing satisfaction with outcome of case	65	66	72	79	66	50*	46*	66		73		70	+3
5	Mean score for respondents to LTW survey expressing satisfaction with the speed of response	68	63	74	78	72	60*	61*	72		78		72	+6
6	Mean score for	74	78	79	84	76	63*	61*	75		83		79	+4

PI no.	Indicator	Performance											2010/11 Target	Variance at Mar 11
		July/Dec 07	Jan/June 08	July/Sep 08	Oct/Mar 09	Apr/Sep 09	Oct/Dec 09	Jan/Mar 10	Apr/June 10	Jul/Sept 10	Oct/Dec 10	Jan/Mar 11		
	respondents to LTW survey expressing satisfaction with handling of case													
7	No. of complaints received relating to LTW's service standards	0	0	1	0	0	0	0	0	0	0	0	N/A	N/A
8	% of complaints received relating to LTW's service standards fully responded to within 20 working days or the first meeting of the Consumer Affairs Committee after receipt of the complaint if a decision is taken that member input is needed.	0	0	100%	0	0	0	0	0	0	0	0	100%	N/A

* Data relates to appeals only. During 2008/09 London TravelWatch changed its reporting periods of casework to fit with the reporting periods of the GLA.

22. In previous years London TravelWatch has carried out work on 0845 numbers and accessibility, arguing that operators need to allow passengers to make complaints by phoning numbers charged at standard rather than premium rates. The organisation has raised concerns that the higher costs associated with 0845 numbers discourages complaints, particularly from those on low incomes. As a matter of principle London TravelWatch believes that making a complaint should be a penalty free process, and complainants should not be discouraged from making complaints by fear of high call charges. Accordingly, London TravelWatch has welcomed the review of such numbers being conducted by the Regulator, as well as the fact that London Assembly members are also speaking out on this issue.

Communications and stakeholder engagement

23. The following performance indicators relate to London TravelWatch's external communications and stakeholder liaison activities.

PI no.	Indicator	Performance 2007/08	Performance 2008/09	Performance 2009/10	Performance 2010/11	2010/11 Target	Variance
9	Average number of unique visitors to LTW website per calendar month	6983	7559	9096	8119	9551 (5% inc)	-15% Points
10	Number of people signed up to receive e-newsletter	1080	1275	1421	1592	1492 (5% inc)	+7% Points
11	Local engagement with each London borough individually	45%	34%	100%	Nil	100%	Nil
12	Number of local passenger events held	1	0	2	2	2	0

24. Two passenger engagement events were held. An open Board meeting in Greenwich last summer was attended by local passenger groups, the press and local borough councillors who took the opportunity to speak out on local transport concerns and to hear from the Olympic Delivery Authority about the transport plans that were being put in place in advance of the 2012 Olympics. A transport users' 'surgery' was held at Stratford in March, talking to transport users about local issues. The surgery was a very successful event run with the support of the London Borough of Newham, Transport for London, National Express East Anglia and Transport for All, which helped London TravelWatch to better understand the concerns of local people. More such events will take place in other areas around London in 2011/2012.
25. London TravelWatch made major changes to its website during the year to both streamline its appearance and make it simpler to navigate for the public. This appears to have resulted in a large drop in traffic which the organisation suspects may be because fewer people now visit it in error. However discussions with its website provider continue to identify how best to increase the number of visits from the travelling public.
26. The organisation continued to receive good local press coverage of its activities. This helps transport users in the area to understand how London TravelWatch's work directly impacts on their daily experience.

Research and Development

27. The following performance indicators relate to the research and development aspects of London TravelWatch's work during 2010/11.

PI no.	Indicator	Performance 2007/08	Performance 2008/09	Performance 2009/10	Performance 2010/11	2010/11 Target	Variance
13	% of requests for written / oral submissions met by the agreed deadline	100%	100%	100%	100% (4)	100%	Nil
14	Number of research projects completed	2	2	3	2	2	Nil
15	Number of research projects completed in collaboration with Passenger Focus	1	2	2	2	2	Nil

28. London TravelWatch published research into passenger attitudes to First Class Travel in order to encourage informed debate about better management of capacity and overcrowding on trains in London. It used this evidence to argue that train companies should declassify first class on short suburban journeys to give customers better value for money, which they are now starting to do.

29. Concerned that many passengers are being charged more than they should be, during the year London TravelWatch began research on to ascertain why so many journeys made on Oyster PAYG are left 'incomplete' by passengers and to identify practical solutions to address this.

30. The organisation completed its London Station Standards Report to promote good practice at National Rail and London Underground stations. This included the results of joint research into the views of passengers at Clapham Junction, Barking and Luton stations which was conducted in partnership with Passenger Focus. It also worked with Passenger Focus and the First Group to research the compensation schemes used by train companies, exploring when and how passengers are compensated and identifying passenger demand for improvements to Passenger Charters.

31. Where these impacted adversely on passengers, London TravelWatch continued to give substantial input into proposals by operators to reduce their services, for example by challenging proposals to reduce ticket opening hours by London Midland and Chiltern Railways. It also challenged TfL on proposed withdrawal of services, such as the mobility bus and changes to eligibility criteria for Dial-A-Ride services.

32. London TravelWatch maintained a watching brief on the policy of reducing the number of buses travelling along Oxford Street and continued to highlight the implications of this for bus passengers.

33. London TravelWatch continued to monitor the progress of the tube upgrade programme including the impact of closures and the provision of replacement services; the progress of the Thameslink upgrade programme and works at London Bridge as well as the impact of the building of Crossrail on passengers, and to represent the passenger perspective to the relevant infrastructure providers and operators.
34. It also sought service improvements from London Underground to minimise the impact of changes to the arrangements in Victoria Underground station during escalator replacement work, as well as in respect of the Northern line upgrade closure programme.
35. London TravelWatch continued to engage with TfL on bus routing issues and achieved a number of successes for passengers. Successes include the 320 extension to Catford Bridge station, the 412 extension to Purley Hospital from Purley Cross and retaining the night bus within New Addington.
36. It continued to press TfL to address regulatory issues in relation to taxis. In particular that it require black cab drivers to display a photo ID and a visible complaints poster in their vehicle. Progress has been slower than hoped but subject to consultations both measures should be implemented later in the year.
37. For several years London TravelWatch has been promoting the development of a high quality walking route between Euston and St Pancras Stations in order to provide passengers with an alternative option to continue their journey rather than have to walk along the busy Euston Road or negotiate the equally busy Underground to cover such a short distance. It was pleased that Camden Council has now started to implement this scheme.
38. London TravelWatch contributed to the Government's report on value for money in the rail industry and called for a strategic fares review to ensure that passengers get best value for money and that the system is fair across London.
39. Promoting accessibility on public transport is a priority for London TravelWatch and it was particularly pleased that the Inspector picked up some of the recommendations regarding bus priority and accessible bus stops which it made as part of the London Plan public examination.
40. London TravelWatch's 'Surface Transport Design Forum' (a group representing elderly, disabled and buggy users) contributed on two occasions to the New Bus for London consultation process. There were positive outcomes in terms of the access to the wheelchair bay, better located horizontal handles on the staircase and the use of a staircase design that members had previously promoted for London's buses.
41. London TravelWatch continued to press for better access to health care facilities and its work led to the adoption of its best practice guidance on travel plans for hospitals by the Health4NEL project. The Joint North East London Primary Care Trusts also adopted a requirement for high quality travel plans as part of the commissioning of healthcare.
42. Where they impact on passengers in London, London TravelWatch continues to respond to Network Rail's route utilisation strategy (RUS) consultations. These strategies set out the priorities for rail investment over the next 30 years, and establish priorities for improvement in rail services. In particular, it responded to RUSs for the West Midlands and Chilterns route, West Coast Mainlines, London and South East strategy. Often the focus of these documents is on improving long distance journeys and London

TravelWatch therefore uses the opportunity to ensure that greater emphasis is placed on improving services in and around London.

43. London TravelWatch continued to work closely with the London Assembly by responding fully to all requests from its committees for assistance with their scrutinies. It responded to the Transport Committee's scrutinies into the accessibility of the transport network in London and also on its Walking Rapportuership and the interim report on Winter Resilience. It also contributed to the House of Commons Select Committee on Transport Enquiry into Transport and the Economy; on Congestion & Traffic Management and the impact of recent weather conditions on transport in London, putting across the passenger view.
44. In this reporting period London TravelWatch responded to a total of 283 consultations compared to 466 the previous year, almost 40% fewer, reflecting a change in emphasis in the organisation that allows it to focus more on statutory requirements and work identified in its business plan.

Corporate health

45. The following relates to London TravelWatch's performance against the GLA's own corporate health performance indicators.

PI no.	Indicator	Performance 2008/09	Performance 2009/10	Performance 2010/11	2010/11 target	Variance
16	The number of working days /shifts lost to sickness absence per staff member	22.4	16.1	6.8	6	-0.8
17	% of employees that are women	50%	50%	59%	52%	7%
18	% of employees from ethnic minority backgrounds	19.2%	27%	33%	26%	7%
19	% of employees declaring that they meet the Disability Discrimination Act 1995 definition and /or have declared themselves disabled.	26.9%	15%	11.5%	13%	-1.5%
20	% of undisputed invoices for commercial goods and services paid within 30 days of receipt or within agreed payment terms	98.4%	98%	99.5%	90%	7%

46. The average number of working days lost to sickness absence during 2010-11 has improved considerably in comparison to the previous year, resulting in London TravelWatch almost reaching its target. This has been achieved not only as a result of several long term sick absence cases being resolved and the introduction of a pro-active occupational health management referral programme, but also through implementing recommendations made in a sickness absence / attendance management benchmarking report it commissioned in May 2010.
47. London TravelWatch was successful in achieving re-accreditation status against the Investors in People Standard in August 2010, demonstrating that the organisation is improving business performance through its people. The Assessor confirmed that there is "... a clearer 'golden thread' between LTW priorities, team goals and individual objectives. This combined with a more open leadership and talented people with a 'can-do' mindset has created a successful organisation of which they are justifiably proud."
48. The focus and direction for investment in training, learning and development this year has been driven by London TravelWatch's internal review and its subsequent planning for a major organisational restructure. The need for a comprehensive staff and member training/development programme was identified to take account of system change, a reduced workforce, knowledge management continuity and shared skills set expansion.

Janet Cooke
Chief Executive
London TravelWatch

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Subject: London TravelWatch

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 14 July 2011

This report will be considered in public

1. Summary

- 1.1 The Assembly approved the proposals of the review panel in October 2010 and referred them to this Committee for implementation. Members have been in discussion with representatives of the London TravelWatch Board since the end of last year. This report updates the Committee and suggests next steps.

2. Recommendations

- 2.1 **That the Committee endorses the need for implementation of the review proposals and considers the issue of directions to the London TravelWatch Board in respect of Proposals:**
- 2 – Relocation of London TravelWatch;**
 - 3 – Sharing back office functions;**
 - 4 – Contracting Passenger Focus for rail passenger functions;**
 - 5 – Borough consultations; and**
 - 6 – Large-scale transport consultations to which the Assembly plans to respond,**
- as detailed in section 4 below. If agreed, that the Committee authorises the Chair, in consultation with the Deputy Chair and Group Leads, to approve the issue of those directions or appropriate guidance to the Chief Executive of London TravelWatch.**
- 2.2 **That the Chair of the Committee, in consultation with the Deputy Chair and Group Leads, be authorised to agree any necessary re-phasing of the payments of the Assembly's grant to London TravelWatch to assist the Board's cash-flow during the implementation of their reorganisation.**
- 2.3 **That, having regard to the current interim position with the implementation of the Assembly's and the Board's respective reviews, no further action be taken at this time to fill the vacancy on the Board.**
- 2.4 **That, in the light of the Mayor's budget guidance for 2012/13, the Committee asks the London TravelWatch Board to submit budget proposals and a business plan for 2012/13**

that reflect a funding reduction of a further £240,000, representing a total decrease of 25% from the 2010/11 budget, for consideration by the Committee at its September 2011 meeting.

- 2.5 **That, given the current review, the Memorandum of Understanding between the two organisations be suspended pending the implementation of revised arrangements, and any matters arising during that period in regard to the working relationship be reported to the Committee, if appropriate following discussion at the informal joint steering group.**

3. Background

- 3.1 The Assembly received and approved the report of the London TravelWatch Working Group, and delegated it to this Committee for implementation. The former Chair of the Committee set up an informal joint steering group – comprising the Chair and Deputy Chair of the Committee and the Chair and Deputy Chair of the London TravelWatch Board – to provide the forum for consultation and discussion on the implementation of the review. The steering group has been maintained this year, comprising – from the Assembly side – the Chairs of the Transport Committee and the Budget and Performance Committee, who have also met informally with Members of the Working Group that undertook last year’s review.
- 3.2 The Localism Bill is still progressing through its Parliamentary process. No provision was originally included in the Bill to secure London TravelWatch’s functions being folded in to the Assembly (Review Proposal 1) but an amendment has been tabled in the House of Lords at committee stage to give effect to this transfer. It is likely that the committee stage will conclude before the summer recess.

4. Issues for Consideration

Implementing the Assembly’s review

- 4.1 Successive budget reductions will inevitably have an impact on the range and quantity of workloads undertaken within London TravelWatch. Accordingly, it is relevant for the Committee now to consider the means of progressing the Assembly’s review proposals in a way to enable the funding reductions to be achieved within a reasonable timescale, to maintain the quality of service required for the continuing activities, and to move in the direction set out in the Assembly’s report.
- 4.2 The Assembly’s power to issue guidance and directions to London TravelWatch is delegated to this Committee. Members may wish to consider either or both powers to secure progress with the outstanding decisions. The power to direct has not previously been used and legal advice has been taken on matters that need to be observed in the event of a decision to direct guidance.
- 4.3 **Review Proposal 1:** *“We propose that London TravelWatch should not remain as a separately constituted organisation and its functions and duties in relation to the representation of the capital’s public transport users be vested in the elected London Assembly. We further propose that discussions to this end, and any necessary legislative changes, are taken forward with the relevant government departments during the autumn.”* An amendment to the Localism Bill to give effect to these changes has been tabled for debate in the committee stage in the House of Lords.
- 4.4 **Review Proposal 2:** *“We propose that the staff of London TravelWatch be re-located to City Hall as soon as is practical, and by the latest April 2011, and that negotiations should be started with the*

current landlord with a view to realising savings in accommodation costs from the earliest possible date."

- 4.5 The next break clause in London TravelWatch's lease is in August 2012 and notice must be given six months previously. London TravelWatch advise that the landlord is unwilling to entertain an earlier penalty-free termination. As reported to the Business Management and Administration Committee in May, accommodation at City Hall will be under pressure until the autumn of 2012 when the Olympics team begins to disband.
- 4.6 The Committee may wish to consider directing London TravelWatch to give formal notice immediately before the due date of 20 February 2012 to terminate the lease on 20 August 2012 in order to avoid a long term commitment, and also to direct London Travelwatch not to enter into any further long term commitment in respect of accommodation. The Committee may also wish to consider asking London TravelWatch to explore the possibility of a short-term extension if necessary beyond the August 2012 break if alternative accommodation is not immediately available at that time.
- 4.7 **Review Proposal 3:** *"We propose that steps to absorb London TravelWatch's back office functions within the GLA should be taken forward."*
Review Proposal 4: *"We propose that officers explore the potential for contracting Passenger Focus to fulfil the functions of London TravelWatch in relation to rail passengers in the capital."*
- 4.8 London TravelWatch, as part of their own review, have been exploring the possibility of achieving economies by outsourcing their back office functions to compatible organisations, with the GLA as one of the possible options. Discussions are continuing on the sharing of back office functions but the full savings will not be achieved without co-location. There is common ground in wanting to find a model of sharing that works, although the Assembly's position is to move directly towards a solution that makes long term and strategic sense, without necessarily entering a tendering exercise.
- 4.9 London TravelWatch have expressed reservations about contracting rail service issues to Passenger Focus, primarily on the ground that London's passenger interests are based on a multi-modal experience that is best addressed in a co-ordinated fashion. The Assembly has taken the view that a more co-ordinated approach to passenger representation in London is what is needed in order to provide clarity for passengers and avoid duplication and thus reduce costs. This will only be achieved through constructive discussions between the three parties - the Assembly, London TravelWatch and Passenger Focus.
- 4.10 The Committee may wish to consider issuing guidance or direction to London TravelWatch to join in discussions with the Assembly and such prospective partner(s) as the Assembly identifies as best meeting the long term and strategic objectives of the review.
- 4.11 **Review Proposal 5:** *"We propose that London TravelWatch stops responding to borough consultations relating to streets with immediate effect."*
- 4.12 In the course of discussion at the steering group, London TravelWatch has claimed that it has been far more selective in responding to borough consultations and that the staff resource required is now minimal. However, the lists of consultations received and issues to which London TravelWatch have responded indicate that the majority continue to be very local non-strategic issues and given the limited resources available London TravelWatch should focus on its core functions.
- 4.13 The Committee may wish to consider directing that, before deciding whether to respond to borough consultations, London TravelWatch should have regard to the limited resources available and to prioritise matters of primary significance to passengers.

- 4.14 **Review Proposal 6:** *“We propose that, with immediate effect, London TravelWatch cease responding to large-scale transport consultations to which the Assembly is planning to respond.”*
- 4.15 To avoid the duplication of effort, and given that the Assembly will invariably address the interests of passengers as well as Londoners generally, the co-ordination of consultation responses has been held to be a desirable goal.
- 4.16 The Committee may wish to consider directing that, before deciding whether to respond to large scale consultations, London TravelWatch should consult with the Assembly so that a co-ordinated approach can be taken.
- 4.17 In the event that the Committee wishes to issue directions to London TravelWatch, officers will prepare the necessary documents for approval by the Chair in consultation with the Deputy Chair and the Group Leads on the Committee, and on the approval of the Chair in consultation with the Deputy Chair and the Group Leads on the Committee guidance may be issued instead of directions if doing so would further the aims of the Committee as set out in this report.

London TravelWatch’s review

- 4.18 The Board of London TravelWatch initiated its own fundamental review of the organisation and, through discussion in the steering group, stated that the objective was to achieve a 25% budget reduction against the 2010/11 baseline. As London TravelWatch explored measures to achieve this target, the Board was given some leeway on the Assembly’s original timeline for the implementation of its proposals.
- 4.19 A paper describing the objectives of, and progress with, London TravelWatch’s review is attached at **Appendix A**.
- 4.20 The changes made so far form part of, or are preparatory to, some of the Assembly’s review proposals. To the extent that the common objective of both parties is to reduce the funding requirement, some variation in approach has been accepted up to now in the steering group discussions. However, there are differences of philosophy and methodology in some areas and the Chair of the Committee has consulted Members of the Assembly’s working group that undertook the review as to the continuing need to press ahead with the review proposals.

Payment of grant

- 4.21 The annual grant to London TravelWatch is paid in fortnightly instalments throughout the year. The redundancies approved by the Board will, of course, produce savings by the end of the financial year but have to be funded initially and this has required a draw down from the organisation’s reserves. Any further redundancies would similarly have a front-loaded cost that produces a cash-flow problem.
- 4.22 London TravelWatch have therefore asked for a re-phasing of their grant and the Executive Director of Secretariat and Executive Director of Resources are reviewing the estimates of costs with a view to establishing what adjustment, if any, is justified.
- 4.23 The Committee is asked to authorise the Chair, in consultation with the Deputy Chair and Group Leads, to approve any necessary re-phasing of the payments.

Membership of the Board

- 4.24 The Committee agreed in January 2011 to proceed with the appointment of a member of the Board to fill the vacancy that arose through a resignation in December 2010. The Board recently streamlined its committee structure and currently comprises the Chair and five other members.
- 4.25 Given the present interim position in relation to the reorganisation of London TravelWatch, and following the Chair of the Committee's consultation with Members of the Assembly's working group which recommended the recent reduction in the size of the London TravelWatch Board, it is recommended that no further action be taken at the present time to fill the vacancy.

Budget 2012/13

- 4.26 The Assembly's review of London TravelWatch presented a number of scenarios with levels of savings of between £478,000 and £810,000 from the 2010/11 baseline if statutory provisions were not amended to address the status of London TravelWatch. The approved 2011/12 grant was reduced by £160,000 (10%).
- 4.27 As stated in paragraph 4.19 above, the Board of London TravelWatch is seeking to achieve a 25% reduction in its budget (from the 2010/11 baseline) through its own current fundamental review and a number of additional options are being explored beyond those that were immediately available last year when the Assembly Review was completed. It is important to maintain the momentum with the review and it is therefore suggested that the target for London TravelWatch in financial year 2012/13 should be to complete the achievement of savings at 25% below the 2010/11 baseline, i.e. a further £240,000 below the current year's budget.
- 4.28 The Committee is asked to approve the issue of guidance to the London TravelWatch Board to submit draft budget proposals and a draft business plan for 2012/13 that reflect a funding reduction of a further £240,000, representing a total decrease of 25% from the 2010/11 budget, for consideration by this Committee at its September 2011 meeting.

Memorandum of Understanding

- 4.29 The Memorandum of Understanding (MoU) adopted by the Committee and London TravelWatch in October 2009 reflected the evolution of the working relationship over a period of relative stability when budgets were not under the pressure that is evident today. The current requirement for budget reductions and the Assembly's review of London TravelWatch combine to make the present circumstance truly exceptional, and one for which the MoU is not appropriate. It is therefore proposed that the MoU be suspended during the implementation of the review and that, in the meantime, any matters arising that require resolution should be reported to the Committee, if appropriate, following discussion at the informal joint steering group mentioned above.

5. Legal Implications

- 5.1 Section 251 of the Greater London Authority Act 1999 (amended) provides that the Assembly may issue to the Board of London TravelWatch guidance as to the manner in which they are to exercise their functions, or general directions as to the manner in which they are to exercise their functions.
- 5.2 Paragraph 10 of Schedule 18 of the GLA Act provides that the Assembly in consultation with the Secretary of State may make arrangements for London TravelWatch to be provided with accommodation.

- 5.3 The proposals of the London TravelWatch working group set out in the report "Review of London TravelWatch" contain recommendations to issue guidance and directions to the Board of London TravelWatch and to provide London TravelWatch with accommodation. In respect of these proposals the Assembly has the power to provide alternative accommodation, but if this is at City Hall the Assembly must refer the matter to the Mayor in accordance with section 72(5)(b) of the GLA Act 1999.
- 5.4 Section 54(1) of the GLA Act provides that the Assembly may arrange for any of its functions to be discharged by a committee or sub-committee of the Assembly and the Assembly has the power to delegate the functions in section 251 and Schedule 18 of the GLA Act (as amended) to the Transport Committee insofar as they are not already delegated under the Transport Committee's existing terms of reference.
- 5.5 Proposals 2 and 3 of the Review report relate to staffing functions and accommodation. The provision of staffing is the responsibility of the Head of Paid Service after consultation with the Mayor by section 72(5)(a) of the GLA Act. The provision of accommodation is the responsibility of the Mayor by section 72(5)(b) of the GLA Act. The Transport Committee in taking these proposals forward must refer these matters to the Head of Paid Service and the Mayor.
- 5.6 Proposal 1 of the Review report is also subject to changes to primary legislation being agreed with central government and parliament and additional legal advice will need to be taken subject to progress on any legislative changes.
- 5.7 In the event that London TravelWatch does not implement the Assembly's proposals, and if the Committee wish to press the matter, it is open to the Committee to avail itself of the power in Section 251(1) of the GLA Act which gives authority to issue directions, provided that such directions and guidance do not prohibit London TravelWatch from exercising its statutory functions, and to proceed in accordance with Section 251(3) which provides: "Any guidance or directions issued under subsection (1) above must be issued in writing and notified to such officer of the Committee as the Committee may from time to time nominate to the Assembly for the purpose."

6. Financial Implications

- 6.1 The financial implications, as best estimates, relating to the proposals are contained within the body of the report of the working group.
- 6.2 Should the proposals be taken forward, approval will be required as per the Authority's decision-making process (with the inherent financial implications of those matters dealt with at the time) in relation to staff, accommodation and back office support.
- 6.3 By moving GLA funding to London TravelWatch for March 2012 forward to September 2011 this would provide sufficient funds for London TravelWatch to retain a positive cash balance during the implementation of its proposed redundancy costs.
- 6.4 None of the GLA funding for 2012/13 would be need to brought forward to 2011/12.

List of appendices to this report:

Appendix A – London TravelWatch update on the implementation of its review

Local Government (Access to Information) Act 1985

List of Background Papers:

Report of the London TravelWatch Review working group – September 2010

London Assembly meeting 20.10.10 – Report 6 and Minute 6

Contact Officer:	John Bennett
Telephone:	020 7983 4203
E-mail:	John.Bennett@london.gov.uk

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London TravelWatch Internal Review

27 May 2011

1. London TravelWatch

London TravelWatch is the independent, multi-modal passenger watchdog, with a range of statutory functions. It delivers its statutory responsibilities through its casework and research teams and the close integration of these teams adds value to its work. Caseworkers have easy access to expert knowledge to help resolve complex passenger appeals and the work of the research team can be focussed on resolving and identifying policy related issues arising from casework, as well as those arising from a wide range of other sources.

2. Background to internal review

In August 2010, London TravelWatch commenced a major review of its remit, costs and processes. The objective set by the Board was to reduce operating costs by a notional 25% over a full year, with a view to ensuring organisational resilience to withstand possible budget reductions at that level in future years.

The review examined the organisation's core functions to enable the development of fresh proposals about how these could be delivered in the most efficient and effective manner. The aim was to cut fixed costs by streamlining and refining core activities and outsourcing non-essential functions, while ensuring that the two key services of casework and research were protected, and that the changes were sustainable.

3. Review findings

The review gave careful consideration to how staff time was deployed, how work flowed through the organisation and what the critical success factors were. It noted that the ancillary functions of communications, governance, corporate management and general administration were needed to support London TravelWatch's core work and to run a viable organisation.

Comparison with other similar bodies confirmed that London TravelWatch's way of working on casework and research compared favourably and represents good value for money. A range of evidence confirmed that London TravelWatch is an effective and well-run organisation.

The review:

- i. Identified how small efficiency savings could be achieved by streamlining and better focussing work in the core teams of casework and research

- ii. Identified how savings could be achieved through reducing time spent on administration and establishing a small corporate administration team to provide essential support across the organisation
- iii. Noted the staff time needed to support the work of the Board and its subsidiary bodies
- iv. Identified the costs associated with maintaining an in-house finance and HR team and suggested how savings might be made through out-sourcing this work
- v. Considered how accommodation costs could be reduced by 50% or more from August 2012 in a variety of ways

Having considered the recommendations made in the review, in December 2010 the Board of London TravelWatch agreed on the structure it wishes to move towards (see diagram 2c) and that a formal consultation should begin with staff based on this.

The Board also reviewed its own structure and substantially reduced the number of meetings it holds. It halved the number of its committees from four to two, and agreed that these should meet four times each year rather than six as had previously been the case.

4. Timescales

The review was started in August 2010 and the intention was that the restructuring arising from it would be implemented in April 2011. Unfortunately a series of events outside London TravelWatch's control have led to substantial slippage in this timescale:

- i. The publication in September of the London Assembly's review of London TravelWatch distracted the attention of the Board and senior staff
- ii. Negotiations with Passenger Focus about outsourcing finance and HR functions and possible future co-location were halted for six months whilst they reconsidered their own future
- iii. Changes to the law relating to Civil Service pensions and administrative changes related to this meant that, despite repeated attempts by London TravelWatch to speed the process, it was late March before staff received details of the compensation they would receive should they decide to apply for voluntary redundancy. The closing date for applications was 11th April 2011.

5. Present position

- i. As things stand at the moment, four staff have had their requests for voluntary redundancy accepted and will be leaving at the end of July.
- ii. A job matching exercise is underway to fill vacant posts in the proposed structure, following which provisional job descriptions and reporting lines will be finalised.

- iii. Discussions about outsourcing finance and HR work continue.
- iv. It is anticipated that more redundancies will take place, subject to further analysis of business considerations relating to these.
- v. Discussions continue with Passenger Focus about the opportunities that could arise from further collaboration in the future.
- vi. Attention is being paid to adjusting business plan priorities in the light of staffing changes as well as considerations arising from the London Assembly's own review of London TravelWatch.

6. Staffing implications

- i. The staffing establishment was 23 (fte) at 30.9.10
- ii. As a result of a recruitment freeze 4.3 (fte) posts are vacant
- iii. 3.7 (fte) staff will leave on 31.7.11 under the voluntary redundancy scheme
- iv. The proposed staffing structure is 14.7 (fte)

In accordance with the terms of its Employment Protection and Redundancy Policy, London TravelWatch has aimed to minimise the number of redundancies but the final position on this will not be known until alternative arrangements are made in respect of finance and HR work, and the proposed restructure is fully implemented.

7. Financial implications

London TravelWatch's budget for 2011-12 is £1,443,000 which is 10% less than the budget for 2010-11 (£1,603,000).

As a result of efficiency savings made so far, and assuming that finance and HR services are outsourced from 1st September 2011, London TravelWatch has already reduced its annual operating costs by 20%.

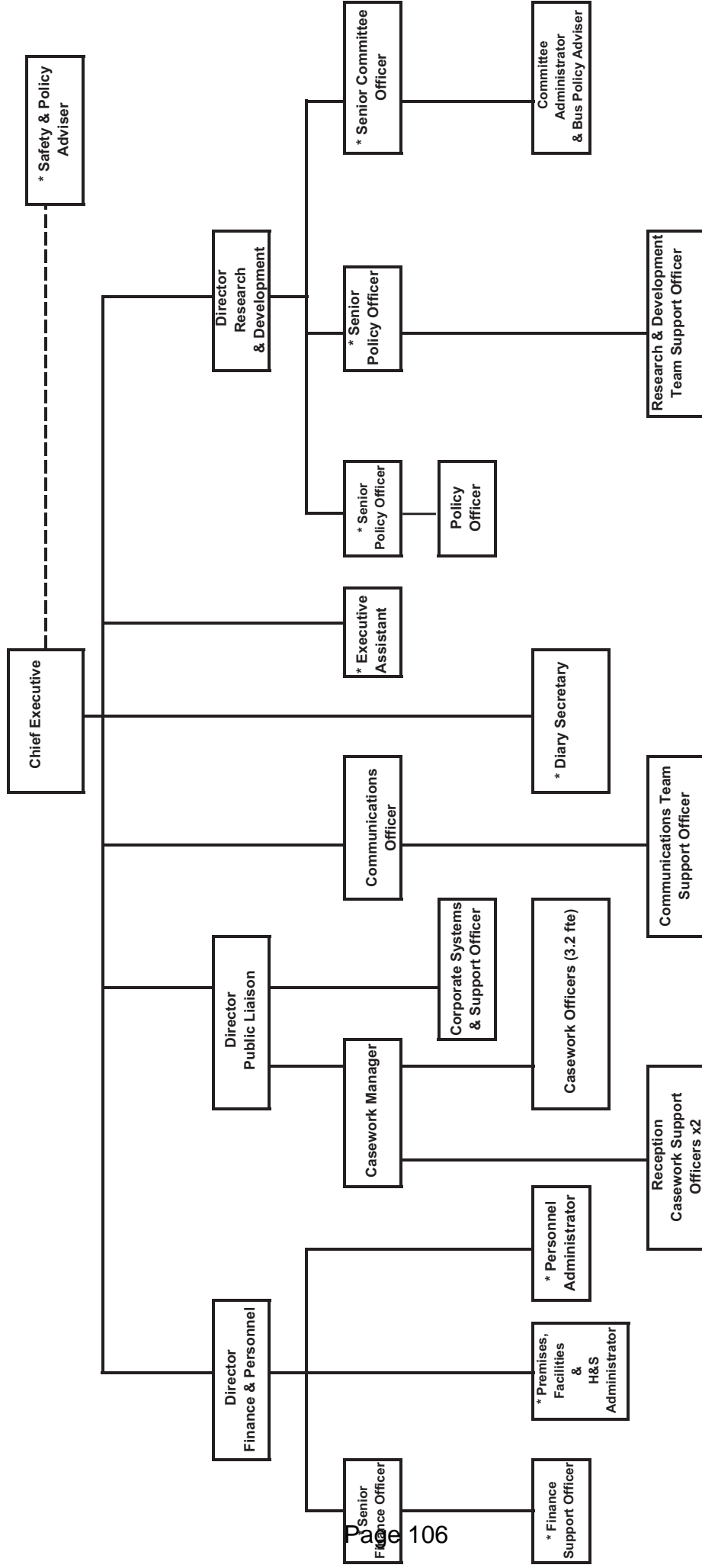
To date London TravelWatch has been able to meet the severance costs associated with its redundancies from its cash reserves and the surplus it has accrued as a result of the recruitment freeze which was applied last year. However for cash flow reasons it cannot fund any further redundancies without an advance payment of its grant in aid. London TravelWatch will be writing separately to the GLA on this point.

Attachments:

- Staff structure as at 30.9.10
- Proposed staff structure
- Core processes diagram
- Critical success factors

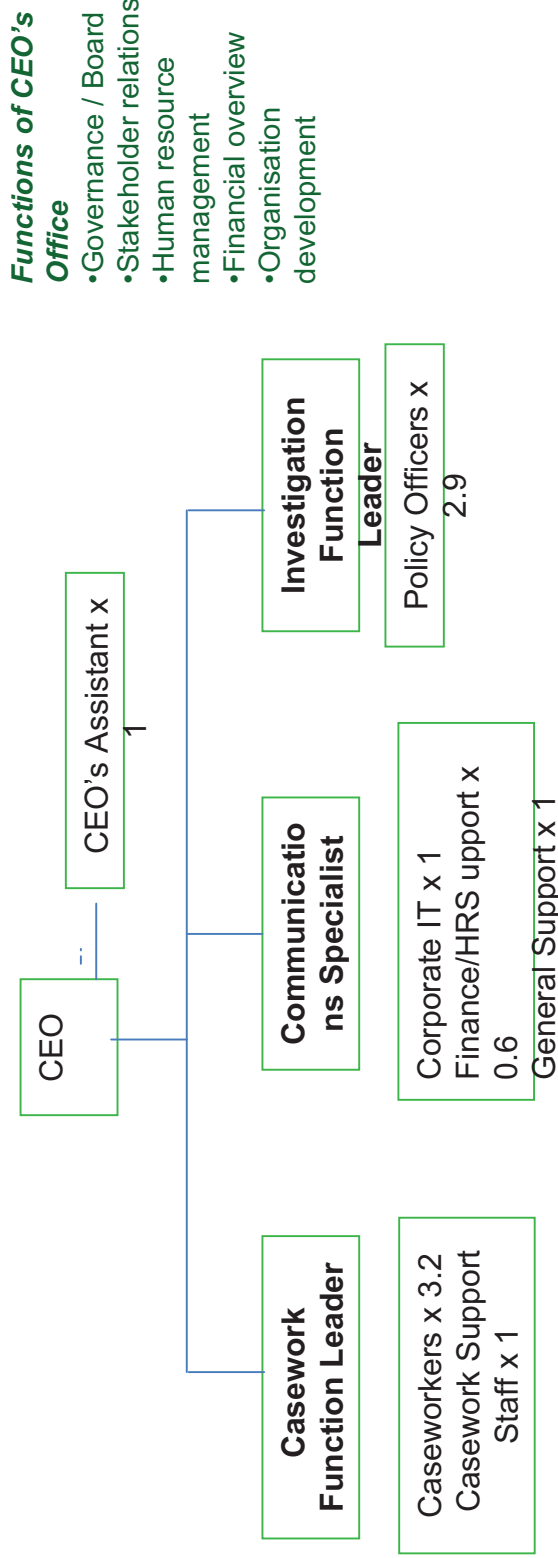
JC/26.5.11

London TravelWatch Staff Structure (1.9.10)



Proposed future structure of LTW – option 2c

2.2.11



- Functions of CEO's Office**
- Governance / Board
 - Stakeholder relations
 - Human resource management
 - Financial overview
 - Organisation development

Tasks & Competencies of Leaders

- Manage resources and make decisions about appropriateness of work
- Develop staff capability
- Provide practical and emotional support
- Ensure information is shared
- Ensure that core LTW process is kept functioning properly

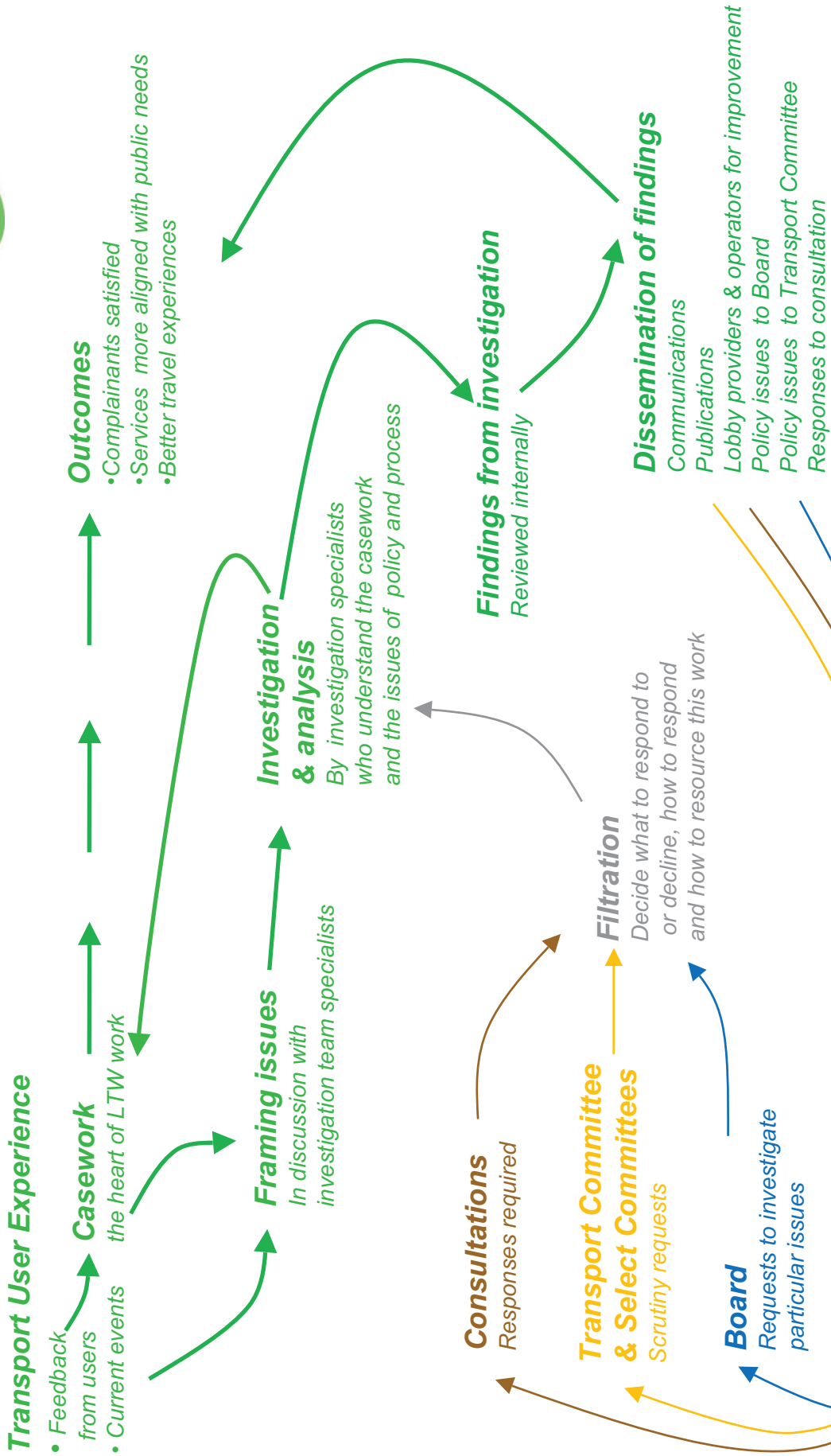
Assumptions and Other Notes

- Caseworkers and Policy Officers are fully competent and self-standing , and need only light touch management
- Liaison between casework and investigation functions continues regularly in an effective exchange of information and perspective
- Finance and HR functions can successfully be outsourced to either PF or GLA
- Support staff will be flexible, and perform other tasks
- Corp. IT and Finance roles are co-ordinators and informed buyers rather than direct service providers

Functions of Communications Team

- Communications, branding
- IT
- Corporate support services
- FOI/Data protection
- Risk/Business continuity
- Knowledge management

Core processes



London TravelWatch critical success factors

- Thorough knowledge of legislation, passenger rights, complaints processes
- Ability to understand the practical transport issues experienced by users across all modes of transport
- Firm grasp of transport policy and how it is interpreted by transport providers and by London politicians
- Ability to appreciate the long-term implications for transport users of service and policy changes
- Responsiveness and the drive to resolve difficult and complex issues
- Capacity to act as a fair and impartial point of secondary referral
- Competence to pull together authoritative research into important transport themes in London
- Influence capability, to be able to change the approach of transport operators and providers
- Ability to command respect within the industry for its expertise
- Co-location of casework and investigation
- Political independence

6.12.10

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Subject: *The Future of Road Congestion in London*

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 14 July 2011

This report will be considered in public

1. Summary

1.1 This report sets out the Transport Committee's report, *The Future of Road Congestion in London*

2. Recommendation

2.1 **That the Committee agrees the report: *The Future of Road Congestion in London***

3. Background

3.1 The Transport Committee agreed on 12 January 2011 to carry out an investigation into road congestion in London with the following terms of reference:

- What are the implications for the capacity of the road network of the projected growth of population and economic activity? and
- What policies should be explored to reduce and manage future road congestion?

4. Issues for Consideration

4.1 The draft report is attached as **Appendix 1** (for Members only) for the Committee's formal agreement. It is also available at <http://www.london.gov.uk/who-runs-london/the-london-assembly/publications>.

4.2 The Conservative Members have formally dissented from Conclusions and Recommendations 3 and 6. This dissent has been recorded in the draft report within the Executive Summary and within footnotes at the relevant sections. The Conservative Members' dissenting paragraphs are also set out in full at Appendix 2 of the draft report.

4.3 The report contains six recommendations addressed to the Mayor and Transport for London (TfL). In summary, these require: 1) TfL to provide, by September 2011, figures for future congestion projections based on its best current understanding of the situation; 2) TfL to establish benchmarks for each of the four main congestion metrics in the Network Operating Strategy's quarterly assessments; 3) The Mayor to reinstate a hierarchy of road users in his final draft London Plan;

4) TfL to publish, by September 2011, a plan outlining how a pilot lane rental scheme would operate in London; 5) the Mayor and TfL to use the publication of any future plan on river crossings to outline in detail how any projected benefits in road capacity or congestion relief are measured against potential negative impacts on public health, sustainable transport and the environment; and 6) the Mayor to outline in more detail, by September 2011, how road user demand can be reduced including a threshold at which road user charging will be examined.

4.4 The report and its recommendations fall within the terms of reference.

5. Legal Implications

5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

6.1 There are no financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1 – *The future of road congestion in London*

Local Government (Access to Information) Act 1985
List of Background Papers: None
Contact Officer: Ian O’Sullivan
Telephone: 020 7983 6540
E-mail: ian.osullivan@london.gov.uk

The Future of Road Congestion in London

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Transport Committee Members

Caroline Pidgeon (Chair)	Liberal Democrat
Valerie Shawcross (Deputy Chair)	Labour
Victoria Borwick	Conservative
Roger Evans	Conservative
Jenny Jones	Green
Joanne McCartney	Labour
Murad Qureshi	Labour
Steve O'Connell	Conservative
Richard Tracey	Conservative

The Transport Committee agreed the following terms of reference for its investigation on 12 January 2011:

- What are the implications for the capacity of the road network of the projected growth of population and economic activity; and
- What policies should be explored to reduce and manage future road congestion?

The Committee welcomes feedback on this report. For further information, contact Ian O' Sullivan on 020 7983 6540 or ian.osullivan@london.gov.uk. For press enquiries contact Dana Gavin on 020 7983 4603 or dana.gavin@london.gov.uk

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Foreword



Road congestion is one of the most difficult transport challenges facing the Mayor and TfL. London is already the most congested city in the UK. With London's population expected to rise by over one million and around 750,000 new jobs due to be created in the next two decades, the situation is set to get worse.

There are significant obstacles to controlling rising levels of congestion in London. The capital has a hugely diverse road network: from medieval streets to busy motorways. The availability of alternative forms of transport to the car varies: there are many more public transport options in central than in outer London. The sites of major regeneration projects to create homes and offices in the capital are often areas already suffering from high levels of road congestion.

This report explores the extent of road congestion now and in the future, and examines the impact of the Mayor's policy of 'smoothing the traffic flow' on congestion levels. While there has been some success to date in reducing road congestion by cutting the number of road works through the current permit scheme, and in achieving small reductions in delays at junctions through the use of smarter traffic management technology, the scale of the future problem may require calling on a wider range of practical policies.

In the past providing public transport alternatives and prioritising sustainable transport, supported by the Central London Congestion Charge scheme, has had some considerable success in shifting commuters away from cars and towards public transport and cycling. The Transport Committee's varied attitudes on such policies may reflect Londoners' own mixed feelings on these issues.

However, the whole committee were enthusiastic to see a new generation of approaches and ideas properly explored, such as the potential for car clubs to reduce private car ownership and use, and schemes to better manage road works. There was also consensus that any new road schemes which might be considered, such as river crossings, or as part of regeneration projects, should be looked at alongside measures to reduce local environmental impact and limit the generation of new and additional car traffic on London's roads. The management of car congestion should be a primary consideration in the future planning of any major developments in London.

Roads are essential to the economic and social cohesion of London, and this will not change in the next 20 years. It is vital that the Mayor has a policy on road congestion which enhances the economic effectiveness of London whilst also improving the quality of life for all Londoners.

Valerie Shawcross AM, Deputy Chair Transport Committee

Executive Summary

Congestion is the result of demand for road space outstripping the available infrastructure. While a certain level of congestion can be a sign of a healthy, growing economy as the volume of people and goods moving across the region multiplies, it is also increasingly affecting London's transport infrastructure, environment and quality of life. Each year, delays and disruption on London's roads cost our economy approximately £2 billion, while an associated rise in toxic air particles has the potential to contribute to thousands of deaths.

The situation will get worse as the city's economy and population grows in the next two decades. 20 per cent of the UK's congestion is concentrated on just five per cent of the road network in London. These economically and strategically important areas will continue to face pressure as billions of pounds in regeneration funds are concentrated on areas where the opportunity to add new infrastructure is severely limited. According to the Mayor's Transport Strategy, congestion could rise by as much as 14 per cent, even with the Strategy's proposals implemented in full.

The Mayor and Transport for London (TfL) suggest that the 14 per cent figure, which was included in the Transport Strategy published in May 2010, is already out of date. Improvements to data gathering techniques should provide an opportunity for TfL and the Mayor to update their projections so the full impact of traffic management interventions can be accurately assessed. This should also include rigorous benchmarking of figures, including journey time reliability, journey speed and delay, disruption caused by planned and unplanned events and volume of road works.

The Mayor has a two-pronged approach to managing the expected rise in congestion. The first is to enhance the capacity of the current network. TfL is rolling out the use of sophisticated traffic management technology to increase the capacity of junctions and smooth traffic flow. We question how accurately these technologies are at measuring all road users: for example, SCOOT, which uses sensors buried in the road to re-sequence traffic lights in response to fluctuations in traffic demand, does not, as yet, measure pedestrians. As traffic volumes recover and increase after the previous recession, the Mayor and TfL will have to make difficult choices about what transport modes to prioritise, and therefore accurate measurements of all road users is vital.

While increasing the capacity of the current network is a priority for the Mayor, the Transport Strategy does leave the option of new road building open. River crossings in East London are seen as essential to the continued development of the region. However, the Mayor will need to be clearer about how new road infrastructure is assessed against the potential impact on the environment and public health, and how negative effects will be mitigated by other measures.

The second option pursued by the Mayor and TfL is to reduce the demand for road space, ie, through the reduction of delay and disruption caused by road works, and helping to shift Londoners towards using sustainable and public transport. Improved information sharing and administration of road works through the current road works permit scheme has shown some success in reducing disruption, with a 21 per cent fall on the Transport for London Road Network (TLRN) during the scheme's first year of implementation. The Mayor and TfL argue that a lane rental scheme, targeted at key strategic and economically important areas on the TLRN, would help to reduce the disruption caused by road works, while incentivising companies to invest in more efficient technology. Some concerns were raised about the effectiveness of a lane rental scheme in light of the relative success of the permit scheme, as well as how the cost of the lane rental will be passed on to consumers. We welcome further clarification of these issues once a detailed plan is prepared later in the year.

The Committee also examined other schemes which could help to ease congestion. Smarter travel programmes have shown some success at borough level in shifting travel patterns, but more ambitious schemes to fundamentally change behaviour may be affected by cuts to transport projects over the next few years. Improvements to public transport infrastructure, such as Crossrail, Thameslink and the tube upgrades will have a significant impact on London's transport network. However, these schemes are still some way from completion, and in the case of some tube upgrades, are not funded. The Committee also argues that continued development of car club schemes could help to reduce the number of private vehicles on the road, as well as encourage a more mixed transport matrix for users.

There were two issues of principle on which the Committee was unable to reach an agreement and the Conservative group dissented from the positions set out in the main body of this report. First, a majority of

the Committee concluded that a road user hierarchy, enshrined in the Mayor's London Plan, and prioritising walking, cycling and public transport over private car use, would help to ensure the Mayor's modal shift targets are met. Secondly, a majority of the Committee argues that the Mayor should set out the conditions, such as the increase in congestion mentioned in his Transport Strategy, under which road user charging should be examined as an option. The Conservative Group's position on these two issues is set out in Appendix 2.

Managing the growth of congestion represents one of the most complex transport issues for the Mayor and TfL over the coming two decades. If London's growth and dynamism is to be supported, and an essential shift towards more sustainable and public transport modes achieved, then tough decisions based on a realistic appraisal of the problems will need to be made.

Introduction

What is Congestion?

Roads are vital to London's transport network. Over 10 million journeys, representing 42 per cent of all trips in London each day, are undertaken by private motor vehicles. In addition, 3.5 million daily bus journeys, and over six million walking and cycling trips, use roads for at least part of their journey.¹ Roads are also essential to the economic health of London: 88 per cent of London's freight is transported by road.²

This level of demand becomes a problem when it creates unwelcome consequences and these are often described, if not clearly defined, as congestion. At a strategic level, congestion occurs when the level of demand for road space exceeds the available space to the extent that it inhibits the free movement of traffic. In practice, congestion manifests itself at a local level in the build-up of traffic on certain roads and junctions.

A certain level of congestion is inevitable and can be an indicator of more positive long-term changes. First, it is usually a product of a vibrant economy. Congestion is caused by large numbers of people travelling around to get to work or transport goods and services for others. Secondly, a certain level of congestion can serve to control and slow down the flow of traffic, potentially improving road safety.

Defining congestion and the level at which it warrants policy interventions is therefore complex. Congestion can mean different things to different people and can even vary for different road users at the same time. For example, a set of intelligent traffic signals which can give priority to a bus in a bus lane will facilitate a more reliable bus journey but potentially cause traffic build-up for other vehicles using the same road. The bus passenger will not see a problem; the car driver, or pedestrian delayed while the bus gets priority, may have a different view.

The traditional measure of congestion, traffic speed, is problematic when used in isolation. This is because it fails to take into account the way road space is allocated or that average speed can mask unpredictable changes in the flow of traffic. Increasingly, TfL is placing an emphasis on journey time reliability as an important measure of congestion. This is implicit in the Mayor's headline policy

¹ *Travel in London 3*, Transport for London, December 2010, page 38

² *Travel in London 3*, Transport for London, December 2010, page 72

for tackling congestion, 'smoothing the traffic flow'. The emphasis is not purely on increasing the speed of traffic on London's roads; it is about ensuring journeys run more smoothly and that the driver or passenger can more reliably estimate the time the journey will take. It can be difficult to separate these issues: for example, building new road space may increase speed temporarily, but eventually lead to poor reliability as traffic volumes increase to fill the new space.

Similarly, the aim of this report is not to promote measures which will simply increase the speed of traffic. It is to examine the policies in place to manage London's roads and assess the extent to which the needs of different road users are balanced. We aim to raise questions which will ensure there is a rigorous assessment of these needs when policy decisions are made and implemented. Managing congestion is not just about technocratic solutions; it is about ensuring that policy prioritises different types of road users and transport modes to create a more vibrant, liveable and environmentally sustainable city.

We recognise that there are no easy solutions. The views presented to this Committee from those representing car users, the freight industry, cyclists and pedestrians demonstrate the extent to which solutions for one group of road users are perceived as detrimental to another group. However, this is a problem that is not going to go away and if London's economy and population grows as expected over the next 20 years, it risks becoming a problem that will force the Mayor into some difficult decisions. This Committee can play an important role in ensuring that these decisions are carefully considered and form part of the long-term planning for London's road network.

Congestion now and in the future

The effect of congestion on London

London is the most congested city in the UK. Five of the country's top ten congestion hotspots are in London³ and drivers on London's roads experience 20 per cent of all congestion nationally, even though only five per cent of UK road space is within the M25.⁴

This congestion has direct economic and social costs. These costs can damage the competitiveness of London in the global market and the attractiveness of the city as both a tourist destination and a place to live. Its effects on air quality could even be a factor in the deaths of thousands of Londoners each year.

The capital loses billions of pounds worth of economic activity every year due to congestion. TfL estimates that up to £17 is lost for every hour a vehicle is stuck in traffic,⁵ and calculates that the total cost of congestion to London's economy is approximately £2 billion per year.⁶ These figures do not account for indirect disincentives to economic activity caused by congestion, including the effects on tourism of clogged roads, the difficulty for businesses in making deliveries on time, and the reputational harm caused to the city for potential new investors.

Congestion, and the heavy traffic volumes this generally entails, also has serious adverse effects on the city's environment and public health. London has some of the worst air quality in the UK.⁷ Parts of the city exceeded agreed European levels for poisonous airborne particles dozens of times during 2010.⁸ Emissions of these particles are closely related to congestion and heavy traffic: up to 67 per cent come from road transport⁹ and maps show their concentrations

³ 'Traffic Congestion in Europe: INRIX U.K. Traffic Scorecard Provides Revealing Look at Traffic Congestion in Cities Across the Country', Press Release from Inrix <http://www.inrix.com/pressrelease.asp?ID=107> – as measured by average speed through GPS enabled vehicle sampling

⁴ *Travel in London Report 3*, Transport for London, December 2010, page 86

⁵ *Road Works Count*, Colin Buchanan and Partners Ltd, March 2010, page 19

⁶ *Transport Strategy*, Mayor of London, May 2010, page 151

⁷ *Every Breath You Take*, London Assembly Environment Committee, May 2009, page 9

⁸ 'London air pollution "worst in Europe"', *The Guardian*, 25 June 2010

⁹ *Every Breath You Take*, London Assembly Environment Committee, May 2009, page 15

correlate with London's most congested areas.¹⁰ Estimates suggest that up to 4,000 deaths in London each year could be attributable, at least in part, to poor air quality.¹¹

Congestion in the past

The traditional measurement of congestion has been journey speed. This has seen a steady decrease in the last two decades, as the rise in traffic volumes has outpaced the development of road network capacity. Since 1992, the number of daily journeys using at least part of the London's road network has grown by 1.8 million, while the number of annual vehicle kilometres travelled has increased from 30.7 to 31.4 billion kilometres.¹² As a result, between 1980 and 2006, average journey speeds decreased by approximately 14 per cent while average speeds during the morning rush hour fell by 18 per cent.¹³

Since 2000, new demands have been placed on our road network, in an effort to control the rise in car traffic and encourage alternative transport usage. Sustainable and public transport modes have been increasingly promoted through the re-allocation of road space away from private motor vehicles. Bus lanes, servicing up to 700 routes throughout London, are the most visible signs of this policy. They have been an important factor in improving bus frequency and reliability: as a result, since 1992 the number of daily trips on buses has grown by over 60 per cent.¹⁴

Also contributing to congestion levels is the geographical spread of traffic across London. Congestion is particularly severe on London's main roads and in areas already served with a dense transport network. At present 30 per cent of traffic is confined to just five per cent of the road network.¹⁵ According to TfL, 85 per cent of congestion on the TLRN occurs on around 50 per cent of its roads, which is less than three per cent of London's total road network.

Responsibility for London's roads

TfL directly manages five per cent, or about 580 kilometres of the road network. This section, the Transport for London Road Network,

¹⁰ *Air Quality Strategy*, The Mayor of London, December 2010, page 29

¹¹ *Report on estimation of mortality impacts of particulate air pollution in London*, Institute for Occupational Medicine, June 2010, page 7

¹² *Travel in London Report 3*, Transport for London, December 2010, page ?

¹³ *Travel in London Report 3*, Transport for London, December 2010, page ?

¹⁴ *Travel in London 3*, Transport for London, December 2010, page 38

¹⁵ *Transport Strategy*, Mayor of London, May 2010

is estimated to carry up to 40 per cent of the gross economic weight of London's traffic. Within this network, TfL has identified 23 individual traffic corridors as being particularly important to the smooth running of London's road network.¹⁶ The majority of the rest of the network is under borough control, except for the M25, M1, M11, M3 and M4 motorways which fall within the remit of the Highways Agency. TfL also directly manages traffic signals and control systems on all roads.

The Mayor outlined his broad objectives for managing the road network in his Transport Strategy, published in May 2010. These include:

- Maximising the efficient and reliable operation of the road network
- Minimising the impact of planned and unplanned interventions
- Maintaining and building new road assets
- Managing demand on the road network

TfL published a Network Operating Strategy in May 2011 which outlined in detail the schemes it will undertake to deliver on the Mayor's objectives. The draft strategy is currently under public consultation until July 2011.

Managing congestion in the future

Levels of demand and available capacity can change both on a daily basis (ie in response to emergency road works or seasonal travel patterns), and as a result of long-term planning designed to change London's transport patterns. Dealing with this fluctuating picture requires operating a flexible and responsive network that supports the city's broader strategic vision.

Traffic volumes may rise significantly in the next two decades. The GLA estimates that the population will grow by almost 1.3 million by 2031. The transport infrastructure will have to support the development of approximately 750,000 jobs in the same period. Overall, if present work patterns are maintained, this growth will result in more than 27 million daily trips, a rise of over three million from 2007.

The growth in population is expected to be particularly intense in central and inner London; these areas are already developed and the possibility of adding extra road capacity is very limited. For example,

¹⁶ *Network Operating Strategy*, Transport for London, May 2011, page 11

according to TfL's Streets Chief Operating Officer, growth in the Lea Valley region will result in increased pressure on the Blackwall Tunnel and other busy areas. He expressed concern about the lack of resilience in this particular area to absorb any delays caused by planned or unplanned events.

Our report will examine the Mayor's policies as outlined in both his Transport Strategy and TfL's Network Operating Strategy. Their priorities can be broadly broken down into two key areas:

- Increasing capacity of the road network through the use of new traffic management technologies and exploring the possibility of building new road infrastructure.
- Managing demand on road space by improving road work efficiency, improving the infrastructure for public and sustainable transport, and encouraging people to shift from private car use to other forms of transport, where possible.

The Transport Strategy also presents long-term projections for future congestion levels. These projections show that if nothing is done congestion will increase by 20 per cent by 2031. Taking into account the measures proposed in the Strategy, there could still be an increase of up to 14 per cent if work and behaviour patterns remain consistent.

Long-term projections are always subject to change. The Transport Strategy acknowledges that the level and distribution of congestion by 2031 will be "dependent upon future investment and travel patterns, neither of which are precisely known". It also points to new technological and social changes in the next two decades which may improve the outlook for congestion, but which are currently beyond the power of the Mayor to significantly affect (such as changing work patterns reducing the need to travel during traditional peak periods). At our meeting on 9 March, TfL said that the figures given in the Transport Strategy were already seen as out of date and are subject to revision based on improvements to data gathering.

Clearly, projections into the future are speculative and we would expect them to change over time. That said, the purpose of the Mayor's Transport Strategy is to set the long-term policy framework and should provide a broad measure for how various transport modes will be affected by social and economic changes. To assess this potential shift, we would like

to see the revised projections for congestion levels, which will inform policy decisions over the coming years.

Recommendation 1

By September 2011, TfL should provide figures for future congestion projections based on its best current understanding of the situation. It should give revised estimates of congestion levels if nothing is done to alleviate it by 2031 and the figure assuming the implementation of the measures in the Mayor's Transport Strategy. TfL should also explain in more detail the reasons for any adjustments.

Congestion and the Mayor's Transport Strategy

Measuring success

The way that congestion in London is measured is changing as a result of improved technology and data analysis. As noted previously, average speeds and 'excess delay' (extra time taken compared to a journey in uncongested conditions) have been the traditional methods of quantifying congestion.

TfL is now examining additional metrics which it says better align with the Mayor's 'smoothing traffic' approach and research indicating what matters most to motorists. As outlined in the Network Operating Strategy, the metrics are;

- Journey time reliability
- Average speed and delay
- Levels of disruption
- Volume of road works.

TfL's 'key measure' of the success of smoothing traffic flow policies is to be journey time reliability.¹⁷

On the evidence of our meeting on congestion, moving to a focus on reliability would meet with the approval of the freight industry. The Road Haulage Association told us that most freight operators would "tolerate a level of congestion" as long as they had journey time reliability.¹⁸ TfL's Streets Chief Operating Officer went further, saying, "whether it is business, private individuals or whoever is using the road network, it is managing that reliability and giving you reliable journey times that is the most effective thing you can do".¹⁹ Research undertaken by TfL in 2009 found that almost 75 per cent of all drivers in London wanted more reliable journey times and freer flowing traffic prioritised.²⁰ The Director of the RAC Foundation said journey time speeds should also continue to be an important metric.²¹

Clear figures have been set out by TfL against each of the four chosen metrics. There is some recent improvement across the board, although the time period over which comparable data is available is often very short. This is because of the recent availability of new technology such

¹⁷ Travel in London 3, TfL, December 2010, pages 86, 91 and 92

¹⁸ John Howells, RHA, speaking at the Transport Committee, 9 March 2011, transcript page 3

¹⁹ Garrett Emmerson, TfL, speaking at the Transport Committee, 9 March 2011, transcript page 5

²⁰ *Network Operating Strategy*, Transport for London, May 2011, page 11

²¹ Prof Stephen Glaister, RAC Foundation, speaking at the Transport Committee, 9 March 2011, transcript p. 5

as Automated Number Plate Recognition (ANPR) and Global Positioning Systems (GPS), which give a more detailed picture of traffic delay and congestion.

The results of recent monitoring are as follows:²²

- Traffic speeds and average delay – average speeds have remained largely static since 2007, while average vehicle delay has fallen slightly in inner and outer London.
- Journey time reliability – data is available from April 2009 and shows 80-90 per cent reliability across the network. This means that up to 90 per cent of journeys are completed within an ‘allowable’ excess of five minutes for a standard 30 minute journey. It is anticipated that a target will eventually be introduced for improvements in journey time reliability.
- Disruption caused by planned and unplanned events – there has been a reduction of nine per cent for planned events, such as road works, and 13 per cent for unplanned events across the road network compared with 2009/10.
- Volume of road works – figures are only available for the TLRN but early indications show a month by month reduction in road works since the introduction of the permit scheme in 2009. The total number of road works undertaken on the TLRN in 2009/10 was 48,247 and TfL is aiming to achieve a five per cent reduction against this figure.

As this data is collected, TfL will be able to construct a clear picture of trends in delays and journey time reliability in different areas and across the day. It will also be able to monitor the disruption caused by planned and unplanned events and road works. The draft Network Operating Strategy states that the information described above will be published on a quarterly basis, which will help to build a detailed comparative picture over the next few years.

We also note at this point that the metrics do not make any mention of the variety of road users. For example, in a system based on ANPR and GPS technology, the impacts on other road users such as cyclists and pedestrians are not recorded. New advances in traffic management technology, such as the SCOOT system described below, could be made to provide regular measures of all road users, but at present data is only collected on vehicle traffic.

²² *Travel in London Report 3*, Transport for London, December 2010, pages 87-101

Benchmarking

Appropriate benchmarks for each of these metrics would allow an assessment of the effectiveness of the Mayor's approach to tackling congestion and the performance of the road network over the coming years. At this stage, only the figure for the volume of road works currently appears to provide such a benchmark; as set out above, TfL's aim is to reduce road works on its network by five per cent in 2010/11.

To establish long-term benchmarks in the other areas (speed, delay, reliability and disruption), TfL will need to disaggregate the effects of unusual traffic levels as a result of the recession in recent years. According to TfL's figures, Greater London road traffic fell by about 0.2 per cent each year between 2000 and 2007 and 2.5 per cent in both 2008 and 2009.²³ As economic activity increases and traffic levels pick up, congestion will increase. Long-term benchmarks should be based on more typical congestion levels.

Additionally, it is unclear how a decision would be made to employ the more radical measures retained as a future possibility in the Transport Strategy. These measures include road user charging and building new road infrastructure. At some point, depending on the level of success of current policies, there may need to be a trigger point established for the exploration of interventions like these to limit rises in congestion and satisfy economic and environmental objectives.

To better scrutinise the performance of TfL, benchmarks, adjusting for the effects of the recession and time of day, should be established for each of the four metrics: journey speed and delay, journey time reliability, disruption caused by planned and unplanned events and volume of road works. These should be adjusted for the effects of the recession and for the peak periods and locations within London. We would also like a more detailed breakdown of how TfL can ensure that it is capturing the entire range of traffic, including pedestrians and cyclists.

²³ *Travel in London Report 3*, Transport for London, December 2010, pages 142

Recommendation 2

In the Network Operating Strategy's quarterly assessments, TfL should establish benchmarks for each of the four main congestion metrics: journey speed and delay, journey time reliability, disruption caused by planned and unplanned events and volume of road works. To provide a detailed picture of congestion, the assessments should include data for central, inner and outer London, as well as for the AM peak, the inter-peak period and the PM peak, on weekdays and at weekends. TfL should also outline in its response to this report how it will ensure measurements of all traffic, both vehicle and pedestrian.

Capacity on the road network

The Mayor's Transport Strategy ruled out large-scale road building as a cure for the expected rise in congestion. Instead, it looks to increase the capacity of the current network through: greater use of traffic management technology; improvements to road work coordination and efficiency; and reducing the need to travel by car using smarter travel and public transport upgrades.

Developments in traffic management technology are allowing greater control of traffic flows and, in some cases, helping to increase capacity at key junctions. TfL is implementing the following measures relating to traffic control systems:²⁴

- Installing and commissioning new traffic signal infrastructure at thousands of sites across London to enable them to operate 'SCOOT'²⁵, SVD²⁶ and SASS control systems;²⁷
- A target to annually review 1,000 traffic signal timings. As of February 2010, 783 signals had been reviewed;²⁸
- Removing traffic signals where "it can be proved" there will not be a detrimental effect to pedestrians;²⁹ and
- After a successful trial at eight sites around London of Pedestrian Countdown at Traffic Signals (PCaTS), TfL is examining how it can be rolled out to other areas of the road network.³⁰

It is likely in most cases that road users may not notice any significant difference due to improved technology or reviews of traffic signals. In research carried out amongst road users, TfL found that improvements of up to 20 to 30 per cent were needed before road users noticed any

²⁴ Figures taken from the TfL Commissioner's Report, February 2011

²⁵ Split Cycle Optimisation Technique (SCOOT) uses sensors buried in the road to re-sequence traffic lights in response to fluctuations in traffic demand. The introduction of this type of infrastructure can reduce delays by up to 12 per cent. (Source: TfL)

²⁶ SVD (Selective Vehicle Detection) operates in conjunction with iBus technology to prioritise buses at traffic lights by extending the green signal or reducing the amount of wait time. Since May 2008, this has been installed at more than 1,500 sites (Source: TfL Network Operating Strategy)

²⁷ SASS (System Activated Strategy Selection) uses other systems such as iBus and SCOOT to automatically switch between a pre-programmed set of traffic directions to help during planned events, for example, a bridge lift at Tower Bridge (Source: TfL Network Operating Strategy)

²⁸ The reviews aim to ensure that signal timings are maintained at their optimum level on London's strategic road network. Reviews from 2010 have achieved an average eight per cent reduction in stop/start delay. (Source: TfL)

²⁹ TfL drew up an initial list of 145 sites, 12 of which have been agreed with boroughs for removal and 36 will be left in place. A further 20 were identified for possible removal during the consultation process. (Source: TfL)

³⁰ Initial results from the trials showed that 83 per cent of all surveyed pedestrians liked the technology, rising to 94 per cent for those with mobility impairments.

major improvements to traffic light signalling.³¹ Overall, TfL believes that SCOOT can deliver an average 12 per cent reduction in delay; some areas will see greater reductions while others will see minimal change.³²

Improvements to the network as a whole may also not track with the daily experience of road users, as they move around a network which receives variable levels of new technology and investment. Those who regularly use TfL's 23 highest priority corridors may see effective congestion interventions which are then nullified by lack of investment along less prioritised borough roads. Future programmes such as the lane rental scheme and the Congestion Management Areas, discussed below, could be an opportunity for further discussion between TfL and stakeholders on the rationale behind road prioritisation and how this could affect the wider network.

The Committee also requested further information from TfL on the effect of new traffic management technology on pedestrian movements. TfL's subsequent submission showed a slight increase of 0.67 per cent in the number of occasions when all pedestrians waiting to cross the road will have cleared the kerb during the first green man period compared to 2009/10. This is based on end of year data from over 1,700 signal time reviews.³³

A win/win situation?

At our 9 March meeting, TfL's Streets Chief Operating Officer assured us that changes to traffic signals were a "win/win benefit". However, there is disagreement about the extent to which these technologies can continue to deliver improvements in the future. In a response to the Mayor's Transport Strategy, the RAC Foundation said that TfL had been working on policies relating to better control of traffic for "years" and while new technology may bring some improvements, "the contribution this can make to the long term problems is small."

Living Streets has also criticised pedestrian countdown systems. They claim that Londoners with mobility issues in particular feel less safe

³¹ Garrett Emmerson, TfL, speaking at the Transport Committee, 9 March 2011, transcript page ?

³² Garrett Emmerson, TfL, speaking at the Transport Committee, 9 March 2011, transcript page 21

³³ Written submission from TfL, April 2011

when crossing the road. The Chief Executive of Living Streets said that “our streets are places as well as traffic corridors, and should be designed with people in mind first, not just motor traffic.”³⁴

SCOOT and related technologies have been operating during periods when traffic volumes have fluctuated and fallen as a result of the recent recession. It is not clear at this stage how TfL and the Mayor will balance the competing priorities of road users if traffic volumes begin to grow once again as a result of improved economic conditions and population growth. These priorities include: facilitating the Mayor’s planned modal shift in walking, cycling and public transport; supporting the economic growth of London; and making it a better place to live for Londoners. The Network Operating Strategy notes that projects which are in conflict between varying priorities are referred to TfL’s Network Management Group (NMG) for discussion before a recommendation is reached. Guidance for how the NMG balances priorities is not currently available.³⁵

The Mayor’s draft replacement London Plan removed the road user hierarchy which had been a feature of the previous Plan. This hierarchy directed transport planners to prioritise walking, cycling and public transport over private motor vehicles when devising transport schemes. The Mayor claimed that removing the hierarchy would give transport planners more freedom to respond to local issues.

However, the Panel Report on the draft London Plan’s Examination in Public reported that virtually every organisation which responded to the consultation, including London Councils and London TravelWatch, criticised the removal of the road user hierarchy. The report concluded that “there should be a place for explicitly recognising a hierarchy of road users in the over-arching transport policy in order to guide formulation of public realm as well as transport schemes.”³⁶ The Transport Committee, in its response to the Mayor’s draft Transport Strategy also called for a framework to provide a clear indication of where the Mayor’s priorities lie in the event of conflicting road user demands.³⁷

³⁴ Submission to the London Assembly, July 2010

³⁵ *Network Operating Strategy*, Transport for London, May 2011, Appendix 4

³⁶ *Panel Report on draft replacement London Plan*, May 2011, page 213

³⁷ *Response to the Mayor’s draft Transport Strategy*, London Assembly Transport Committee, January 2010, page 4

As traffic volumes rise in response to greater economic activity, difficult choices will have to be made about road user prioritisation, particularly at London’s most congested junctions. Including a road user hierarchy in the London Plan, which prioritises sustainable and public transport, as well as economically essential services and important economic traffic such as freight, over private car use would ensure that these forms of transport are given precedence by transport planners.³⁸

Recommendation 3

In the final draft London Plan the Mayor should reinstate a hierarchy of road users, which would ensure that future schemes would support economic development and encourage more people to use sustainable and public transport.

³⁸ The Conservative group dissented from this paragraph and do not support recommendation 3. Please see Appendix 2 for more information.

Managing Demand I – Road works and maintenance

While changes to managing traffic flow using more sophisticated technology has demonstrated some success, accommodating longer-term growth will require more radical changes to how London's roads and journeys are managed. This will include controlling access for space on London's roads to road works, and reducing the need for people to travel by private motor vehicles.

Planned and unplanned events

The Mayor has made reducing the level of disruption caused by road works a major part of his Transport Strategy.³⁹ There are around 500,000 road works across the entire road network in London every year. Over 49,000 of those are located on the TLRN. They are a major source of congestion. The Mayor's figures indicate that up to 30 per cent of congestion is caused by planned works, such as utility upgrades, and local authority works.⁴⁰ As well as their effect on congestion, the cost of road works is also rising. According to the Annual Local Authority Road Maintenance (ALARM) Survey, boroughs saw a 30 per cent rise in potholes in 2010/11 over the previous year, with the cost also rising from £68 per pothole to £71.⁴¹

Measures already established to reduce delays caused by road works include: the provision of better information through the LondonWorks web portal; establishing a Code of Conduct for Road Works to encourage best practice amongst utility companies; more power for road authorities to control when works take place; and encouraging greater collaboration between those undertaking works.⁴² The Mayor has also recently announced a £1 million fund to invest in technologies which would make road works more efficient.⁴³

To give authorities more control over when roads are dug up, in January 2010 TfL established a permit scheme for road works. By April 2010, 18 of the London boroughs had signed up to the scheme, while a further nine are expected to sign up by the end of 2011. 82 per cent of roads in London will then be covered by the scheme.⁴⁴ Between April and December 2010 TfL granted 31,652 permits and

³⁹ London First, *Road Sense*, May 2010, page 3

⁴⁰ *Transport Strategy*, Mayor of London, June 2010, page 153

⁴¹ http://www.alarm-survey.co.uk/images/library/files/Alarm_2011_web.pdf - pages 14 and 15

⁴² *Transport Strategy*, Mayor of London, June 2010, page 156

⁴³ '£1 million development fund for technology to cut road works disruption', *Fleet News*, 11 May 2011

⁴⁴ *Network Operating Strategy*, Transport for London, May 2011, page 41

refused 5,143 permit applications. TfL says there was a 21 per cent reduction in the hours of serious and severe disruption caused by road works compared with the previous year.⁴⁵ TfL also said that the permit scheme has improved coordination and enforcement. For example, Thames Water was recently fined a record £110,000 for breaching the conditions set out by Enfield Council for mains pipe replacement work in 2010.⁴⁶

Lane rental

The Mayor and TfL have been lobbying the Secretary of State for permission to establish a 'lane rental' scheme for major works on the TLRN. TfL anticipates further discussions soon with a view to establishing a scheme by spring 2012. TfL's Streets Chief Operating Officer explained that a rental scheme would help both to incentivise companies to invest in quicker and more efficient technology and, where possible, schedule works to avoid peak hours.⁴⁷

We sought further information on the rationale for a lane rental scheme. TfL provided further information on the principles underlying the lane rental scheme as well as the estimated effect on road works and costs. The scheme, as currently envisaged, would be based on two principles:⁴⁸

- A Targeted Scheme: TfL plans to focus the scheme on Congestion Management Areas (CMAs), which are specific sites already experiencing serious or severe disruption due to congestion. As disruption at junctions and pinch points is significantly higher, lane rental charges will be weighted to reflect this. It is unclear from the plan submitted if TfL's own road works which take place within the CMAs would be subject to lane rental charges, and if not, what that would mean to efforts to reduce overall levels of road works.
- Avoidability: Where lane rental charges do apply, TfL's aim is to develop a scheme that gives utilities adequate time to carry out works without being charged. A schedule will be produced for each section of road identified in the lane rental scheme, showing when and where road works may be carried out without incurring a charge, and when lane rental will apply.

⁴⁵ TfL Commissioner's Report, February 2011

⁴⁶ 'Thames Water hit with huge fine for roadworks that caused gridlock', *Evening Standard*, 6 May 2011

⁴⁷ Garrett Emmerson, TfL, speaking at the Transport Committee, 9 March 2011, transcript page 21

⁴⁸ Description of scheme and estimated figures in the subsequent paragraph provided by TfL in written submission to the Committee, April 2011

Initially, TfL estimates that approximately 1,600 works could be moved to non-chargeable times, delivering an eight per cent reduction in the hours of serious and severe congestion caused by road works on the TLRN, and saving London's economy around £16 million a year. Future projections for improvements to the speed of road works could also deliver a further 14 per cent reduction in serious and severe congestion. In the longer term, it is hoped that up to 70 per cent of road works undertaken by utilities will be transferred to non-chargeable times (a similar number achieved by highway authorities at present).

TfL estimates that the charging scheme could initially cost companies £8 million a year. Net income from the scheme could be invested back into research, development and funding of new technologies to help improve the speed and efficiency of road works.

The City of London Corporation, though broadly supportive of a lane rental scheme, raised questions about how the scheme would be implemented and the financial and social cost. In a written submission to the Committee, the Corporation said the costs could simply be passed on to customers, reducing the incentive for companies to innovate, and leading to higher bills. It also raised the issue of more disruption for residents at night as companies move the work period to avoid 'chargeable' periods.⁴⁹

In evidence to the House of Commons Transport Select Committee in May 2011, both National Grid and the National Joint Utilities Group (NJUG) also questioned how effective a lane rental scheme would be. The representative from the NJUG said that there would be a "law of diminishing returns" as road works were already tightly regulated through various schemes. National Grid also believes that a lane rental scheme would unfairly penalise work which has to take place to upgrade services, and said that efforts would be better spent developing and improving the current permit scheme.

The Committee recognises the potential benefits to managing road works from a lane rental scheme. There are some significant, detailed questions which will need to be answered when the scheme is worked up, such as: the extent to which the regulator allows utility companies to pass the cost on to

⁴⁹ City of London Corporation, written submission to the Committee, March 2011

customers; the level of disruption caused by off-peak working to residents; the extent to which works in less economically vital areas might suffer a reduction in quality and efficiency; and the effect of a lane rental scheme on TfL's own works. This will also be relevant to the future work on fuel poverty by the Health and Public Services Committee.

Recommendation 4

By September 2011, TfL should publish a plan outlining how a pilot lane rental scheme would operate in London. This should include details of the confirmed list of Congestion Management Areas, the type of charges which utility companies would have to pay, more detailed targets for how it would ease congestion, and how TfL's own works could be affected by the scheme.

Building new roads

Road building in the capital is hugely constrained, not least by the built-up nature of much of central and inner London. Nonetheless, one particular need identified at our meeting was for additional river crossings in east London. The Mayor's transport adviser said the issue was being looked at with the aim of "providing a set of crossings that are acceptable to both the local population and also in terms of handling the level of demand and congestion that we think there will be there".

Currently, the London Plan and Transport Strategy envisage a new road crossing at Silvertown in the form of a tunnel and a new vehicle ferry at Gallions Reach, replacing the existing Woolwich Ferry. TfL is working on the design and planning of these options, as well as examining possible funding streams. At present, only the planned cable car between Greenwich Peninsula and the Royal Docks has secured funding and is being progressed through to construction.⁵⁰

Sustainable transport groups have challenged the idea that adding additional road capacity, such as river crossings in east London, is the answer. In submissions to the Committee, the Campaign for Better Transport and Friends of the Earth said that any additional roads were likely to increase congestion in those areas, and lead to poorer air

⁵⁰ Kulveer Ranger, then Mayoral Advisor on Transport, speaking at the Transport Committee, 9 March 2011, transcript page 10

quality in affected neighbourhoods, as well as negatively affect attempts to shift road users to more sustainable forms of transport.

The Transport Strategy emphasises that any new road building scheme would have to meet a series of transport, environmental, economic and public health tests. However, the relative importance of each of these priorities, and thus, how a new scheme is evaluated, is not immediately clear from the Strategy or the London Plan. The Campaign for Better Transport said that this has led to confusion in the past when major road infrastructure schemes were approved by TfL despite reporting likely negative impacts on congestion and pollution.

We note at this stage that, beyond the scheme for installing a cable car between Greenwich Peninsula and the Royal Docks, there is no funding for additional river crossings. In working up further options, the Mayor and TfL should be clearer about how they intend to balance the concerns of improving traffic flow, with the environmental and public health impacts that new roads can bring to a region. If there is a strong economic case for building new roads, as might be the case with additional river crossings, then any strategy should also include specific mitigation measures, such as traffic calming, local traffic control schemes, demand management and/or additional local public transport services, to deal with negative effects on road users and local communities.

Recommendation 5

The Mayor and TfL should use the publication of any future plan on river crossings to outline in detail how any projected benefits in road capacity or congestion relief are measured against potential negative impacts on public health, sustainable transport and the environment. It should also examine various mitigation measures which might be established to manage potential negative impacts.

Managing Demand II – Reducing the need to drive

Adding to the difficulty in forecasting congestion levels is uncertainty surrounding future travel patterns and behaviour. TfL and the boroughs have a role in helping to reduce the need to travel by car, by: improving public and sustainable transport infrastructure; funding smarter travel schemes; promoting alternative demand management strategies such as car clubs; and examining alternative ways to deliver goods.

Improving sustainable transport

TfL and Network Rail have a programme of new schemes which are designed to significantly increase the capacity of London's public and sustainable transport network. These include:

- Crossrail, which will run up to 24 trains per hour from Maidenhead and Heathrow in the west to Shenfield and Abbey Wood in the east. It is claimed that this will bring an additional 1.5 million people within 45 minutes of central London;
- The north/south Thameslink line, which will run up to 18 trains per hour through London Bridge, linking suburban areas and town centres in south London with central London;
- The tube upgrade programme, which TfL had claimed will add an extra 30 per cent capacity by 2020; and
- Expanding the Cycle Superhighways and Hire Scheme.

In its previous work, the Committee identified areas of concern in each of these projects. Though supportive of the aims of each, these projects either will not be available for several years (Crossrail and Thameslink), have already slipped their scheduled completion dates (various tube line upgrades such as the Jubilee, Northern and Piccadilly) or will need continuing commitment and funding in light of difficult economic times (the Mayor's cycle programme). In addition, the construction phase of the largest schemes will in themselves cause significant road disruption in vital areas of London.

Long term behaviour change through smarter travel

Smarter travel involves a range of different interventions designed to encourage the shift towards walking, cycling and public transport. Research from two borough-wide initiatives has shown positive results. In Sutton, relative car use was reduced by 16 per cent and the modal share of cycling increased by 83 per cent. In Richmond, over 8,000 employees were included in a workplace travel-plan scheme,

1,350 cycle stands installed in public places, and over 4,000 residents enrolled in car club schemes.⁵¹

While these results are encouraging, traffic levels in Sutton declined at about the same rate as levels throughout London. As noted previously, traffic levels between 2006 and 2009 in London declined by roughly three per cent: in Sutton in the same period, they declined by 3.2 per cent.⁵² This would imply that while Sutton residents' behaviour might have changed, this was not sufficient in itself to dramatically change traffic volumes. Clearly, smarter travel is part of the solution, but must be one element of a wider package of measures.

Smart travel programmes are necessarily long-term in nature and require investment now in order to realise benefits in the future. Friends of the Earth raised concerns that these programmes remain an easy target for budget cuts. For example, Smarter Travel Richmond was concluded six months early due to budget cuts.⁵³

Funding for smarter travel programmes will now be even more dependent on transport planners' decisions at borough level, principally based on Local Implementation Plans (LIPs). The next round of LIPs is currently being finalised between boroughs and TfL. With the pressure on transport budgets across the capital, it will be worth noting what areas of London see funding for smarter travel maintained or increased.

The Committee will continue to examine public transport improvements and LIP funding as part of its work programme in 2011/12.

Other measures to help manage demand

Road user charging

The Director of the RAC Foundation made it clear at our 9 March meeting that he believed road user charging should be looked at "very

⁵¹ Outcomes on Sutton and Richmond schemes provided by TfL in additional submission to the Committee, April 2011

⁵² *Learning Lessons from Smarter Choices*, MVA Consultancy (Katie Hall), October 2010 - <http://www.mvaconsultancy.com/publications/Learning%20lessons%20from%20smarter%20choices.pdf>

⁵³ Additional TfL submission to the Committee, April 2011, page 3

aggressively". He said "the only way of meeting overall targets on carbon reduction...is by having an intelligent pricing mechanism across the whole city". This mechanism would take into account varying rates of congestion and traffic volumes in different parts of the city at different times.⁵⁴ A recent report from the RAC Foundation found that while these schemes were often controversial before being implemented, public opinion changed as long as the scheme was designed fairly and the benefits used to improve infrastructure.⁵⁵

The Mayor's Transport Strategy does retain the possibility of implementing further road user charging beyond the central congestion zone. This would be examined "if congestion becomes an increasing problem or if other objectives...cannot otherwise be met".⁵⁶ Our guest representing Islington Council highlighted that, this does not indicate the threshold increase in congestion at which further road user charging would be considered if other measures had failed to limit increases in congestion.⁵⁷ The Committee made a similar point in our response to the Mayor's Draft Transport Strategy and Statement of Intent, in which we sought clarification from the Mayor about this threshold. While the Mayor's transport representative acknowledged at our 9 March meeting that it may be a necessary tool in the future, it was the policy of the Mayor to exhaust all other options for dealing with congestion first.⁵⁸

Car clubs

Car clubs could help to slow the growth of car usage in the capital by giving Londoners the option of using a car without the costs of ownership. The Committee heard that car club members not only delay the purchase of a new vehicle, but tend to use public and other forms of sustainable transport at higher levels.

TfL has supported the growth of car club membership in the capital. Up to £480,000 is provided annually to install car club parking bays across London. As of October 2010, there were nearly 2,600 car club parking bays in London, and over 133,000 car club members. At

⁵⁴ Prof Stephen Glaister, RAC Foundation, speaking at the Transport Committee, 9 March 2011, page 16

⁵⁵ *The Acceptability of Road Pricing*, RAC Foundation, May 2011, page ix

⁵⁶ *Transport Strategy*, Mayor of London, May 2010, page 271

⁵⁷ Eric Manners, speaking at the Transport Committee, 9 March 2011, transcript page 33

⁵⁸ Kulveer Ranger, speaking at the Transport Committee, 9 March 2011, transcript page 32

present, boroughs have largely pursued their own car club schemes based on the particular needs and priorities of their own borough. For example, Islington has contracted a single car club company for their entire borough, while Camden and Kensington and Chelsea allow multiple companies to operate. The representative from Islington Council indicated that the future of car clubs may require greater cooperation between boroughs to realise its full potential.

Case Study – Car Clubs in Islington

Islington began implementing a single provider, borough wide car club scheme in 2003. It was supported through borough and TfL funding for car club bays, and through the planning process and Section 106 funding. Since 2003, membership of the scheme has risen to over 12,000, with growth ranging between 40 and 50 per cent a year. There are now roughly 55 members for each of the scheme's 215 on and off road vehicles.⁵⁹ The effect of this growth on car ownership in the borough has been significant;

“These figures are so incredible that sometimes we scale it back because we want people to believe the potential benefits of car clubs. It comes down to something like 12 of those 55 members get rid of an existing car and another 13 decide they are not going to buy a car that they suggest that they would have bought. We are talking at least 12 fewer cars. Let's say 2,000 to 5,000 fewer cars on the streets of Islington.”⁶⁰

Freight transport

The London Lorry Ban may contribute to congestion during busy daytime periods, according to evidence from the freight industry. The Ban, administered by London Councils, controls the movement of heavy goods vehicles at night and at weekends on a network of 'excluded roads'. A relaxation of the scheme could result in more deliveries at night and reduced congestion at the peak times. The RHA told the Committee that new technology and practices mean that lorries are now quieter, both on the road and during offloading, which could facilitate the removal of some of the restrictions.⁶¹

⁵⁹ Figures provided by LB Islington

⁶⁰ Eric Manners, LB Islington, speaking at the Transport Committee, 9 March 2011, transcript page 36

⁶¹ John Howells, Road Haulage Association, speaking at the Transport Committee, 9 Mar 11, page 6

We raised these arguments with London Councils, who argued that many of the restrictions placed on night-time delivery are actually planning restrictions and would not be changed by removing the Ban. London Councils also claim that new technology is only effective when lorries are well maintained and driven correctly, which is not always the case. Finally, many businesses are simply not equipped to handle night-time deliveries.⁶²

Due to the complex nature of congestion, the Mayor will need to take an expanded role in identifying and encouraging schemes that help to reduce demand on the road network, particularly if congestion increases at a faster rate than anticipated. This role will include setting the terms at which more controversial programmes included in his Transport Strategy, such as road user charging, will be considered, as well as helping to facilitate and promote more innovative ways of reducing vehicle ownership and managing increasing levels of freight transport.⁶³

Recommendation 6

By September 2011, the Mayor should outline in more detail how road user demand can be reduced. This should include:

- **The level of increase in congestion necessary to trigger a consideration of further road user charging;**
- **The broad principles to which any scheme would have to conform;**
- **How the Mayor will protect smarter travel funding in future LIP rounds;**
- **Any work undertaken by TfL to examine the potential market for car clubs in London and how it might develop support in the future; and**
- **Any work undertaken to look at changing freight delivery practices.**

⁶² London Councils submission to the Transport Committee, April 2011

⁶³ The Conservative group dissented from this paragraph and do not support the road user charging element of recommendation 6. Please see Appendix 2 for more information.

Conclusion

We ask our roads to do much more than simply get us from A to B. In future, they will have to support substantial economic expansion and record population growth, as well as helping to sustain major changes to transport behaviour. Londoners already spend a disproportionate amount of time locked in their cars in comparison to other cities in England and across Europe. The effects of current levels of congestion on the region's economy, on the environment and on its public health are unacceptable.

Managing rising congestion in the face of conflicting demands on road space requires the Mayor to establish a framework for how these claims will be examined. A road user hierarchy would offer clear guidance to transport planners, as well as ensure that the need to keep vehicles moving does not undermine the wider strategic movement towards increasing the number of Londoners using sustainable and public transport.

The Mayor and TfL will also need to ensure that their current efficiency programme will not disadvantage schemes that help to change long-term travel behaviour. Smarter travel is seen as an essential component to helping people realise the benefits of switching to sustainable and public transport and require investment and planning now, to realise benefits in the future.

Finally, establishing benchmarks for how congestion should be monitored is vital to ensuring transparency and flexibility in dealing with a future in which congestion levels are still speculative. Managing congestion involves making hard decisions which could prove unpopular in the short term. Benchmarks would also provide an agreed and fair way of establishing when more controversial proposals should be examined.

The causes of congestion are complex. While the Mayor will never have complete control over congestion growth, its management will require realism and creativity in directing transport and land-use planning to help manage future growth. Billions of pounds are being spent to regenerate London and prepare it for the challenges of this century. Creating traffic and pollution clogged arteries around new housing and retail developments is unlikely to create the type of dynamic and appealing world city which will continue to attract investment and improve the quality of life for Londoners.

Appendix 1 - Conclusions and Recommendations

Conclusion 1 – Predicting future congestion levels to inform policy interventions

Clearly, projections into the future are speculative and we would expect them to change over time. That said, the purpose of the Mayor's Transport Strategy is to set the long-term policy framework and should provide a broad measure for how various transport modes will be affected by social and economic changes. To assess this potential shift, we would like to see the revised projections for congestion levels, which will inform policy decisions over the coming years.

Recommendation 1

By September 2011, TfL should provide figures for future congestion projections based on its best current understanding of the situation. It should give revised estimates of congestion levels if nothing is done to alleviate it by 2031 and the figure assuming the implementation of the measures in the Mayor's Transport Strategy. TfL should also explain in more detail the reasons for any adjustments.

Conclusion 2 – Providing benchmarks to assess the success of the Mayor's Transport Strategy

To better scrutinise the performance of TfL, benchmarks, adjusting for the effects of the recession and time of day, should be established for each of the four metrics: journey speed and delay, journey time reliability, disruption caused by planned and unplanned events and volume of road works. These should be adjusted for the effects of the recession and for the peak periods and locations within London. We would also like a more detailed breakdown of how TfL can ensure that it is capturing the entire range of traffic, including pedestrians and cyclists.

Recommendation 2

In the Network Operating Strategy's quarterly assessments, TfL should establish benchmarks for each of the four main congestion metrics: journey speed and delay, journey time reliability, disruption caused by planned and unplanned events and volume of road works. To provide a detailed picture of congestion, the assessments should include data for central, inner and outer London, as well as for the AM peak, the inter-peak period and the PM peak, on weekdays and at weekends. TfL should also outline in its response to this report how it will

ensure measurements of all traffic, both vehicle and pedestrian.

Conclusion 3 – Prioritising road users⁶⁴

As traffic volumes rise in response to greater economic activity, difficult choices will have to be made about road user prioritisation, particularly at London’s most congested junctions. Including a road user hierarchy in the London Plan, which prioritises sustainable and public transport, as well as economically essential services and important economic traffic such as freight, over private car use would ensure that these forms of transport are given precedence by transport planners

Recommendation 3

In the final draft London Plan the Mayor should reinstate a hierarchy of road users, which would ensure that future schemes would support economic development and encourage more people to use sustainable and public transport.

Conclusion 4 – Reducing road works through a lane rental scheme

The Committee recognises the potential benefits to managing road works from a lane rental scheme. There are some significant, detailed questions which will need to be answered when the scheme is worked up, such as: the extent to which the regulator allows utility companies to pass the cost on to customers; the level of disruption caused by off-peak working to residents; the extent to which works in less economically vital areas might suffer a reduction in quality and efficiency; and the effect of a lane rental scheme on TfL’s own works. This will also be relevant to the future work on fuel poverty by the Health and Public Services Committee.

Recommendation 4

By September 2011, TfL should publish a plan outlining how a pilot lane rental scheme would operate in London. This should include details of the confirmed list of Congestion Management Areas, the type of charges which utility companies would have to pay, more detailed targets for how it

⁶⁴ This conclusion and the associated recommendation 3 is not supported by the Conservative Group – see appendix 2

would ease congestion, and how TfL's own works could be affected by the scheme.

Conclusion 5 – Building new roads

We note at this stage that, beyond the scheme for installing a cable car between Greenwich Peninsula and the Royal Docks, there is no funding for additional river crossings. In working up further options, the Mayor and TfL should be clearer about how they intend to balance the concerns of improving traffic flow, with the environmental and public health impacts that new roads can bring to a region. If there is a strong economic case for building new roads, as might be the case with additional river crossings, then any strategy should also include specific mitigation measures, such as traffic calming, local traffic control schemes, demand management and/or additional local public transport services, to deal with negative effects on road users and local communities.

Recommendation 5

The Mayor and TfL should use the publication of any future plan on river crossings to outline in detail how any projected benefits in road capacity or congestion relief are measured against potential negative impacts on public health, sustainable transport and the environment. It should also examine various mitigation measures which might be established to manage potential negative impacts.

Conclusion 6 – Reducing road user demand⁶⁵

Due to the complex nature of congestion, the Mayor will need to take an expanded role in identifying and encouraging schemes that help to reduce demand on the road network, particularly if congestion increases at a faster rate than anticipated. This role will include setting the terms at which more controversial programmes included in his Transport Strategy, such as road user charging, will be considered, as well as helping to facilitate and promote more innovative ways of reducing vehicle ownership and managing increasing levels of freight transport.

⁶⁵ This conclusion and the associated recommendation 6 is not supported by the Conservative Group – see appendix 2

Recommendation 6

By September 2011, the Mayor should outline in more detail how road user demand can be reduced. This should include:

- **The level of increase in congestion necessary to trigger a consideration of further road user charging;**
- **The broad principles to which any scheme would have to conform;**
- **How the Mayor will protect smarter travel funding in future LIP rounds;**
- **Any work undertaken by TfL to examine the potential market for car clubs in London and how it might develop support in the future; and**
- **Any work undertaken to look at changing freight delivery practices.**

Appendix 2 - Conservative Group dissenting paragraphs

Road user hierarchy

Roads should be thoroughfares which enable all users, whether they are cyclists, motorists, pedestrians, bus passengers, van drivers, taxi passengers or motorcyclists to get from A to B as swiftly and as safely as possible. Neither the Mayor nor the Government should impose an artificial road user hierarchy as this inevitably has the effect of deliberately slowing down some users. Further to this, the Mayor should encourage cycling by emphasising that it is cheap, healthy and quick, not by worsening conditions for other road users.

Road user charging

There is no occasion when a large London-wide road user charging scheme should be introduced. Any introduction of a road user charging system should be limited to small, local schemes which have the support of local people. Past experience has shown that the results of consultations can be ignored.

Road user charging risks penalising poorer Londoners who may not have any option but to use a car to travel. It has also been shown to negatively affect small businesses in any congestion charging zone.

Appendix 3 – Orders and Translations

How to order

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Chinese

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请电话联系或按上面所提供的邮寄地址或
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Vietnamese

Nếu ông (bà) muốn nội dung văn bản này được dịch sang tiếng Việt, xin vui lòng liên hệ với chúng tôi bằng điện thoại, thư hoặc thư điện tử theo địa chỉ ở trên.

Greek

Εάν επιθυμείτε περίληψη αυτού του κειμένου στην γλώσσα σας, παρακαλώ καλέστε τον αριθμό ή επικοινωνήστε μαζί μας στην ανωτέρω ταχυδρομική ή την ηλεκτρονική διεύθυνση.

Turkish

Bu belgenin kendi dilinize çevrilmiş bir özetini okumak isterseniz, lütfen yukarıdaki telefon numarasını arayın, veya posta ya da e-posta adresi aracılığıyla bizimle temasa geçin.

Punjabi

ਜੇ ਤੁਸੀਂ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਸੰਖੇਪ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਲੈਣਾ ਚਾਹੋ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਇਸ ਨੰਬਰ 'ਤੇ ਫੋਨ ਕਰੋ ਜਾਂ ਉਪਰ ਦਿੱਤੇ ਡਾਕ ਜਾਂ ਈਮੇਲ ਪਤੇ 'ਤੇ ਸਾਨੂੰ ਸੰਪਰਕ ਕਰੋ।

Hindi

यदि आपको इस दस्तावेज़ का सारांश अपनी भाषा में चाहिए तो उपर दिये हुए नंबर पर फोन करें या उपर दिये गये डाक पते या ई मेल पते पर हम से संपर्क करें।

Bengali

আপনি যদি এই দলিলের একটা সারাংশ নিজের ভাষায় পেতে চান, তাহলে দয়া করে ফো করবেন অথবা উল্লেখিত ডাক ঠিকানায় বা ই-মেইল ঠিকানায় আমাদের সাথে যোগাযোগ করবেন।

Urdu

اگر آپ کو اس دستاویز کا خلاصہ اپنی زبان میں درکار ہو تو، براہ کرم نمبر پر فون کریں یا مذکورہ بالا ڈاک کے پتے یا ای میل پتے پر ہم سے رابطہ کریں۔

Arabic

الوصول على ملخص لهذا المستند بلغة،
فرجاء الاتصال برقم الهاتف أو الاتصال على
العنوان البريدي أو عنوان البريدي
الالكتروني أعلاه.

Gujarati

જો તમારે આ દસ્તાવેજનો સાર તમારી ભાષામાં જોઈતો હોય તો ઉપર આપેલ નંબર પર ફોન કરો અથવા ઉપર આપેલ ટપાલ અથવા ઇ-મેઇલ સરનામા પર અમારો સંપર્ક કરો.

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Subject: Proposal for an Investigation Into the Future of Ticketing

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 14 July 2011

This report will be considered in public

1. Summary

- 1.1 This report sets out a proposal for the Transport Committee to undertake an investigation into the future of ticketing.

2. Recommendation

- 2.1 **That the Committee agrees the proposal for an investigation into the future of ticketing, including the proposed terms of reference, as set out at Appendix 1 of this report.**

3. Background

- 3.1 The Transport Committee agreed as part of its 2011/12 work programme to undertake an investigation into ticketing. Members identified a range of issues that might be covered by this investigation including future developments in ticketing. Following research into these issues, a proposal has been developed to provide for the Committee to investigate the future of ticketing including TfL's plans for future ticketing such as allowing the use of contactless bank cards as tickets from next year.

4. Issues for Consideration

- 4.1 The paper providing a detailed proposal and terms of reference for the Committee's investigation into the future of ticketing is attached at **Appendix 1** for agreement. Subject to approval, the Committee will seek written views and information to inform its investigation and use its meeting on 6 September 2011 to discuss this topic in detail.

5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

6.1 There are no financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1 – Proposal for Transport Committee investigation into the future of ticketing

Local Government (Access to Information) Act 1985
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List of Background Papers: None

Contact Officer:	Laura Warren
Telephone:	020 7983 6545
E-mail:	laura.warren@london.gov.uk

Investigation into the future of ticketing

Transport Committee

Introduction

The London Assembly's Transport Committee will use its meeting on 6 September 2011 to examine TfL's plans for ticketing including allowing the use of contactless bank cards as tickets from early 2012 and providing for other smartcards to be used on the Oyster card system.

Aim of investigation

The purpose of this investigation is to examine TfL's plans for ticketing including for new ticketing technology and types of tickets (or ticketing products). The Committee will consider the potential implications for passengers and TfL of its plans for ticketing, including the main benefits and risks, and any actions that should be taken to ensure future developments in ticketing deliver maximum benefits to passengers.

Terms of reference

The terms of reference for this investigation are:

- To examine TfL's plans for ticketing; and, in light of the findings
- To identify any further actions that should be taken by the Mayor and TfL to develop future ticketing that is of maximum benefit to passengers and mitigates any risks.

This paper provides further information about this investigation.

Background

TfL's plans for ticketing

TfL is developing new forms of ticketing. From spring 2012, it intends to allow passengers on buses to pay for single bus fares by touching a contactless-enabled Eurocard, Mastercard or Visa card on existing Oyster card readers. This payment option is then due to be extended to Tube, London Overground, DLR, tram and National Rail services in London later in 2012.¹

TfL reports that London will be the first city in the world where contactless payment will be available on the entire transport network.² Allowing the use of contactless bank cards is part of TfL's future ticketing project. Since 2007, it has been working with other city transport operators, including those in Paris, New York and Sydney, on the concept of contactless payment. Some cities, such as New York, have already piloted the use of contactless bank cards as tickets.

TfL's future ticketing programme also includes providing for smartcards issued by other organisations to be used on the Oyster card system. TfL is now working to ensure

¹ TfL Business Plan 2011/12-2014/15, March 2011, p78

² TfL press release, 24 February 2011

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smartcards that comply with ITSO specification can be accepted.

TfL's development of new ticketing is underpinned by the Mayor's Transport Strategy. Proposal 123 in the Strategy states that "the Mayor, through TfL, and working with London boroughs, train operating companies, other transport operators and stakeholders will explore ways to reduce the cost of revenue collection and to make fare payment quicker and more convenient for passengers through the use of new technology and other initiatives."³

Potential implications of future ticketing for passengers

TfL reports that its plans for future ticketing should benefit passengers. It suggests, for example, that the use of contactless bank cards as tickets will make payment for travel faster and more convenient. Passengers using contactless bank cards will have costs directly debited from their bank accounts so they no longer have to keep track of and top up a pay-as-you go Oyster card.⁴

However, passengers may be reluctant to use contactless bank cards as tickets. Some may be worried about personal security including having to display a credit or debit card when passing through a ticket barrier. Many may not have bank cards and

rely on cash to make payments. Others may have contactless bank cards but would prefer not to use them to pay for travel. Instead they may want to budget for travel separately and continue to use Oyster cards or paper tickets. People may worry about what will happen if there is a problem with using a bank card as a ticket. They may be unsure who is responsible - TfL or the issuer of their bank card.

Contactless bank card payment is already available in some shops but it is not widespread. Retail outlets allowing this form of payment include McDonald's, EAT, Pret a Manager and some Boots stores. Recent media reports suggest this payment option "has failed to grab the public, perhaps a little fearful of security risks."⁵

Contactless bank card payment is not the only development in ticketing. Many transport operators in the UK and abroad are now looking at the scope for mobile phone ticketing e.g. Arriva, which has introduced one form of this technology, 'm-ticketing', on its buses in Liverpool.⁶ TfL reports that it has considered allowing the use of mobile phones as tickets but is not pursuing this option at present.⁷

The Committee will explore the potential implications for passengers of TfL's plans for ticketing. This will include

⁵ The Guardian, 28 May 2011

⁶ Presentation by Arriva at Transport Times Conference on 26 May 2011

⁷ 'London's new hot ticket', Shashi Verma, Director of Fares and Ticketing, TfL, Transport Times, April 2011

³ Mayor's Transport Strategy, p262-263

⁴ TfL Business Plan 2011/12-2014/15, March 2011, p78

Investigation into the future of ticketing

Transport Committee

exploring the roll-out of its plans for contactless bank card payment and providing for ITSO compliant smart cards and the extent to which users of all TfL services including of the cycle hire scheme and future services such as the cable car will be able to use these payment options. The Committee will examine what the introduction of contactless bank card payment might mean for the Oyster card system in the long-term and any possible developments with the Oyster card system in the short-term e.g. rolling it out to the cycle hire scheme. The Committee will also consider any other changes to ticketing that TfL could pursue to improve its service for passengers including in its range of tickets (or ticket products).

Potential implications of future ticketing for TfL

TfL reports that its plans for future ticketing will save money. It states, for example, that introducing contactless bank cards as tickets will result in a cheaper and easier ticketing system to manage. The current Oyster card system is expensive and complex. For every £1 TfL collects from Oyster card ticket sales, 14 pence is spent on the actual system. The Oyster system relies heavily on the cards themselves and the readers. By contrast, the technology for the contactless payment system is rooted in back offices. The new system will not require TfL to issue any cards and it will not involve the card readers having to hold detailed fares information and transfer it to the cards.

In the longer term, the introduction of contactless bank cards could provide scope for TfL to develop a new fares policy and ticket products. With the new technology rooted in back offices with unlimited capacity, TfL could develop more sophisticated, tailored fares. It might be able to provide peak hour pricing, develop loyalty programmes, and improve its offer for groups whose travel patterns vary e.g. part time workers.⁸

The Committee will explore the potential implications for TfL of its plans for ticketing. This will include examining TfL's reasons for allowing the use of contactless bank cards as tickets and how far this development might save money, especially as the Oyster card system will continue to operate. The Committee will explore the extent to which the contactless payment system will be easier to manage and will resolve issues that have arisen with the Oyster card system. The Committee will also consider potential longer term benefits for TfL from the introduction of contactless bank card payment relating to its fares policy and ticket products.

Relevant past work

The Transport Committee has not undertaken any detailed work on ticketing in recent years. The Budget & Performance Committee considers the Mayor's fares decision each year and, in this context, it heard from TfL about new developments in

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⁸ Transport Extra, Business Briefing, 2011

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ticketing in October 2008. This investigation would provide an opportunity to follow-up this work. The Committee will also follow-up any of its recent past work which may have touched upon relevant ticketing issues e.g. in its report on walking (October 2010), the Committee recommended the Mayor and TfL develop store-card type rewards to incentivise more journeys by foot and suggested these could be linked to the Oyster card system.

Questions for the investigation

During the investigation the Committee will seek to answer the following key questions:

- **What are the implications for passengers of TfL's plans for future ticketing?**
- **What are the implications for TfL of its plans for future ticketing?**
- **What action should the Mayor and TfL take to develop future ticketing that is of maximum benefit to passengers and mitigates any risks?**

The Committee will seek a detailed written submission from TfL prior to its meeting on 6 September 2011. It will also seek written submissions from other organisations and individuals including:

- Transport operators in the UK and abroad including train operating companies in London;

- London Boroughs and London Councils;
- London Travelwatch and local passenger groups;
- Bankcard operators and UK Payments Council;
- Mobile phone operators;
- Consumer rights' organisations e.g. Credit Union;
- Transport commentators/academics;
- Retailers that allow customers to use contactless bankcards e.g. Pret a Manager; and
- Londoners.

The Committee will use its meeting to hear from TfL and other relevant organisations, as appropriate. Following the meeting, it will produce its findings.

Timetable for the investigation

This investigation will take place over Summer/Autumn 2011. The stages will include:

- Agreement of terms of reference: 14 July 2011
- Desk-based research/gather written views and information: July –September 2011;
- Formal meeting: 6 September 2011; and
- Produce findings: by December 2011.

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How to contribute to the investigation

The Committee is inviting written views and information to inform its investigation. Submissions should aim to address the questions outlined above.

Please send submissions to Laura Warren, London Assembly, City Hall, The Queen's Walk, London SE1 2AA, or email: laura.warren@london.gov.uk.

The Committee would welcome receiving written submissions by 31 August 2011 so they may be used to inform the discussion at its meeting.

About the Committee

The Transport Committee examines all aspects of the capital's transport system in order to press for improvements for Londoners. Its remit includes: mainline rail, the Tube, buses, trams, taxis and minicabs, walking, cycling and roads. The Committee pays particular attention to how the Mayor's Transport Strategy is being implemented, and the work of TfL.

The members of the Transport Committee are:

- Caroline Pidgeon AM, Liberal Democrat (Chair)
- Valerie Shawcross AM, Labour (Deputy Chair)
- Victoria Borwick AM, Conservative
- Roger Evans AM, Conservative
- Jenny Jones AM, Green
- Joanne McCartney AM, Labour
- Steve O'Connell AM, Conservative
- Murad Qureshi AM, Labour
- Richard Tracey AM, Conservative

Details of the Committee's work can be found at:

<http://www.london.gov.uk/moderngov/mgCommitteeDetails.aspx?ID=173>

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Subject: Proposal for a Rapporteurship Investigation Into Transport for London's Customer Service

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 14 July 2011

This report will be considered in public

1. Summary

- 1.1 This report sets out a proposal for an investigation into Transport for London's (TfL) customer service and asks the Committee to recommend to the Business Management and Administration Committee (BMAC) the appointment of Valerie Shawcross AM as a rapporteur to conduct this investigation.

2. Recommendations

- 2.1 **That the Committee recommends to the Business Management and Administration Committee the appointment of Valerie Shawcross AM as a rapporteur to conduct an investigation into Transport for London's customer service.**
- 2.2 **That the Committee agrees the proposal for this investigation including the proposed terms of reference as set out at Appendix 1 of this report.**

3. Background

- 3.1 The Transport Committee agreed as part of its 2011/12 work programme that, subject to BMAC's approval, Valerie Shawcross AM would undertake an investigation into TfL's customer service. Following research a detailed proposal for this investigation has been drawn up for formal approval at this meeting. Subject to the Committee's approval, this proposal will be considered by BMAC at its meeting on 20 July 2011.

4. Issues for Consideration

- 4.1 This investigation will aim to assess how effectively TfL deals with Londoners who approach the organisation to request information, make a complaint, or make suggestions for improvements. The rapporteur would assess how successfully TfL currently is in meeting its targets, and identify any internal obstacles to improvements. It will also examine what data TfL collects on customers and how this is used within the organisation. Finally, the rapporteur will look at how Project Horizon, the

current organisation-wide restructuring project within TfL, might affect customer service in the future.

- 4.2 The paper providing a detailed proposal including proposed terms of reference for the rapporteurship investigation into TfL's customer service is attached at **Appendix 1** for agreement

5. Legal Implications

- 5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

- 6.1 There are no financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1 – Proposal for investigation into TfL's customer service

Local Government (Access to Information) Act 1985
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List of Background Papers: None

Contact Officer:	Ian O'Sullivan
Telephone:	020 7983 6540
E-mail:	ian.osullivan@london.gov.uk

Investigation into TfL customer service: handling complaints and information requests

Transport Committee

Introduction

The London Assembly Transport Committee is beginning an investigation into how TfL handles customer enquiries, and how improvements could be made as a result of organisational and technological change.

Aim of the Investigation

The investigation, which will be led by Valerie Shawcross AM as rapporteur to the Transport Committee, will aim to assess how effectively TfL deals with Londoners who approach the organisation to request information, make a complaint, or make suggestions for improvements. The Committee would assess how successfully TfL currently is in meeting its targets, and identify any internal obstacles to improvements. It will also examine what data TfL collects on customers and how this is used within the organisation. Finally, the Committee will look at how Project Horizon, the current organisation-wide restructuring project within TfL, might affect customer service in the future.

The terms of reference for this investigation are:

- To assess TfL’s effectiveness and efficiency in dealing with customer enquiries, identify any difference in standards across its service and assess how it uses such customer feedback to develop its services; and
- To investigate how Project Horizon and other organisational changes might affect TfL’s customer service in the future and make recommendations which aim to increase the quality of customer service.

This paper provides information on the background to the investigation, the issues we will consider and details of how you can contribute.

Background

TfL’s Customer Feedback and Complaint Policy (CFCP) states that dealing with customers is “central to our service and reputation”,¹ and defines four areas of customer engagement:

1. **Complaint** – which is any expression of dissatisfaction with TfL’s service, staff or policies.
2. **Query** – which could be a general or specific request for information.

¹ TfL Customer Relations: Customer Feedback and Complaint Policy, page 2

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3. **Commendation** – an expression of approval for TfL or its services.

4. **Suggestion** – an idea submitted to TfL with the aim of improving our services.

To avoid confusion, the term ‘enquiry’ shall be used throughout this report as a catch-all term for these four areas.

The CFCP also outlines the principles under which TfL addresses customer enquiries. These are:

- Easy to access.
- Timely.
- Informative and simple.
- Fair and effective.
- Monitored and acted upon.
- Confidential²

These principles do not contain targets from which success or failure can be measured, though TfL may have internal targets that it expects to meet. The document does contain a commitment to respond within 10 working days,

and to update within 15 working days if a query is complex.³

Many services for which TfL is responsible have published customer charters which outline additional promises for how customer issues will be addressed. For example, Surface Transport will acknowledge all enquiries within two working days, and produce an answer within 15. London Overground is more ambitious, with a target of providing a full response within seven days. However, at present, River Services do not appear to provide any specific targets beyond what is included in the CFCP.

Issues for the Committee to consider during the investigation

1. Easy to Access

The complexity of TfL may make it difficult for people to access information and to find out who to contact should something go wrong. This could act as a deterrent to customers approaching the organisation. For example, there have been complaints that TfL’s switch to a 0845 number in 2009 may act as a disincentive to those wishing

² TfL Customer Relations: Customer Feedback and Complaint Policy, pages 3 and 4

³ TfL Customer Relations: Customer Feedback and Complaint Policy, page 3

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to make an enquiry, particularly complaints and refund requests. For example, in some cases the cost of calling the line from a mobile phone may exceed the refund.⁴ The Committee could also assess the range of data sources which are provided by TfL and examine how TfL measures the accessibility of its information sources.

2. Timely

London TravelWatch has agreed a target with TfL for 66 per cent of all enquiries referred to them to be dealt with in 10 working days, and 100 per cent within 20 working days. The investigation would assess performance against this target and ask for and assess internal performance data that measures TfL's success at meeting targets outlined in its customer charters.

3. Quality of response

The Committee could examine how effective TfL is in dealing with complaints and information requests. This would include looking at the internal processes within TfL and whether customers can expect a varying level of service depending on the area being accessed. It could also examine TfL's Customer Service Integration

Programme (CSIP), a database application designed to integrate TfL's customer relations activity across all its modes and services more efficiently. It has been in development for some years and was planned to have been online in 2008.⁵

4. Monitored and acted upon

The CFCP states that it will publish data showing how successful the organisation is in meeting its own standards. The only customer service metric currently published is the overall satisfaction figure for the organisation as a whole and each transport mode. Up to 2010, a Corporate Managing Director's report published some customer service data in relation to TfL's website and call centre. This project would look to bring post-2010 data into the public domain for analysis. The Committee would also examine how TfL ensures that issues raised are shared within the organisation to ensure that they are followed up and are used to improve service.

5. Confidential

TfL collect a great deal of data on passengers, through systems such as Oyster and congestion charging. The

⁴ Question to the Mayor - 0007/2011

⁵ <http://www.tfl.gov.uk/assets/downloads/corporate/06F-andP.pdf>

Investigation into TfL customer service: handling complaints and information requests

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Committee would seek information on how long this data is kept and how it is used within the organisation.

6. The future direction of customer service within TfL

Speaking to the Transport Committee in June 2011, the new Deputy Mayor for Transport said that working with TfL to improve its overall communication to passengers was a key goal for her tenure. This included giving people more information on the context for decisions when answering enquiries, and improved knowledge on local issues to respond in a timely and satisfactory manner. Project Horizon is the name given to TfL's current programme of organisational re-structuring to improve service delivery and cut costs. It will lead to changes in how customer service functions are organised.

Questions for the investigation

During the investigation the Committee will seek to answer the following key questions:

- How well is TfL meeting its targets for responding to customer enquiries, and how does this compare to other transport providers?

- How easy is it for customers to access information from TfL?
- What is the route for enquiries through the TfL's system and how might this be harmonised and improved?
- Are there varying levels of quality in customer service across TfL, and if so, how can best practice be shared?
- Why has there been a delay in the implementation of CSIP and what are the expected benefits?
- How will Project Horizon affect the future direction of customer service in TfL?

The Committee wishes to gather the written views of a wide range of stakeholders. Key contributors may include:

- Transport for London
- London TravelWatch
- Passenger Focus
- Deputy Mayor for Transport
- Train Operating Companies and Network Rail
- Customer Service Excellence (Government body)
- Institute of Customer Service (trade organisation)

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Methodology

The Committee will work closely with London TravelWatch, drawing on their experience of TfL's customer service, as well as statistics and case studies based on their work with passengers.

TfL will be asked to provide performance data against each of the principles outlined in the CFCP. There may be an opportunity to work with other appropriate transport providers to provide benchmarking data (Passenger Focus and London TravelWatch could be used for this). The Committee will also request a paper from TfL about their plans for development under Project Horizon. It is also proposed that the lead Member for the investigation hold a meeting with the Deputy Mayor for Transport, Isabel Dedring and representatives of TfL.

Timescale

July	Agreement at Transport Committee (14 th) and BMAC (20 th)
July/August	Gather views, examine possibilities for benchmarking, and investigate relevant customer service standards.
September	Arrange meetings and any potential site visit (eg call centre?)
October	Publication of report.

How to contribute to the review

The Committee is inviting written views and information to its review. Submissions should aim to address the questions outlined above, and any other issues you consider important for the review.

To share your views, please send submissions to Ian O'Sullivan, London Assembly, City Hall, The Queen's Walk, London SE1 2AA, or ian.osullivan@london.gov.uk. We would welcome written submissions by Friday 17 June at the latest. Please phone 020 7983 6540 with any queries.

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Investigation into TfL customer service: handling complaints and information requests

Transport Committee

About the Committee

The Transport Committee investigates issues of concern to Londoners in relation to transport. It examines and responds on behalf of the London Assembly to the transport strategies and policies of the Mayor of London and Functional Bodies. Its members are:

- Caroline Pidgeon AM, Liberal Democrat (Chair)
- Valerie Shawcross AM, Labour (Deputy Chair)
- Victoria Borwick AM, Conservative
- Roger Evans AM, Conservative
- Jenny Jones AM, Green
- Joanne McCartney AM, Labour
- Steve O'Connell AM, Conservative
- Murad Qureshi AM, Labour
- Richard Tracey AM, Conservative

Further information about the Committee's work can be found

at: <http://www.london.gov.uk/moderngov/mgCommitteeDetails.aspx?ID=173>

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Subject: Transport for London Follow-Up Response to the Committee's Report on Accessibility of the Transport Network

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 14 July 2011

This report will be considered in public

1. Summary

- 1.1 This report provides details of a follow-up response received from Transport for London (TfL) to the Committee's report, *Accessibility of the Transport Network*, (November 2010).

2. Recommendations

- 2.1 **That the Committee notes TfL's follow-up response to the report, *Accessibility of the transport network*, including that TfL has now, in accordance with the Committee's recommendations, developed and published for consultation a draft report on improving accessibility in future.**
- 2.2 **That the Committee agrees to produce, by October 2011, a response to TfL's draft report on improving accessibility in future.**

3. Background

- 3.1 The Committee published its report, *Accessibility of the transport network*, in November 2010. This is available at: <http://www.london.gov.uk/who-runs-london/the-london-assembly/publications>.
- 3.2 The Committee's report followed an investigation to identify if measures to improve the accessibility of TfL's services were meeting the needs of people with reduced mobility and the scale of the challenge in making the transport system accessible for future demand. The Committee found that the current demand for accessible transport outstripped supply and the situation was set to worsen. Whilst the Mayor and TfL had plans to improve accessibility, the Committee found that these would not meet the estimated increase in demand. It, therefore, recommended various low-cost actions which TfL could take in four specific areas. These were: 1) TfL's planning for future physical access improvements; 2) TfL's pre-trip information and support; 3) Tube and rail services; and, 4) Bus services. In early 2011, the Committee received responses to its report from the Mayor, TfL, various organisations and individuals which were reported to its meeting on 9 March 2011.
- 3.3 TfL's initial response to the Committee's report indicated that it would provide more information in relation to certain recommendations. These recommendations are summarised below.

1. Recommendations 1 (a) and b) which suggested TfL develop and publish, by June 2011, a future physical accessibility strategy.
2. Recommendation 2d) which sought the extension of TfL's travel assistance scheme to support more than 10,000 journeys by people with reduced mobility in 2011/12 and each year thereafter.
3. Recommendation 3e) which sought the appointment of existing members of staff to act as "accessibility champions" at interchange stations.

4. Issues for Consideration

- 4.1 TfL's follow-up response is set out at **Appendix 1** for consideration. The response refers to TfL's draft report on improving accessibility in future which is available at: <http://www.tfl.gov.uk/assets/downloads/corporate/taking-forward-the-mts-accessibility-implementation-plan-report.pdf>
- 4.2 In accordance with the Committee's recommendations 1a) and 1b), TfL has now developed and published a draft report on improving accessibility in future. Moreover, in accordance with recommendation 1c), TfL has published this draft report for consultation. Previously, in its initial response to the Committee, TfL said it had no plans to hold any public consultation.
- 4.3 TfL's draft report on improving accessibility refers explicitly to the Transport Committee's report. In the executive summary, TfL mentions that the timing of the publication is consistent with the Committee's recommendations. In the introduction, TfL states that the draft report takes into account, and where appropriate builds upon, recommendations made by the Committee, and the Mayor's response to the Committee's report.¹
- 4.4 It is proposed that the Committee produces a detailed response to TfL's draft report on improving accessibility. TfL has said it would like to hear from various organisations including the Committee by October 2011. TfL is seeking responses to two specific questions, as summarised below.
 1. In light of the content of the draft report, what should be the focus beyond 2015 with regard to improving: physical accessibility; information for passengers with reduced mobility; attitudes of transport staff and travellers towards each other; staff availability and staff training; and door-to-door transport services?
 2. Is there anything missing from the draft report or anything else to highlight to TfL?
- 4.5 In relation to the Committee's other recommendations, TfL's follow-up response provides the following information.
 - Recommendation 2d) - TfL's transport mentoring service exceeded the proposed target of supporting more than 10,000 journeys in 2010/11 and TfL has plans to increase the number of journeys supported in future through developing local travel mentoring schemes.
 - Recommendation 3e) - TfL believes its current policy that all staff regard accessibility as their responsibility rather than just one member of staff is the best course of action. However, it is also running a pilot project at Finsbury Park interchange which aims to ensure staff from all the different transport operators view accessibility from a whole journey perspective.

¹ Taking forward the Mayor's Transport Strategy Accessibility Implementation Plan, TfL draft report, June 2011, p9 and p15

5. Legal Implications

5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

6.1 There are no financial implications to the GLA arising from this report.

List of appendices to this report:

Appendix 1 – TfL’s follow-up response to the Committee’s report on accessibility

Local Government (Access to Information) Act 1985
List of Background Papers: none.
Contact Officer: Laura Warren Telephone: 020 7983 6545 E-mail: laura.warren@london.gov.uk

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Transport for London



Caroline Pidgeon AM
Chair
London Assembly Transport Committee
City Hall
The Queen's Walk
London SE1 2AA

27 June 2011

Dear *Caroline*

Follow-up to Transport Committee report on accessibility on the transport network

Further to the Mayor's letter of 4 February 2011 in response to the report, I am writing to update you on the remaining recommendations.

Recommendation 1

[TfL should] b) Publish its physical accessibility strategy for consultation with people with reduced mobility and relevant organisations. The strategy should set out the plans for improving accessibility until 2018 and the options for providing further step-free stations and fully accessible bus stops thereafter; and

A report on how to take forward the Accessibility Implementation Plan, which forms part of the Mayor's Transport Strategy and looks at how to improve accessibility over the next 20 years, will be published this week, with a copy sent to you and other stakeholders.

Recommendation 2

d) Extending, in collaboration with relevant organisations including London Boroughs as appropriate, its travel assistance scheme so it supports more than 10,000 journeys p.a. by people with reduced mobility in 2011/12 and each year thereafter.

TfL recognises the benefits of supporting people with reduced mobility to give them the knowledge and confidence to use mainstream public transport services where possible. During 2010/11, TfL's Travel Mentoring Service surpassed the Assembly's target, delivering 10,396 journeys. Within the resources of the current Business Plan, TfL plans to expand the number of assisted journeys it provides beyond the 2010/11 achievements, through developing local travel mentoring alongside the boroughs and disability charities. The group met formally for the first time in May.

Peter Hendy CBE
Commissioner of Transport

Transport for London
Windsor House
42-50 Victoria Street
London SW1H 0TL

Phone 020 7222 5600

Fax 020 7126 4249

Email peterhendy@tfl.gov.uk

www.tfl.gov.uk

TfL is also expanding its work on bus training days which are multi-agency training opportunities led by TfL's Mentoring Service that bring together carers, the local authority, local disability groups, the local Safer Transport Team and local bus company. Accompanied journeys are made in a local area with practical guidance given by TfL's Travel Mentors on using buses and the bus network, together with advice and re-assurance from members of the Safer Travel Team.

Recommendation 3

e) Appointing an existing member of staff to act as an "accessibility champion" at each interchange station to ensure a co-ordinated approach to accessibility across different transport modes and operators. These "accessibility champions" should organise training for all staff at each station which ensures they are familiar with the accessibility of all modes and can assist people with reduced mobility in relation to any service.

Having considered the Committee's recommendation, TfL believes its current policy, that all staff regard accessibility as their responsibility, rather than just one member of staff, is the best course of action.

The Mayor's Transport Strategy makes clear that under the Accessibility Implementation Plan, TfL staff are available to provide assistance, information and reassurance throughout service hours. All frontline staff are trained to ensure the needs of disabled passengers are understood.

A pilot project is underway at Finsbury Park interchange (with parts operated by LU, London Buses and First Capital Connect) to ensure staff from all operators view accessibility from a whole journey perspective, exchange best practice to ensure a consistent user experience and work jointly to assist disabled users. Training involving staff from all operators has been undertaken to ensure consistent practices, improved communication and a common understanding of accessibility facilities across the interchange.

Yours sincerely



Peter Hendy

Subject: Transport Committee Work Programme 2011/12

Report to: Transport Committee

Report of: Executive Director of Secretariat

Date: 14 July 2011

This report will be considered in public

1. Summary

1.1 This report sets out the work programme for 2011/12 as agreed at the last meeting.

2. Recommendation

2.1 **That the Committee agrees the work programme as set out in this report.**

3. Background

3.1 The Committee receives a report monitoring the progress of its work programme at each meeting.

3.2 The table below shows the scheduled dates of future meetings in 2011/12 and the proposed main topics for discussion. The items for future meetings are subject to change to enable the Committee to respond to matters at short notice.

Date of future Committee meeting	Proposed main topic for discussion
Monday 25 July 2011	State of the London Underground (IIPAG Chair)
Tuesday 6 September 2011	The Future of Ticketing
Tuesday 11 October 2011	Question and answer session with Transport Commissioner Use of Local Implementation Plan (LIP) funding
Tuesday 15 November 2011	River services 2012 transport
Tuesday 17 January 2012	State of the railways including future rail/Tube projects
Tuesday 21 February 2012	Crossrail
Tuesday 13 March 2012	2012 transport

4. Issues for Consideration

Topics to be covered during 2011/12

- 4.1 The following paragraphs provide an update on work that is now taking place and any other items that the Committee has expressed interest in investigating during the course of 2011/12.

State of the London Underground

- 4.2 The Committee is currently investigating the state of the London Underground. All information gathered to date including at the Committee's meetings on 17 May and 14 June is now being reviewed. Further information is also being sought including from the Chair of the Independent Investment Programme Advisory Group (IIPAG) at an additional meeting. Following this meeting, the Committee will produce its findings.

High Speed rail (HS2)

- 4.3 The Committee is discussing HS2 at this meeting. In advance of the meeting, the Committee has undertaken a site visit and gathered written views and information for this investigation. Following the meeting, the Committee will produce its response to the Government's consultation on HS2.

Ticketing

- 4.4 A detailed proposal providing for the Committee to investigate the future of ticketing is the subject of a separate report to this meeting. Subject to formal agreement of this proposal, the Committee will use its meeting on 6 September 2011 to discuss this topic in detail.

General question and answer session with Transport Commissioner

- 4.5 A general question and answer session with Peter Hendy, the Transport Commissioner, has been scheduled for the Committee's meeting in October 2011. This will provide an opportunity for the Committee to discuss major issues relating to London's transport system and also follow up its recent past work on various topics.

River services

- 4.6 The Committee has identified river services as a topic for consideration later in 2011. This work could follow up the previous rapporteurship report *London's Forgotten Highway* (2006) which focused on making better use of the river. It could also draw on international comparisons as appropriate. A detailed proposal for this work will be developed.

State of London's railways including future rail/Tube projects

- 4.7 The Committee has identified London's rail services as another topic for consideration later in 2011/12. This work could follow up the Committee's previous work on rail including its report *The Big Squeeze* (2009) which identified the most busy rail stations and routes in London. It could also explore the case for new rail infrastructure such as Crossrail 2 and Underground line extensions. A detailed proposal for this work will be developed.

Crossrail

- 4.8 It is proposed that the Committee would revisit Crossrail to check on progress in early 2012. This would provide for the Committee to follow up its past work on Crossrail including its report and recommendations in February 2010 and its more recent progress check in February 2011.

2012 transport

- 4.9 The Committee may follow up its report *Clearing the hurdles: transport for the 2012 Olympic and Paralympic Games* (April 2011) throughout 2011/12. The Committee recommended that the Olympic Delivery Authority (ODA) and Transport for London (TfL) provide a progress report on the delivery of new transport infrastructure for the 2012 Games including how it is being tested in September 2011 and every three months thereafter. It could, therefore, use its meeting in November 2011 to discuss this topic and revisit this topic again at a meeting in 2012.

Other topics – road congestion and the use of Local Implementation Funding (LIP)

- 4.10 The Committee's report on road congestion is the subject of a separate report on the agenda for this meeting.
- 4.11 The Committee has agreed to progress its proposed work on London boroughs' use of LIP funding through a question and answer session at a meeting in 2011/12. In advance of this meeting, officers are undertaking desk-based research on the use of LIP funding including the use of funding being provided to boroughs by TfL in 2011/12. This research will inform the session with representatives of the Mayor and/or TfL which could take place at the meeting in October 2011.

Proposed rapporteurship on TfL customer service

- 4.12 A detailed proposal for a rapporteurship investigation by Valerie Shawcross AM into TfL's customer service is the subject of a separate report on the agenda for this meeting. Subject to the Committee's agreement of this proposal, it will be considered by the Business Management and Administration Committee on 20 July 2011.

Responses to recent Transport Committee work

- 4.13 The table below details the Committee's recent work and the dates by when responses from the Mayor and/or TfL have been requested and/or reported to the Committee. This is to assist the Committee in identifying any further work it wishes to undertake in relation to its recent work.

Transport Committee work	Date by when Mayor/TfL response due
<i>Walk this Way: Making it easier and safer to walk in London</i> - Caroline Pidgeon AM's rapporteurship report, October 2010	In relation to recommendation 4, the Mayor has indicated that TfL will write again in June 2011 to confirm the proportion of pedestrian crossings which do not meet the Department for Transport's guidance on signal timings or do not have audible signals and tactile cones.
<i>Accessibility of the transport network</i> – Committee's report, November 2010	TfL's follow-up response to the report providing more information in response to various recommendations is the subject of a separate report on the agenda for this meeting.
<i>Pedal power: the cycle hire scheme and cycle superhighways</i> – Committee's report, November 2010	In his response the Mayor indicated that TfL was considering the most appropriate method of wider publication of its research and other similar data on the impact of the cycle superhighways and would write soon with further information.
<i>Clearing the hurdles: transport for the 2012 Olympic and Paralympic Games</i> – Committee's report, April 2011	The Committee is seeking a report from the ODA and TfL in September 2011 and every three months thereafter (December 2011, March 2012 and June 2012) setting out progress with new

Transport Committee work	Date by when Mayor/TfL response due
	transport infrastructure for the 2012 Games.
<i>The future of road congestion in London</i> – Committee’s report, June 2011	The Committee’s report which is due to be agreed formally at this meeting includes six recommendations. Some of the recommendations seek further information from the Mayor and TfL by September 2011 including: recommendation 1 which seeks figures for future congestion projections from TfL; recommendation 4 which seeks a plan from TfL on how a pilot lane rental scheme would operate; and recommendation 6 which seeks more details from the Mayor of how road user demand can be reduced.

5. Legal Implications

5.1 The Committee has the power to do what is recommended in this report.

6. Financial Implications

6.1 There are no financial implications to the GLA arising from this report.

List of appendices to this report: None.

Local Government (Access to Information) Act 1985	
List of Background Papers: Minutes of meeting on 14 June 2011	
Contact Officer:	Laura Warren
Telephone:	020 7983 6545
E-mail:	laura.warren@london.gov.uk