

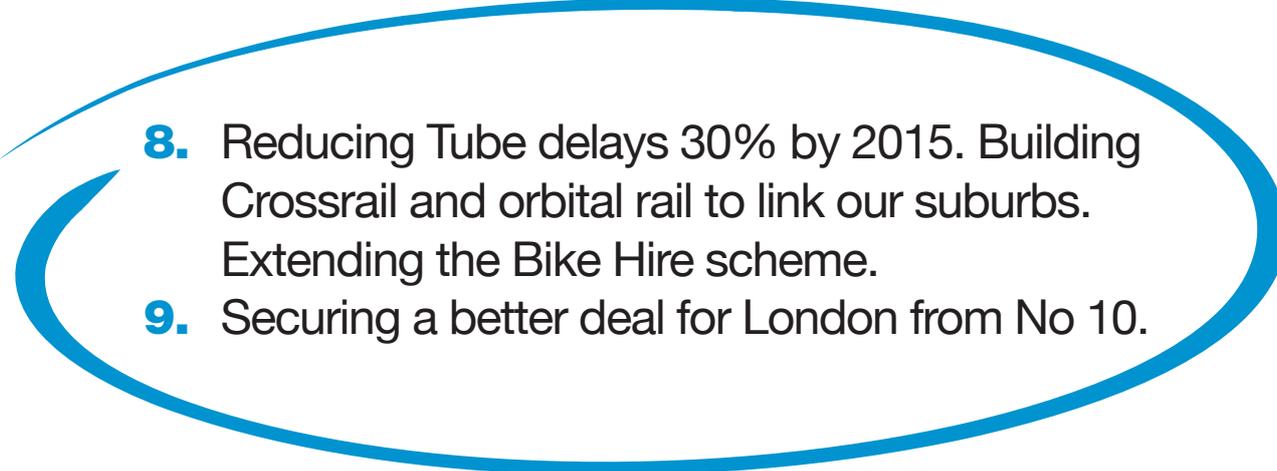
Investing in Transport



Boris Johnson



My 9 point plan for a Greater London

1. Cutting waste at City Hall – freeing up £3.5 billion for services.
 2. Putting £445 back in your pocket by freezing the Mayoral share of council tax.
 3. Creating 200,000 new jobs over the next four years.
 4. Making our streets and homes safer with 1,000 more police on the beat.
 5. Restoring 300 acres of green space and planting 20,000 street trees.
 6. Investing £221 million to transform local high streets, supporting small businesses.
 7. Ensuring a true Olympic legacy – 11,000 new homes and 10,000 new jobs.
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8. Reducing Tube delays 30% by 2015. Building Crossrail and orbital rail to link our suburbs. Extending the Bike Hire scheme.
 9. Securing a better deal for London from No 10.

Investing in Transport details points 8 and 9 of my 9 point plan for Greater London, explains my transport pledges in addition to those listed in the 9 point plan for Greater London, and shows how they link in with the whole plan.

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Introduction

Dear Londoner

This election comes at a critical time. Londoners are going through tough times and the choices we make now will determine whether our city remains world-class or declines.

A world-class city should have a world-class transport system that is safe, efficient, economical and reliable. A transport system that uses modern technology to meet the changing needs of Londoners.

There are now approaching 3.5 billion passenger journeys annually on our buses and Tube trains¹ – equivalent to half the global population – which means we simply must keep investing in our network to keep up with demand.

In 2008, I inherited a creaking public transport system that had for years been starved of investment. Labour's scheme to pay private companies to upgrade the tube – the Public Private Partnership (PPP) – had become mired in delay and failure to deliver. One of the private companies collapsed into administration, with millions of pounds of taxpayers' money wasted², while the other comprehensively failed to deliver the Jubilee line upgrade when they said they would.

Londoners were also subjected to successive fare hikes by my predecessor, despite two election promises that they would not increase³. And he left the finances in chaos, with tens of millions of taxpayers' pounds wasted designing unpopular projects that he had no money to deliver⁴.

That was the mess I had to turn around when I came into office. I ended the waste and secured a far better deal out of No. 10 than my predecessor ever could, including securing £22 billion to deliver Crossrail and the Tube upgrades⁵, creating 32,000 jobs⁶.

I scrapped Labour's unworkable PPP, bringing the failing Jubilee and Northern line upgrades under my own control. I have restored TfL's finances through a stable and predictable fares policy, combined with a programme of efficiencies that has seen costs cut in every part of TfL.

As a result, the Jubilee and Victoria line upgrades are now complete, the Northern line upgrade is proceeding to plan and the upgrade of the District, Metropolitan, Circle and Hammersmith and City lines has started⁷. Recently the Crossrail tunnel boring machines have embarked on their subterranean course⁸. And these vital improvements are being delivered on budget.

The benefits of this hard work and investment are already being seen. Delays have been cut by 40 per cent⁹ since I was elected and stations are being transformed: King's Cross and Green Park are complete. Victoria, Tottenham Court Road and Bond Street are in hand and I am working on plans for major improvements to Bank station¹⁰.

New trains have recently been introduced on the Victoria line and the first of 190 new air-conditioned trains¹¹ have started to arrive on the Metropolitan line¹². When these have been rolled out to the Circle, District and Hammersmith and City lines, there will be air conditioning on 40 per cent of the Tube¹³.

1 TfL, *Business Plan 2011/12-2014/15*, p. 11

2 House of Commons, Transport Select Committee, *Update on the London Underground and the public-private (PPP) partnership arrangements*, 26 March 2010

3 Ken Livingstone, *Ken 4 London*, 2000, p. 8; Ken Livingstone, *You can't say that*, October 2011

4 GLA, *Boris Johnson's Speech to London Assembly*, 25 January 2012

5 HM Treasury *Spending Review 2010*, 20 October 2010

6 GLA Website, *Mayor's Questions*, 9 February 2012

7 TfL Website, *Tube Upgrade Plan*

8 Crossrail, Press Release, *Giant tunnel boring machines ready to start Crossrail dig*, 13 March 2012

9 GLA, *Boris Johnson's Speech to London Assembly*, 25 January 2012

10 TfL Website, *Tube Upgrade Plan*

11 TfL Press Release, *New trains mark progress on the Victoria line*, 02 August 2011

12 TfL Website, *Tube Upgrade Plan*

13 TfL, Press Release, *First ever air-conditioned Tube train is now in passenger service*, 2 August 2010

The network is now much safer. Crime is down by 20 per cent on the Tube and 30 per cent on the bus network¹⁴ thanks to my policy of banning alcohol and introducing 697 more police¹⁵.

And, as I pledged I would, I scrapped the bendy buses and am delivering a New Bus for London, with world-class fuel-efficiency, elegant looks and an open platform at the rear¹⁶.

But there is more to do. I feel like a man who has built half a bridge. I can see the other side and what needs to be done. I will cut delays on the Tube by a further 30 per cent by harnessing new technology and introducing new working practices to ensure problems are fixed urgently.

I have maintained free or discounted fares for the most vulnerable, including the Freedom Pass for older people, which I extended to 24 hours, and for disabled people¹⁷. If elected I will go further and reverse the last Labour Government's decision to stop Londoners getting their Freedom Pass at 60.

Londoners should no longer be held to ransom by union barons. I will pave the way to the first driverless (although not unmanned) trains within a decade by accelerating a programme to introduce automation on the Tube. I will also ensure that TfL never orders a new train for London Underground with an old fashioned driver cab.

I will seek a fresh mandate from Londoners at this election to argue our case for a minimum turnout rule which will prevent irresponsible union leaders calling strikes with a minority of supporters, disrupting hard-working Londoners and undermining the capital's economy.

I also have plans to improve rail services for Londoners who live in the suburbs. I will support the extension of the Docklands Light Railway to Bromley, and I am calling on the Government to allow the Mayor to start taking over suburban rail services, so we can tackle overcrowding, make stations safer and hold down fares.

And I recognise, unlike my predecessor, that London's transport is not just about rail, tube and buses, but about our roads too. I will launch a Congestion Busting Plan, including funding for immediate improvements to London's worst congestion hotspots. I will use the income from Lane Rental, which will tackle road works, to ease the congestion they cause. And I will enact the first comprehensive review of the road network for a generation, with detailed plans to end London's worst congestion points – seeking improvements for drivers, bus passengers and cyclists. I will also expand our hugely successful Cycle Hire scheme to many new parts of Greater London.

We have made progress despite difficult times. But at the Mayoral Election on 3rd May this progress is at risk. The choice at this election is between investment in our transport system - or cuts in investment at the worst possible time.



Boris Johnson

14 GLA, Press Release, *Mayor highlights drop in crime across public transport network*, 21 February 2011

15 Mayor of London, *Written Answers*, 14 March 2012, 931/2012

16 TfL Press Release, *First passengers jump aboard the new bus for London*, 27 February 2012

17 GLA Website, *Mayor's Questions*, 17 December 2008

My priorities for a Greater London

21st Century Tube: Investing in London Underground

- Protect investment in transport infrastructure to complete the upgrade of the Northern line and maintain momentum in delivering the upgrade of the Circle, Metropolitan, District and Hammersmith and City lines to support London's economy and transform the network. I will not cut £1.14 billion from transport funding and put the upgrades at risk.
- Cut delays on the Tube by a further 30 per cent through my delay-busting plan.
- Ensure Crossrail stays on track, on time and on budget, bringing 1.5 million people within a 45 minute commute of the existing major employment centres of the West End, the City and Canary Wharf.
- Introduce Automatic Train Control on 48 per cent of London Underground rolling stock by the end of 2014, paving the way for the first driverless train within a decade.
- Insist that funding for Crossrail 2 from Chelsea to Hackney is part of the HS2 link.
- Secure from Government changes in Britain's strike laws to introduce 50% minimum turnout on ballots.

Honesty over fares

- Ensure transparency and honesty over fares policy.
- Protect the 24-hour Freedom Pass and ensure that it is available on TfL services to all Londoners from age 60.
- Lobby the Train Operating Companies to extend the Freedom Pass for use on suburban rail before 9.30am.
- Guarantee concessionary fares for the elderly, young, job seekers and injured veterans.
- Introduce contactless 'wave and pay' style payments on the transport network, allowing passengers to pay with their credit cards and mobile phones.
- Introduce a Courtesy Card to require those under 16s who benefit from free travel on the buses to treat other travellers with respect.

Improving and expanding suburban rail

- Lobby the government to devolve rail franchising powers to the Mayor so that TfL can specify the standards to be achieved by private Train Operating Companies: this will allow me to hold down fares; aim for a minimum frequency of service of four trains an hour on local services; improve the conditions of rundown suburban rail stations and improve safety, with more station staff and CCTV.
- Work to extend the DLR from Lewisham to Bromley.
- Aim to develop a Tramlink extension to Crystal Palace.

-
- Work with Network Rail on proposals for longer trains and increased capacity on the suburban network at stations on routes in and around London.

Protecting the bus network

- Protect the network in full from Ken Livingstone's plans to take £1.14 billion out of the transport budget, especially the suburban bus services on which so many people rely.
- Roll out the New Bus for London with 600 vehicles on London's streets by the end of my term in 2016 as existing buses are decommissioned; and at no more cost than an existing hybrid bus.
- Roll out countdown machines to give people more real-time arrival information and improve passengers' journeys.
- Continue to ensure that ramps on buses should always work and more bus stops are accessible.

Investing in the road network

- Launch a Congestion Busting Plan to:
 - establish a £50 million Roads Blackspot Fund to relieve congestion at key locations in London;
 - establish the London Roads Task Force to propose long-term proposals to tackle London's most notorious roads, including locations such as Hammersmith Flyover, Purley Way, Wandsworth Town Centre, Euston Road, Archway, and Kings Cross;
 - introduce Lane Rental to tackle road works and expand the 'Report It' system to potholes;
 - expand the role of the Metropolitan Police's traffic police to keep traffic moving, including reopening roads faster after accidents; and continue to review the phasing of traffic lights to improve conditions for all road users.
- Direct money from Lane Rental to reduce the congestion caused by road works.
- Promote more shared space improvements to our public realm.
- Call on each borough to review parking in non-residential, strategic shopping areas to reduce any negative impact on businesses.
- Crack down on dangerous rickshaws.
- Set up a 'Cabbie Cabinet'.
- Expand pedestrian countdown to continue to make crossings safer.
- Drive forward a new road tunnel under the river between Greenwich Peninsula and Silvertown.
- Lobby the Government for those living in Havering and Bexley to receive the same discounts on the Dartford Crossing as residents in Dartford and Thurrock.
- Never introduce a London-wide Congestion Charge or a £25 tax on family cars.

Promoting cycling

- Expand Cycle Hire to West and East, and explore expansion to parts of South London and town centres in outer London, including Bromley, Croydon, Hounslow, Kingston, Richmond, and Romford town centres.
- Improve cycle safety by reviewing the 500 cycle accident hotspots.
- Triple the number of cycle super-highways.
- Host a world-class cycling festival at the Olympic Park.

Improving river travel

- Launch a new car ferry service at Thamesmead to Gallions Reach.
- Examine the feasibility of a new pedestrian river crossing between Vauxhall and Chelsea bridges.
- Aim to double the capacity of river travel on the Thames by 2020 by creating new piers and increasing capacity to 12 million travellers a year.

Boosting aviation capacity

- Protect the jobs and wider economic prosperity created by the global connections with suppliers and markets that Heathrow provides.
- Continue to oppose a third runway at Heathrow and oppose any changes in operation that measurably harm local people.
- Fight for a reduction in night flights and to ban the oldest, noisiest aircraft from Heathrow's densely populated flight paths.
- Lobby for an increase in London's aviation capacity through the development of a new hub airport.

21st Century Tube

I will:

- Protect investment in transport infrastructure to complete the upgrade of the Northern line and maintain momentum in delivering the upgrade of the Circle, Metropolitan, District and Hammersmith and City lines to support London's economy and transform the network. I will not cut £1.14 billion from transport funding.
- Cut delays on the Tube by a further 30 per cent through my delay-busting plan.
- Ensure Crossrail stays on track, on time and on budget, bringing 1.5 million people within 45 minutes commute of the existing major employment centres of the West End, the City and Canary Wharf.
- Introduce Automatic Train Control on 48 per cent of London Underground rolling stock by the end of 2014, paving the way for the first driverless train within a decade.
- Insist that funding for Crossrail 2 from Chelsea to Hackney is part of the HS2 link.
- Secure from Government changes in Britain's strike laws to introduce 50% minimum turnout on ballots.

Despite the most challenging spending round for generations, I have secured record investment for London's transport network. This will see £6 billion¹⁸ invested into upgrading the Tube, creating 18,000 jobs¹⁹, and £15.9 billion to deliver Crossrail²⁰, creating 14,000 jobs²¹. I scrapped Labour's failed Public Private Partnership and the necessary upgrades are now being delivered under my control, on time and on budget.

After years of under-investment, the capital is now benefiting from the transport investment it needs to remain competitive and grow the economy. The benefits of this investment already include a 40 per cent fall in delays on the Tube since 2008²²; and the upgrades will increase overall Tube capacity by 30 per cent²³.

Londoners' experience of the Tube is being transformed, with an increase in the frequency of the service making journeys quicker and leading to reductions in overcrowding, further reduction in delays, and improved safety. In particular:

- Capacity on the Victoria line has increased by 21 per cent, meaning that when the new timetable is introduced in early 2013, the line will be able to carry an additional 10,000 passengers per hour at peak time compared with before the upgrade. Passengers will also see a 16 per cent reduction in journey time²⁴.
- Jubilee Line capacity has increased by 33 per cent, providing more frequent trains and a 22 per cent reduction in journey time. The line is now able to carry an additional 12,500 passengers per hour at peak

18 HM Treasury *Spending Review 2010*, 20 October 2010

19 TfL, *London Underground Factsheet*, January 2012

20 Crossrail, Press Release, *Crossrail Business Rates Supplement initial Prospectus published* - GLA release

21 HM Treasury *Spending Review 2010*, 20 October 2010

22 GLA, *Boris Johnson's Speech to London Assembly*, 25 January 2012

23 TfL, *Business Plan 2011/12-2014/15*, p. 6

24 TfL Website, *Tube Upgrade Plan*

time compared with before the upgrade²⁵.

- New air-conditioned trains for the Circle, Hammersmith and City, Metropolitan and District Lines are being delivered and work on new signalling and track has started²⁶, delivering over 20 per cent increases in capacity from 24 per cent on the District Line²⁷ to 65 per cent on the Hammersmith and City²⁸ and Circle lines²⁹.
- The overstretched Docklands Light Railway has seen its capacity increased by 50 per cent by adding an extra carriage to trains³⁰.
- The East London line has been opened ahead of time and on budget, and by the end of this year the last section of London's new orbital railway will be open³¹.
- Many stations which were too small to cope with growing passenger numbers, and in a state of disrepair, have been upgraded, including King's Cross, quadrupling its size, and step-free access for wheelchair users has been opened at Green Park³².

This progress is critical for London's economy, and with the government investment that I have secured there is a fantastic opportunity to complete the transformation of our network.

The objective of the Tube upgrades is to increase the capacity of the network by 30 per cent by making the most of the lines we already have. New trains, modern signalling and the latest track technology will work together to allow longer trains to go faster and more frequently, carrying 70,000 more passengers per hour³³, especially in the peak periods when we need to get to and from work.

The upgrade of London Underground is one of the most complex engineering projects in Europe, especially as it has to be carried out on an operating railway. But it is necessary, not only because of disastrous under-investment in the past, but also because London's population is expected to grow and we will have more people needing to get around³⁴.

My programme for continuing to improve the tube includes³⁵:

- Completion of the Northern line upgrade, delivering a 20 per cent increase in peak time capacity.
- Completion of major station upgrades at Tottenham Court Road, Bond Street and Paddington.
- Pushing forward work on the upgrade of the Bakerloo and Piccadilly lines and on a major congestion relief scheme at Bank.
- Continuing the District, Circle, Hammersmith and City and Metropolitan line upgrades, which will all have new, air-conditioned trains and increased capacity - from 24 per cent on the District line to 65 per cent on the Hammersmith and City and Circle lines within four years.
- Extending the Northern Line from Kennington through to Nine Elms and Battersea, catalysing the redevelopment of this prime area of central London, and delivering 25,000 new jobs and 16,000 new homes³⁶.
- Continuing the upgrade of Victoria station, to be completed within six years.

It is therefore critical that this hard work and investment so far is not squandered.

The huge investment in London's transport network is matched by unprecedented plans to cut waste at Transport for London. A savings target of £7.6 billion has been set to be achieved by 2017³⁷.

However, Ken Livingstone's plans would take £1.14 billion³⁸ out of the transport budget and his dependence on the unions means he would not be able to continue my programme of cutting waste and inefficiency.

25 TfL Website, *Tube Upgrade Plan*

26 TfL Website, *Tube Upgrade Plan*

27 TfL Website, *Tube Upgrade Plan*

28 TfL Website, *Tube Upgrade Plan*

29 TfL Website, *Tube Upgrade Plan*

30 TfL, *Business Plan 2011/2012-2014/2015*, p. 10

31 GLA, *Boris Johnson's Speech to London Assembly*, 25 January 2012; Mayor of London, Press Release, *First step to completion of orbital Overground network*, 16 February 2012

32 Mayor Boris Johnson, *My Progress Report to Londoners*, March 2012

33 TfL Website, *Tube Upgrade Plan*

34 GLA Intelligence Update, *2010 Round Demographic Projections using the 2009 SHLAA*, February 2011

35 TfL, *Business Plan 2011/12-2014/15*

36 GLA, Press Release, *Mayor gives go ahead to Battersea Power Station Redevelopment*, 22 November 2010

37 TfL, *Business Plan 2011/12-2014/15*

38 Mayor of London, *Mayor's Questions*, 14 December 2011

Indeed, he is responsible for most of the waste and inefficiency I inherited and there is no doubt that he would either jeopardise the Tube upgrades or would have to slash local bus services (and possibly do both) to cover his self-inflicted loss. Analysis by TfL reveals how London's transport system would be wrecked³⁹:

- It would threaten Safer Transport Teams, which have been doubled and have delivered a 30 per cent reduction in bus crime⁴⁰.
- The delay for years of the upgrade of the Bakerloo and Piccadilly lines, affecting residents in half of London's boroughs, from Ealing to Hackney, and Hounslow to Southwark. This delay would leave in place a control machine for the Bakerloo line which was installed in the 1950s and still uses a system of paper hole-punches to regulate the service, leading to more delays and disruption for passengers.
- The indefinite delay of the Bank station upgrade, which accounts for over 45 million journeys each year, leading to more overcrowding and more station closures.
- The delay for at least a decade of the upgrade of the Metropolitan, Circle, Hammersmith and City, and District lines, affecting Londoners from Richmond to Barking and Dagenham, and from Hillingdon to Wandsworth - this would leave in place a signal box first installed at Edgware Road in 1926.

Londoners would not see the value of current investments realised, and would no longer benefit from hard won investment to deliver new trains and more frequent services. It would mean the everyday problems that cause delays would take much longer to fix and our tube system would suffer as a result.

Alternatively, Ken Livingstone could make up the shortfall by slashing bus services. Night buses and less well used services in the suburbs would probably be the first to go, but even the busiest routes would need to be thinned out, with insufficient capacity available to carry all passengers in the peak. This would mean long waits at bus-stops as overcrowded buses went by without stopping to pick up passengers trying to get to and from work. That would be a disaster and I will not put the transport system at risk.

Paving the way to driverless trains

Londoners want a Tube system that takes advantage of modern technology for improving capacity, reliability and safety. Automatic Train Control (ATC) allows trains to run closer together at higher overall speeds, increasing capacity on the line. It also allows us to move closer to driverless (although not unmanned) trains within a decade.

By the end of 2014, I will ensure that 48 per cent of the total rolling stock on the London Underground network has ATC, including:

- Jubilee line (9.5 per cent of the network rolling stock total)
- Central line (14.4 per cent)
- Northern line (17.3 per cent)
- Victoria line (7 per cent)

ATC is a pre-requisite for driverless trains. Having driverless trains, as recently introduced in Paris on their Line 1, would lead to cost savings and reliability gains. It will also, over time, make the system cheaper to run and cheaper to use.

Under my leadership, TfL will rapidly establish a timetable for introducing the first driverless trains to become operational on the London Underground network within a decade. I will also ensure that TfL never again order a new train for London Underground with an old-fashioned driver cab – it is time to invest in new technology for London.

Moving to automation on this scale will make the tube more reliable, because the system will be smarter. It will also reduce the bargaining power of the union bosses intent on bringing London to a halt.

But driverless does not mean unmanned. Safety will still be our primary concern, and every train will always have a staff member on board to assist customers as they do on the DLR.

39 Mayor of London, *Mayor's Questions*, 14 December 2011

40 TfL, *Crime and anti Social Behaviour Statistical Bulletin*

Industrial relations

The underground network is too often disrupted by reckless union action. Union bosses cannot be allowed to hold London to ransom in pursuit of unjustified claims.

I will continue to lobby No. 10 to change Britain's strike laws to introduce a minimum turnout, so that strikes can only go ahead when at least 50 per cent of all eligible union workers participate in the ballot. Hard-working Londoners are sick of Bob Crow holding the entire capital to ransom, calling unnecessary strikes and wreaking havoc on London's economy.

And it's clear more and more ordinary union members are sick of it, too, with fewer turning out. London depends on its valued LU staff, the vast majority of whom are dedicated to keeping London moving.

Britain's leading business groups, the Confederation of British Industry and London First, which represents major businesses in London, as well as expert commentators, all support my position on a minimum turnout rule⁴¹.

This election will give me a fresh mandate to secure legislation from No. 10 to introduce the minimum turnout rule.

Cutting delays by a further 30 per cent

The London Underground is now more reliable than at any time in its history, with a reduction in delays of almost 40 per cent since I was elected⁴².

It is important to take London forward - not just with a modernised Tube system with new signalling, track and stations, but also to change working practices to minimise disruption to passengers and improve services.

I will build on our success so far, by implementing a plan to reduce Tube delays by a further 30 per cent. The plan is the most comprehensive in TfL's history to predict and prevent failures and improve the response to, and recovery from, failures so as to minimise disruption to the network.

A range of new techniques will be introduced, including new technology for advanced signal monitoring and Automated Track Monitoring Systems, to identify earlier any potential defects and allow maintenance activities to be planned without disruption to passengers, using British Transport Police to escort London Underground engineers to serious incidents, enabling them to travel under the same 'Blue Light' conditions used by emergency services, and weekly 'war rooms' to monitor and coordinate staff activities.

None of this would be possible under Ken Livingstone's plans to take £1.14 billion out of the transport budget.

My plan to achieve this includes:

- Create a new London Underground Control Centre by the end of 2013, to ensure that whenever there are serious delays, incidents are resolved more quickly.
- Increased medical training - London Underground should enhance the medical training for BTP officers on the Tube so that they can offer increased support to the London Ambulance service in dealing with passenger illness quickly and restoring services. The trial that is being developed includes an additional 20 LU-funded officers and new response vehicles that will enable the officers with enhanced medical training to get to incidents swiftly.
- 'Blue lighting' spares - The British Transport Police are providing a 'blue light' escort to get London Underground engineers to incidents more quickly.
- Motorbikes for spares delivery - A trial motorbike service to carry spare parts to any incidents on the network has begun with the aim of reducing the time it takes to repair faults.

41 CBI, Press Release, *CBI comments on public sector strikes*, 24 November 2011

42 TfL, Press Release, *Tube set to post most reliable performance figures for a decade*, 2 March 2012

- Right spare, right place, right time - Spare parts are being stocked at common failure locations so that technicians can go there and fix a fault immediately, without having to head to pick up spares at a depot first.
- New approach to incident response – Engineers and operational staff are being brought together into a single command and control room to speed up the response to incidents and oversee all aspects of the operation of the network on a real time basis.
- Co-ordinating the response and dedicated staff - Deploying specialised and experienced Network Incident Response Managers who will take over coordinating London Underground’s incident response from the start of April. Recruit dedicated staff to improve train reliability at five key locations on the network (Hammersmith, Brixton, Aldgate, Morden and Stratford).
- Rollout of automatic track monitoring - Advanced signal monitoring technology and Automated Track Monitoring Systems are being trialled, allowing engineers to spot problems before they affect services and focus their maintenance efforts in the most effective way.
- Remote monitoring of equipment - Through sensors and CCTV of signalling, pumps and drainage, which means London Underground can spot a problem early and fix it faster.
- More off site testing - Jubilee Line passengers suffered disruption during the upgrade delivered under the Public Private Partnership due to a failure to test the systems sufficiently offline. For the Northern Line upgrade vast amounts of testing will be done on simulators which exactly replicate the line to iron out issues before the live system is introduced.
- Listening to the grassroots - London Underground is putting in changes to significantly improve how it engages frontline staff, who can often provide the most creative solutions to problems.
- Weekly ‘war rooms’ for every line - Top management for each line meet weekly and discuss the top 5 problems on that line and how to address them.
- Accelerating pace, greater focus - In the past a problem has taken months to be identified and a solution taken even longer to be put in place. An example of the new focus has been the identification of a problem where passenger emergency alarms on numerous lines cause lots of delays due to accidental activation. The war rooms have identified it as a systematic issue and work is now underway to install covers on passenger emergency alarms to reduce accidental activations on the lines most affected by them before the Games. Work is well underway on the Victoria line and is already showing positive results. The Northern, Jubilee and Piccadilly lines are also being addressed, and plans are in development to roll this out across the network.
- Reliability focus to generate new ideas - £50 million has already been identified for reliability projects over the next few years, which are being developed, implemented and tracked to ensure they produce real improvements for passengers.

I have begun to implement parts of this plan, and the successful results are starting to be seen. This plan is a critical part of the modernisation of the Tube. I will continue to take London forward with the major investment in the Tube upgrade, and will not risk a return to old rolling stock, outdated equipment, and ancient working practices of the past.

Despite the tightest spending round in generations, we have secured funding to deliver Crossrail in full, as scheduled by 2018. This means £15.9 billion injected into the project, creating 14,000 jobs⁴³.

Crossrail is essential for the economic success of London. It will dramatically improve transport in London, increasing the overall rail capacity in London by 10 per cent and bringing 1.5 million people within 45 minutes commute of the existing major employment centres of the West End, the City and Canary Wharf⁴⁴. It is critical to supporting the growth of the financial and business services sectors in central London and in the Isle of Dogs, where there is market demand for additional development capacity, and will provide much-needed additional transport capacity to the West End. I will ensure Crossrail is delivered on time and on budget, and that we optimise the major regeneration opportunities presented around new Crossrail stations.

43 HM Treasury *Spending Review 2010*, 20 October 2010

44 Crossrail, Press Release, *Crossrail issues rolling stock and depot tender*, 28 February 2012

Crossrail 2/High Speed Rail 2

It is important to plan now for the next major transport infrastructure to boost the economy in London after Crossrail. I secured a record transport investment from No 10 and will do so again – an investment package for jobs and growth far greater than anything Ken Livingstone could negotiate with the Government.

The first priority for investment is Crossrail 2, otherwise known as the Chelsea to Hackney line. I want to relieve pressure on London Underground and National Rail through the development of a further Crossrail link between Northeast and Southwest London. It is a condition of my support for High Speed Rail 2 that government help us finance Crossrail 2, to relieve pressure on Euston station, which is essential to HS2, and where crucial parts of the Tube are already overwhelmed with passengers.

I will also ask the new London Infrastructure Fund to harness pension fund and other institutional investment to support the project.

I am in favour of high speed rail but we need to look closely at the business case.

I am also fighting hard for more to protect West London residents. We won an important success with the tunnel between Northolt and Ruislip but more needs to be done.

However, the new line comes with a cost in terms of its effects on people whose homes it passes near to. I have successfully persuaded Government to amend the proposal by building a 2.75-mile tunnel to reduce disruption for local residents between Northolt and Ruislip⁴⁵, but I will continue to lobby government for improvements to HS2 to lessen the impact on West London residents.

A more accessible network

Crossrail, together with the Tube upgrade, will also mean tens of thousands of step free journeys every day on the network, significantly helping disabled travellers and parents with buggies.

During tough economic times we have kept as much of the step free programme going as we can, with the aim of half the rail network being step-free by the end of this decade⁴⁶. I have increased the number of step-free Tube stations, with 65 stations to be step-free by the Olympics⁴⁷. Step-free access has been provided at key interchange stations, including King's Cross St. Pancras, which has 10 new lifts⁴⁸.

Step-free access work will continue at Victoria, Tottenham Court Road, Liverpool Street and Bond Street and others⁴⁹. This is in tandem with major redevelopment work to increase capacity and relieve congestion.

45 *House of Commons Hansard*, 10 January 2012, Col. 25

46 TfL, *Taking forward the Mayor's Transport Strategy Accessibility Implementation Plan*, March 2012

47 TfL, Press Release, *King's Cross St. Pancras Tube station is step-free with 10 new lifts*, 27 September 2010

48 TfL, Press Release, *King's Cross St. Pancras Tube station is step-free with 10 new lifts*, 27 September 2010

49 TfL, Press Release, *King's Cross St. Pancras Tube station is step-free with 10 new lifts*, 27 September 2010

Honesty over fares

I will:

- Ensure transparency and honesty over fares policy.
- Protect the 24-hour Freedom Pass and ensure that it is available on TfL services to all Londoners from age 60.
- Lobby the Train Operating Companies to extend the Freedom Pass for use on suburban rail before 9.30am.
- Guarantee concessionary fares for the elderly, young, job seekers and injured veterans.
- Introduce contactless 'wave and pay' style payments on the transport network, allowing passengers to pay with their credit cards and mobile phones.
- Introduce a Courtesy Card to require those under 16s who benefit from free travel on the buses treat other travellers with respect.

Cutting waste at TfL

When I was elected, TfL was an inefficient organisation that did not deliver value for those paying fares.

I have undertaken a major overhaul of the organisation to deliver greater efficiencies and drive out waste. This will deliver £4.6 billion in savings by 2015 as part of an even more ambitious £7.6 billion savings target⁵⁰. These savings include a 25 per cent reduction in directors at TfL, which now has, on a like-for-like basis, 3,500 fewer staff than when I inherited it from my predecessor⁵¹. We have also vacated 23 buildings, and cut back room operating costs, such as IT, by 20 per cent⁵². TfL is moving record numbers of people more reliably than at any time in its history, with around 24 million journeys a day on the network, while simultaneously delivering the biggest programme of transport modernisation for generations.

This means every penny is now committed to delivering a 21st Century, modernised network for Londoners.

Honesty and transparency on fares policy

Londoners need transparency and honesty about London's fares policy. Under eight years of Ken Livingstone, Londoners were subjected to record-breaking fare increases after being promised fares would either be frozen or kept low. In 2000, 2004 and 2008, Ken Livingstone promised lower fares, without any intention or plan to deliver them - and 2012 is no different.

In 2000, Londoners were promised by Ken Livingstone that bus and Tube fares would be frozen "in real terms for four years"⁵³. Despite this, by 2004, Livingstone had broken this promise. Single bus fares outside central London were hiked by 43 per cent, cash Tube fares by up to 25 per cent, and weekly bus passes

50 TfL, *Business Plan 2011/12-2014/15*

51 GLA, *Boris Johnson's Speech to London Assembly*, 25 January 2012

52 GLA, *Boris Johnson's Speech to London Assembly*, 25 January 2012

53 Ken Livingstone, *Ken 4 London*, 2000, p. 8

outside central London by 26.6 per cent⁵⁴. Ken Livingstone himself admits in his recent memoirs: ‘I decided to increase the fares before the 2004 election.’⁵⁵

In 2003, Londoners were then promised by Ken Livingstone that fare increases would be held to “no more than the rate of inflation”⁵⁶. Yet in September 2004, just months after the election, he announced that fares would rise by inflation +1 per cent on the Tube and inflation +10 per cent on the buses⁵⁷.

He recently admitted he broke this promise too; ‘[The Government was] giving me power to borrow £2.9 billion from the bond markets without further reference to government. No local authority had been given this freedom before, but the sting in the tail was that I would have to increase the fares to service the debt. **This meant breaking my promise not to raise fares faster than inflation**, but given my contempt for Wilson and Callaghan - who cut investment rather than raise taxes - I took the deal.’⁵⁸

In 2007, Londoners were again promised by Ken Livingstone that he would “freeze Tube fares in real terms in 2009”⁵⁹. Yet just six days before the pledge was made, Ken Livingstone agreed a package that would see bus fares increase by inflation +2 per cent and Tube fares by inflation +1 per cent if he won re-election⁶⁰.

Londoners deserve honesty and openness over fare setting. My approach will ensure that fares will be lower in the long term. Short term fare cuts invariably lead to fare hikes in the aftermath. I reject the economics of the loan shark.

I understand the importance for Londoners of keeping transport fares as good value as possible. That is why this year I secured £130 million from the Government, to fund a cut of 1 per cent in planned fare rises⁶¹. I promise to be honest and transparent about fares setting, and by cutting waste at TfL my approach will keep fares low in the long term. I will ensure every penny from fares will be invested into improving the network for all of London.

Protect and extend the Freedom Pass

It is also vital that we protect concessions for those who need them. That is why I extended the Freedom Pass to 24 hours a day to make travel easier for older Londoners. If elected, I will protect the full 24-hour Freedom Pass and will lobby hard for the private Train Operating Companies to offer a similar peak-time concession to Freedom Pass holders. And I shall reverse the last Labour Government’s decision to raise the age of eligibility for the Freedom Pass to 65 so that Londoners travel free when they turn 60.

I will also guarantee concessionary travel for injured veteran soldiers, which I introduced in 2009, for young people, students and those seeking work, as now.

Contactless payments

The modernisation programme for the underground is not just about new tracks and trains; it is about harnessing the latest technologies and reforming management to improve efficiency and make London Underground genuinely customer focussed. The changes will make it a genuinely world class Tube for a world-class city.

I will introduce contactless payments, enabling Londoners and visitors to simply wave and pay their credit cards or debit cards to travel on the buses and underground. I will start its introduction on the bus network in June this year as a means of paying cash fares. I will launch contactless payment with Pay As You Go and weekly capping on the Tube and other rail services towards the end of 2013 and aim to launch season tickets in early 2014. Contactless payment will be more convenient for passengers. There will be no need to get a

54 Telegraph, *Blog, Ken Livingstone: those fares promises in full*, 3 January 2012; TfL, Press Release, *New Year, New Fares*, 2 January 2004; TfL, *Report*, 29 October 2003, p. 5, Agenda 5

55 Ken Livingstone, *You Can't Say That*, October 2011, p 491

56 GLA, *34th Mayor's Report to London Assembly*, 2003

57 London Legacy Website, Press Release, *New fares policy will secure £3bn investment in transport*, 21 October 2004

58 Ken Livingstone, *You Can't Say That*, October 2011, pp. 496-497, emphasis added

59 London Legacy Website, *Questions to the Mayor - Written Answers*, 12 December 2007

60 TfL, *Board Meeting*, 6 December 2007, p. 4

61 GLA, Press Release, *Mayor welcomes huge boost to capital's economy*, 29 November 2011

separate card for travel, and no need to top up.

Oyster accounts will be fully accessible online. If customers are charged the wrong amount at any time, or need to be refunded, this new system will make it easy through a simple online transfer. This means that we can make sure that any customers owed a refund can get it quickly and conveniently. Contactless payment will not only be more convenient for passengers – it will also contribute to TfL's efficiency, since the cost of collection will be lower than with Oyster.

Courtesy Card

At present, under-16s can travel for free on the buses in London with a ZIP card. This is an important concession which I am committed to continuing, and has provided welcome financial relief to parents across London.

However, there are still problems with a minority of under-16s who abuse their privilege. My predecessor ignored crime on the transport system, particularly on buses. As a result, there was an increase of violent crime on buses by 9 per cent between 2004/5 and 2007/8⁶².

I pledged to tackle anti-social behaviour and have reduced crime on buses, which has fallen overall by 30 per cent⁶³, with a drop in violent crime of 19 per cent⁶⁴. I also kept my pledge to introduce 'Earn Your Travel Back' (EYTB), enabling young people who have their free travel withdrawn for bad behaviour to earn their ZIP card back by volunteering in community activities. By December 2011, 3,019 had completed EYTB⁶⁵. I will continue this scheme, making it even more targeted and effective at changing behaviour, and working through Team London to get more young people to volunteer in worthwhile activities.

I will strengthen the existing behaviour code by making it an explicit condition of free travel that under -16s give up their seats for older people, especially pensioners and behave courteously to their fellow passengers.

I will publish a three-point Courtesy Code on the back of each ZIP card which will remind card holders that they must:

- Give up their seat to an older, pregnant or disabled person.
- Be polite and not use offensive or threatening language.
- Be courteous to fellow passengers: for instance, not playing music out loud on a mobile phone.

This Courtesy Code will complement TfL's existing Behaviour Code, which every ZIP card holder has to observe, and any young person found breaching the Courtesy Code will have their free travel withdrawn.

I will also operate a 'two strikes and out' policy, where individuals are only able to earn their travel back once before the card is removed permanently for a second offence.

62 TfL, *Crime and Anti Social Behaviour Statistical Bulletin*, Q1 07/08, Table 2.1; *Ibid.* Q1 08/09, Table 2.1

63 TFL, *Crime Statistics Bulletin*, Q2 11/12; GLA, Press Release, *Mayor highlights drop in crime across public transport network*, 21 February 2011

64 GLA, Press Release, *Mayor highlights drop in crime across public transport network*, 21 February 2011

65 GLA, *Mayor's Questions*, 14 December 2011.

Improving and expanding suburban rail

I will:

- Lobby the government to devolve rail franchising powers to the Mayor so that TfL can specify the standards to be achieved by private Train Operating Companies. This will allow me to:
 - hold down fares;
 - aim for a minimum frequency of service of four trains an hour on local services;
 - improve the conditions of rundown suburban rail stations and improve safety, with more station staff and CCTV.
- Work to extend the DLR from Lewisham to Bromley.
- Aim to develop a Tramlink extension to Crystal Palace.
- Work with Network Rail on proposals for longer trains and increased capacity on the suburban network at stations on routes in and around London.

Raising standards on suburban rail

In many parts of London, particularly in the south, commuters are dependent on suburban rail networks to get into the centre. Many of the busiest commuter lines end just outside the GLA area, and although the overwhelming majority of journeys are entirely within London, the lines are completely controlled by national government. The passenger satisfaction on these nationalised rail lines is far below the level on London Overground, where TfL has been able to raise standards⁶⁶.

Under my predecessor, suburban rail was overlooked. I have worked constructively with the Train Operating Companies to improve services for suburban commuters. I have now held three annual Train Operating Summits with train companies⁶⁷. These have resulted in agreements on key areas including improving customer information, improving and station standards, increasing the frequency of services, simplifying the fares structure for London Underground and National Rail, and planning for future growth⁶⁸.

This has led to the successful roll out of Oyster card readers with the result that millions of Londoners not only have that convenience but also cheaper Oyster fares.

I will take London forward by championing a better service for suburban rail users. I am asking the Department for Transport to devolve responsibility for rail franchises to City Hall, making the Mayor of London the signatory on rail franchises where the overwhelming majority of journeys are made in London.

This will enable TfL to raise standards on suburban rail as it has done on London Overground, ensuring stations are staffed, trains are longer and more frequent, that ticket machines are more user-friendly, and that real-time train information is more useful. This would ensure the suburban rail network is better co-ordinated with the rest of the London transport network, particularly at interchanges. TfL officials believe, and I agree,

66 TfL, Press Release, *London Overground passenger satisfaction soars following investment in capacity, trains and stations*, 26 January 2012

67 Association of Trade Operating Companies, *Mayor brings London's rail industry together to get set for the Games*, 27 February 2012

68 Mayor of London, *Mayor's Questions*, 24 February 2010

that a further benefit will be the ability to hold down fares on the suburban rail network.

In the next four years, six London-area franchises come up for renewal. TfL has identified the franchise currently operated by Southeastern to Hayes, Dartford and Sevenoaks and the West Anglia services from Liverpool Street to Chingford, Enfield Lock and Enfield Town as priorities for devolution when those franchises come up for renewal in 2014.

If TfL were the franchising authority (as it is for London Overground) there would be a clear set of service standards which eventually I would like to see apply to rail franchises across the capital, including:

- More frequent services – a turn up and go frequency of at least four trains an hour throughout the week.
- Passenger security – improved security with networked CCTV and help points at all stations, plus improved lighting and more stations gated to reduce antisocial behaviour.
- Overhaul of 100 stations – refurbishment and deep cleaning of over 100 stations in Greater London, bringing them up to London Overground standards.
- More staffing – a visible staff presence across the network throughout the day, offering proactive assistance to customers.
- Better customer information – visual and public address systems providing real time service information supported by the best and most comprehensive online and mobile enabled journey planning system anywhere in the world.
- Cycle parking – high quality cycle parking facilities to promote cycling as a means of access to stations.

In addition, I have also secured the Government's agreement for TfL to work with Network Rail on proposals for longer trains and increased capacity at stations on the suburban network on routes in and around London.

TfL has identified 17 stations (Barking, Bromley South, Charing Cross, Clapham Junction, Fenchurch Street, Finsbury Park, Herne Hill, Marylebone, Orpington, Peckham Rye, Putney, Surbiton, Sutton, Tulse Hill, Victoria, Waterloo East and Wimbledon) with significant congestion problems with the best case for some works to enhance capacity with smaller scale works to remove pinch-points.

TfL has also identified routes suitable for these capacity improvements and frequency enhancements, including:

Lengthening:

- South Eastern services from the Kent coast to Victoria from 8 to 12 cars, providing an additional 16 vehicles.
- South Western trains serving London Waterloo via Wimbledon, Kingston, Putney and Richmond from 8 to 10 carriages.
- All peak fast trains from Surbiton to London Waterloo to 12 cars.
- Windsor via Putney and Richmond services from London Waterloo.
- Selected Essex Thameside services from 8 to 12 cars, providing up to an additional 80 vehicles.
- Electrify Gospel Oak to Barking, permitting the introduction of eight 4 car electric units, replacing eight 2 car diesel units.
- Peak South Eastern services from the Kent coast to Victoria from 8 to 12 cars, providing an additional 16 vehicles.
- Half hourly Southern service on the West London Line from 4 to 8 cars, providing 28 additional vehicles.
- London Overground West London Line and North London Line from 4 cars to 5.
- Southern services on the Brighton Main Line up to 12 cars.
- Half hourly Southern service on the West London Line from 4 to 8 cars, providing 28 additional vehicles.

More frequent trains:

- Additional 2 trains per hour on the peak service between Crystal Palace and Dalston Junction.
- Additional 2 trains per hour on the off peak all stations service between Bromley South and Victoria with stops in selected peak services at Peckham Rye and Denmark Hill.
- West Anglia Main Line improvements to provide 4 trains per hour from Enfield to Stratford, providing 12 additional vehicles

Expansion to outer London

Although we have one of the most extensive underground train systems in the world, there are many parts of London – particularly south of the Thames – that are ill-served by the network, or indeed not served at all. This is why I completed the East London line, and am building the New South London Line to link the East London Line with Clapham Junction by the end of this year, so creating a new orbital railway for London.

I will go further, developing a series of extensions of the underground, the Overground and DLR rail networks to reach out to new parts of London. Specifically:

- Increase the capacity of the East London line by upgrading it to 5 carriage trains by 2014.
- Work to extend the DLR from Lewisham to Bromley, followed by a tram from Beckenham to make an orbital rail loop.
- Develop a Tramlink extension to Crystal Palace.

Protecting the bus network

I will:

- Protect the network in full from Ken Livingstone's plans to take £1.14 billion out of the transport budget, especially the suburban bus services on which so many people rely.
- Roll out the New Bus for London with 600 vehicles on London's streets by the end of my term in 2016 as existing buses are decommissioned and at no more cost than an existing hybrid bus.
- Roll out countdown machines to give people more real-time arrival information and improve passengers' journeys.
- Continue to ensure that ramps on buses should always work and more bus stops are accessible.

New Bus for London

I promised to remove the dangerous and ineffective bendy-bus introduced by my predecessor onto London's streets, and have done so, removing the last one in December 2011⁶⁹.

I also promised a New Bus for London, and delivered it. In just two years, the idea of new bus inspired by the design of the Routemaster has gone from drawing board to London's streets, with prototype buses operating on route 38 from Victoria to Hackney⁷⁰.

The New Bus is a symbol of London's dynamism, and something all Londoners can be proud of. It is the first new bus designed specifically for London's streets for fifty years, and incorporates the most innovative and cutting edge hybrid technology, making it the most environmentally friendly bus of its kind. Crucially, it has been designed so that the rear door can stay open while in motion, allowing passengers to hop on and off.

I will expand the New Bus across London with 600 new buses operating on the streets by the end of my second term as Mayor. I will do this in a cost effective way, by replacing existing buses as they are decommissioned with the New Bus. I will also ensure that each New Bus does not cost more to put on the streets than an existing hybrid bus.

Improving the bus network

The last four years have witnessed significant improvements to the bus network, operating over 18 million more kilometres since I was elected⁷¹, with new routes (such as the 324 from Stanmore to Brent Cross and the 395 from Harrow to Greenford), and route extensions (such as the 132 extension from Eltham to North Greenwich and the S3 extension to Malden Manor)⁷². These help with reducing delays and increasing the passenger journeys by more than 100 million⁷³.

69 GLA, Press Release, *Final bending buses banished from the streets of London*, 9 December 2011

70 GLA, Press Release, *First passengers jump aboard the new bus in London*, 27 February 2012

71 TfL Website, Annual Report and Statements of Accounts, p.11, 2010/11

72 TfL, *Bus service changes May 2008 – January 2012*

73 TfL Website, Annual Report and Statements of Accounts, p.11, 2010/11

I have introduced an increase in CCTV to make journeys safer and more transport police, and the result has seen a 30 per cent drop in crime on the bus network⁷⁴. I will continue to invest in the bus network, and guarantee bus services are maintained at their existing level.

I will roll out Countdown signs at bus stops, particularly in outer London, to keep passengers better informed. Countdown was launched in October last year and provides real-time bus departure information via bus stop signs, the TfL website and SMS for all 19,500 bus stops across London. I am well on the way to upgrading 2,000 bus stop signs as part of this process and will increase the total number of signs to 2,500, with the extra 500 being added at the busiest bus stops⁷⁵. In addition, I have made data freely available to smartphone app developers with iBus enabling people to access real-time arrival information for their stop.

Oxford Street

Oxford Street is one of London's major tourist attractions, but the number of bus routes operating on the street can be a major frustration for pedestrians and other motorists. I have already reduced the number of buses operating on Oxford Street by up to 20 per cent⁷⁶, and will maintain this. I will continue to work actively with Westminster City Council and others as we develop new plans to ensure Oxford Street retains its status as a world-class shopping destination.

A more accessible bus network

All of London's 8,500 buses are low floor and fitted with wheelchair ramps⁷⁷. And we introduced a more rigorous training regime to make sure bus drivers should always deploy the ramps, with regular inspections at bus depots to ensure the ramps work and that they are checked whilst in service. I will ensure we continue to keep up a rigid inspection regime.

I have not only doubled the number of accessible bus stops since 2008⁷⁸, I am proposing to increase the number of accessible bus stops further from 58 per cent⁷⁹ to 70 per cent by the end of the 2012/13 financial year to ensure that all Londoners can use bus services on which they rely. I will also review the bus drivers' "Red Book", and work with bus operators to continuously improve standards of service on the buses

I will also continue to support door-to-door services like Dial A Ride, which has had a further 39 bespoke low-floor minibuses entered into the fleet and the highest number of trips since the service began in the 1980s, with more than 1.3 million trips during the last financial year.⁸⁰

74 MOPC, Monthly Report: Police and Crime Committee, 8 March 2012 Comparing 45 months of Ken Livingstone (August 2004 – April 2008) with 45 months of Boris Johnson (May 2008 – January 2012)

75 TfL Website, *Live bus arrivals*

76 GLA, *Streets Ahead: Relieving Congestion*, 2010

77 TfL Website, *Buses*

78 TfL, *Taking forward the Mayor's Transport Strategy Accessibility Implementation Plan*, March 2012

79 GLA, *Mayors Questions*, December 2011

80 TfL, *Annual Report and Statements of Accounts*, 2010/11

Investing in the road network

I will:

- Launch a Congestion Busting Plan to:
 - establish a £50 million Roads Blackspot Fund to relieve congestion at key locations in London;
 - establish the London Roads Task Force to propose long-term proposals to tackle London's most notorious roads, including locations such as Hammersmith Flyover, Purley Way, Wandsworth Town Centre, Euston Road, Archway, and Kings Cross;
 - introduce Lane Rental to tackle road works and expand 'Report It' system to potholes;
 - expand the role of the Metropolitan Police's traffic police to keep traffic moving, including reopening roads faster after accidents; and continue to review the phasing of traffic lights to improve conditions for all road users.
- Promote more shared space improvements to our public realm.
- Call on each borough to review parking in non-residential, strategic shopping areas, to reduce any negative impact on businesses.
- Crack down on dangerous rickshaws.
- Set up a 'Cabbie Cabinet'.
- Expand pedestrian countdown to continue to make crossings safer.
- Push on with a new road tunnel under the river between Greenwich Peninsula and Silvertown.
- Lobby for those living in Havering and Bexley to receive the same discounts on the Dartford Crossing as residents in Dartford and Thurrock.
- Never introduce a London-wide Congestion Charge or a £25 tax on family cars.

Congestion Busting Plan

London is rightly seen as one of the world's leading cities, attracting people and companies from all over the world to visit, live and do business here. Our capital is fantastically positioned to keep and build on this status. A key part of that is making London's transport network work to support our city, and our roads are an essential part of that.

For all of these reasons, London deserves a road network that isn't just a relic of 1950s and 1960s urban planning, but a road system that is fit for the 21st century. The vast majority of journeys in London are done by road, whether by bus, car, bike, motorcycle, taxi or on foot - around 80 per cent of the 24.5 million journeys

each day⁸¹. Trip patterns have changed a lot too - on some links in central London today there are more cyclists than cars, while in outer London the car is by far the most common form of transport. Yet the road system has been neglected for decades, with little investment, leading to too many competing demands for limited road space and congested roads. London's roads are essential arteries for Londoners and for London's businesses. And yet London is responsible for about a fifth of the UK's congestion, which TfL estimates costs the UK economy at least £2 billion a year⁸².

The solution is not an ever more draconian war on motorists as pursued by my predecessor, with increased taxes, penalties and other restrictions. Instead, it is the responsibility of the Mayor to ensure that traffic keeps flowing and ensure improvements for all users, whether motorists, pedestrians, or cyclists, and that means investing in the road network just as we do in the rail and Tube networks.

There has been virtually no investment in significantly improving the operation of the road network for more than half a century. During this time the number of people in London has soared and more and more demands have been placed on the road network. The road network is as important a part of transport in London as the Underground network, and should not be starved of investment.

I commit to investing £450 million in London's roads during the next Mayoral term⁸³. As part of this, I will launch London's first comprehensive Congestion Busting Plan, tackling everything from London's worst roads blackspots to individual traffic lights. The Plan will include:

Roads Blackspot Fund

I will commit £50 million⁸⁴ to enable immediate action to relieve the worst congestion blackspots in London, with priority being given to those roads which cause the worst delays and blight the communities who live around them. The Fund will take the type of approach illustrated, for example, in the recent redesign of Henlys Corner. Improvements will include:

- Redesigning roads to improve traffic flow.
- Optimising traffic signals.
- Removing unnecessary street clutter and improving the surrounding urban realm.
- Improving conditions for vulnerable road users such as pedestrians and cyclists.

Henlys Corner is a busy junction on the A406 North Circular Road which has been redesigned using new, innovative approaches to using the road space. This has helped to cut queue lengths dramatically (3-5 times shorter on the approaches) and improve journey times for the 94,000 vehicles passing through the junction every day⁸⁵. Less congestion also means lower pollution, improving the environment for local residents. By separating traffic more clearly, cyclists can pass through the junction more safely than before, and at the same time, new crossings have made it possible for pedestrians to cross the road safely for the first time.

London Roads Task Force

I will establish a London Roads Task Force, which will report to me within six months of the Mayoral election. This will be the first major strategic review of its kind of London's roads for a generation. It will put together proposals for long-term improvements to the road network. This will include looking at how we could redesign gyratories and congestion blackspots, make journeys on London's roads more reliable, and continue to make London's roads safe for all users. It will also look at how London's roads could better serve local communities as places at the heart of London's many neighbourhoods. It will aim to help transform the urban realm, cut pollution and ease congestion.

81 TfL, *Travel in London Report 4*, p. 28

82 GLA, Press Release, *Mayor marks completion of improvements that have transformed Henleys Corner*, 13 January 2012

83 TfL *Business Plan 2011/12-2014/15*, p. 71, Table 10

84 TfL *Business Plan 2011/12-2014/15*, p. 71, Table 10, Better Routes and Places

85 GLA, Press Release, *Mayor marks completion of improvements that have transformed Henlys Corner*, 13 January 2012

Lane Rental

I will use the new powers which I have secured to introduce Lane Rental to tackle road works. Road works are a major contributor to congestion in London, but before I arrived at City Hall, no attempt had been made to control them. Over 100 companies have the right to dig up London's roads⁸⁶, and they were not co-ordinating their work, had no incentive to do their work as quickly as possible, nor to carry out the work when the roads are least busy.

Having persuaded the Government to grant London new powers, I introduced a permit scheme for road works, putting pressure on the utilities companies to be less disruptive. It has been a great success. In its first year of operation, with 18 boroughs on board alongside TfL, the scheme reduced road works by 17 per cent in the areas where it operated and saved London 150,000 days of street works in just twelve months. Since then a further seven of London's 32 boroughs are signed up, with the rest coming on board shortly, so we can expect to see even greater reductions in time wasted on unnecessarily prolonged road works⁸⁷.

I want to go further. I have agreed with Ministers to allow London to pioneer a new Lane Rental scheme, which will make companies pay up to £2,500 a day for digging up roads during busy periods⁸⁸ – this will give them a big financial incentive to co-ordinate their road works, and to complete them as quickly as possible at a time of day that causes least disruption. This will become a formidable weapon in the war on road works.

Through the Committee on Lane Rental convened by TfL, I will use the proceeds from lane rental to reduce disruption and other adverse effects of road works, including potholes created by any road works. TfL officials expect this fund to be around £6 million each year⁸⁹.

I will make it easier for drivers to complain about unattended road works through the new 'Report It' system, including developing a mobile phone app for motorists to report road works, and will use London's traffic PCSOs to report and impose fines on companies if their road works over-run.

Rapid response to road accidents

Road accidents can cause major disruption. Often it can take too long to reopen the road network. I will explore new technology to more quickly assess accident scenes, including new lasers that scan the site of an accident in 3D to help police to more quickly complete their survey of the scene. This would enable the Met Police to open roads more rapidly to keep London moving, with the aim of halving the average time taken to reopen roads after an incident.

Traffic lights

I will roll out innovative technology to improve the phasing of traffic lights. I promised to review traffic lights, and since being elected have reviewed the phasing of 2,650 traffic lights since 2009, which has cut delays by 8 per cent on average⁹⁰ and nearly 20 per cent in some locations⁹¹. More than 40 per cent of traffic signals across London now 'self regulate'⁹² through innovative technology known as Split Cycle Offset Optimisation Technique (SCOOT) which allows traffic signals to detect vehicles passing along a road and work together to amend their signal timings on a second by second basis. I will continue review the phasing of the remaining lights during the next four years and trial SCOOT for pedestrians to detect large groups of people at pedestrian crossings and amend traffic signal timings to allow them to quickly move through areas of London.

86 GLA Website, *Lane rental*

87 London Councils, *London Permit Scheme: First Year Evaluation Report*, 27 May 2011, p. 6

88 DfT, Press Release, *Green light for pioneering scheme to tackle rush hour road works disruption*, 6 March 2012

89 TfL

90 TfL Website, *Suggested signal removal list*, February 2012 ; TfL, Press Release, *Transport for London Londoners to face fewer delays at traffic signals*, 1 July 2010; TfL, Press Release, *Mayor announces innovative technology is helping traffic flow more smoothly and cut disruption*, 19 March 2012

91 TfL, Press Release, *Mayor announces innovative technology is helping traffic flow more smoothly and cut disruption*, 19 March 2012

92 TfL, Press Release, *Mayor announces innovative technology is helping traffic flow more smoothly and cut disruption*, 19 March 2012

Congestion charge

I promised to consult again on the Western Extension of the Congestion Charge Zone (WEZ). I listened to residents' views and scrapped it. There has been a negligible impact on congestion and traffic speeds, and a noticeable boost to local businesses⁹³. I also promised to scrap Ken Livingstone's £25 a day tax on family vehicles, and I did. To protect London's businesses and families, I commit to never introduce a London-wide Congestion Charge or a £25 tax on family cars.

I have also introduced AutoPay for the Congestion Charge which means no registered driver should have to pay a fine⁹⁴.

Pedestrians and the public realm

Since I was elected, London has been leading the country in innovative road schemes ensuring pedestrians get a better deal on the roads, making it easier and safer for them. I installed the "X" diagonal pedestrian crossings at Oxford Circus, unravelled the one-way gyratory system along Piccadilly, and have supported the shared use of Exhibition Road⁹⁵. This gives pedestrians and drivers equal rights of way, which evidence shows reduces accidents as it discourages speeding, and encourages road users taking more responsibility for their risks.

The capital has too many guardrails, restricting the movement of pedestrians and also presenting a hazard for cyclists. I have removed 63 kilometres of guardrails along pavements⁹⁶, making it easier and safer for pedestrians to cross, and stripped out other unnecessary street clutter. I will continue to work with the boroughs to push forward shared space schemes and scrap guardrails and promote this approach on new developments through the London Plan⁹⁷.

After successful trials, I will introduce Pedestrian Countdown to around 200 locations across the capital⁹⁸.

Parking

One of the biggest complaints from businesses large and small is about parking in London making it difficult for them to do their job, increasing costs, or by making it difficult for customers to get to them.

I will call on each borough to review parking in non-residential, strategic shopping areas, to see if it can be managed in a way that reduces any negative impact on businesses.

Retailers can suffer if shoppers find it too difficult to park their cars, so I will lead by example by extending the length of time motorists can park at 'Stop and Shop' bays - giving them an extra 10 minutes free parking on Transport for London roads that go through commercial high streets. The current stopping time is 20 minutes.

Tackle rickshaws

Rickshaws, or pedicabs, have proliferated in central London in recent years. Unregulated, often uninsured, usually over-priced and frequently dangerous, they have attracted increasing complaints from other road users about their behaviour and about the many close misses that have nearly cost lives. The Mayor does not have the powers to ban them, but I am already using the powers I do have to crack down on badly conducted rickshaws in London. I will do so increasingly in partnership with other agencies, such as the UK Border Agency and HM Revenue and Customs.

93 TfL, Press Release, *Mayor confirms removal of Congestion Charge Western Extension Zone by Christmas and introduction of CC Auto Pay in New Year*, 20 October 2010

94 TfL, Press Release, *Auto pay hits the mark*, 16 September 2011

95 TfL, Press Release, *Mayor agrees extra £10m TfL funding for Exhibition Road project*, 16 January 2009

96 TfL, *Surface Transport Panel*, 11 May 2011

97 GLA, *The London Plan*, July 2011

98 TfL Website, *Pedestrian Countdown at traffic signals*

Taxis and a 'Cabbie Cabinet'

I have fulfilled my promise at the last election to put representatives of black taxis and private hire vehicles on the board of TfL. I have clamped down on illegal minicabs, doubling the number police dedicated to stamping them out⁹⁹. I will maintain this, and explore with TfL how we can better listen to cabbies who are on the street and see specific examples of touting, and respond more rapidly to those concerns.

I also commit to cracking down further on illegal minicab operations, including implementing tighter standards for licensing new minicab offices to ensure they are aboveboard. I will also strongly protect the two-tier regulatory system which distinguishes between private hire vehicles and taxis.

I know that taxi drivers also want their voices to be heard directly so I will set up a 'Cabbie Cabinet' - a forum for taxi drivers which I will meet with once a year.

I am concerned about the fact that ranks around London are continually under threat and will ask TfL to produce a 'ranks plan' that will protect existing ranks as far as possible and identify new ones. I will also ask TfL to produce a Suburban Action Plan to identify and address the specific concerns of yellow badge holders.

Many taxi drivers are also rightly concerned that everything is being done to allow them to do their job during the 2012 Games this summer. That is why I rejected my predecessor's plans which would have seen 240km dedicated to Games Lanes¹⁰⁰, and negotiated a reduction to 75km¹⁰¹, down two thirds.

I have worked hard to find opportunities for taxis to make use of Games Lanes on the Olympic Route Network at certain times and have set up a range of dedicated communications channels to make sure they are fully informed. The Games are a great opportunity for London's cabbies to show the city at its best and I am determined to help them to do that.

I have also insisted on a number of concessions, specifically for taxis to use turns along the network that were initially banned for all traffic except buses. Locations where additional flexibility for taxis has already been agreed include:

- The northbound nearside Games Lane on Gloucester Place (north of Marylebone Road).
- Lisson Grove (northbound) right turn in to St John's Wood Road (eastbound) – taxis will have access to the northbound offside Games Lane on Lisson Grove to make this right turn.
- Right turn from Marylebone Road at Balcombe Street to provide access into Marylebone railway station.

Dartford Crossing

I killed off my predecessor's proposal for a Thames Gateway Bridge because of the damaging impact it would have had on Bexley, and I will not resuscitate it. Instead, I will continue to call on the Government for residents within Greater London who live close to the Dartford Crossing – notably those living in Bexley and Havering - to be given the same discount on the Dartford toll as residents of Dartford and Thurrock.

Silvertown crossing

I will also seek powers to construct a new Blackwall relief crossing, a road tunnel that will cross from Greenwich Peninsula to Silvertown, near the Royal Docks, and which will be completed within ten years. The government has committed to explore the case for using the Planning Act to streamline planning for proposed additional river crossings in East London.

99 TfL Website, *Touting and associated dangers*

100 London 2012, *Theme 14: Transport*

101 London 2012, *Update on 2012 transport to Transport Committee*, 3 January 2012

Promoting cycling

I will:

- Expand cycle hire to West and East and explore expansion to parts of South London and town centres in outer London, including Bromley, Croydon, Hounslow, Kingston, Richmond, and Romford town centres.
- Improve cycle safety by reviewing the 50 cycle accident hotspots.
- Triple the number of cycle super-highways.
- Host a world class cycling festival at the Olympic Park.

Expanding Cycle Hire

I promised the world's best Cycle Hire scheme, and have delivered it. At the same time I reduced the cost to taxpayers by securing £50 million of private investment. London has over 8,000 hire bikes, and 15,000 docking points, operating across the capital from Notting Hill Gate to Wapping and from Regent's Park to Kennington. Over 10 million hires have been made¹⁰².

I have now expanded the scheme eastwards in time for the Olympics and to the west and south-west of London, encapsulating Shoreditch, Tower Hamlets, Canary Wharf, Bethnal Green, Bow, Mile End, Poplar, Wandsworth, Hammersmith, Fulham, Lambeth and Kensington.

I will explore expanding the scheme further into outer London town centres, with a capacity study of six major town centres - Bromley, Croydon, Hounslow, Kingston, Richmond, and Romford - to be conducted and the results published by the end of the year.

Cycle Safety

It is critical that we make cycling safer in London. There has been a massive growth in the number of cyclists in the capital. The amount of cycle traffic on the Cycle Superhighways went up 70 per cent in 2010¹⁰³. While we have done a huge amount to promote cycling in London and to make cycling safer, including the Superhighways and Cycling Safety Action Plan, it is important we do more to remodel dangerous junctions and blackspots.

I have instructed TfL to review 500 junctions its road network to prioritise the roads in most need of change and outline what changes are needed.¹⁰⁴ Improvements and redesign has already been undertaken at places like Bow and Henlys Corner, and I have secured an additional £15 million funding to tackle difficult junctions¹⁰⁵.

102 GLA, Press Release, *Major expansion of Mayor's cycle hire scheme goes live*, 8 March 2012

103 TfL, *Cycling Revolution London: End of Year Review 2010*, 2010

104 TfL, Press Release, *TfL confirms priority junctions for cycle safety review*, 7 February 2012

105 HM Treasury, *Budget 2012*, 21 March 2012, p. 40

My Cycling Safety Action Plan is:¹⁰⁶

- Providing additional funding to boost the provision and effectiveness of cycle training in advance of the launch of the Cycle Hire Scheme and Cycle Superhighways.
- Developing an awareness-raising campaign targeted specifically at improving safety between HGVs and cyclists.
- Working with the Police to tackle irresponsible road user behaviour.
- Working with the London Criminal Justice Board to strengthen criminal justice procedures for dealing with cyclist deaths and serious injuries.
- Delivering safer infrastructure for cyclists, including the first two cycle superhighways, which will trial new safety features such as Trixi mirrors.
- Researching the potential for piloting cyclists being able to turn left at red traffic lights, and the potential for a 'cycling safety code of conduct'.
- Distributing safety mirrors to fleet operators and working with the industry to avoid deliveries at peak times, especially on roads with high cycle flows.
- Working with bike retailers and manufacturers to provide safety messages at the point of sale.

Cycle Superhighway

I am committed to London being the most cycle-friendly city in the world. During my Mayoralty, we have taken many steps to boost cycling, including launching SkyRide and laying down the four cycle super-highways¹⁰⁷.

I will triple the number of cycle superhighways to twelve by the end of 2015¹⁰⁸. I will also investigate the potential for an East-West cycle superhighway.

World Cycle Festival

London will also host a world-class, two day cycling event in 2013, the first major event at the Olympic Park after the Games, with the potential to attract 200,000 visitors from outside the capital to London and generating tens of millions of pounds in economic benefit¹⁰⁹.

106 TfL, *Cycle Safety Action Plan*

107 TfL Website, *Barclays Super Highways*

108 TfL Website, *Barclays Cycle Superhighways / Routes & maps*

109 GLA, Press Release, *Mayor announces world class cycling festival*, January 2012

Improving river travel

I will:

- Launch a new car ferry service at Thamesmead to Gallions Reach.
- Examine the feasibility of a new pedestrian river crossing between Vauxhall and Chelsea bridges.
- Aim to double the capacity of river travel on the Thames by 2020 by creating new piers and increasing capacity to 12 million travellers a year.

Making the most of the Thames

The Thames is not just beautiful, but also a highway through the heart of our city. I have introduced Oyster cards on the Thames Clipper service to make it easier for passengers to use it.

I believe this great natural resource of London could be used more, either for travel or pleasure. We need to learn from other cities that have successfully improved the use of their rivers. I will set out a 10 year vision for the river by the end of this year, with the aim of doubling the capacity of river travel by 2020. This will enable up to 12 million travellers a year, with improved pier management to free up additional capacity by getting boats away more quickly and charging for overstaying. I will also roll out automatic payment on the river properly as part of new wave and pay and improve signage significantly around key central London piers so more people can see and therefore use the river services.

The shortage of river crossings east of Tower Bridge means that the north and south banks of the Thames can feel a world apart. Making it easier to cross between south east London and north east London will be a huge economic benefit to the city, by making it easier for businesses on the opposite sides of the Thames to trade. The Blackwall Tunnel and Woolwich car ferry are overstretched.

I am building a cable car crossing - largely funded by sponsorship - from the Greenwich Peninsula to the Royal Docks, which will not be just an exciting tourist attraction, but will enable around two million people a year to cross between the O2 Centre and ExCeL exhibition centre, contributing to regeneration and jobs in the Royal Docks¹¹⁰.

Ferry Service

I will launch a new car ferry service from Thamesmead to Gallions Reach, to replace the ageing Woolwich ferry.

Pedestrian crossings

The Millennium Bridge crossing between St Paul's Cathedral and Tate Modern has proved far more successful than the most optimistic forecasts, with over 4 million people crossing every year, demonstrating the demand for pedestrian crossings. I will examine whether there is demand for a new pedestrian river crossing, potentially between Vauxhall and Chelsea bridges as part of the Vauxhall Nine Elms development at Battersea, financed out of private funds.

110 GLA Website, *Cable car for London*

Dartford Crossing

I killed off my predecessor's proposal for a Thames Gateway Bridge because of the damaging impact it would have had on Bexley, and I will not resuscitate it. Instead, I will ask for residents within the GLA who live close to the Dartford Crossing – notably those living in Bexley and Havering - to be given the same discount on the Dartford toll as residents of Dartford and Thurrock.

Boosting aviation capacity

I will:

- Protect the jobs and wider economic prosperity created by the global connections with suppliers and markets that Heathrow provides.
- Continue to oppose a third runway at Heathrow and oppose any changes in operation that measurably harm local people.
- Fight for a reduction in night flights and to ban the oldest, noisiest aircraft from Heathrow's densely populated flight paths.
- Lobby for an increase in London's aviation capacity through the development of a new hub airport.

London is a top-ranking global city that thrives on its trade and connections with the rest of world. As the capital city of an island-nation, London's people and businesses depend on air travel to get to where they need to be and for their suppliers and customers to be able to get here easily. But London's main airport, Heathrow, is full.

London needs to continue to attract tourists, investment and job creators – this will not happen if, as is increasingly the case, visitors find it easier to get to Paris, Amsterdam and Frankfurt than they do London. All these cities have invested in better air links to growing overseas markets than we have.

Heathrow, along with the thousands of people who work there, does a magnificent job in very constrained circumstances. It directly employs 76,000 people at the airport and supports another 180,000 jobs¹¹¹ and I will do all I can to safeguard those jobs and the prosperity that comes with them.

But noise from flight paths blights the lives of too many Londoners and I oppose any further expansion at Heathrow – that would not be right for the people who live near it.

I have also consistently lobbied for fewer night flights to reduce the impact of interrupted sleep. I will continue to make that case and also lobby to ban older, noisier planes from Heathrow. Modern planes make far less noise than old planes and an aircraft noise restriction would bring a dramatic quality of life improvement for people in west London.

Instead, London needs a new, modern hub airport to be built, serving London, the wider south east, and the nation at large¹¹². A new airport, constructed to the east of London, would contribute hugely to the regeneration of east London and by positioning flight paths over the Thames Estuary and the North Sea, the number of people affected by noise could be cut dramatically. Londoners and London businesses need the capacity to generate more prosperity, more jobs and more growth. A new modern airport financed, built and run by the private sector and designed to handle 21st Century aviation demand would make a powerful contribution to that capacity. I will do all I can to make it a reality by working with the Government, neighbouring authorities and major investors.

111 Frontier Economics, *Connecting for growth: the role of Britain's hub airport in economic recovery*, September 2011

112 Mayor of London, Press Release, *Mayor says new hub airport vital for London and UK's future prosperity and growth*, 18 January 2011

Investing in Transport

