

**TRANSPORT FOR LONDON**  
**BOARD MEETING – OPEN SESSION**  
**TO BE HELD ON 29 MARCH 2006**  
**AT 1000 HOURS**  
**IN THE CHAMBER**  
**CITY HALL, THE QUEEN’S WALK, LONDON SE1 2AA**

**AGENDA**

A Meeting of the Board will be held to deal with the following business:

**Procedural Matters**

- 1.1 Apologies for Absence
- 1.2 Minutes of the Previous Meeting held on 8 February 2006
- 1.3 Any Matters Arising from the Minutes

**Business Items**

**Sponsor**

- |    |   |  |
|----|---|--|
| 2. | The Commissioner’s Report                                     | Peter Hendy, Commissioner of TfL           |
| 3. | 2006/07 Budget  | Jay Walder, MD Finance & Planning          |
| 4. | Hammersmith Temporary Bus Station Compulsory Purchase         | Valerie Todd, Interim MD Group Services    |
| 5. | Treasury Management Strategy and Prudential Indicators        | Steve Allen, Director of Corporate Finance |
| 6. | Transfer to TfL of Silverlink Metro Services and Future Plans | Ian Brown, Managing Director London Rail   |
| 7. | Investment Programme Oversight by the TfL Board               | Peter Hendy, Commissioner of TfL           |
| 8. | Publication of Public Agenda Committee & Panel Papers         | Peter Hendy, Commissioner of TfL           |

**Procedural Items**

- |     |  |   |
|-----|--|---|
| 9.  | Report from the Finance Committee                    | Sir Mike Hodgkinson, Chair of the Committee |
| 10. | Report from Safety, Health and Environment Committee | Dave Wetzel, Chair of the Committee         |
| 11. | Report from the Audit Committee                      | John Ormerod, Chair of the Committee        |

**Items for Noting**

- |     |                                   |   |
|-----|-----------------------------------|---|
| 12. | Documents Sealed on Behalf of TfL | Peter McGuirk, Interim Director of Governance & Assurance |
| 13. | Any Other Business                |   |

# TRANSPORT FOR LONDON

## MEETING OF MEMBERS OF THE BOARD – OPEN SESSION

**MINUTES** of the Board Meeting held in the Chamber, City Hall, The Queen's Walk, London, SE1 2AA at 10.00 am on Wednesday, 8 February 2006

<b>Present:</b>	Ken Livingstone Dave Wetzel Kirsten Hearn Sir Mike Hodgkinson Paul Moore Patrick O'Keeffe Tony West	Chair of the Board Vice Chair
<b>In Attendance:</b>	Bryan Heiser Murziline Parchment Lynn Sloman  Steve Allen Ian Brown Peter Brown Stephen Critchley Mary Hardy Peter Hendy Ellen Howard Gareth John Peter McGuirk Tim O'Toole Ben Plowden Tony Richardson Len Simkins Duncan Symonds Valerie Todd Jay Walder  Horatio Chishimba James Varley	Special Adviser to the Board Special Adviser to the Board Special Adviser to the Board  Director of Corporate Finance Managing Director, London Rail Chief Operating Officer, Surface Chief Finance Officer Director of Internal Audit Commissioner Public Law Team Leader Director of Legal & Compliance Int. Director of Governance & Assurance Managing Director, London Underground Managing Director, Group Comms. Fares Analysis Manager Head of Business Services & Strategy Commissioner's Chief of Staff Act. Managing Dir, Group Services Managing Director, Finance & Planning  TfL Secretariat TfL Secretariat

The Board welcomed Peter Hendy as the new Commissioner of Transport for London.

### **01/02/06 Apologies for Absence**

Apologies for absence were received from Honor Chapman, Stephen Glaister, John Ormerod and Lynn Sloman. The Board wished Honor Chapman a quick recovery following a motor vehicle accident.

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### Declaration of Interests

There were no interests declared.

### 02/02/06 Minutes of the Last Meeting held on 7 December 2005

The minutes of the last meeting were approved and signed by the Chair as a correct record subject to an amendment being made to correct the date of the last meeting to read **Wednesday, 7 December 2005**.

### 03/02/06 Matters Arising

#### Minute No. 80/12/05 – Event to mark end of use of Routemaster

AGREED that TfL Equality & Inclusion would work with the GLA Disability Adviser to organise a TfL event to celebrate fully inclusive bus transport following the withdrawal of the Routemaster.

**Action: Valerie Todd**

#### Taxi Card

AGREED that as briefing on Borough support for Taxi Card would be given to the Mayor.

**Action: Valerie Todd/Ed Thomson**

#### Minute No. 87/12/05 – DLR London City Airport Station: Lifts

Bryan Heiser advised the Board that the Disability Press had not been informed of the Mayor's insistence that there be two lifts at the new station instead of one as originally planned and the benefits of this to the disabled community.

AGREED that a press release would be issued to the Disability Press.

**Action: Ian Brown**

### 04/02/06 The Commissioner's Report

The Board received the Commissioner's Report for February 2006.

The Board joined Peter Hendy in extending thanks to Bob Kiley for having capably led Transport for London from its inception to what it was today – a world-class transport organisation. The Board also thanked Professor David Begg for his invaluable contribution to the TfL Board. Professor David Begg had resigned from the TfL Board.

#### Shorter Working Week:

Kirsten Hearn acknowledged the personal support that station staff offered disabled transport users and asked whether that support would now not be offered because of station staff shortages following the introduction of new rosters on 5 February 2006.

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NOTED that station staff shortages were not envisaged. A reduction of positions had been in ticket offices but there would be redeployment of staff from other areas of the Network. Tim O'Toole confirmed that all changes were subject to continuing safety audits.

### Equality & Inclusion:

AGREED that Valerie Todd would provide progress updates on the work experience programme for disabled people which began on 9 January 2006 in customer service roles and the mentoring scheme developed in association with Clutterbuck Associates to support people from under-represented groups in their career and personal development.

**Action: Valerie Todd**

Hate Crimes: It was AGREED that hate crime figures would be provided at a future Board meeting.

**Action: Jeroen Weimar**

AGREED that Section 17 of the Crime & Disorder Act would be a topic for discussion at the next Board meeting.

**Action: Jeroen Weimar**

### Public Consultations:

AGREED that the expertise in DLR with regard to conducting public consultations should be shared across the organisation.

## **05/02/06 Finance and Performance Report**

Jay Walder introduced the Finance & Performance Report which was noted by the Board.

NOTED that passenger demand continued to show signs of sustained recovery and growth, total journeys having been 4% above budget.

NOTED that 7<sup>th</sup> Car on the Jubilee Line was delivered on time and on budget.

NOTED that Wembley Park works would be delivered well in advance of the target completion date.

NOTED concern regarding Metronet Rail's Asset Renewal Programme.

NOTED that TfL was a leading contender for Beacon Awards.

## **06/02/06 Public Carriage Office – Taxi Fares**

The Board noted the content of the report introduced by Peter Hendy.

NOTED that following consultation with the taxi trade, taxi sharing

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arrangements had been formalised, via the London Taxi Sharing Scheme Order 2005.

AGREED that any proposed changes to Taxi and Private Hire licence fees would be brought to a future Board meeting.

**Action: Richard Webster/Ed Thompson**

AGREED that the once appointed the Managing Director Surface Transport would look at the possibility of some relief for disabled taxi users with regard to the Christmas and New Year supplement as well as Taxi Card cost.

**Action: Richard Webster/Ed Thompson**

APPROVED

- the proposed taxi tariff changes;
- the making of a London Cab Order, to be signed by the Commissioner of Transport for London on behalf of Transport for London, to implement the new fares with effect from Saturday 1 April 2006; and
- the making of London Taxi Sharing Scheme Order, to be signed by the Commissioner of Transport for London on behalf of Transport for London, to implement the new fixed-fares with effect from Saturday 1 April 2006.

### 07/02/06 TfL Membership of Urban Design London

The Board received a report entitled TfL Membership of Urban Design London and noted the content of the report presented by Peter Brown.

AGREED that a progress update on the training aspects of Urban Design would be provided within the first 6 months of formation of the UDL.

**Action: Peter Brown/Richard Webster**

AGREED that Transport for London in its role as Facilitator, should aim to persuade other UDL bodies to deliver better and inclusive Urban Design.

APPROVED

- the formation of Urban Design London;
- TfL's ordinary membership of UDL;
- TfL's role as Facilitator; and
- delegation of authority to the Director of Legal and Compliance or the Managing Director Surface Transport as appropriate to negotiate, agree and improve the final terms of the constitutional documentation (Constitution, Facilitation Agreement and Indemnity Side Letters) drafted substantially in accordance with the key principles set out in Appendices 1 to 3 to the paper and to enter into such documentation.

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### **08/02/06 Interim Arrangements in Surface Transport**

The Board noted the content of the report introduced by Peter Hendy.

NOTED the proposed arrangements set out in the report;

CONFIRMED the interpretation of Standing Orders as outlined in the report; and

RATIFIED the exercise of functions within the Surface Transport Directorate in anticipation of the arrangements set out in the report.

### **09/02/06 Interim General Counsel Organisation Issues**

The Board noted the content of the report.

CONFIRMED the appointment of Peter McGuirk as Interim Director of Governance and Assurance and Secretary to the TfL Board.

CONFIRMED that Peter McGuirk can exercise all functions of General Counsel and Secretary under Standing Orders or as otherwise delegated.

### **10/02/06 Audit Committee Report**

Sir Mike Hodgkinson introduced the report which was NOTED by the Board.

### **11/02/06 Documents Sealed on Behalf of TfL**

The Board NOTED the documents sealed on behalf of Transport for London between 29 November 2005 and 20 January 2006.

### **12/02/06 Any Other Business**

There being no further business the meeting closed.

Signed by the Chair: \_\_\_\_\_

Date: \_\_\_\_\_

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STAFF SUMMARY

TfL BOARD

**SUBJECT: COMMISSIONER'S REPORT FOR MARCH 2006**

**DATE: 29 MARCH 2006**

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**1. PURPOSE**

This report provides an overview of major issues and developments since 8 February Board meeting and updates the Board on significant projects and initiatives.

**2. INTRODUCTION**

**2.1 Awards**

London Underground won the prestigious Train Operator of the Year award at the HSBC Rail Business Awards on 28 February, beating off stiff competition from across the UK. LU also won the Judges' Special Award in recognition of its rapid recovery from the July bombings, and the award for Station Excellence for the reconstruction of Hounslow East station. The "Everyone's London" marketing campaign and Oyster Auto Top-Up payment facility were also highly commended in other award categories.

TfL HR won three separate awards at the Personnel Recruiter Advertising awards for a recruitment campaign that was run for Streets. This campaign has also been nominated for an award by the Society of Chief Personnel Officers. In addition, TfL have been nominated in the marketing category of the forthcoming London Transport awards for a CSA (customer service assistant) campaign that resulted in a 50% increase in female hires.

The TfL website was awarded the Yahoo 'Finds of the Year' best travel website award in January 2006. The website scored joint first place in an independent survey of website availability for government websites commissioned by the ODPM.

**2.2 Board Appointments**

There are currently four vacancies on the TfL Board. A process to advertise and fill these positions, bearing in mind the need to have as representative a set of board members as possible, is starting shortly. As board members are a Mayoral appointment this process will be administered by the GLA.

## **3. OPERATIONS**

### **3.1 Surface Transport**

#### **3.1.1 Bus Passenger Journeys**

The outturn forecast for bus passenger journeys, including the revised forecast of 200 million journeys by under-16's, demonstrates positive growth of around 27 million journeys or 1.5% for 2005/6.

#### **3.1.2 Hybrid Bus Launch**

Six new diesel/electric, single deck, hybrid buses were introduced on route 360 on 8 February. The new vehicles emit less carbon dioxide and benefit from lower levels of fuel consumption, as the hybrid engine is more efficient than that of a conventional diesel bus. Passengers will benefit from a reduced level of engine noise and a smoother ride. The vehicles have been introduced as part of the TfL programme to reduce environmental impact of vehicle emissions, in line with the Mayoral Air Quality, Energy and Noise strategies. The trial will in due course facilitate the introduction of more hybrid vehicles to the London Bus fleet.

#### **3.1.3 Hydrogen Bus Trials**

London Buses is pursuing the purchase of 10-12 additional hydrogen or fuel-cell buses, and the supply of fuel, to be delivered in 2008/09. These buses will form part of the London Hydrogen Partnership's transport action plan, which aims to have 70 hydrogen vehicles operating in London by 2010. A notice was placed in the European Journal in early February to invite companies to compete as potential suppliers, with the intention of issuing the invitation to tender (ITT).

#### **3.1.4 Tour de France "Le Grand Depart"**

On 24 January the Mayor announced that London is to host the start of the Tour de France cycling race in 2007. The official launch took place on 9 February, at which the route for the Grand Depart was announced. On day one the Prologue will take place in London and on day two, the cyclists will race from London to Canterbury, via the Medway towns. The event will further raise the profile of cycling in the capital and build on achievements to date, which include a 100% increase in cycle journeys on TLRN since 2000 and a drop of 40% in cyclists killed or seriously injured.

#### **3.1.5 Intelligent Speed Adaptation for London**

The University of Leeds Institute for Transport Studies has completed a literature review and scoping study into Intelligent Speed Adaptation (ISA) for London. They estimate that if all vehicles were to be fitted with mandatory speed limiters, then KSI collisions would reduce by 29%. London Road Safety Unit (LRSU) will investigate the development of an accurate, digital, speed limit map of London, which is necessary for ISA to work. This is a huge undertaking, but fortunately Ordnance Survey is currently working to produce this. A system will be required, involving the boroughs, to continuously update the information, before deciding upon a 'route to market' that will display speed limit information on vehicle dashboards, for example, as an option with a satellite navigation system, and facilitate the introduction of ISA.



### **3.1.6 Traffic News**

Traffic News is now fully functioning on TfL's web site and via PDA, providing real time traffic information, current and planned incident and event information as well as CCTV images (URL: [www.tfl.gov.uk/trafficnews](http://www.tfl.gov.uk/trafficnews) ). The system was demonstrated at both the London Freight Summit on 7 March and the London Highway Authorities and Utility Committee Expo on 15 March. It is anticipated that system will also be showcased at the British International Motor Show in July. Transport Direct plan to link to the site; the Highways Agency have an existing site link and have requested greater integration. In the future, the system should be available through in-car navigation systems.

### **3.1.7 Battersea Bridge**

The main structural repairs to the bridge were completed and the bridge was reopened to all road traffic on 15 January 2006. The project was fully completed and the site demobilised on 11 February. The bridge fully reopened for river navigation on 15 February.

### **3.1.8 Hate Crime**

As requested at the last board meeting, the breakdown of hate crime on the network in 2004 was as follows:

- 3.2% (917) of offences on the bus network were recorded as hate crime by the Metropolitan Police Service (MPS) equating to one incident per 1.9m passenger journeys.
- 2.6% (484) of offences on the Underground/DLR network were recorded as hate crime by the British Transport Police (BTP) equating to one incident per 2.1m passenger journeys.
- 0.9% (3) of offences on the Croydon Tramlink network were recorded as hate crime by the British Transport Police (BTP) equating to one incident per 6.5m passenger journeys.

TfL's crime and disorder hotspots and priority crimes are being addressed through the intelligence led deployment of police resources. The investment in the Transport Operational Command Unit (TOCU) and the BTP provides for increased numbers of uniformed officers on TfL services. TPED is also engaging more with local police units and community policing teams, Magistrates and the criminal justice system.

TfL, TOCU and the BTP are using the media to proactively publicise the successes accomplished in reducing crime and disorder on the network. Communication strategies have been developed to better publicise successful convictions for staff assaults and the success of ASBOs to deter offenders. In addition, TfL also uses publicity campaigns on staff assaults to create awareness and instil confidence in staff. Signs and posters are displayed on the network publicising TfL's position on safety and security for passengers and staff and the use of CCTV on the network.

### **3.1.9 Crime and Disorder Act**

From the last Commissioner's report, board members will be aware that the Mayor has requested that TfL voluntarily adopts the provisions of Section 17 of the Crime and Disorder Reduction Act - which currently requires local

authorities, police authorities, fire authorities and other key public agencies to have due regard to doing all they reasonably can to prevent crime and disorder within their sphere of activity.

TfL already plays a major part in working with both the Metropolitan Police Service, British Transport Police, local authorities and other partner agencies in working to reduce crime and disorder across the transport network. Work is in progress to set out how TfL can use the provision of Section 17 to further improve the safety and security of London's transport system which will be reported at the next board meeting.

### **3.1.10 Congestion Charging Scheme: Contract Re-let**

The operating contracts for the Congestion Charging Scheme cover a 5 year term (which commenced in February 2003), with the option to extend the contract by one or two years. As outlined to the Board in February 2005, a decision to proceed with the Western Extension Zone (WEZ) would result in a one year contract extension with Capita and other key service providers. This will facilitate the extended use of existing assets, tie in with the potential offered by tag and beacon technology, and would therefore allow WEZ services to operate for two years at a more reasonable cost to TfL. The decision to proceed with WEZ was made at the end of September 2005. WEZ implementation is programmed to go live in February 2007.

Discussions are taking place to further extend the contract by six months, to September 2009, an eighteen month extension in total. The current re-let schedule involves issuing the tender for the main services in September 2006, with a contract award in mid to late 2007. The proposed scope of the re-let contracts includes improved charging and enforcement arrangements, including pre-payment accounts linked to tag and beacon technology.

A full paper on the re-let procurement strategy, scope, programme, and charging and channel options is planned to be presented to the Board on 24 May 2006.

### **3.1.11 Low Emission Zone**

#### **- Business Operations and Enforcement**

Further to the consideration of The London Low Emission Zone (LEZ) by the TfL Board in September 2005, the implementation strategy assumed that business and enforcement operations would be considered as part of the re-let of congestion charging contracts, and that a new procurement strategy would be required for the period between the launch of the LEZ in January 2008 and the re-let launch in Summer 2009. The proposal also assumed that the enforcement infrastructure would be provided by Transport and Policing Enforcement Directorate (TPED) using attended cameras.

Subsequent analysis and legal advice has indicated that:

- The operational volumes for LEZ are likely to be relatively small and therefore unattractive to a service provider for the period 2008 – 2009/10;
- The LEZ operational requirements could be incorporated within the existing Capita contract;

- The interim enforcement service could be provided more cost effectively by Capita and Siemens, the new enforcement infrastructure provider, rather than through TPED.

#### **- Consultation**

On 30 January, TfL launched a 12-week consultation to encourage businesses and Londoners to have their say about the proposed introduction of a London low emission zone. The marketing campaign includes press advertising, radio, on-system posters, and a call-centre to handle questions and fulfil requests for more leaflets.

### **3.2 London Underground**

#### **3.2.1 Shorter Working Week**

A 35-hour working week for station staff was introduced from Sunday 5 February. As part of the agreement with the trade unions there has been a reduction in ticket office positions, and consequent changes to opening hours, with staff redeployed to ticket halls and platforms to assist and reassure customers. This has been made possible by the success of Oyster cards, which means that one million fewer paper tickets are being sold each week. Eleven ticket offices have closed – five where demand is among the lowest on the network and six at stations where at least one other ticket office is available – although customers are still able to use ticket machines or recharge their Oyster cards at these stations.

#### **3.2.2 Industrial Relations**

The threat of strike action by RMT and ASLEF members on 21 February and 2 March was averted following good progress in discussions on a range of issues including signals passed at danger (SPADs), train radio procedures, and proposed changes to attendance, performance and harassment policies. Consultation with the trade unions on these issues continues.

### **3.3 London Rail**

#### **3.3.1 Silverlink Metro Transfer**

Following the announcement by the Secretary of State on 14 February that responsibility for the Silverlink Metro routes will be transferred to TfL with effect from 11 November 2007, the procurement activity for an operator for the North London Railway Concession has started. An OJEU Notice was issued on 24 February and TfL London Rail expects to meet potential bidders over the next two months to assess their abilities, experience and suitability to receive an Invitation to Tender in early summer. A report on this subject is included in the board papers.

#### **3.3.2 DfT Consultation on Mayor's Powers**

In line with the commitment given in the White Paper *The Future of Rail* in 2004, the DfT launched a consultation exercise on 9 March on proposals to allow the Mayor to be able to specify and pay for services within a defined network which would also extend beyond the GLA boundary on specified routes. It is also proposed to grant the Mayor fares setting powers on rail within the GLA

boundary and possibly extend this to those routes which would be covered by his powers on services beyond the boundary.

The consultation requests views on:

- the scope of the Mayor's powers beyond the London boundary;
- the routes over which those powers should extend; and
- how the Mayor/TfL should be required to work with Local Transport Authorities and regional bodies outside London in exercising these powers.

The proposals will improve TfL's ability to integrate public transport provision in London and allow progress towards meeting the Mayor's objectives for enhanced national rail services. The consultation closes on 31 May.

### **3.3.3 Docklands Light Railway**

#### *London City Airport*

Board members had the opportunity to visit the newly opened extension as well as receiving an update on the Woolwich Arsenal extension project as part of a visit to East London on 10 February. Encouraging signs at that point for London City Airport ridership have continued with weekday numbers now averaging over 11,000 passengers daily.

#### *New Franchise Agreement*

A new agreement was signed with Serco on 7 March, which will cover the seven year period up to and including the London Olympics. The contract includes a number of new initiatives to improve performance, customer service and security to ensure DLR's reputation for high quality service continues during a period of extensive project work to enhance the railway.

#### *Stratford International TWA Progress*

The public enquiry begins on 14 March for the conversion of the North London Line south of Stratford (Stratford International) project. Extensive support has been collated across the GLA Group as well as from Network Rail for the scheme. It is expected that 10 objectors, mainly individuals, will appear at the hearing and the objection from London Borough of Newham regarding the siting of the DLR station in context of the travelator has now been resolved.

## **4. MAJOR PROJECTS AND INITIATIVES**

### **4.1 East London Line**

Good progress continues with the Enabling Works contract, bridge reconstruction is well underway and the works are being achieved within budget and to programme. The Main Works tender process continues with the tender returns due at the end of March and the preparation for the release of further information to the short listed tenderers in May. The Rolling Stock tenders have been evaluated and the BAFO documents will be issued to the short listed tenderers in mid March. Progress continues with respect to the development at Dalston where the project is awaiting planning decisions from the London Borough of Hackney in early April.

## **4.2 Crossrail**

The Commons Select Committee charged with hearing petitions against the Hybrid Bill is progressing. It is still early days, but progress so far appears satisfactory. It is unlikely that this process will be completed before the summer and is likely to continue until the end of this year. Discussions continue between CLRL/DfT/TfL and other petitioners, notably railway passenger/freight interests who wish to be satisfied as to the affect Crossrail will have on rail capacity available for others and with landowners of property to be affected.

The project has received confirmation of £100m of further development funding from DfT and has consequently been able to go forward with procurement of contracts for development and engineering design consultancy.

Shortly after I took up the post of Commissioner I joined the Crossrail Board and on 21 March the board approved the Crossrail Business Plan. This included agreement on a budget for Cross London Rail Links (CLRL) for 2006 / 07 of £164m; £135m to develop the Project to the point of authority (assumption late 2007) and £29m to support the Hybrid Bill process and run the Company during the budget year.

## **4.3 West London Tram**

The project is following a programme for TfL Board approval for deposit of a Transport and Works Order (TWO) application in the summer 2006. The design and modelling is proceeding on programme and the preparation of the TWO and planning documentation has commenced.

Following review of the consultation responses on site compounds and electrical substations some changes are being recommended.

## **4.4 Thames Gateway Bridge**

The public inquiry that re-commenced on 21 February 2006 is progressing very positively and on schedule to end in May 2006. TfL have positively rebutted all objections received on the issues relating to the traffic forecasts.

Legal agreement has been reached with 4 out of 5 of the local London Boroughs: namely; Newham, Greenwich, Redbridge and Barking and Dagenham.

## **4.5 Stratford Regional Station Upgrade**

Delivery of the various station works to meet the Olympic programme required design development to commence early 2006. On the TfL led Olympics scheme, a detail design consultant has been appointed and a kick-off meeting was held on 9 February 2006. The £8m funding needed for this design work was approved by DCMS from the Olympic Transport budget. The programme team have agreed the organisation structure for the detailed design stage and this has been agreed with the key stakeholders. With regard to the Stratford City development led part of the works on the northern ticket hall, the approval for Grip 4 design required in December 2005 has not yet been achieved.

#### **4.6 Cross River Tram**

Work continues to gain alignment and agreement with the key stakeholders as the project progresses. A study is underway to investigate potential options for the depot / stabling facilities should Peckham be unavailable as a single site.

#### **4.7 Croydon Tramlink Extension**

The project team is currently investigating ways to shorten the project delivery timeframe. The scheme is mainly off-street, short and relatively low cost and complexity.

#### **4.8 East London Transit**

The draft final feasibility report and outline business case for Phase 1b (extension to serve Barking Riverside development) has been completed and is under review. Consultation on Phase 2 closed on 23 January 2006. The preliminary results show 68% support for the TfL preferred route. The full report is due in March 2006.

#### **4.9 Greenwich Waterfront Transit**

GWT Phase 1's route agreement in principle was passed by the London Borough of Greenwich Cabinet on 14 March. Agreement in principle has also been reached with LB Bexley on the route. The project is now being documented for hand-over to Surface Transport for implementation.

#### **4.10 Interchange Programme**

Victoria – TfL continues to assess the Land Securities proposal.

Clapham Junction – preparations are underway for a study to assess the passenger capacity and congestion implications of various station enhancement schemes.

Greenwich – the station forecourt works have now been completed and an opening ceremony is scheduled for May 2006.

Finsbury Park – The cycle facility has been completed and an opening ceremony was held on 24 March 2006.

#### **4.11 Travel Demand Management**

The Travel Demand Management unit is working on developing best practice toolkits and pilots. On 13 March the pilot in New Malden was launched. The aim of the pilot, developed in partnership between TfL and the Royal Borough of Kingston and planned for May 2006, is to encourage people living in and around New Malden to use more sustainable forms of transport, like walking, cycling and public transport through individualised contact. A shortlist for a second pilot has been developed and a decision on its site will be made in April with the launch scheduled for Sept 2006.

#### **4.12 Thameslink**

On 8 February DfT announced that the station box underneath St Pancras would be fitted out, for opening in December 2007. The new station will provide an accessible interchange between national and international services when Eurostar services switch operation to from Waterloo International to St Pancras.

During the recent Channel Tunnel Rail Link blockade the station box was constructed underneath the new St Pancras station. The new station will be a great improvement over the existing King's Cross Thameslink station at Pentonville Road, which has restricted access to the platforms and often suffers from congestion due to its narrow platforms and limited access between the platforms and the rest of the station. The new station, provisionally called St Pancras Thameslink, will be fully compliant with DDA requirements.

#### **4.13 Kings Cross**

On 9 March the London Borough of Camden approved the planning application for the mixed use redevelopment scheme (27 hectares) on the King's Cross railway lands. As part of the Section 106 agreement £4.2m has been allocated to support bus services in the area.

#### **4.14 Construction Material Consolidation Centre**

On 21 March I officially opened the Construction Material Consolidation Centre in Southwick. This pilot represents a three year investment by TfL, for a centre which enables materials for four sites in Central London to be assembled into fewer, more productive lorry loads, thus minimising adverse environmental and congestion impacts of construction.

### **5. GROUP SERVICES**

#### **5.1 Human Resources**

##### **5.1.1 OPEN**

Transport for London is supporting the Olympic and Paralympic Employment Network (OPEN), run by the British Olympic Association. OPEN seeks to find flexible employment for elite athletes, allowing them to learn relevant work skills and experience whilst also giving them time and flexibility to continue their athletic training and competition.

##### **5.1.2 Learning & Development**

A new training programme has been developed called 'Valuing People through fairness and inclusion' to support TfL's diversity and inclusion strategy. The pilot of the programme received very good feedback and the plan is for the programme to be available to all TfL employees in April. The aim is to increase awareness and understanding of different cultures, faiths and ethnicity and build the skills to manage and deal more effectively with diversity and inclusion issues in the workplace.

#### **5.2 Equalities & Inclusion**

##### **5.2.1 Citizen's Jury**

As part of the public consultation on the Disability Equality Scheme, Group E&I facilitated a "Citizen's Jury" at the QE11 Conference centre on the 16 February. The event was chaired by Sue Maynard-Cambell MBE, an independent consultant and wheelchair user, and the jury consisted of 12 disabled Londoners with specific experience of the needs of disabled transport users. Senior managers and chief officers from across the business gave evidence to the jury. The report from the jury will be available shortly.

### **5.2.2 Independent Disability Advisory Group**

This independent group will advise on key implementation issues, policies, strategies and projects – including the future development of the proposed door to door strategy, TfL's proposed Accessibility Strategy and the Disability Equality Scheme. This group has been established with support from Kirsten Hearn and Bryan Heiser. The recruitment adverts for the eight members to the Independent Disability Advisory Group have been placed. Appointments are expected in May.

## **6. GROUP FINANCE & PLANNING**

### **6.1 January 2006 fares revision**

The overall increases in revenue and changes in passenger numbers as a result of the January fare changes appear to be close to forecast. As expected, the RPI+10% bus fares increase appears to have led to a traffic loss of around 2%, though bus journeys were up over 1.5% year-on year in January, largely as a result of the introduction of free travel for the Under 16s last September. On the Underground, there appears to have been minimal losses of traffic overall, despite the increases in many cash single fares.

Pay as you go journeys are continuing to build up rapidly and now exceed a million trips a day on some week days. Over 40,000 new customers continue to move over to Pay as you go each week. On the Underground, Oyster single fares should comprise 15% of all journeys by the end of March, with cash single fares moving down towards 5%. For buses, Oyster single fares exceeded 7% of all journeys in Period 12, with cash use moving down to 6.2% of all journeys (fares paid on-bus comprised 5.8%; and fares paid at Roadside Ticket Machines 0.4%).

### **6.2 Under 11 travel on the Tube**

On 9 March, the Mayor announced that children under 11 will be able to travel free on the Underground and Docklands Light Railway from April 2006. Under-11s who are accompanied by an adult will be able to use the Tube and Docklands Light Railway for free, from 9.30am on weekdays and all day at weekends and public holidays.

Free Tube travel for under-11s is part of the Mayor's policy to improve young people's access to education, sport and leisure activities throughout the capital; and remedies any difficulties caused by the discontinuation of the Family Travel Card.

### **6.3 T2025/London Plan**

Detailed transport planning and modelling work continues to produce a vision to 2025 containing a long term transport strategy for London which takes into account the transport implications raised by the revision of the London Plan. The two T2025 deliverables to be produced are a document in June on the challenges, and one in September on the vision itself. The September document will input into the 2007 Spending Review.



As part of this, TfL is engaging stakeholders on the long term challenges and issues, and a discussion was held with the ALG TEC on 2 March. The board will receive an updated briefing in April. External stakeholder engagement is scheduled for the spring and will culminate with a public launch in June.

The London Plan review proposals are planned to go to consultation with the Assembly and functional bodies in mid-May. TfL has agreed a work programme with GLA to address key issues, including ensuring that appropriate transport capacity is available to support latest housing growth targets, supporting the growth of London's economy, strengthening measures and targets to contain CO2 emissions, and supporting the increased focus on outer London and its town centres. TfL is working to ensure both T2025 and the London Plan present a consistent picture of London's future transport plans.

#### **6.4 Modelling Review**

A review is in progress of TfL's transport demand forecasting capability. The review will:

- Identify TfL and GLA's needs;
- Define the requirements to support the five-year investment programme;
- Identify modelling needs to support powers processes (including review of issues arising in relation to TGB and Crossrail);
- Examine the relationship between land use and transport, including strategic and local planning requirements.

The review is progressing well. A workshop was held with GLA and key stakeholders in TfL, including all modes, on 3 March. A draft report will be prepared based on a desktop review of TfL's current demand models and the results of the stakeholder workshop. The report will be tested in a panel discussion with independent modelling experts and with external reviewers. The final report will be produced in May. The demand forecasting review is being carried out in conjunction with a review of sub-regional highway modelling capability in Surface Transport.

#### **6.5 Tax Changes to Pensions**

The Pensions Act 2004 and Finance Act 2004 have introduced a number of changes to the way in which pension schemes operate, in particular in relation to the taxation regime for individual members. A number of important taxation changes become effective from 6 April 2006.

TfL as employer together with the trustees of its pension schemes have been considering these changes and the actions needed. The proposed changes to be implemented will not increase TfL's costs in any material way but will give existing members a degree of flexibility in which to order their pension arrangements to suit their own requirements.

Discussions are continuing with legal advisers as to the best way of implementing these changes. Final regulations from the government to assist this process are still due. A "roadshow" programme on the tax changes has commenced for the key employee groups identified as likely to be affected by

the change and all employees will receive a more general communication from their respective pension schemes.

#### **6.6 Financial Services Centre**

The FSC was created in September 2004 and has achieved its dual objectives of reducing costs and improving service. Headcount has reduced by 30% and speed of invoice payment and collection of debt have improved. A project is now underway to extend the scope of the FSC by transferring additional activities from Surface Finance and Corporate Accounts.

#### **6.7 Bond Issue**

TfL launched and priced its second bond issue on 16 March 2006. Funds are due to be received on 28 March. The nominal size of the bond issue was £200 million and the final maturity is 31 March 2031. A post transaction report is included under agenda item 2 of the board meeting closed session.

**Peter Hendy**  
**Commissioner for Transport**  
**Transport for London**  
**March 2006**

**TRANSPORT FOR LONDON**

**TfL Board**

**SUBJECT: 2006/07 BUDGET**

**MEETING DATE: 29 MARCH 2006**

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**1. PURPOSE**

- 1.1 TfL's business plan for 2006/07 to 2009/10 was approved by the TfL Board on 26 October 2005. The plan formed the basis of TfL's budget submission made to the GLA for inclusion in the Mayor's draft consolidated budget proposal. Following amendments the Mayor's final draft budget was approved by the London Assembly on 15 February.
- 1.2 This paper therefore outlines TfL's budget for 2006/07, reflecting both the Mayor's agreed budget for 2006/07 and amendments that have arisen since the business plan approval including the impact of 2005/06 third quarter activity, for the TfL Board to approve.

**2. KEY HIGHLIGHTS**

- 2.1 TfL's budget in 2006/07 will continue to focus on delivering world class transportation to the people of London, building upon what was delivered last year. The budget is again presented as an operating budget which includes both expenditure related to TfL's operations and payments made through PPP/PFI type contracts, bus contracts and schemes within the Borough Spending Plan and a capital budget which includes expenditure on investment that TfL directly manages.
- 2.2 The budget is financially balanced preserving the principle of operating income exceeding operating costs and capital expenditure being fully financed through grant, borrowing and use of reserves. The budget reflects the agreed business plan and investment programme, and continues TfL's focus on delivering efficiencies. The budget has been updated to incorporate changes arising from:
- The Mayor's consolidated budget approval process
  - Changes to the timing and scope of Investment Programme projects
  - The latest forecasts regarding fare and congestion charging revenue
  - Revisions to operating costs arising from a number of factors including fluctuations in energy market prices and other operational initiatives
- 2.3 The budget contains outputs and deliverables consistent with the approved business plan and Investment Programme including those which address priority areas of social inclusion and sustainable development. It also includes a range of projects consistent with TfL's commitment to deliver transport infrastructure for the London 2012 Olympic Games.

## Operational highlights

- **Passenger journeys** – Demand is anticipated to remain strong with a growth in journey numbers expected – focus will remain on maintaining good levels of customer service and overall service provision. Free bus travel for those in full time education under 18 will be introduced during the year.
- **Travel Demand Management** – Increasing funding for schemes such as School Travel Plans and broader travel awareness.
- **North London Railway** – Commencement of a re-franchise process in advance of TfL taking responsibility for the operation of Silverlink Metro (to be known as North London Railway or NLR) in November 2007.
- **Oystercard** – Continued increase in the use of Oystercard through targeted marketing campaigns and differential fare structures.
- **Road Safety** – Injuries and deaths on the roads will continue to reduce as a result of both engineering improvements, enforcement activities and marketing campaigns targeted at those most at risk, in particular teenagers.
- **Safety & Security** – Improving levels of safety and security through additional British Transport Police (BTP) and continued focus on CCTV cameras and similar security measures. TfL will increase the number of BTP officers working on Silverlink Metro and the overground rail network to provide a high visibility police presence at key interchanges and stations.
- **Sustainable Development** – Focus on environmental improvements and sustainable modes will continue, with particular focus on reducing vehicle emissions and energy consumption, and continue to develop, subject to consultation, the London Low Emissions Zone. TfL will also encourage walking and cycling schemes and put plans in place to further reduce car use.

## Investment highlights

- **Victoria Station Upgrade** – Commencement of a major scheme to relieve congestion at Victoria Underground station and provide improved interchange with other modes. The LU works are the first part of the wider Victoria Transport Interchange scheme
- **Channel Tunnel Rail Link (CTRL) at Kings Cross** – Work on Phase 2 continues at Kings Cross St Pancras to provide an enlarged accessible interchange with capacity to implement the Channel Tunnel Rail Link works at St Pancras
- **Tunnel cooling** – Completion of groundwater cooling trials at Victoria station.
- **Power** – Completion of power capacity works associated with communications upgrade (Connect), enabling the installation of a new radio and transmission system on London Underground
- **PPP Stations**<sup>1</sup> – Complete modernisation of 14 London Underground stations including Elephant & Castle, Lancaster Gate, Kentish Town, Wembley Park, Knightsbridge and Swiss Cottage. Complete refurbishment of a further 25 London Underground stations including Ravenscourt Park and Northwood
- **PPP Lifts & Escalators**<sup>1</sup> – Refurbishment and replacement of 29 lifts and escalators

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<sup>1</sup> This is based upon the latest AAMP submission from the Infracos in March 2005. A revised AAMP submission will be delivered in March 2006.

- **PPP Track<sup>1</sup>** – Replacement of 42 kms of London Underground track, including the completion of track replacement work on the Waterloo & City line
- **Western Extension to the Congestion Charging Zone** – Development and delivery of an extension to the central London Congestion Zone westwards into Westminster and parts of Kensington and Chelsea, with operational go-live in February 2007
- **Real time traffic management** – Improvement including the delivery of 8 over-height vehicle detectors, upgrades to 5 CCTV sites and the implementation of new technology at 50 traffic signal sites
- **Sustainable Freight Distribution** – Completion of works to the Grand Union Canal and development of the prototype Multi-Modal Collection Vehicle
- **Dial-a-Ride fleet** – Continued replacement of Dial-a-Ride fleet with the delivery of 43 small and 18 large vehicles
- **Coulsdon** – Completion of the Coulsdon Relief Road
- **East London Line Extension** – Award main works and rolling stock contracts and Completion of enabling works
- **Woolwich Arsenal DLR Extension** – Completion of the tunnel under the Thames towards Woolwich Arsenal
- **DLR Railcar Refurbishment** – Delivery of the final (94th) DLR refurbished railcar
- **Stratford Regional Station DLR Upgrade** – Completion of the Stratford Regional Station DLR double track platform project
- **Thames Gateway Bridge** – Completion of planning process and issue of invitation to tender subject to approval by the Secretary of State
- **Interchange Development Projects** – Complete and handover of Finsbury Park Interchange and progress feasibility and design works at West Hampstead, Clapham Junction and Ealing Broadway
- **London Transport Museum** – Opening of the refurbished museum
- **West London Tram** – Deposit of the TWO application for West London Tram prior to commencement of the public inquiry
- **Journey Planner and New Technologies** – Enhancement of the travel information service by the roll out of TfL's presence across digital TV

### 3. OPERATING AND CAPITAL BUDGET 2006/07

- 3.1 In 2006/07 TfL has continued in its approach to provide a separate operating and capital budget. This enables TfL to ensure that recurring income is sufficient to cover its recurring costs and therefore that borrowing is only for investment. This continues to be important to demonstrate sound financial management to investors in TfL's bonds and the rating agencies.
- 3.2 Development expenditure on capital projects and expenditure on Borough projects of a capital nature has been shown as a separate item within the Operating Budget (Borough & Development Expenditure). The Business Plan includes these items as capital expenditure.
- 3.3 TfL's overall budget is shown in the table below. A detailed breakdown of the overall budget by mode is provided in **Annex 1**, and by business unit and operating and capital elements in **Annex 2**.

**Table 1: TfL's Operating and Capital Budget**

<b>£'m</b>	<b>2006/07 Budget</b>	<b>2005/06 Forecast</b>
<b>Operating Budget:</b>		
Income	(2,957)	(2,726)
Operating Expenditure	5,241	4,743
Borough & Development Expenditure	189	165
<b>Gross Margin</b>	<b>2,474</b>	<b>2,182</b>
<b>Capital Budget:</b>		
Capital Expenditure	920	777
Capital Receipts & Reimbursements	(236)	(185)
Overprogramming (capital)	(154)	(5)
<b>Net Capital Expenditure</b>	<b>530</b>	<b>587</b>
Interest Income	(53)	(52)
Debt Servicing Payments	85	10
Contingency	26	-
<b>Net Service Expenditure</b>	<b>3,062</b>	<b>2,727</b>
<b>Funded by:</b>		
Grant income	2,383	2,168
GLA precept	12	20
Prudential borrowing	604	550
Movements in working capital	(27)	119
Transfer (to)/from reserves	90	(130)
<b>Total funding</b>	<b>3,062</b>	<b>2,727</b>

### **Investment Programme**

- 3.4 TfL's budget reflects the activity in the Investment Programme approved by the Board in October 2005. TfL's 5-year Investment Programme brings together all of TfL's investment activity including both directly managed capital programmes by TfL and those of a capital nature where delivery is the responsibility of a third party under a PPP/PFI type contracts, bus contracts or schemes within the Borough Spending Plan.
- 3.5 There is a notable distinction between the payments made under these contracts by TfL which are treated as operating expenditure in TfL's accounts, in accordance with UK GAAP, and the assessed capital value of assets delivered or the Value of Work Done (VOWD). It should also be noted that the VOWD also includes development expenditure within London Rail and the Group Directorates that is treated as operating expenditure for statutory accounting purposes.
- 3.6 The indirectly managed numbers provide an indication of the level of investment being made under PPP/PFI type contracts, bus contracts and the Borough Spending Plan, funded through revenue expenditure made by TfL.

**Table 2: TfL Investment Programme by Mode**

£'m	2006/07 Budget		Total Investment <sup>4</sup>
	Directly Managed <sup>2</sup>	Indirectly Managed <sup>3</sup>	
London Underground	418	1,101	1,519
Surface Transport	296	237	533
London Rail	188	63	251
Group Services	4	1	5
Finance and Planning	42	7	49
Boroughs	-	148	148
<b>Total</b>	<b>947</b>	<b>1,558</b>	<b>2,505</b>

### Prudential Borrowing

- 3.7 In 2006/07 TfL intends to borrow £604m under the prudential borrowing regime, which is in line with the overall level of borrowing that TfL has agreed with the Secretary of State for Transport. Prudential borrowing will be used for capital purposes only.

## 4. CHANGES TO THE BUDGET SINCE 26 OCTOBER 2004

- 4.1 Changes since the approval of the Business Plan by the TfL Board on 26 October 2005 result from four primary causes including changes as part of the Mayor's consolidated budget approval process, changes in the timing and scope of Investment Programme projects, changes in forecasts regarding fare and congestion charging revenue, changes in operating costs arising from a number of factors including fluctuations in energy market prices and other initiatives, most notably the transfer of responsibility for Silverlink Metro rail services from DfT to TfL.

### Agreement of the Mayor's Consolidated Budget

- 4.2 Changes that were made to the budget as a result of the Mayor's Consolidated Budget approval process comprise:
- Reduction in the precept of £9m
  - £3.6m has been absorbed to enable funding of 89 additional British Transport Police officers, a new initiative to improve safety and security on the overground commuter rail network
  - Additional £1.3m has been included for investment in the London Hydrogen Partnership (LHP) action plan

### Changes due to timing and scope of Investment Programme projects

- 4.3 Carry forward of items in the budget amounts to £22m as a result of slippage or re-phasing of work. These items are funded from earmarked reserves carried forward from 2005/06.

### Updated fare and congestion charging assumptions

- 4.4 Changes in forecasts include:

<sup>2</sup> Directly Managed includes capital expenditure and development expenditure of (£27m) in London Rail and Finance & Planning

<sup>3</sup> Indirectly is the VOWD under PPP/PFI type contracts, bus contracts, and the Borough Spending Plan

<sup>4</sup> The total investment exceeds the value published in the 5 Year Investment Programme by the amount of capital expenditure carried forward (£12m) from 2005/06 to 2006/07

- An upward revision in London Underground fares income of £33m
- An upwards revision in congestion charging income of £6m as a result of higher enforcement income offset by lower charge income

### **Other initiatives**

- 4.5 Further adjustments have been made to the budget in respect of the following:
- Additional £27m for electricity costs within London Underground as a result of the cost pressures specified in the TfL Energy Costs paper discussed at the TfL Finance Committee in January 2006
  - Re-allocation of £3m to fund the first year of the North London Railway (See section 7)
  - Additional £3m accelerated from future years to fund a Westminster City Council scheme to refurbish Leicester Square including better lighting, environmental features and overall streetscape enhancements
  - Increase of £4m on Prestige PFI as a result of increased usage of New Ticket Media from weekly, child tickets and fares restructuring on Oyster
  - Increased expenditure of £10m as a result of increased scope of works on a number of congestion charging related initiatives
  - Increase in costs for Coulsdon Bypass project, offset by lower expenditure on TLRN capital renewal
  - Additional £5m for major route improvement works on Country Way. Country Way is an elevated road structure on the A316 and is part of the TLRN. A recent structural survey has highlighted the need for remedial works to the structure.
- 4.6 The major changes to the 2006/07 budget since presentation to the TfL Board on 26 October 2005 are detailed in following table:



**Table 3: TfL's Operating and Capital Budget**

£'m	2006/07 Budget			2005/06 Forecast
	Plan Submission Oct 2005	Changes	Budget Submission Mar 2006	
<b>Operating Budget:</b>				
Income	(2,906)	(50)	(2,957)	(2,726)
Operating Expenditure	5,167	75	5,241	4,743
Borough & Development Expenditure	170	19	189	165
<b>Gross Margin</b>	<b>2,430</b>	<b>44</b>	<b>2,474</b>	<b>2,182</b>
<b>Capital Budget:</b>				
Capital Expenditure	912	9	920	777
Capital Receipts & Reimbursements	(221)	(15)	(236)	(185)
Overprogramming (Capital)	(158)	4	(154)	(5)
<b>Net Capital Expenditure</b>	<b>533</b>	<b>(3)</b>	<b>530</b>	<b>587</b>
Interest Income	(53)	-	(53)	(52)
Debt Servicing Payments	85	-	85	10
Contingency	26	-	26	-
<b>Net Service Expenditure</b>	<b>3,021</b>	<b>41</b>	<b>3,062</b>	<b>2,727</b>
<b>Funded by:</b>				
Grant Income	2,383	-	2,383	2,168
GLA Precept	21	(9)	12	20
Prudential Borrowing	604	-	604	550
Movements in Working Capital	(39)	12	(27)	119
Transfer (to)/from Reserves	52	38	90	(130)
<b>Non Grant Funding</b>	<b>3,021</b>	<b>41</b>	<b>3,062</b>	<b>2,727</b>

## 5. TFL'S OPERATIONS

5.1 Both income and operating expenditure increase in 2006/07 compared to the current year forecast. Overall TfL's budget plans to increase gross margin by £292m. The increase in income and operating expenditure is shown in the table below by mode:

### Income

5.2 The main factors behind the increase in income include:

- Stronger passenger demand on all modes
- The effect of the January 2006 fares package and the assumption of a further increase arising from a fares package in January 2007, which is subject to Mayoral approval
- Increased revenue from enforcement activity and congestion charging, including a small effect from the opening of the western extension in February 2007.
- Full year effect of the London City Airport DLR extension
- Growth in income arising from the use of TfL property for commercial advertising

### Operating Expenditure

5.3 Budgeted operating expenditure includes assumptions of efficiency gains to be made during the year. These are explained in Section 11 of the document.

- 5.4 The main factors behind the increase in operating expenditure include:
- Increased payments under PPP relating to the planned phasing of ISC increases and PFI type contracts in line with agreed contractual payment profiles
  - Increased energy costs, primarily on the London Underground
  - Increased bus contract costs inline with planned service provision enhancements and inflation on contract renewals
  - Increased expenditure on safety and security, including BTP officers, in addition to increased enforcement activity (reflected in increased income)
  - Increased expenditure on Travel demand management (TDM) initiatives including school travel plans
  - Increased operating costs of DLR reflecting the full year effect of the opening of the London City Airport extension.
  - Accelerated borough payments and other development work on TfL Investment Programme projects that are treated as operational expenditure in this budget
- 5.5 The table below shows a breakdown of income and operating expenditure by mode.

**Table 4: TfL Operating Budget**

£'m	2006/07 Operating Budget			2005/06 Forecast
	Income	Operating Expenditure <sup>5</sup>	Gross Margin	
London Underground	(1,548)	2,725	1,177	1,130
Surface Transport	(1,334)	2,336	1,002	859
London Rail	(57)	126	69	68
Group Directorates	(17)	243	225	187
<b>Total</b>	<b>(2,957)</b>	<b>5,430</b>	<b>2,474</b>	<b>2,245</b>

## 6. TFL'S INVESTMENT PROGRAMME FOR 2006/07

### Capital Budget (Directly Managed)

- 6.1 TfL's capital budget consists of expenditure which is directly managed by TfL, reflecting investment work on TfL's assets. A summary of the capital budget by mode is as follows:

**Table 5: TfL Capital Budget**

£'m	2006/07 Capital Budget				2005/06 Forecast
	Capital Expenditure	Receipts & Reimbursements	Overprogramming	Net Capital Expenditure	
London Underground	418	(209)	(34)	174	177
Surface Transport	296	(6)	(50)	241	331
London Rail	181	(3)	-	177	81
Group Directorates	26	(18)	-	7	2
Unallocated	-	-	(70)	(70)	-
<b>Total</b>	<b>920</b>	<b>(236)</b>	<b>(154)</b>	<b>530</b>	<b>591</b>

<sup>5</sup> The operating expenditure figure includes borough & development expenditure of £176m.

6.2 Delivery highlights other than those shown in Section 2 include:

### London Underground

- **Capacity enhancement works** – Completion of capacity enhancement works at Wembley Park Station and North Greenwich and commencement of works at Shepards Bush and Bank stations.
- **D-Stock refurbishment** – Delivery of 38 refurbished D-Stock trains on the District Line.
- **Operational Accommodation** – Completion of refurbished and improved train staff accommodation work at Hammersmith and Morden.
- **T5 Extension on Piccadilly** – Work continues to extend the Piccadilly line to serve a new station at Terminal 5, Heathrow.
- **Power** – Completion of power capacity works associated with communications upgrade, enabling the installation of a new radio and transmission system on London Underground.
- **PPP Accessibility Works** – Complete feasibility on step free access at 18 Sub-Surface lines stations.

### Surface Transport

- **iBus (Bus radio, AVL and Countdown)** – The ongoing delivery of the project, including pilots of a new bus radio communication, AVL (Automatic Vehicle Location) and Countdown solution to replace the current system, address obsolescence issues with existing equipment and eliminate the risk of network failure.
- **Bus Priority** – New and intensified Bus Priority measures on TLRN, borough and non-borough roads including 12 bus lane schemes, 360 additional bus lane km hours per week and 124 additional physical measures. Implementation of Bus Priority at 200 sets of traffic signals.
- **North Acton Bus Garage** – Pending planning consent from the London Borough of Ealing, construction of new bus garage will commence.
- **TLRN capital renewal** – Capital renewal to carriageways, footways, structures, lighting, dropped kerbs, pavement widening, signing and refuges.
- **A406 Hanger Lane Bridges/A40 Western Avenue Bridges** – Contractor to commence refurbishment works on the site of the A40 and A406 bridges at Western Avenue and Hanger Lane.
- **Traffic Signal Equipment** – Replacement of traffic signal equipment at 24 TLRN junctions and 10 TLRN pelicans.
- **Victoria Coach Station Refurbishment** – Undertake refurbishment of the Victoria Coach Station ticket hall.
- **Blackwall Tunnel** – Commencement of refurbishment works on Blackwall Tunnel northbound.

### London Rail

- **DLR Capacity Enhancement** – Commencement of construction to on DLR Capacity Enhancements to accommodate 3 Car operations on the Bank-Lewisham branch.

- **DLR Delta Junction** – Commence feasibility and planning works to fully grade separate the tracks at Delta Junction where they cross north of West India Quay.
- **Langdon Park DLR Station** – Commence construction on Langdon Park station on the north route between All Saints and Devons Road which will decrease social exclusion and increase local accessibility and journey times to key parts of London, subject to confirmation of third party funding.
- **Prince Regent DLR Station** – Submission of planning application for Olympic station capacity improvements at DLR Prince Regent.
- **CCTV Security** - Installation of CCTV cameras on 94 existing DLR vehicles.
- **North London Railway** – Commence the process to appoint an operator for the North London Railway.
- **3-Car North Route** – Commence feasibility and planning work for increased capacity on the north route to/from Stratford to meet the continuing increase in demand, arising from commercial and residential growth in Canary Wharf area.

### Group Directorates

- **Greenwich Waterfront Transit** – Commence public enquiry into Phase 1 of a proposed high quality public transport link which would operate between Greenwich, North Greenwich, Woolwich, Thamesmead and Abbey Wood.

### Investment Expenditure (Indirectly Managed)

6.3 Investment highlights other than those shown in Section 2, being delivered indirectly through PPP/PFI type contracts, bus contracts and schemes within the Borough Spending Plan, include:

- **PPP Platform Works** – Commencement of site surveys and design works for platform extensions on Sub-Surface lines
- **PFI Power** – Completion of power capacity works for the Victoria Line
- **PFI Connect** – Works continue on development of new radio and transmission system on the London Underground for delivery in 2007/08
- **A13 DBFO** – Complete availability of communications equipment on the A13
- **DLR New Railcars** – New railcars for 3-car railway and Woolwich Arsenal extension. Delivery of the first painted carbody.

## 7. NORTH LONDON RAILWAY (NLR)

7.1 At the time of the Business Plan, no agreement had been reached with DfT regarding the transfer of responsibility for Silverlink Metro rail services. On 14 February 2006 DfT agreed the transfer of responsibility to TfL with the process culminating in the operation of a TfL specified concession on 11 November 2007. Over the next five years, TfL plans to deliver significant improvements to revitalise the railway from decades of neglect as part of a NLR showcase:

- Additional station staff to provide improved customer service, security and revenue protection;
- Oyster ticketing including the ability to use Pay-As-You-Go;
- Extra train services including early and late services aligned with LUL services;
- New, higher capacity, accessible trains replacing the existing 30 year old fleet;

- A £25m station enhancement programme to bring NLR stations up to TfL standards;
- Service frequency improvements on all routes – with a provision of 8 trains per hour on the core route – Stratford to Willesden.

7.2 During 2006/07, London Rail will be establishing a team which will undertake to deliver these improvements over the next few years. Activities in 2006/07 will be limited to planning, procurement and undertaking station enabling works. For 2006/07, no additional funding is required, other than those funds in which London Rail are redirecting from other National Rail activities.

7.3 Further details on the NLR are included as agenda item 6

## **8. BOROUGH SPENDING PLAN (BSP)**

8.1 Investments funded through the BSP process cover a number of programmes to improve the quality, safety, reliability and accessibility of borough roads. These programmes also assist more efficient environmental use of these assets, or mitigate the impacts of their use. Programmes within the 2006/07 BSP include: bus priority; bridge strengthening and principal road renewal; traffic signal installation; road safety schemes; walking and cycling schemes; bus stop accessibility; and area based schemes which provide improvements to enhance local aspects of transport service provision, are detailed in the table below.

8.2 Whilst these programmes mainly have indirect environment and modal shift effects, other BSP programmes are targeted directly at sustainable travel and Travel Demand Management (TDM). In addition, the FRACA programmes contain schemes relating to freight, regeneration, air quality, car parking and accessibility in local areas. Walking and Cycling also deliver soft measures related to sustainability and TDM.

8.3 Separate from the BSP, Borough Partnerships has also allocated a fixed contribution towards the construction phase of the Thames Road Bexley project, which consists of widening the A206 (Thames Road) in Bexley to a dual carriageway for 1.8km between Perry Street and University Way. The project is jointly funded with ODPM and the widened road is scheduled to open in 2007.

**Table 6: Borough Spending Plan**

£'m	Allocated between:			2005/06 Forecast
	2006/07 Budget <sup>6</sup>	Non-IP Expenditure	IP Expenditure	
Bus Priority	20.3	-	20.3	15.1
Traffic Signal Modifications	5.0	-	5.0	5.0
Traffic Signal Installations	2.2	-	2.2	2.1
Road Safety & 20mph zone	29.4	0.3	29.1	28.7
Walking	5.0	-	5.0	4.7
Cycling LCN	12.5	-	12.5	10.0
Cycling TfL	2.8	-	2.8	2.3
Bus Stop Accessibility	4.9	-	4.9	3.0
Bridge Structure Strengthening	11.8	-	11.8	10.8
Principal Road Condition Studies	0.5	0.5	-	-
Principal Road Renewal	27.7	-	27.7	32.5
Area Based Schemes - Town Centres	9.4	1.3	8.1	7.1
Area Based Schemes - Streets for People	7.6	-	7.6	6.5
Area Based Schemes - Station Access	4.6	-	4.6	4.0
FRACA <sup>7</sup>	5.5	4.3	1.2	4.8
School Travel Plans & Travel Awareness	18.7	13.2	5.5	9.4
Detrunking	-	-	-	0.4
<b>Total Borough Spending Plans</b>	<b>167.9</b>	<b>19.5</b>	<b>148.3</b>	<b>146.4</b>
Thames Road, Bexley	3.1	-	3.1	2.4
<b>Borough Investment Programme</b>	<b>171.0</b>	<b>19.5</b>	<b>151.4</b>	<b>148.8</b>

Note: All Borough investment is treated as revenue expenditure. Within the BSP spend is allocated between Investment Programme (IP) and non-IP expenditure. IP expenditure is Borough expenditure of a capital nature, while non-IP is maintenance expenditure and non-capital in nature.

## 9. TRAVEL DEMAND MANAGEMENT (TDM)

9.1 TfL recognises that investment in TDM is critical to ensuring a greener and more sustainable London and accordingly has increased its expenditure to £24m, of which £18.7m is part of the BSP, in 2006/07. This is an increase of over 70% on 2005/06. This will include investment in: travel planning products (school, workplace and personalised travel planning tool-kits); launch a town centre pilot of intensive TDM activity; launch workplace travel plans and create greater awareness and acceptance of TDM through integrated travel awareness campaigns.

## 10. EFFICIENCIES

10.1 In July 2004, Sir Peter Gershon reviewed the potential for efficiency savings across the public sector. As part of this review, Government Departments were set efficiencies targets which in turn led to the DfT setting TfL an efficiency target of £125m by 2007/08.

10.2 Efficiencies contained within the 2006/7 budget are of two types, those which are sustained from previous years and those which are included in the budget assumptions but that will require focus to ensure delivery throughout the year. The 2006/07 efficiencies programme is budgeted to deliver £170m of savings in total.

<sup>6</sup> Borough related expenditure is treated as operational expenditure

<sup>7</sup> Freight, Regeneration area schemes, Air quality, Controlled parking zones and Accessibility – local area

This represents a slight decrease against the target of £177m in the business plan, primarily due to the early delivery in 2005/6 of one-off benefits from LUL contractual efficiencies (replacement communication system) which were originally planned for 2006/7.

10.3 Initially, TfL's efficiencies programme focused on 'back office' functions but has since expanded into operational activities. The key initiatives which deliver the 2006/07 efficiencies programme target includes:

- The Business Procurement Efficiencies Programme (BPEP) was established in 2003/4 as a phased 3 year programme delivering £58m of sustained savings by 2005/6. This sum was removed from budgets. At the end of 2005/6 the programme is forecast to have delivered its total, which will recur into future years. The target increases by inflation to £59m for 2006/07. The focus of Procurement teams will remain on ensuring that efficiencies are delivered from 3rd party expenditure, and new targets will be developed as part of the business planning process
- Business Improvement Programme (BiP) and staff programme comprises efficiency savings arising from the implementation of SAP across TfL to provide common systems and processes across back-office functions, including the introduction of shared services
- Recurring marketing efficiencies arising from programme implemented in earlier years' and focused on aligning advertising, promotion and research spend more closely with business objectives and reducing duplication
- Ongoing bus contract savings arising from better operating conditions, and the efficiencies arising from reducing cash payment on buses.
- Savings arising from the one-off receipt of Tube Lines refinancing which have been accounted for over the 30-year life of the PPP
- LU contractual efficiencies arising from the re-assessment of the operational communications functionality

**Table 7: Efficiencies & Savings**

£'m	2006/07 Budget	2005/06 Forecast
Procurement (BPEP)	59	69
BiP / Staff	25	25
Marketing	11	11
Other	16	12
<b>Total Back Office</b>	<b>111</b>	<b>117</b>
Bus Contract Savings	34	31
Tube Lines Refinancing	2	2
Ticket Channel Mix	8	4
LUL Contractual Efficiencies	6	44
LUL other efficiencies	8	1
Rail Operations	1	-
<b>Total Operational Efficiencies</b>	<b>59</b>	<b>82</b>
<b>Total Annual Efficiencies</b>	<b>170</b>	<b>199</b>
<b>Total (Cumulative)</b>	<b>530</b>	<b>360</b>

## 11. STAFF NUMBERS

- 11.1 TfL is a growing as an organisation both in terms of responsibilities and activities, and consequently staff numbers continue to rise. Proposed staff numbers in the 2006/07 budget are 20,493 compared to a 2005/06 (Quarter 3) forecast of 19,948 a net increase of 545 or 2.7%. The increase consists of rises in London Underground staff by 326, Surface Transport of 109, London Rail of 12 and Corporate Directorates staff by 108.
- 11.2 TfL has a policy of replacing expenditure on consultants with an increase in permanent headcount where it is appropriate to do so for financial or organisational capability reasons. Of the planned headcount increase, around 60% is to replace consultancy expenditure.
- 11.3 A major impact on headcount in Surface Transport has been the implications of the 2004 Traffic Management Act and the decision to bring in-house the road maintenance stewardship contracts (the latter will result in a net efficiency to TfL), and the subsequent reorganisation of the Street 's domain within Surface Transport from three into five Directorates; Road Network Management, Road Network Development, Road Network Performance, Traffic Operations and Operational Support. In addition, Transport Policing and Enforcement see a sharp increase in headcount; this is in respect of additional enforcement camera operators to improve the reliability of the road network (40 – these are self financing through increased fine revenue raised) and revenue protection officers on buses to prevent potential rises in levels of fare evasion and improve safety and security (96).
- 11.4 The increase in London Underground staff is mainly due to the conversion of consultancy expenditure to permanent headcount in respect of engineering project management and assurance related activity, reflecting the need to ensure in-house capability for the delivery of the Investment Programme, and a transfer of operational training activity from HRS. The rise in London Rail is again as a result of additional project staff needed to deliver projects relating to the Investment Programme.
- 11.5 The increase in headcount within Corporate Directorates are additional project (36) staff in Finance and Planning (Transport Planning and Policy) reflecting conversion of activity carried out by consultants and the increasing workload profile in the Investment Programme, staffing up of the newly created team (13) within Group Communications to deliver TfL's Travel Demand Management Strategy, and additional human resource staff in Group Services to deliver organisational recruitment and training plans, reflecting the overall rise in staffing levels and the need to improve staff capability particularly in relation to project and programme management; these are partially offset by transfers to other parts of the group.
- 11.6 TfL headcount is reported in greater detail in **Annex 3**.

## 12. RISKS AND OPPORTUNITIES

- 12.1 As in all budgets there are risks and uncertainties for the year identified by TfL management which will be monitored throughout the year to ensure that timely mitigation activity can be conducted if required. These include:



## **Income**

- 12.2 Whilst best estimates have been included for income these are subject to uncertainty owing due to factors such as:
- Whether the turnaround in Underground fare revenues evident in 2005/06, following the 7 and 21 July events, is sustained.
  - The impact as yet unknown of the following:
    - The new fares package designed to encourage people to switch from cash to Oyster from 2 January 2006
    - Travelcard fares increase on average by inflation plus 1 per cent
    - The planned fares rise in January 2007, which is subject to Mayoral approval
  - Fare structure changes such as:
    - Oystercard capping
    - Continued growth of Oystercard pre pay and the extent to which it will shift payments from more expensive single tickets and cash fares
  - Impact of free bus travel for under 16s and those under 18s in full time education.
  - The congestion charging pay next day policy.

## **Expenditure**

- 12.3 In respect of expenditure, and in particular project expenditure, there are issues outside our control such as planning permissions and available resources in the market place that may impact upon project timings and thereby expenditure flows. This is likely to be evident in the coming year, the second year of a five year programme, as the organisation ramps up to meet its objectives. Accordingly an aggressive overprogramming deduction has been included to ensure that TfL's expenditure targets are achieved.
- 12.4 There is some uncertainty due to factors that may negatively impact expenditure. For example the electricity price is currently very volatile and any increase from the present levels would result in increased expenditure for TfL.

## **Overprogramming**

- 12.5 In the budget for 2005/06, TfL has included overprogramming of £154m. This includes an allocation of £35m to London Underground and £50m to Surface Transport.
- 12.6 As seen during the first year of the investment programme, overprogramming recognises that despite effective project planning and management, there will always be events affecting the delivery of projects that are not entirely under TfL control. Delays can arise from consultation, planning and obtaining of powers, resulting in some elements of planned schemes being delayed and slippage between financial years, changing in scope and or become removed from the programme. Overprogramming allows TfL to maintain a full programme of committed work, yet ensuring that we are utilising the funds allocated.

## **Contingency and Risk Provisions**

- 12.7 TfL's acknowledges that in a business of its size and complexity not all necessary expenditure items will be known at the time the budget is finalised. TfL therefore sets aside a general contingency provision of £26m to fund unplanned projects and

other necessary increased expenditure that may arise during the course of the year and are not already covered by identified budgets in any one business area.

### **Reserves**

- 12.8 TfL's reserves perform several functions and are considered as three amounts; earmarked reserves, a general reserve and a reserve allocated to manage risks related to London Underground.
- 12.9 TfL, as a large trading and project delivery organisation with potential for fluctuations in both costs and income levels needs to hold a sufficient level of reserve to enable it to maintain service delivery in unforeseen circumstances. The majority of reserves are 'earmarked' for a specific purpose such as to cover changes in the timing of capital project delivery (e.g. due to planning application delays etc) to enable TfL to maintain a balanced 5 year plan by re-phasing funding across plan years. General reserves support the provisions and liabilities in the Balance Sheet, and provide a reserve in case of major unforeseen future circumstances. There is a specific reserve the Government has asked be maintained in respect of LUL to manage any significant business risk items in-between spending reviews. Any drawdown of this is in agreement with Government on a case by case basis.
- 12.10 In 2006/07 TfL is forecast to open with a reserve of £993m, and draw down £52m over the year ending with a closing reserve of £941m. This reflects £31m being drawn down from London Underground's reserve provision and £21m from earmarked reserves.

## **13. PERFORMANCE INDICATORS**

- 13.1 Performance indicators remain an integral part of TfL's budget. Preliminary targets that were presented at the 26 October Board meeting have been updated to reflect the current budget and are presented in **Annex 4** of this report.
- 13.2 Key performance highlights in the 2006/07 budget include:
- Continuing increases in service demand across all modes. Passenger journeys on the London Underground are expected to be up 15m, while journeys on London buses are expected to be up 23m against 2005/06 full year forecasts. Strong growth is also expected to be seen on the DLR with the opening of the London City Airport extension supporting increasing demand.
  - An increase in kilometres operated. On the London Underground both track replacement and timetabling improvements are expected to increase kilometres operated by nearly 2% to over 70m kilometres. The ongoing implementation of bus contracts on the bus network will result in an additional 2% kilometres being operated resulting is over 465m kilometres expected to be operated.
  - Record levels of service reliability in 2005/06 are expected to be maintained, along with the high levels of customer satisfaction in 2006/07. In addition to overall customer satisfaction, there will be complementary measurement of customer satisfaction on levels of crowding, personal safety and information.
  - Continuing reductions in the number of killed and seriously injured to meet the 50% reduction target by 2010.
  - Workforce indicators will focus on sickness levels along with workforce composition levels.

#### **14. 2006/07 DELIVERABLES**

- 14.1 The **2006/07 Budget Deliverables** document accompanying this paper describes in detail the outputs that TfL plans to deliver from this budget. For each mode a detailed description of each area of activity is provided along with its deliverables, measures of success and, where relevant, impact on equality and inclusion and the environment. Indicators of success monitor the progressive success of each activity in terms of a performance indicator or achievement of a milestone.

#### **15. RECOMMENDATION**

- 15.1 That the TfL Board **NOTE** the contents of this report and **APPROVE** the 2006/07 budget.

## ANNEX 1: TOTAL OPERATING AND CAPITAL BUDGET

£'m	2006/07 Budget		Budget Submission Mar 2006
	Plan Submission Oct 2005	Amendments	
<b>Income</b>			
London Underground	(1,500)	(48)	(1,548)
Surface Transport	(1,327)	(7)	(1,334)
London Rail	(61)	4	(57)
Group Directorates	(18)	1	(17)
	<b>(2,906)</b>	<b>(50)</b>	<b>(2,957)</b>
<b>Operating expenditure</b>			
London Underground	2,695	30	2,725
Surface Transport	2,202	13	2,215
London Rail	112	8	119
Group Directorates	158	24	182
	<b>5,167</b>	<b>75</b>	<b>5,241</b>
<b>Borough &amp; Development Expenditure</b>			
Borough Expenditure	142	6	148
Development Expenditure	27	13	40
<b>Gross Margin</b>	<b>2,430</b>	<b>44</b>	<b>2,474</b>
<b>Capital Expenditure</b>			
London Underground	404	14	418
Surface Transport	302	(6)	296
London Rail	194	(13)	181
Group Directorates	12	14	26
	<b>912</b>	<b>9</b>	<b>920</b>
<b>Capital Receipts &amp; Reimbursements</b>			
London Underground	(209)	(0)	(209)
Surface Transport	(6)	(0)	(6)
London Rail	(3)	-	(3)
Group Directorates	(3)	(15)	(18)
	<b>(221)</b>	<b>(15)</b>	<b>(236)</b>
Overprogramming	(158)	4	(154)
<b>Net Capital Expenditure</b>	<b>533</b>	<b>(3)</b>	<b>530</b>
<b>Group Items (excl Overprogramming)</b>			
Interest Income	(53)	-	(53)
Debt Servicing Payments	85	-	85
Contingency	26	-	26
<b>Net Service Expenditure</b>	<b>3,021</b>	<b>41</b>	<b>3,062</b>
<b>Net expenditure by Mode</b>			
London Underground	1,390	(4)	1,386
Surface Transport	1,287	6	1,293
London Rail	248	(2)	247
Group Directorates	196	37	232
Group Items <sup>8</sup>	(100)	4	(96)
<b>Net Service Expenditure</b>	<b>3,021</b>	<b>41</b>	<b>3,062</b>

<sup>8</sup> Group Items include Overprogramming, Interest Income, Debt Servicing Payments and Contingency.

## ANNEX 2: TOTAL OPERATING AND CAPITAL BUDGETS BY BUSINESS UNIT

£'m	OPERATING BUDGET		CAPITAL BUDGET		Net Expenditure
	Income	Operating Expenditure	Capital Expenditure	Receipts & Reimbursements	
<b>London Underground</b>					
Traffic Revenue	(1,372)	-	-	-	(1,372)
Secondary Revenue	(115)	9	-	-	(105)
Operations	(4)	653	-	-	649
Programmes	(53)	1,749	-	-	1,696
Central Services	(4)	206	-	-	201
Risk	-	108	-	-	108
Property Sales	-	-	-	(33)	(33)
Capital Projects	-	-	418	(176)	242
Overprogramming	-	-	(34)	-	(34)
	<b>(1,548)</b>	<b>2,725</b>	<b>383</b>	<b>(209)</b>	<b>1,352</b>
<b>Surface Transport</b>					
London Buses	(1,025)	1,645	44	-	664
Congestion Charging	(234)	132	78	-	(24)
Street Management	-	151	93	-	244
Director of Traffic Operations	(4)	47	16	(4)	55
Road Network Performance	-	82	29	(1)	109
Transport Policing & Enforcement	(32)	115	5	-	88
Bus Priority	-	38	12	-	50
Public Carriage Office	(15)	15	1	-	-
East Thames Buses	-	-	-	-	-
Dial a Ride	(1)	25	2	-	26
Assisted Transport Services	-	10	-	-	10
London River Services	(2)	2	-	-	1
Victoria Coach Station	(22)	21	1	-	-
Management, Support & Strategy	-	54	16	-	69
Overprogramming	-	-	(50)	-	(50)
	<b>(1,334)</b>	<b>2,336</b>	<b>246</b>	<b>(6)</b>	<b>1,243</b>
<b>London Rail</b>					
Docklands Light Rail	(57)	99	52	(3)	91
London Rail Development	-	28	-	-	28
East London Line	-	-	128	-	128
	<b>(57)</b>	<b>126</b>	<b>181</b>	<b>(3)</b>	<b>247</b>
<b>Group Directorates</b>					
Office of the Commissioner	-	11	-	-	11
General Counsel	-	10	-	-	10
Group Communications	-	67	-	-	67
Finance & Planning	(7)	110	22	(15)	109
London Transport Insurance	(4)	-	-	-	(4)
Group Services	(6)	44	4	(3)	39
	<b>(17)</b>	<b>243</b>	<b>26</b>	<b>(18)</b>	<b>232</b>
Interest Income	(53)	-	-	-	(53)
Debt Servicing	-	85	-	-	85
Overprogramming	-	-	(70)	-	(70)
Contingency	-	26	-	-	26
<b>Net Service Expenditure</b>	<b>(3,009)</b>	<b>5,541</b>	<b>766</b>	<b>(236)</b>	<b>3,062</b>

## ANNEX 3: STAFF BUDGET

<b>FTE<sup>9</sup></b>	<b>2006/07 Budget</b>	<b>2005/06 Forecast</b>
<b>London Underground</b>		
Operations	12,775	12,667
Programmes	638	574
Central Services	707	553
	<b>14,120</b>	<b>13,794</b>
<b>Surface Transport</b>		
London Buses	305	297
Bus Performance	376	357
Congestion Charging	182	161
Street Management	894	937
Transport Policing & Enforcement	632	505
Public Carriage Office	210	218
East Thames Buses	391	418
Dial a Ride	589	571
London River Services	16	16
Victoria Coach Station	107	107
Management, Support & Strategy	636	639
Assisted Transport	-	3
	<b>4,338</b>	<b>4,229</b>
<b>London Rail</b>		
Docklands Light Rail	45	43
London Rail Core	59	54
East London Line	70	64
Crossrail Secondees	31	42
	<b>205</b>	<b>203</b>
<b>Group Directorates</b>		
Office of the Commissioner	36	33
General Counsel	126	117
Group Communications	142	110
Finance & Planning	873	815
Group Services	653	647
	<b>1,830</b>	<b>1,722</b>
<b>Total Staff Employed (FTE)</b>	<b>20,493</b>	<b>19,948</b>

<sup>9</sup> FTE is Full Time Equivalents

## ANNEX 4: PERFORMANCE INDICATORS

Category / Performance Indicator	Unit	2006/07 Budget	2005/06 Forecast
<b>Service Demand</b>			
Passenger Journeys (TfL Group) <sup>10</sup>	Millions	2,950.1	2,885.8
Passenger Journeys (LUL)	Millions	980.0	953.7
Passenger Journeys (London Buses)	Millions	1876.0	1,853.4
Passenger Journeys (DLR)	Millions	64.2	53.8
Passenger Journeys (London Trams) <sup>11</sup>	Millions	22.6	21.1
Passenger Journeys: excl. multi-stop (London River Services)	Thousands	1,900	1,879
Passenger Journeys: multi-stop (London River Services)	Thousands	500	456
Passenger Journeys (Victoria Coach Station)	Thousands	195	178
Total Trips (Dial-A-Ride)	Thousands	1,519	1,258
Traffic Into Central London (Road Network)	Index	No Target	101.8
Cycle use on TLRN (Index =100) (Road Network)	Score	139.0	173.2
<b>Supply</b>			
Kilometres Operated (LUL)	Millions	70.7	69.4
Kilometres Operated (London Buses)	Millions	465.6	455.7
Kilometres Operated (DLR)	Millions	4.40	3.36
Trains Operated in Peak Hours (LUL)	%	96.7	94.5
<b>Reliability</b>			
Reliability of Service: Delay Index (TfL Group)	#	81.3	84.5
Excess Wait Time: High Frequency Routes (London Buses)	Minutes	1.20	1.20
Excess Journey Time: Weighted (LUL)	Minutes	6.92	7.60
Peak Train Cancellations: Due to ONAs (LUL) <sup>12</sup>	%	0.60	0.26
PPP Availability: Lost Customer Hours (LUL)	Millions	15.8	13.1
On Time Performance: Low frequency routes (London Buses)	%	76.9	77.0
On Time Performance: Night buses (London Buses)	%	81.9	82.0
On Time Performance (DLR)	%	96.0	96.0
Traffic Signals Operating Effectively: Londonwide (Road Network)	%	98.5	98.6
Scheduled Service Operated (LUL)	%	94.5	93.7
Scheduled Service Operated (London Buses)	%	97.8	97.7
Scheduled Service Operated (DLR)	%	98.0	98.0
Scheduled Service Operated (London Trams)	%	98.0	98.0
Scheduled Service Operated (London River Services)	%	98.0	98.1
Congestion Level in Central London (Road Network)	Mins/km	No Target	1.80
Journey Time Reliability (Road Network)	%	TBC <sup>13</sup>	18.7
No. of Taxi Drivers Licensed (Public Carriage Office)	Thousands	24.7	24.7
No. of Private hire Drivers Licensed (Public Carriage Office)	Thousands	36.0	30.0

<sup>10</sup> Passenger Journeys (TfL Group) includes LUL, London Buses, DLR, London Trams, London River Services, Victoria Coach Stations and Dial-A-Ride

<sup>11</sup> London Trams is operated under franchise. Therefore, TfL's control over achievement of performance targets is limited by the terms of the contract

<sup>12</sup> ONA is Operator Not Available

<sup>13</sup> Target is currently under review and will be available at the end of quarter 1

General Note: Where full year forecasts have not been prepared, the third quarter actual result has been shown instead.

## ANNEX 4: PERFORMANCE INDICATORS (CONTINUED)

Category / Performance Indicator	Unit	2006/07 Budget	2005/06 Forecast
<b>Safety</b>			
Major Fatalities & Injuries: Excluding Roads (TfL Group) <sup>14</sup>	#	No Target <sup>15</sup>	838
Major Injuries & Fatalities (LUL)	#	No Target <sup>14</sup>	84
Major Injuries & Fatalities (London Buses)	#	No Target <sup>14</sup>	745
KSI: Londonwide (Road Network)	#	3,893	2,729
KSI: TLRN (Road Network)	#	1,023	831
Children KSI: Londonwide (Road Network)	#	449	298
Powered 2-Wheel Rider/Passenger KSI: Londonwide (Rd Network)	#	783	806
<b>Financial Efficiency</b>			
Operating cost per passenger journey (TfL Group)	£	1.82	1.66
Cost per passenger km (London Buses)	pence	24.5	23.0
Fare Income per Passenger km (London Buses)	pence	(0.15)	(0.14)
Cost per Passenger km (LUL)	pence	19.1	19.1
Fare Income per Passenger km (LUL)	pence	1.94	1.85
Cost per trip (Dial-A-Ride)	£	16.7	18.7
<b>Customer Satisfaction</b>			
Overall Customer Satisfaction (TfL Group)	Score	78	79
Overall Customer Satisfaction (LUL)	Score	78	78
Overall Customer Satisfaction (London Buses)	Score	78	79
Overall Customer Satisfaction (Dial-A-Ride)	Score	93	92
Overall Customer Satisfaction (London Trams) <sup>16</sup>	Score	88	86
Overall Customer Satisfaction (DLR)	Score	90	95
Overall Customer Satisfaction (Victoria Coach Station)	Score	77	81
Customer Satisfaction: Safety (LUL)	Score	80	77
Customer Satisfaction: Information (LUL)	Score	78	79
Customer Satisfaction: Crowding (LUL)	Score	68	73
Customer Satisfaction: Safety (London Buses)	Score	82	82
Customer Satisfaction: Information (London Buses)	Score	75	75
Customer Satisfaction: Crowding (London Buses)	Score	78	78
Customer Satisfaction: Reliability-Journey/Wait Time (London Buses)	Score	80	79
Customer Satisfaction: Safety (DLR)	Score	90	88
Customer Satisfaction: Information (DLR)	Score	90	95

<sup>14</sup> Major Fatalities & Injuries (TfL Group) Includes LUL, London Buses and DLR

<sup>15</sup> Target is to reduce the proportional level of major injuries and fatalities on the network year on year

<sup>16</sup> London Trams is operated under franchise. Therefore, TfL's control over achievement of performance targets is limited by the terms of the contract

General Note: Where full year forecasts have not been prepared, the third quarter actual result has been shown instead



## ANNEX 4: PERFORMANCE INDICATORS (CONTINUED)

Category / Performance Indicator	Unit	2006/07 Budget	2005/06 Forecast
<b>People</b>			
Sick absence <sup>17</sup> (TfL Group)	#	11.6	12.5
Sick absence (LUL)	#	12.4	13.5
Sick absence (Surface)	#	10.3	11.1
Sick absence (London Rail)	#	7.5	2.1
Sick absence (Group Dir)	#	7.6	8.8
% of Women Staff (TfL Group)	%	25.9	22.1
% of Women in Senior Management (TfL Group)	%	27.3	20.2
% of BAME Staff (TfL Group)	%	27.0	29.6
% of BAME Staff in Senior Management (TfL Group)	%	12.2	8.1
% of Disabled Staff (TfL Group) <sup>18</sup>	%	7.8	7.7
% of Disabled Staff in Senior Management (TfL Group)	%	5.0	4.6

<sup>17</sup> Sick Absence targets in 2006/07 reflect the number of days sick per employee per period, as per the Best Value definition (BV12)

<sup>18</sup> The % of Disabled Staff will be calculated in 2006/07 to reflect the Best Value definition. The full year forecast has also been prepared on this basis

# **2006/07 Budget Deliverables**

## **CONTENTS**

- 1. 2006/07 Budget by Activity**
- 2. London Underground**
- 3. Surface Transport**
- 4. London Rail**
- 5. Group Directorates**

Note: This document is based on current assumptions and forecasts. The implementation of any proposals or projects will be subject to the proper consultation and approval processes and may need to be revised as a result of such consultation and processes.

## 2006/07 LONDON UNDERGROUND BUDGET BY ACTIVITY

	£'m	OPERATING BUDGET		CAPITAL BUDGET		Net Expenditure
		Income	Operating Expenditure	Capital Expenditure	Receipts & Reimbursements	
001	<b>Traffic Revenue</b>	<b>(1,372.0)</b>	-	-	-	<b>(1,372.0)</b>
227	<b>Secondary Revenue</b>					
	Property Rental Income	(66.7)	2.0	-	-	(64.7)
	Advertising & Other Income	(43.3)	7.4	-	-	(35.8)
	NRA Income	(4.9)	-	-	-	(4.9)
		<b>(114.9)</b>	<b>9.4</b>	-	-	<b>(105.5)</b>
	<b>Operations</b>					
228	BCV Operations	-	134.3	-	-	134.3
228	JNP Operations	-	202.8	-	-	202.8
228	SSR Operations	-	158.3	-	-	158.3
175	Line Upgrades	-	4.4	-	-	4.4
175	BT Police	(1.6)	48.4	-	-	46.8
175	Operational Support Office	(0.7)	44.7	-	-	44.0
175	Strategy & Service Development	(0.1)	30.9	-	-	30.8
175	Information Management	(1.3)	12.6	-	-	11.2
175	Operations Improvements	-	16.6	-	-	16.6
		<b>(3.8)</b>	<b>653.0</b>	-	-	<b>649.2</b>
	<b>Programmes</b>					
229	BCV	-	343.3	-	-	343.3
229	JNP	-	551.4	-	-	551.4
229	SSL	-	442.8	-	-	442.8
004	PFI - Connect	(36.6)	129.8	-	-	93.2
004	PFI - Power	-	56.1	-	-	56.1
004	PFI - Prestige	-	76.1	-	-	76.1
004	PFI - BTP	-	3.0	-	-	3.0
230	Traction & Utilities	(0.1)	76.4	-	-	76.3
230	Management	-	43.4	-	-	43.4
230	Programmes Improvements	(16.1)	20.4	-	-	4.3
		<b>(52.8)</b>	<b>1,742.6</b>	-	-	<b>1,689.8</b>
	<b>Central Services</b>					
231	Finance	-	9.3	-	-	9.3
231	Human Resources	-	10.0	-	-	10.0
231	Employee Relations	-	1.3	-	-	1.3
231	Engineering	(2.5)	21.3	-	-	18.8
231	Legal Services	(0.2)	7.4	-	-	7.2
231	Safety, Quality & Environment	(0.1)	8.4	-	-	8.3
231	TfL Management Charge	-	84.4	-	-	84.4
231	Corporate Expenses	(1.6)	63.2	-	-	61.6
231	Central Services Improvements	-	0.3	-	-	0.3
		<b>(4.4)</b>	<b>205.6</b>	-	-	<b>201.1</b>
207	<b>Risk</b>	-	<b>108.4</b>	-	-	<b>108.4</b>
232	<b>Property Sales</b>	-	-	-	<b>(33.1)</b>	<b>(33.1)</b>
	<b>Capital Projects</b>					
233	Track	-	-	16.1	-	16.1
233	Structures	-	-	18.0	-	18.0
233	Rolling Stock	-	-	28.3	-	28.3
233	Signals	-	-	1.5	-	1.5
233	Power	-	-	25.1	-	25.1
233	Communications	-	-	26.2	-	26.2
233	Stations	-	-	108.2	-	108.2
233	Safety/Security	-	-	5.3	-	5.3
233	Interchanges	-	-	163.6	-	163.6
233	Extensions	-	-	4.8	-	4.8
233	Accommodation	-	-	14.5	-	14.5
233	Information Technology	-	-	12.3	-	12.3
234	Capital Receipts	-	-	-	(175.7)	(175.7)
194	Overprogramming	-	-	(34.5)	-	(34.5)
		-	-	<b>389.5</b>	<b>(175.7)</b>	<b>213.7</b>
	<b>Total London Underground</b>	<b>(1,547.9)</b>	<b>2,725.1</b>	<b>383.3</b>	<b>(208.8)</b>	<b>1,351.7</b>

## 2006/07 SURFACE TRANSPORT BUDGET BY ACTIVITY

	£'m	OPERATING BUDGET		CAPITAL BUDGET		Net Expenditure
		Income	Operating Expenditure	Capital Expenditure	Receipts & Reimbursements	
<b>London Buses</b>						
24	Bus Network Income	(1,004.1)	-	-	-	(1,004.1)
25	Bus Network Operation Costs	(3.1)	1,519.1	-	-	1,516.0
26	Adshel Partnerships	(12.0)	-	-	-	(12.0)
27	Technical Services	(0.0)	16.0	22.8	-	38.7
28	Ticket Technology & Prestige	(0.3)	26.8	-	-	26.5
29	Bus Stops and Shelters	-	10.2	4.4	-	14.7
30	Bus Garages	(1.6)	0.8	5.3	-	4.5
31	Bus Stations	(0.6)	7.2	6.8	-	13.4
32	Engineering	-	3.1	1.3	-	4.4
34	Safety and Security	-	0.2	0.2	-	0.4
35	Operations Services	(0.1)	15.7	0.6	-	16.2
37	Marketing and Research	-	12.8	-	-	12.8
39	Performance	-	11.5	-	-	11.5
40	London Trams	(3.1)	13.1	-	-	10.1
89	Vehicle Purchase DAR	-	-	2.9	-	2.9
211	Communications	-	8.2	-	-	8.2
		<b>(1,024.9)</b>	<b>1,644.9</b>	<b>44.2</b>	-	<b>664.2</b>
<b>Congestion Charging</b>						
41	Congestion Charging Traffic & Technology	-	0.4	-	-	0.4
42	Western Extension Traffic & Technology	-	0.5	31.4	-	31.9
43	Western Extension Set Up Cost	-	21.0	13.9	-	34.9
44	Congestion Charging Operations	-	77.6	-	-	77.6
45	Congestion Charging Support Costs	-	9.6	-	-	9.6
46	Congestion Charging Income	(234.1)	18.9	-	-	(215.2)
208	Congestion Charging Trials	-	-	9.8	-	9.8
224	Congestion Charging - Futures	-	2.1	6.4	-	8.5
243	Low Emissions Zone	-	1.7	16.5	-	18.2
		<b>(234.1)</b>	<b>131.7</b>	<b>78.0</b>	-	<b>(24.3)</b>
<b>Street Management</b>						
47	A13 DBFO	-	19.9	1.9	-	21.8
48	Major Route Improvements	-	-	10.9	-	10.9
51	Major Safety Enhancements	-	-	40.7	-	40.7
52	TLRN Maintenance & Renewal	-	74.3	37.3	-	111.6
53	Street Services Support Costs	-	13.9	2.4	-	16.3
54	Road Network Operations Support Costs	-	2.9	-	-	2.9
55	Borough Principal Road Maintenance	-	40.0	-	-	40.0
		-	<b>151.1</b>	<b>93.1</b>	-	<b>244.2</b>
<b>Director of Traffic Operations</b>						
57	Equipment	(0.1)	2.9	2.7	(1.1)	4.5
61	Signals	-	2.5	3.2	(3.2)	2.4
214	Major Projects	-	-	1.7	-	1.7
215	Systems and Software	-	2.3	2.1	-	4.4
216	Fault Control and Maintenance	(3.8)	13.8	2.4	-	12.5
217	Urban Traffic Control <sup>1</sup>	-	0.3	-	-	0.3
218	DTO Support Costs	-	25.4	3.9	-	29.3
		<b>(3.8)</b>	<b>47.1</b>	<b>16.0</b>	<b>(4.3)</b>	<b>55.0</b>
<b>Road Network Performance</b>						
65	Road Safety Plan	-	42.6	11.6	(1.4)	52.8
75	Walking	-	5.7	3.6	-	9.3
76	Cycling	-	16.6	9.3	-	25.9
77	Accessibility	-	4.9	2.9	-	7.8
220	London Works	-	0.6	0.2	-	0.8
221	Network Performance	-	1.8	-	-	1.8
222	RNPD Support Costs & PMO	-	9.2	0.9	-	10.1
223	Traffic Managers Office	-	0.3	0.2	-	0.5
236	RND Support Costs	-	-	-	-	-
237	DOS Support Costs	-	-	-	-	-
		-	<b>81.7</b>	<b>28.7</b>	<b>(1.4)</b>	<b>109.0</b>

<sup>1</sup> Net of third party revenue contributions of £0.5m for special projects and £7.3m for Urban Traffic Control

## 2006/07 SURFACE TRANSPORT BUDGET BY ACTIVITY (CONTINUED)

£'m	OPERATING BUDGET		CAPITAL BUDGET		Net Expenditure	
	Income	Operating Expenditure	Capital Expenditure	Receipts & Reimbursements		
	<b>Transport Policing &amp; Enforcement</b>					
66	-	38.5	5.1	-	43.6	
67	-	57.3	-	-	57.3	
68	-	16.1	-	-	16.1	
69	-	2.6	-	-	2.6	
195	(31.8)	-	-	-	(31.8)	
	<b>(31.8)</b>	<b>114.6</b>	<b>5.1</b>	<b>-</b>	<b>87.9</b>	
	<b>Bus Priority</b>					
70	-	20.3	-	-	20.3	
71	-	-	6.1	-	6.1	
72	-	0.2	4.1	-	4.3	
73	-	6.3	1.2	-	7.5	
74	-	5.0	-	-	5.0	
209	-	6.1	0.8	-	6.9	
	<b>-</b>	<b>38.0</b>	<b>12.2</b>	<b>-</b>	<b>50.2</b>	
	<b>Public Carriage Office</b>					
80	(6.0)	5.1	-	-	(0.9)	
81	(8.5)	7.2	-	-	(1.3)	
82	(0.1)	1.4	-	-	1.3	
83	-	0.8	-	-	0.8	
84	-	-	0.7	-	0.7	
	<b>(14.7)</b>	<b>14.5</b>	<b>0.7</b>	<b>-</b>	<b>0.5</b>	
<b>85</b>	<b>(0.1)</b>	<b>0.1</b>	<b>-</b>	<b>-</b>	<b>(0.0)</b>	
<b>87</b>	<b>(1.2)</b>	<b>25.4</b>	<b>1.6</b>	<b>-</b>	<b>25.8</b>	
<b>210</b>	<b>-</b>	<b>10.2</b>	<b>-</b>	<b>-</b>	<b>10.2</b>	
	<b>London River Services</b>					
90	(1.5)	1.7	-	-	0.2	
92	-	0.3	-	-	0.3	
	<b>(1.5)</b>	<b>2.1</b>	<b>-</b>	<b>-</b>	<b>0.5</b>	
	<b>Victoria Coach Station</b>					
93	(4.6)	2.8	-	-	(1.8)	
94	(16.5)	16.4	-	-	(0.1)	
95	(0.9)	1.8	-	-	0.9	
96	-	-	0.9	-	0.9	
	<b>(21.9)</b>	<b>21.0</b>	<b>0.9</b>	<b>-</b>	<b>(0.0)</b>	
	<b>Management, Support &amp; Strategy</b>					
97	-	2.3	-	-	2.3	
98	-	42.8	5.1	-	47.8	
100	-	7.0	-	-	7.0	
212	-	2.0	0.3	-	2.3	
213	-	(0.2)	10.3	-	10.1	
	<b>-</b>	<b>53.8</b>	<b>15.7</b>	<b>-</b>	<b>69.4</b>	
	<b>Overprogramming</b>					
	<b>-</b>	<b>-</b>	<b>(50.0)</b>	<b>-</b>	<b>(50.0)</b>	
<b>Total Surface Transport</b>		<b>(1,334.0)</b>	<b>2,336.1</b>	<b>246.3</b>	<b>(5.7)</b>	<b>1,242.6</b>

<sup>2</sup> Net of third party revenue contributions of £0.5m for special projects and £7.3m for Urban Traffic Control



## 2006/07 GROUP DIRECTORATES BUDGET BY ACTIVITY

£'m		OPERATING BUDGET		CAPITAL BUDGET		Net Expenditure
		Income	Operating Expenditure	Capital Expenditure	Receipts & Reimbursements	
	<b>Office of the Commissioner</b>					
120	Equality & Inclusion	-	2.9	-	-	2.9
121	TfL Commissioner	-	7.9	-	-	7.9
		-	<b>10.8</b>	-	-	<b>10.8</b>
122	<b>General Counsel</b>	-	<b>9.9</b>	-	-	<b>9.9</b>
	<b>Group Communications</b>	-		-	-	-
125	Group Communications	-	8.2	-	-	8.2
126	Area Based Schemes	-	21.7	-	-	21.7
127	Borough Partnerships Support	-	3.0	-	-	3.0
242	Other Borough Programme	-	3.1	-	-	3.1
242	Borough Liaison Spend	-	0.7	-	-	0.7
129	FRACA	-	5.5	-	-	5.5
130	SRtS & Travel Awareness	-	19.2	-	-	19.2
239	Personalised Travel Planning	-	6.0	-	-	6.0
		-	<b>67.3</b>	-	-	<b>67.3</b>
	<b>Finance &amp; Planning</b>					
197	MD Finance and Planning	-	0.9	-	-	0.9
235	F&P Central Services	-	9.3	-	-	9.3
131	Corporate Finance	-	2.8	-	-	2.8
135	Group Finance	(1.7)	13.5	-	-	11.7
136	Group Marketing	(1.7)	18.2	9.9	-	26.4
123	London's Transport Museum	(2.4)	7.9	-	-	5.5
124	Museum Re-display	-	-	11.9	(7.7)	4.2
225	Business Operations	-	4.6	-	-	4.6
150	Strategy & Policy	-	3.3	-	-	3.3
148	Transport Network Planning	(1.5)	7.0	-	-	5.5
132	Fares & Ticketing	-	1.5	-	-	1.5
141	Cross River Transit	-	5.3	-	-	5.3
143	East London Transit	-	0.9	-	-	0.9
144	Finsbury Park CAP & SMP	-	3.5	-	-	3.5
145	Greenwich Waterfront Transit	-	0.7	-	-	0.7
146	Interchange Programme	-	3.4	-	-	3.4
151	Stratford Regional Station Upgrade	-	7.6	-	(7.6)	-
152	Thames Gateway Bridge	-	3.2	-	-	3.2
157	West London Tram	-	6.5	-	-	6.5
158	Croydon Tramlink Extensions	-	2.6	-	-	2.6
198	Oystercard	-	6.4	-	-	6.4
199	Finance Shared Service Centre	-	0.8	-	-	0.8
		<b>(7.4)</b>	<b>109.9</b>	<b>21.9</b>	<b>(15.3)</b>	<b>109.0</b>
161	<b>London Transport Insurance</b>	<b>(4.2)</b>	<b>0.3</b>	-	-	<b>(3.9)</b>
	<b>Group Services</b>					
162	Central Corporate Services	-	8.9	-	-	8.9
164	Property	(3.4)	6.8	3.4	(2.9)	3.9
165	Facilities	(2.2)	3.3	-	-	1.1
166	Group HR Corporate	-	2.9	-	-	2.9
167	Group HR Services	(0.4)	(1.8)	-	-	(2.2)
168	Information Management	-	19.7	0.2	-	19.9
170	Procurement	-	4.6	-	-	4.6
		<b>(5.9)</b>	<b>44.4</b>	<b>3.6</b>	<b>(2.9)</b>	<b>39.2</b>
<b>Total Group Directorates</b>		<b>(17.5)</b>	<b>242.5</b>	<b>25.5</b>	<b>(18.3)</b>	<b>232.3</b>

## 2006/07 GROUP ITEMS AND MODAL SUMMARY

£'m	OPERATING BUDGET		CAPITAL BUDGET		Net Expenditure
	Income	Operating Expenditure	Capital Expenditure	Receipts & Reimbursements	
<b>Group Items</b>					
Interest Income	(52.7)	-	-	-	(52.7)
Debt Servicing	-	85.0	-	-	85.0
140 Overprogramming	-	-	(70.0)	-	(70.0)
138 Contingency	-	26.0	-	-	26.0
<b>Total Group Items</b>	<b>(52.7)</b>	<b>111.0</b>	<b>(70.0)</b>	<b>-</b>	<b>(11.7)</b>
<b>Modal Summary:</b>					
London Underground	(1,547.9)	2,725.1	383.3	(208.8)	1,351.7
Surface Transport	(1,334.0)	2,336.1	246.3	(5.7)	1,242.6
London Rail	(57.2)	126.3	180.7	(3.3)	246.6
Group Directorates	(17.5)	242.5	25.5	(18.3)	232.3
Group Items	(52.7)	111.0	(70.0)	-	(11.7)
<b>NET SERVICE EXPENDITURE</b>	<b>(3,009.2)</b>	<b>5,541.1</b>	<b>765.8</b>	<b>(236.1)</b>	<b>3,061.6</b>



# **London Underground Deliverables**

# **REVENUE**

## **001 TRAFFIC REVENUE**

### ***Description:***

Traffic income (net of Customer Charter Refunds) arising from the normal course of business, including amounts received from the London Borough Councils and County Authorities in respect of free and reduced fare travel for the elderly and disabled. Revenue is recognised on an earned basis; revenue received in advance is spread over the period to which it relates. The amount of traffic revenue derived by LUL is subject to external factors such as the Mayor's Fares Policy and the current economic environment.

### ***Indicators of Success:***

<b>Description</b>	<b>Units</b>	<b>Target</b>
Passenger Journeys	Millions	980

## **227 SECONDARY REVENUE**

### ***Description:***

This includes all income, other than Traffic Revenue, such as property rentals, advertising and telecoms.

# **OPERATIONS**

## **228 CUSTOMER SERVICES**

### ***Description:***

This activity is the managing of LU's stations and trains and is organised by grouping Lines into three Service Delivery Units (SDUs) to match the management of assets under the PPP. Each SDUs is headed up by a Service Director. Day to day delivery of Operations customer service takes the form of selling tickets, providing staff on station platforms, providing information and reassurance to customers. It also involves the staffing of trains with competent operators and providing a competent signalling and control function as well as staff to manage service disruption, focusing on the needs of the customer. Train service delivery as well as control and regulation of the train service form part of Operation's day to day activities.

### ***Deliverables:***

Continue to:

- Provide a safe station and train environment with risks ALARP<sup>3</sup>
- Provide customer service through ticket transactions (including measures to reduce ticket office queues), customer information and assurance/support
- Open and maintain for service all our stations to the published schedule
- Work with LUL partners to provide services such as lifts, escalators, moving walkways and all amenities
- Plan and manage events and closures
- Manage station congestion
- Staff trains with competent operators and stations, ensuring efficient duty rosters are in operation and that the supply of staff is optimised to meet demand

<sup>3</sup> As Low As Reasonably Possible

- Provide a competent signalling and service control function, including the operation of a network control centre and a power control room
- Plan and control access to the railway for maintenance and improvement work

Key improvements:

- Improvements under the Reliability Work Programme

**Indicators of Success:**

Description	Units	Target
Train Kilometres Operated	Km millions	70.7
Scheduled Service Operated	%	94.5
Peak Train Cancellations – Due to ONA's	%	0.6
Excess Journey Time (unweighted)	Minutes	3.24
Excess Trains journey time (unweighted)	Minutes	1.91
CSS: Overall satisfaction	Score	78

**175 OTHER OPERATIONS**

**Line Upgrades:**

Over the next 20 years, all LU lines will be upgraded to provide increased capacity to meet increasing demand. A line upgrade involves a co-ordinated renewal of assets to increase overall capacity. Upgrade works typically include some combination of improvements to:

- Rolling stock, depots and sidings
- Signalling, service control and regulation
- Track and civil engineering infrastructure
- Power supply and distribution.

This activity reflects the cross-functional management and co-ordination of the works necessary to bring about a line upgrade.

**BT Police**

The key objectives of BT policing are to maintain security awareness, security training, patrols, enhanced visibility, reduce disorderly conduct, prevention and disruption of terrorism activity, graffiti control, hate crime, thefts, robberies, assaults (LUL staff & public), fatality management, trespass & vandalism. Reassurance policing, in partnership with LU station groups, is a key strategy in successfully achieving those objectives.

**Operational Support**

The activity is for support of the operational railway outside of station and train staff. The types of support that this covers includes: track access, power control, customer services centre and any network control or training requirements for front line staff.

**Strategy and Service Development**

Strategy and Service Development is responsible for understanding customer needs and priorities, defining the corporate strategy and specifying projects and a programme that will help to achieve that strategy. The operational planning around timetables, events and closures, congestion relief, and accessibility are provided through this directorate.

This activity also includes LU communications, ranging from communicating with employees, through stakeholder communications to communicating with customers during planned closures.

## Information Management

The activity line consists of core staff supporting the delivery of IT project themes and day to day service delivery aspects of the network. The activity also includes budgets for third party support contracts out side of the main TfL group hosting and support contract.

## Operations Improvements

This activity covers a number of non-capital funded projects which contribute to the provision of a safe, welcoming and reliable service. Key areas include funding for the reliability programme, and safety projects.

### **Impacts on Equality and Inclusion:**

- The accessibility and congestion relief schemes are proposed to deliver step free access, way-finding guidance particularly benefiting visually impaired customers, induction loops at ticket halls and clear audible and visual information systems.

## **PROGRAMMES**

### **229 PPP (BCV/JNP/SSL)**

#### **Description:**

Metronet and Tubelines are paid for the maintenance and improvement of the Underground network under the Public Private Partnership (PPP) contracts. The Metronet BCV Activity is made up of the Bakerloo, Central, Victoria, Waterloo and City lines. Tube Lines Limited are responsible for the Jubilee, Northern and Piccadilly Lines. Metronet SSL is responsible for the Sub Surface Lines including the East London Line. The objective of PPP Contract Management is to ensure maximum benefit for LUL over the whole life of the PPP. Over the life of the contracts, most of the network will receive a substantial programme of station refurbishment or modernisation and significant upgrade of train systems, coupled with improved routine and preventative maintenance. Together these will deliver a better environment, a more reliable service and shorter journey times.

#### **Deliverables:**

- Over its 30 year life, the PPP will redress the legacy of under-investment on the underground, delivering improvements in the life of the Underground's assets and upgrading Trains and Signalling as well as further station works (particularly refurbishment and modernisation).

#### **Indicators of Success:**

Description	Units	Target
Scheduled Journey Time Capability	Minutes	19.59
Lost Customer Hours	Hours millions	15.84

#### **Impacts on Equality and Inclusion:**

- The PPP will contribute to addressing the accessibility needs of disabled people, in particularly those customers with mobility and visual impairments.
- The station modernisation programme will improve station CCTV systems including CCTV on new rolling stock which will deter crime, improve station control and improve perceptions of security in stations, all of which are key for vulnerable groups for whom security is a special concern.

## **004 CONTRACT PFI**

### ***Description:***

The Contracts PFI Activity manages Private Finance Initiative Contracts between LUL and PFI partners, addressing four specific aspects of LUL operations. These are Prestige (revenue collection), Power, Connect (communication systems) and British Transport Police (BTP) accommodation. The objectives of the Contracts are as follows:

- Prestige – Provide an integrated revenue collection service
- Power – Provide the operation, maintenance and renewal of the Underground power network
- Connect – Provide and maintain an integrated digital radio communications system and a transmission services system across the Underground network
- BT Police – Provision and maintenance of accommodation for British Transport Police.

### ***Deliverables:***

- Continue the effective management of the PFI contracts to ensure they are financially efficient and meet contractual milestones.
- Prestige to deliver service enhancements to the existing Smartcard system
- Complete Connect new digital communication system across the network.
- Migrate a number of SCADA (Supervisory Control and Data Acquisition - Power System Control) key control functions into the new Power Control rooms.

### ***Impacts on Equality and Inclusion:***

- Support the provision of BTP reassurance policing and increased personal safety and security on the network, which are especially important for vulnerable users.

## **230 PROGRAMMES MANAGEMENT**

### ***Description:***

The chief Programmes Officer's department is responsible for the management of:

- All contracts including PPP, PFI and National Rail agreements
- Certain non-capital projects associated with the PPP
- The general management of Procurement and Contract Services
- Utilities costs including gas, electricity and water

## **CENTRAL SERVICES**

### **021 SUPPORT DIRECTORATES:**

#### ***Description:***

These directorates support the core operational business, initiatives and investment programmes of LUL, with a range of activities. These activities include Finance; Human Resources; Employee Relations; Engineering; Legal Services; Safety; Quality & Environment.

## **OTHER CENTRAL SERVICES SUPPORT**

### ***Description:***

In addition to the support directorates the following expenditure areas also support LU's operational business and investment programmes.

- TfL Management charge: Charges allocated to LU for services supplied centrally by TfL. These services include HR Services, Finance, Marketing, Facilities, Legal, IT Contract and SAP support, Insurance.
- Corporate Expenses
- Central Services Improvements: Specific non-capital programmes of work sponsored by the central services directorates. This mainly relates to specific engineering programmes of work.

## **OTHER**

### **207 RISK**

#### ***Description:***

LUL constructs its budget to take account of forecasted expenditure and includes an allowance for those uncertain costs, which are initially budgeted as "risk". For each risk the probability of it happening is multiplied by the likely impact (exposure) if it did occur to give an expected value. Risk expenditure in LUL's budget represents the amount that is expected to be incurred in a given year based on the risk portfolio, probabilities and impacts estimated by the business. The risk budget represents on average less than 10% of the total estimated gross risk exposure.

LUL continuously reviews its level of risk taking into account latest experience. Employing these techniques in recent years, LUL has successfully forecasted the value of materialised risks. Each risk is recorded within the LU Risk Management System (ARM) and each is regularly monitored and reviewed to update cause and effect, impacts, treatment and mitigation strategy.

### **232 PROPERTY SALES**

#### ***Description:***

With Group Property acting as agents, this activity covers the proceeds from the sale of redundant LUL land (adjacent to depots, stations, etc) together with any associated rental income.

## **CAPITAL PROJECTS**

### **233 GROSS CAPITAL EXPENDITURE**

#### ***Description:***

Gross capital expenditure represents expenditure on capital investment that is managed directly by London Underground. It does not include indirectly managed investment through third parties. E.g. via the PPP.

The key deliverables shown below identify the projects that will be active during the year. Where a project has a key milestone during the year, this has been highlighted under indicators of success. It should be noted that not all active projects have key milestones during 2006/07.

## Track

### **Description:**

The Underground has 1,140km of track over a route of 409km. The core track programme sees the entire track renewed to a good state of repair. Managed through the PPP, this will involve major track replacement works. In addition, LU is investing to improve capacity by providing improvements to junctions, crossovers, sidings and termini to reduce bottlenecks on various lines. Surveys are being made of candidate sites for such works.

### **Deliverables:**

- Track Renewals (Note: As performance of the PPP contractors is based on “output” measures such as lost customer hours, ambience etc., “input” measures such as amount of track renewed should be viewed as for information only).
- Operational flexibility strategy
- LUL strategy for track renewal

### **Indicators of success:**

Description	Target
Track renewed. (Note: Estimate based in Infracos information)	42kms
Operational flexibility strategy continues to be developed	Mar-07
Track renewal strategy continues to be developed	Mar-07

## Structures

### **Description:**

Upkeep of the civil infrastructure including tunnels, bridges and viaducts. Core investment is managed via the PPP. Direct investment includes new projects as tunnel cooling to reduce temperature and energy consumption and the replacement of existing ventilation equipment.

### **Deliverables:**

- Tunnel cooling

### **Indicators of success:**

Description	Target
Victoria groundwater cooling complete	Jul-06

## Rolling Stock

### **Description:**

- The core investment programme delivers refurbishment and/or replacement of the LU fleet to specified standards. The direct investment programme refers to specified enhancements relating to the provision of improved information, security and accessibility and the delivery of other specified enhancements

### **Deliverables:**

- D stock refurbishment
- Wembley park sheds and sidings
- 7 car c stock replacement

### **Indicators of Success:**

Description	Target
D-Stock Refurbishment: 30 Trains in Service (40% of Fleet)	Mar-07
Sub-Surface Train Capacity: Site Surveys/Design for Platform Extensions Commenced	Mar-07
Wembley Park sheds and sidings, project completed.	Mar-07

### **Impacts on Equality and Inclusion:**

- The refurbished D stock trains will have multi use spaces (flip up seats) making them more accessible to wheel-chair users, older people and children.

### **Signals**

#### **Description:**

New signalling systems will be introduced as part of the line upgrades programme. The direct investment programme includes the replacement of the few remaining signal cabins with central control facilities.

#### **Deliverables:**

- Relocation of District Line control room

### **Indicators of Success:**

Description	Target
Re-location of District Line Controller. Detailed design and delivery strategy complete	Jul-06

### **Power**

#### **Description:**

The focus of the power programme is on: Delivering a robust power supply that meets current needs. As well as investing in additional power capacity in support of other programmes (such as the line upgrades, the new communications system, and replacement of DC lifts and escalators with AC machines) Investment under Power PFI has seen the transfer of power sourcing from internal generation to supply from the national grid. This work is now largely complete, however further investment is required in:

- Sub stations
- Transformer rooms
- Cabling
- Conductor rails.

#### **Deliverables:**

- Victoria line upgrade
- Power for connect

### **Indicators of Success:**

Description	Target
Power for connect completion of work	Apr-06
PFI – Victoria Line upgrade award contract variation	Jun-06

### **Communications**

#### **Description:**

Telephone and radio are the principal means of communication used on the Underground. Radio systems on a number of lines are life-expired and unreliable. The Connect PFI project's objectives are to install a new, modern communications network that will be capable of handling



telephone, IT, CCTV, PA, 12,000 plus radios, and other functions over a fibre-optic architecture. The new system will shorten communications chains and enable improved ways of working and sharing of information between customers and staff. Complementary direct investment is being carried on customer information systems to provide better real time service information. Other improvements will be synchronised with other projects, e.g. the station modernisation/refurbishment programme.

**Deliverables:**

- Train Location Information (Tracker net)
- Customer information displays
- Remote response facility

**Indicators of Success:**

Description	Target
Delivery of new radio and transmission system – continuation of work for delivery in 2007/08	May-07

**Stations**

**Description:**

The investment programme, through the PPP, focuses on restoring asset health and enhancing quality through:

- Cyclical modernisation or refurbishment of 250 stations
- Station enhancements to deliver improved customer facilities
- Renewal of lifts and escalators to deliver improved reliability

In addition to this core programme, there will be investment in congestion relief and accessibility works:

- Congestion Relief: Many stations experience severe congestion at certain times of the day. The capital programme includes major works to rebuild the worst affected stations.
- Accessibility: Investment will be focused on developing a key network of accessible stations to improve access for those with mobility difficulties

**Deliverables:**

- Various Step Free Access (SFA)
- Various congestion relief

**Indicators of Success:**

Description	Units	Target
Stations with SFA (Street to Platform)	%	20.5
Stations with SFA (Platform to Train)	%	5.0

Description	Target
Queensway re-opened following capacity improvements	May-06
Feasibility for 10 SSL Step Free Access Complete (MRSSL)	Jun-06
Feasibility for 8 SSL Step Free Access Complete (Alternative provider)	Sep-06
Highbury & Islington Accessibility – RIBA D Design Complete	Oct-06
Covent Garden Ticket Hall/Gate Line Start on Site	Oct-06
Waterloo (WCL) Accessibility Phase 1 Construction completed	Oct-06
Wembley Capacity Enhancements Complete	May-06

### **Impacts on Equality and Inclusion:**

- Congestion relief work on the ground at Queensway will include the provision of way-finding guidance for visually impaired customers, colour contrasting handrails, induction loops at ticket offices and clear audible and visual information systems.

### **Safety/Security**

#### **Description:**

Investment in safety and security is mainly delivered as part of other improvements, such as the station and train refurbishment programmes. On top of this however, additional investment is being made in relation to:

- Fire protection systems
- Depot safety improvements
- A programme of works to upgrade and network CCTV systems at various critical locations (this complements station level replacement of CCTV systems under the stations programme).

#### **Deliverables:**

- CCTV enhancements

### **Interchange**

#### **Description:**

London Underground is leading a number of schemes that provide significant improvements in interchange between different modes. These include two of the largest projects on the LU network:

- King's Cross St Pancras: congestion relief works on site to provide an enlarged accessible interchange with capacity to complement the Channel Tunnel Rail Link works at St Pancras.
- Victoria Line: Commencement of a major scheme to relieve congestion at Victoria Underground station and provide improved interchange with other modes. The LU works are the first part of the wider Victoria Transport Interchange scheme. The programme also includes completion of the Walthamstow interchange project and development of LU's car parks.

#### **Deliverables:**

- Walthamstow Central
- Victoria Station Upgrade

#### **Indicators of Success:**

<b>Description</b>	<b>Target</b>
Walthamstow Central Subway Breakthrough	Dec-06
Victoria Station upgrade – project commenced	Feb-07

### **Extensions**

#### **Description:**

This programme delivers short extensions to the LU network but also includes LU's works in support of other large capital projects.

**Deliverables:**

- Extension to the Piccadilly line, via twin bored tunnels to serve a new station at Terminal 5.
- Complementary improvements at Heathrow T123 station

**Impacts on Equality and Inclusion:**

- The new Piccadilly Line Extension will provide step free access from platform enabling younger children, older people and disabled people easier access to the new airport terminal at Heathrow.

**Accommodation**

**Description:**

This programme delivers capital works to:

- Restore staff accommodation to a good state of repair
- Support staff in their delivery of the LU service
- Enable more effective deployment
- Enable enhanced services by having the right number of staff in the right place

There are two elements to the programme:

- Station staff accommodation works to restore asset condition and meet dignity at work standards
- Train crew depot strategy implementation: construction of new train crew facilities that meet modern standards and are located in the right place.

**Deliverables:**

- Various operational accommodation

**Indicators of Success:**

Description	Target
Hammersmith Train Crew Accommodation Complete	Jan-07

**Information Technology**

**Description:**

This portfolio of works comprises investment in LU’s Information Management infrastructure in order to maximise business efficiency. Key deliverables include:

- The development of a single database which identifies ownership and responsibility for all assets on LU property.
- Installation of Chip and PIN technology to all LU’s ticket issuing facilities that accept bankcard payments to combat card fraud.
- The new desktop standard will become the common across the entire TfL group. This is to ensure that staff are able to log in and access core applications from any building in the organisation.

**Deliverables:**

- Single Source of Truth (SSoT)
- Ticket office strategy.

**Indicators of Success:**

Description	Target
Asset Register Complete - SSoT	Mar-07

**194 OVERPROGRAMMING**

**Description:**

This represents a central reduction in the budgeted expenditure of the Investment Plan. This reduction recognises that delays can arise from consultation, planning and obtaining powers. The overprogramming provision allows LUL to ensure it effectively manages its allocated funds despite these impacts.

**234 CAPITAL RECEIPTS**

**Description:**

This represents recoveries from Third Parties such as the Department of Transport, Local Authorities and Developers.

# **Surface Transport Deliverables**

## **LONDON BUSES**

### **024 BUS NETWORK INCOME**

#### ***Description:***

The Bus Network Income activity covers fares revenue including Travelcard apportionment and revenue from concessionary agreements. Revenue from fares is generated from the sale of on bus tickets, from roadside ticket machines and sales through ticket outlets such as Ticket Stops and LUL stations.

#### ***Indicators of success:***

Description	Units	Target
Passenger Journeys	Millions	1,876

### **025 BUS NETWORK OPERATION COSTS**

#### ***Description:***

The Bus Network activity covers the management of all the contracts for the operation of bus services. This includes the current bus network and routes being re-tendered, planned improvements and enhancements to the bus service to meet the Mayor's Transport Strategy, measures to improve service reliability, new bus routes/links, support for initiatives such as Congestion Charging, plans to speed up passenger boarding times and improved bus staff training.

#### ***Deliverables:***

- Providing adequate capacity.
- Providing appropriate network coverage, in geographical terms and across the different times of day and days of the week.
- Maintenance and development of service reliability.

#### ***Indicators of success:***

Description	Units	Target
Scheduled service operated	%	97.8
Excess waiting time: High frequency routes	Minutes	1.2
On time performance: Low frequency routes	%	77.0
On time performance - night buses	%	82.0
CSS: reliability - journey/wait time	Score	80
Bus Kilometres Operated	Millions	466

#### ***Impacts on Equality & Inclusion:***

- Providing inclusive bus services that benefit the target groups but also delivers benefits for a wider range of existing and potential users. Buses are used by women, older people, children and people on lower incomes on a proportionately greater basis than their representation in London's population.
- Service reviews will continue to examine opportunities within the available funding for better penetration of residential estates, for facilitating access to jobs and services and for improvements to the hours of operation of the network.
- Acceptability of the service to users includes issues of personal safety, cultural barriers and staff/organisational attitudes.
- Simple service structures support accessible information.
- The programme to facilitate the provision of training for front-line staff and the cleaning initiatives for buses at bus stations will contribute to improvements in these areas.

- Training of bus operation staff will also contribute to the development of a workforce that reflects the diversity of London's population.

## 026 ADSHEL PARTNERSHIPS

### **Description:**

The Adshel partnership is a contract between Clear Channel (Adshel) and LBSL for the generation of income from the sale of advertising space on bus shelters.

### **Deliverables:**

- Total Revenue of £12m. Deliverables are shown under Bus Stops and Shelters

## 027 TECHNICAL SERVICES

### **Description:**

The Technical Services Group (TSG) operates the Band III radio and Automatic Vehicle Location (AVL) networks, its core system. Countdown, the real time passenger information service, is provided at 2000 stops across the network. The key requirements of the core system are to provide a 'Code Red' emergency service, service control facilities for bus operators, a performance monitoring tool and historic journey time information.

### **Deliverables:**

Structured under the 2 component headings of:

- Business As Usual (BAU)/Operations and
- New Technology Intelligent Bus System (iBUS)

Business As Usual (BAU)/Operations:

- Maintain Current Operation on Stable Platforms
- Meet customer expectations in relation to operating increasing number of assets.
- Deliver 95% of AVL project buses per quarter.
- Radio Replacement - Carry out projects supporting the implementation of the replacement radio system (iBus).

New Technology (iBUS)

- New radio communication and AVL solution (iBus) to replace current system, addressing obsolescence issues with existing equipment and eliminating the risk of network failure.
- To provide reliable, comprehensive Automatic Vehicle location (AVL) and radio coverage across the bus fleet (iBus)
- To provide better real-time information (RTI) for bus users (iBus)

### **Indicators of success:**

TSG Business As Usual (BAU)/Operations activities contribute to the following:-

Description	Target
Driver and passenger safety, through radio coverage and improved service reliability	Mar-07
Ongoing provision of RTI at bus stops	Mar-07
Through route monitoring, TSG contributes to bus network reliability and improved monitoring of targets/QICs	Mar-07

TSG New Technology (iBUS) deliverables include the following:-

Description	Target
System acceptance starts	Dec-06
First Garage Application Acceptance starts	Feb-07

## 028 TICKET TECHNOLOGY & PRESTIGE

### **Description:**

The purpose of this activity is to develop, implement and operate fare collection arrangements for London's bus services. This includes:

- specification and provision of equipment
- allocation of on-bus equipment to Bus Operators and associated asset control activities
- deciding on sites, installation and operation of on-street equipment
- overseeing maintenance performance by contractors
- fares information for staff and passengers.

### **Deliverables:**

- Support for implementation of cashless operation across London [if approved], including preparations for redeployment of RTMs, new operating procedures for staff, and any changes to on-bus ticketing equipment arrangements.
- Provide Ticketing equipment facilities, to support Bus Network activity.

### **Indicators of success:**

Description	Target
Implementation of Cashless operation	Dec-07

## 029 BUS STOPS AND SHELTERS

### **Description:**

This activity is concerned with the maintenance and cleaning of bus stops, improvements to and maintenance of passenger information at stops, renewal of bus shelters and provision of additional bus shelters. Also covered is the illuminated stops project to illuminate bus stop timetables and the bus stop flag using solar-powered lighting.

### **Deliverables:**

- Renewal of bus shelters
- Provision of new bus shelters
- Installation of illuminated bus stop timetables and flags

### **Indicators of success:**

Description	Target
40 additional shelters installed	Mar-07
500 shelters replaced	Mar-07
1400 illuminated stops installed	Mar-07

### **Impact on Equality & Inclusion**

- All users of the bus network will benefit from this activity, but in particular, older people and those with mobility difficulties will benefit from well-maintained seating at the bus stops, and vulnerable groups who may have concerns about their personal security, will benefit from lighting provided by the shelters.



## 030 BUS GARAGES

### **Description:**

Expenditure at LBSL's 8 bus garages includes maintenance and rates liabilities for elements excluded from tenancies, principally main structural elements but also un-let premises or parts of premises.

Income is received from letting garage premises to Bus Operators.

### **Deliverables:**

Construction of New bus Garage at North Acton

### **Indicators of Success:**

Description	Target
Construction three quarter complete	Mar-07

## 031 BUS STATIONS

### **Description:**

Expenditure at LBSL's 45 bus stations, 155 off-highway bus stands and bus staff facilities includes the costs of cleaning, repairing and renewing facilities, payment of rates and rents if applicable, plus costs of legal and property advice.

Income is received in respect of tenanted kiosk units, from commercial advertising and from vending machines.

### **Deliverables:**

This activity deals with costs of cleaning, repairing and renewing facilities, payment of rates and rents if applicable, plus costs of legal and property advice. Provision of new Bus stations and stands

### **Indicators of Success:**

Description	Target
Hammersmith – new interim Bus Station	Dec-06
Edmonton Green – new bus station	Jun-06
Edgware – Roadway replacement	Mar-07
Staff Facilities – new toilets	Mar-07
Hornchurch Hospital – new bus stand	Mar-07

### **Impacts on Equality & Inclusion:**

- Bus station refurbishment and construction of new facilities will incorporate design standards to provide fully accessible facilities, including wheelchair access, appropriate use of colour and surfaces. Information will also be made available in different formats that satisfy a range of needs.
- CCTV will be provided at new and expanded bus stations, with benefits to both staff and passengers. It is currently provided at most existing bus station sites.
- Around 10% of all passenger movements take place at bus stations, so the accessibility, comfort and security benefits of bus station environments cover a significant part of the total passenger base.

## 032 ENGINEERING

### **Description:**

This activity area falls within Surface Transport's Network Operations (previously Operating Services) department and relates to projects that will be implemented to improve the environmental performance of the London bus fleet. Implementation of these projects will allow London Buses to contribute to the objectives of the Mayor's Air Quality Strategy. This activity area includes trialling of new engine technologies (e.g. fuel cell buses, hybrid vehicles) and improving the environmental performance of existing vehicles. (e.g. fitment of NOx abatement technology and exploiting potential environmental initiatives through R&D)

### **Deliverables:**

- Air Quality Improvements through development and fitment of NOx reduction technology throughout 2006/2007
- Continued operation and evaluation of 3 fuel cell buses until January 2007.
- Completion of procurement process to deliver requirements of the London Hydrogen Partnership Transport Action Plan
- Operation and evaluation of 6 Hybrid single deck vehicles on route 360.
- Development and evaluation of other potential opportunities for additional Hybrid single and double deck trials
- Continue R&D work in respect of environmental initiatives, principally for emissions and noise

### **Indicators of success:**

Description	Target
Volume introduction of tested NOx reduction technologies throughout 2006/2007.	Mar-07
Successful completion of trial on fuel cell buses	Jan-07
Issue ITT and award contract for ten buses as part of the LHP Transport Action Plan	Dec-06
Completion of first 12 months of operation and evaluation of the initial 6 Hybrid single deck vehicles	Mar-07
Identify and progress further trials of Hybrid buses from alternative suppliers.	Mar-07
Continue environmental assessment and future projections of Surface Public Transport fleets in order to feed into Business Planning process.	Mar-07

### **Impacts on Environment:**

- Measures to reduce vehicle emissions have particular benefits for people living in areas of high traffic density, especially the elderly, children and people suffering from respiratory conditions.

## 034 SAFETY AND SECURITY

The objectives of this area are to develop and introduce policies, procedures and practices for health and safety matters. This activity falls within the Network Operations department and covers the area of safety and security related to on-bus and in house staff, passengers and operational sites including bus stations and stands. This includes responsibility for promotion of a safe environment for Surface Transport's staff, customers and visitors through training, risk assessment, planned inspections and the production and monitoring of accident statistics.

### **Deliverables:**

- All vehicles are from January 2006 fitted with CCTV. It is now the intention to establish audit process that improve the operational status of on-bus CCTV cameras, enhancing security and promoting social inclusion

- Undertake assessments and implement action plans to deliver the agreed Safety Objectives for London Buses.

**Indicators of success:**

Description	Units	Target
CSS: personal safety & security	Score	80

**Impacts on Equality & Inclusion:**

- Enhanced safety and security results in specific benefits for vulnerable groups.

**035 OPERATIONS SERVICES**

**Description:**

Network Operations support function provides on-the-road real time support for bus services, including events planning and management of the emergency communications centre (CentreComm), bus station supervision and emergency response to accidents and incidents. In particular this function contributes to the achievement of Bus Network performance targets, by minimising the effects of external disruption.

Primary purposes of the Network Operations support function are:

- To ensure safe and appropriate provision of infrastructure both on and off highway
- Mitigate effects to the bus network from disruption to the road network
- Provide information and assistance to passengers and bus operational staff.

Financial figures represent associated cost of Network Operation staff, i.e. these are the direct staff costs for the department.

**Deliverables:**

- Management, delivery and implementation of Network Operation's programme objectives. Refer to Deliverables 032, 034 and 89.
- Collection and dissemination of information relating to the real time operation of the bus network via operation of a 24/7 communication complex (CentreComm).

**Indicators of success:**

Description	Units	Target
Passenger Journeys	Millions	1,876
Schedule service operated	%	97.8

**Impacts on Equality & Inclusion:**

- Staff are trained in disability awareness, dealing with emergency situations and security issues.
- Staff provide a physical presence, they provide information and a greater sense of security to passengers.
- Ensuring infrastructure is maintained to an acceptable standard for passenger comfort and safety.
- Assisting in reducing the effects of disruption and improving service reliability.

## 037 MARKETING AND RESEARCH

### **Description:**

The objective is to act as client for marketing initiatives to promote Surface Transport's travel modes and services through advertising and promotions and customer facing information provision and development. In addition, to identify Surface Transport's customer research needs and develop, manage and deliver customer research to help inform business decisions in accordance with the Mayor's Transport Strategy and Surface Transport's Business and Marketing Plans.

### **Deliverables:**

- Working closely with TfL's Marketing & Communications Department, acting as Surface Transport's client for all advertising, promotional and customer facing information provision and development activities.
- Providing performance-monitoring data for the Surface Transport modes and businesses through the design and implementation of customer satisfaction and mystery shopping surveys.
- Working with internal customers identifying Surface Transport's customer research needs and designing and implementing ad hoc research studies to inform business decisions.

### **Indicators of success:**

Description	Units	Target
Advertising & Publicity:		
- % of projects delivered to specification pa	%	100
- % of projects delivered to final deadline pa	%	90
- % of projects delivered within budget pa	%	95
Customer satisfaction reports: % delivered to deadlines pa	%	100
Information Provision & Development:		
- % of projects delivered to specifications pa	%	100
- % of projects delivered to final deadline pa	%	90
- % of projects delivered within budget pa	%	95

Description	Target
Produce Marketing and Research Plan	Aug-06

## 039 PERFORMANCE

### **Description:**

The Performance Department are responsible for planning, contracting for and monitoring the bus network, as well as actively seeking to enhance that performance. In addition the responsibility for bus input to multi-modal transport planning lies with Performance. Financial figures represent salaries and associated costs of the Performance Department, i.e. these are the direct staff costs of the operational area.

### Components:

- Network Development (Buses)
- Contracts Management (Buses)
- Performance Management & Monitoring (Buses)

### **Deliverables:**

Management, delivery and implementation of the Performance Department's programme objectives as described above.

**Indicators of success:**

Description	Units	Target
Bus kilometres operated	Millions	466
CSS: reliability - journey/wait time	Score	80

**040 LONDON TRAMS****Description:**

- Croydon Tramlink, which opened in May 2000, has brought fully accessible, high frequency; reliable rail based public transport into central Croydon. Tramlink services are provided by Tramtrack Croydon Limited, a private consortium, under a 99 year PFI Concession Agreement.
- London Trams administers the Concession Agreement ensuring that the duties of both TfL and the Concessionaire are properly discharged and taking action to ensure that the private sector meets its responsibilities for safe and efficient operation and maintenance of the network.
- London Trams provides technical and operational support to TfL Corporate in the acquisition of powers for new tram schemes and is responsible for the detailed design, procurement construction and operation of the proposed tramway network.

**Deliverables:**

Discharge of LBSL's obligations under the terms of the Tramlink Concessions Agreement and enforcement of LBSL's rights and the private sectors obligations.

**Indicators of success:**

Description	Units	Target
Scheduled service operation	%	98
Headway achieved	%	95.5
CSS overall satisfaction	Score	86

**089 DAR INFRASTRUCTURE****Description:**

The aim of this activity is the provision of replacement buses for the Dial-A-Ride (DAR) operations.

- Orders placed and delivery in 2005/2006 of 80 small vehicles.
- The 2006/2007 vehicle requirement is to be split between small and the current standard larger vehicles. These larger vehicles will be subject to a tender procedure and thus acquisition will in the second half of 2006/2007 budget year.

**Deliverables:**

The volume split between large and small vehicles is estimated at 45 Small and 18 Large vehicles including the 2 Large Prototype vehicles delayed from 2005/06.

### **Indicators of Success:**

<b>Description</b>	<b>Target</b>
Order and delivery programme established for the 45 small vehicle type	May-06
Prototype evaluation vehicles established for large vehicle type	May-06
Supply tender issued for large vehicle type	Jun-06
All vehicles delivered	Mar-07

## **211 COMMUNICATIONS**

### **Description:**

Surface Transport activity relating to customer services, statutory and general consultation, and wider engagement activity such as borough liaison, school programmes and the London Coach Forum. Stakeholders include customers, passengers and the public; local authorities, including those outside of London; MPs and Assembly Members; London Travel Watch and LGO. Full engagement and a greater dialogue with such stakeholders is an explicit commitment within the Mayor's Transport Strategy.

### **Deliverables:**

- Consultation activity with statutory stakeholders and local communities, enhanced in recent years will continue in 2006/07 with a full programme of consultation on bus service changes, bus-related infrastructure projects, and other Surface Transport (ST) schemes as appropriate.
- Implementation of the high level ST participation and communication strategy, development of further strategies for locally focussed approaches to consultation and activities to support wider public engagement in ST services and activities.
- An electronic communications strategy covering intranet, internet, extranet, knowledge management, Voice-Over-Internet Protocol (VOIP), email and directory.
- Improved facilities for coaches in London, including production of a parking strategy with CPT, and feasibility study on ticketing for commuter coaches. Continue to direct process for granting licences to commercial bus and coach operators.
- Continue to progress the ST Customer Services integration programme and prepare business for implementation of CSIP and associated business changes.

### **Indicators of Success:**

<b>Description</b>	<b>Units</b>	<b>Target</b>
Customer Services: call response within 20 seconds	%	80
Customer Services: abandonment rate of calls	%	5
Stakeholder Engagement*: Customer satisfaction survey results (stakeholders)	Score	35
Communications Services*: Customer satisfaction survey results (internal)	Score	55

\* Note: currently annual and reported at quarter 4

<b>Description</b>	<b>Target</b>
BSI re-accreditation for London Buses and new accreditation for Streets	May-06
Develop ST electronic communications strategy	Sep-06
Review existing Urban Bus Challenge schemes to ensure they continue to represent value for money	Oct-06
Feasibility study to investigate integrated ticketing between commuter coaches and other transport modes	Mar-07

## **CONGESTION CHARGING**

### **041 CONGESTION CHARGING TRAFFIC & TECHNOLOGY**

**Description:**

Maintain existing signs, road markings and congestion monitoring cameras.

**Deliverables:**

Clear signage and an effective camera network.

**Indicators of Success:**

Description	Target
Signs Maintenance for all Area Teams for the existing CloCCS signs	Mar-07
Continued access to the congestion monitoring camera network	Mar-07
Data available for analysis by CC Monitoring manager and for input to the LTCC COMET system	Mar-07

### **042 WESTERN EXTENSION TRAFFIC & TECHNOLOGY**

**Description:**

Implementation of Traffic and Technology components necessary for the Western Extension:

- Enforcement infrastructure (including cameras, on-street number plate readers and telecommunications).
- Associated signage including warning and information signs and road markings.
- Co-ordination of the implementation of real time and complementary traffic management measures (CTM) on the TLRN and on Borough roads.

**Deliverables:**

Traffic and Technology components of the Western Extension delivered to date to support the rollout of the Western Extension.

**Indicators of Success:**

Description	Target
Real Time Traffic Management (RTTM) SCOOT commissioning Programme complete	Jul-06
Site installation of cameras	Jul-06
Site acceptance complete	Aug-06
RTTM Schemes complete	Sep-06
Technology proving complete	Dec-06
CTM non-borough schemes complete	Dec-06
Uncover signs	Feb-07
Improvements to London Traffic Control Centre (LTCC)	Feb-07

### **043 WESTERN EXTENSION SET UP COST**

**Description:**

Implement the Western Extension Zone (WEZ) to the Central London Congestion Charging Scheme (CLoCCS). This will deliver the benefits of reduced congestion and contribute to

improvements in bus services and the environment. This includes substantive modifications to the CLoCCS core systems.

**Deliverables:**

Successful delivery of the Western extension

**Indicators of Success:**

Description	Target
Start infrastructure proving (EI MS4)	Aug-06
Go-Live with Enquiry & discount registration	Oct-06
Completion of Enforcement Infrastructure (EI) proving	Dec-06
Completion of Functional and Volume and End to End testing	Jan-07
WEZ Go-live	Feb-07

**044 CONGESTION CHARGING OPERATIONS**

**Description:**

Business Operations covers the processing of registrations and payments, and the handling of enquiries and complaints. Enforcement is carried out using cameras linked to Automated Number Plate Reader technology, and also includes the registration of debts, bailiff action and the provision of an on-street service to target persistent evaders.

**Indicators of Success:**

Description	Target
Delivery of Pay Next Day into live Operation by due dates	Sep-06
Delivery of all functionality related to the Western Extension of Charging Zone into live Operation	Feb-07
Provision of Periodic KPI data, periodic reporting through RISC & BMR and responses to Mayoral Questions	Mar-07
Delivery of all other agreed changes and improvements into live Operation including. Call Recording, PCN wording changes, Web improvements. Provision of all required supporting data for fourth Annual Report	Mar-07

Maintain reduction in congestion and traffic volumes and quality of service to customers.

Description	Units	Target
Appeals & Representations: Reps % of PCNs issued	%	18
Charge Transactions by Channel – Retail	%	29
Charge Transactions by Channel - Web	%	29
Charge Transactions by Channel - SMS	%	20
Charge Transactions by Channel - Call Centre	%	17
Charge Transactions by Channel – IVR	%	5
Telephony - Average Queue Time	Seconds	20

**Impacts on Equality and Inclusion:**

Equality assessment is specified in the Transport Strategy and thus a legal requirement:

- Blue Badge holders - 100% discount.
- Severely ill (NHS patient) rebates.
- Translation service provided for non-English speakers.
- Provision for hard of hearing.
- Advertising to highlight disability registration.
- Delivery and on-going effective management of payment channels ensuring that payment of the charge is as inclusive as possible



## 045 CONGESTION CHARGING SUPPORT COSTS

### **Description:**

Staff costs for Congestion Charging (permanent and temporary headcount costs - does not include consultant costs)

### **Deliverables:**

Adequate number of staff of sufficient quality required to deliver the Congestion Charging objectives.

## 046 CONGESTION CHARGING INCOME

### **Description:**

All income from the Congestion Charging Scheme including that from registrations, charge payments, Penalty Charge Notices and further enforcement processes. Once the Western Extension Zone is delivered, it will become part of the overall Congestion Charging zone.

### **Deliverables:**

Income reports on a financial period basis. Delivering the income required for improvements to transport within London in line with the Mayor's Strategy.

### **Indicators of Success:**

Description	Target
Congestion Charging income in line with or ahead of budget	Mar-07

## 208 CONGESTION CHARGING TRIALS

### **Description:**

TfL is running technology trials with the aim of:

- Identifying more economic and flexible charging and enforcement solutions and related telecommunications services
- Evaluating solutions in the London context of a dense urban area (detection rate, operating cost, accuracy and national/European interoperability)
- Testing, proving and integrating technical options (including digital cameras and communications, roadside ANPR, GPS, Tag and Beacon, and mobile phone tracking systems), and
- Informing input to Transport Strategy and roads plan development.

### **Deliverables:**

Trials reports provide sufficient information to inform future decisions.

### **Indicators of Success:**

Description	Target
Trials Stage 3: 1 <sup>st</sup> Progress report	Jun-06
Trials Stage 3: Final Progress report	Mar-07

**Impact on Equality and Inclusion:**

- Enforcement infrastructure and charging schemes identified by these trials will provide funds that can contribute towards public transport improvements and charging schemes identified by these trials will support the identification of Blue Badge Discount holders and NHS Reimbursement schemes that will be in operation.

**224 CONGESTION CHARGING – RE-LET**

**Description:**

Activities needed to re-let all Congestion Charging contracts. This includes provision for refreshing existing cameras and telecoms in the central area and a preliminary estimate of the set-up of dedicated short-range communications (DSRC) in the extended central area.

**Deliverables:**

Completion of activities required for the successful re-let in 2009/10.

**Indicators of Success:**

Description	Target
Selection of Service Providers(s) for core IT	Aug-06

**243 LOW EMISSIONS ZONE**

**Description:**

Detailed design of the proposed Low Emission Zone (LEZ) scheme including emissions standards; managing the legal and procedures / processes associated with scheme implementation; consultation on revisions to the Mayor’s Air Quality and Transport Strategies and, subject to the Mayor’s decision, consultation on a Scheme Order; procurement of service providers; design and set-up of the enforcement infrastructure and signage; systems and process design; public / operator information and communications, and operation of registration, enquiries and enforcement activities.

**Deliverables:**

Completion of activities required for the successful implementation of LEZ in 2008.

**Indicators of Success:**

Description	Target
Amendments to Mayor’s Transport and Air Quality Strategy Approved	Jul-06
Commence public consultation on Scheme Order	Nov-06

**STREET MANAGEMENT**

**047 A13 DBFO**

**Description:**

This programme consists of monitoring and checking of the works carried out under the A13 DBFO contract. Road Management Services A13 plc was awarded the 30 year Design, Build, Finance and Operate (DBFO) contract in April 2000 which was inherited by TfL in July 2000.

The contract includes five major new schemes along the 20km section of the A13 between Butcher Row in the West and Wennington in the East.

**Deliverables:**

The majority of the major civil engineering infrastructure to be provided under the contract at this time has been substantially completed and the improved A13 is open to traffic and accommodating increased traffic flows. Completion of the communications system remains outstanding and will be delivered during 2006. Once that work and various other lesser items are complete then the formal Completion Certificate can be issued. Payments to the PFI concession company will then ramp up considerably.

**Indicators of Success:**

Description	Target
Issue the Permit-to-Use Certificate for the Communications Systems	Dec-06
Issue the Completion Certificate for the project Construction Works	Dec-06

**Impact on Equality and Inclusion:**

- Increased security for all due to better lighting, upgraded subways and additional CCTV cameras.
- Improved ramps to subways and footbridges plus new tactile paving at crossing points, benefiting the partially sighted.
- Better highway facilities as part of the regeneration of East London will assist local communities.
- Safer crossing points, new cycleways and footpaths and improved bus stops will assist all, including older users and the young.
- Reduction in the severance effect of the road by providing grade-separated junctions will assist local communities.

**048 MAJOR ROUTE IMPROVEMENTS**

**Description:**

The purpose is to improve the network through specific projects identified in the business plan. These are high value, multi year projects on the A23 at Coulsdon and the A406 at Bounds Green

**Deliverables:**

Contractors are on site at Coulsdon and the work will finish in 2006. Bounds Green is still in its early stages and will not be completed until 2011.

**Indicators of Success:**

Description	Target
Coulsdon – Substantial completion and handover	Oct-06
Bounds Green – Complete environmental statement	May-06

**051 MAJOR SAFETY ENHANCEMENTS**

**Description:**

These are high value, multi year projects that aim to improve the long term viability of assets, improve safety and improve traffic flow. This includes Projects at the following locations:

- A406 Hangar Lane
- A40 Western Avenue
- Blackwall Tunnel (Northbound bore)

- A406 Fore Street tunnel
- Rotherhithe Tunnel
- Westminster Bridge
- Upper Holloway Road Bridge
- Lambeth Bridge

**Deliverables:**

Work will continue to deliver all of these projects.

**Indicators of Success:**

Description	Target
A406 Hangar Lane – Complete Public enquiry process	Aug-06
A406 Hangar Lane – Complete acquisition of land	Oct-06
Blackwall Tunnel – Award works contract	Aug-06
Rotherhithe Tunnel – Complete detailed design	Mar-07
A40 Western Avenue – Start construction of Perryn Road bridge deck	Jun-06
A406 Fore Street Tunnel – Preliminary design complete	Nov-06

**052 TLRN MAINTENANCE**

**Description:**

TfL’s Investment Programme on the 580 km of the Transport for London Road Network (TLRN) includes a combination of activities including large-scale reconstruction and ongoing small-scale work to ensure that road surface and structures stay in safe condition. Activities on the TLRN include carriageways and footways, structures and lighting, and tunnels, with the objective to clear the backlog in asset condition over the plan period, in line with Government targets.

**Deliverables:**

The deliverables are made up of a large number of lower value projects. The specific outcomes and deliverables will not be identified until the programme is agreed.

**053 STREET SERVICES SUPPORT COSTS**

**Description:**

Salaries and associated costs of Street Management Services staff, i.e. these are the direct staff costs of the operational area.

**Deliverables:**

Management, delivery and implementation of Street Management Services’ programme objectives. Refer to Deliverables 047, 048, 050, 051, 052 and 055.

**054 ROAD NETWORK OPERATIONS SUPPORT COSTS**

**Description:**

Support costs for the Road Directorate Network.

**Deliverables:**

Support for the Road Network Operation.

## 055 BOROUGH PRINCIPAL ROAD MAINTENANCE

### **Description:**

The purpose of the Borough Principal Road Maintenance programme is to fund capital maintenance work through the Borough Spending Plan. To ensure the BPRN is maintained to the same standard as the TLRN. To reduce and eventually remove the capital maintenance backlog on the BPRN to survey using the UK PMS methodology and surveys, all of the BPRN on an annual basis and audit the results. The Bridge Strengthening programme is to provide funding for the Borough structure strengthening programme to raise the loading capacity of structure to the EC standard of 44 tonnes.

### **Deliverables:**

- Borough Principal Roads brought to serviceable standard.
- A number of bridges strengthened to 44 tonnes.
- Whole BPRN network surveyed for carriageway and footway condition.
- Reduction in the backlog of roads in poor condition.
- Whole network surveyed by end financial year.
- Removal of bridge weight restrictions

### **Impacts on Equality and Inclusion:**

- Reduction in the number of trip hazards on some footways benefiting the elderly and partially sighted.
- Ride comfort on buses improved on some roads benefiting the elderly.

## **DIRECTOR OF TRAFFIC OPERATIONS**

### 057 EQUIPMENT

### **Description:**

Technology & Infrastructure through the Development and Research (D&R) team manages the research and development of Signals and associated emerging street technology including CCTV, Variable Message Signs (VMS) and SCOOT

### **Deliverables:**

- Install 47 CCTV cameras
- Install 21 Variable Message Signs (VMS)
- 22 Overhead vehicle detectors

### **Indicators of Success:**

Description	Target
Install 25 CCTV cameras	Mar-07
Install 11 VMS and 11 Overhead Vehicle Detectors	Mar 07

### 061 SIGNALS

### **Description:**

Traffic Infrastructure manages the design and installation of signals and associated traffic infrastructure on to the TRLN and BPRN. It services a number of external and internal clients

including Boroughs, Developers, Congestion Charging, Bus Priority and Cycling Walking, DDA and Road Safety.

**Deliverables:**

- Completion of 132 Borough signal schemes
- Completion of 60 Developer signals schemes
- Completion of 50 Congestion Charging signals schemes
- Completion of potentially 200 plus schemes for numerous clients including Bus Priority, Cycling & Walking, DDA, LRSU, RNM and RNP (exact figure to be determined by the CARP prioritisation process).

**Indicators of Success:**

Description	Target
Completion of 321 Borough signals schemes	Mar-07
Completion of 60 Developer signals schemes	Mar-07
Completion of 50 Congestion Charging signals schemes	Mar-07
Completion of 200+ schemes for numerous clients prioritised by the CARP project	Mar-07

**214 MAJOR PROJECTS**

**Description**

Technology & Systems have a portfolio of traffic systems related projects as part of the London Traffic Systems vision.

**Deliverables:**

- Upgrade of Variable Message Sign software to allow greater functionality to operators
- Integration of the Traffic Master data into the LTCC incident detection system called Comet to provide additional traffic data analysis
- Communication and development of the London Traffic Systems Vision with key internal and external stakeholders
- Provide real time information to freight users on loading, unloading and road restrictions

**Indicators of Success:**

Description	Target
LTSV 2016 team to outline the development programme for the next 5 years	Feb 07
Variable Message Sign (VMS) software tested, rolled out and fully operational	Mar 07
Completion of the freight database application pilot	Apr 06

**215 SYSTEMS AND SOFTWARE**

**Description:**

Technology & Systems design, build, implement and maintain specialist technology solutions that support the London Traffic Control Centre by providing effective systems to manage and monitor the network. Specific systems managed are Site Fault Management (SFM) to manage infrastructure status, the UTC SCOOT system that provides computerised traffic control, Remote Monitoring Systems and a map based operational system.

**Deliverable:**

- Design and implementation of Digital video LAN

- Open Platform UTC System (OPUS) developed to deliver modernised PC based SCOOT/UTC systems for computerised traffic control
- Upgrade SFM & LTIS hardware to improve resilience and adhere to IM strategy guidelines
- Deliver a data entry front end for mapping software
- Enhance the mapping software that will allow usage on personal digital devices

**Indicators of Success:**

Description	Target
OPUS development to deliver modernised PC based SCOOT/UTC systems which are portable between the major industry standards operating systems and enables devolved control	Mar 07
Digital video LAN implemented in Ecclestone Place	Mar 07
Upgrade SFM & LTIS hardware to improve resilience and adhere to IM strategy guidelines	May 06
Deliver a data entry front end for mapping software that will allow greater functionality	Jun 06
Enhance the mapping software that will allow usage on personal digital devices used on site	Dec 06

**216 FAULT CONTROL AND MAINTENANCE**

**Description:**

- As part of Real Time Operations, the group manages the maintenance of the 6000 sites across London including Signals, CCTV, VMS and Safety Cameras. The group manages the asset management database called SFM and a call centre to manage the maintenance contractors.
- To ensure the public have access to meaningful information and to assist in the delivery of BVPI165.

**Deliverables:**

- Invitation to Tender for the Maintenance contract
- Award Maintenance contract
- Ensure Signals availability remains above 98%
- Ensure Safety Camera availability remains at 95% for designated sites

**Indicators of Success:**

Description	Target
Invitation to Tender for Traffic Control Maintenance contract issued.	Apr-06
Traffic Controls Maintenance contract awarded.	Dec-06
Signals availability at 98.75%	Sep-06
Signals availability at 98.8%	Mar-07
Safety Cameras availability at 95% availability for designated Metropolitan Police sites	Apr-06

**217 URBAN TRAFFIC CONTROL (UTC)**

**Description:**

UTC is responsible for the optimisation and maintenance of traffic signal timings in London for sites under computer control (circa 2850). It works closely with others in the Directorate who install develop and maintain the UTC computer and signalling infrastructure. Through timing reviews and modelling it optimises the network traffic signals.

**Deliverables:**

- Upgrade four UTC systems with OPUS software
- Implement Timing Review strategy across 600 sites
- Complete 50 schemes for the Congestion Charge Western Extension
- Complete 600 timing reviews across the network
- Complete 66 Borough schemes and information requests
- Complete 30 Developer schemes

**Indicators of Success:**

Description	Target
All four live UTC systems will be running UTC version 12 OPUS software	Aug-06
126 sites associated with the Congestion Charging Western Extension enabled for SCOOT dynamic control.	Oct-06
Signal timings reviewed for 200 sites associated with the Congestion Charging Western Extension.	Dec-06
200 UTC sites associated with the Congestion Charging Western Extension 'health checked' and remedial action tasked, ready for 'go-live' in Feb 07.	Dec-06
UTC Signal Timing Strategies associated with Congestion Charging 'go-live' developed, tested and loaded into the UTC computers.	Jan-07
A further 175 Telecommand 8 OTU sites will have been upgraded to Telecommand 12.	Mar-07
Two test switches to the SCOOT disaster recovery system (SCDR) conducted.	Mar-07

**218 DIRECTORATE OF TRAFFIC OPERATIONS (DTO) SUPPORT COSTS****Description:**

This incorporates salary and administration costs for the Directorate of Traffic Operations. DTO is working towards filling all headcount positions with permanent members of staff by March 2007. These increases in headcount will provide additional resources to all the departments mentioned earlier with specific reference to the London Traffic Control Centre (LTCC).

The LTCC is responsible for monitoring the state of London's road network and for initiating immediate actions to mitigate network disruption and congestion. In addition, the LTCC has a role in ensuring that road users, other travellers and persons planning to travel, are made continually aware of any planned and unplanned disruptions to the Network. Additional resources in this area will further improve the ability of the LTCC to manage the road network through mitigating congestion.

Through Capacity and Resource planning (CARP) two key resource constraints were identified in Streets; DTO Signals and UTC Engineers. Current CARP analysis demonstrates that demand for both these resource groups exceeds supply by 400%. The headcount increase will provide additional resources to both these departments allowing DTO to deliver more schemes for both our internal and external clients.

**Deliverables:**

- Increasing the number of schemes DTO can deliver for both external and internal clients
- Implementing additional projects to reduce congestion and improve road user information
- Improving network resilience by replacing old signals hardware with new technology
- Evaluating further network instrumentation that will allow cause and effect analysis on traffic management interventions

**Indicators of Success:**

Description	Target
400 headcount posts filled by permanent staff	Mar-07



## **ROAD NETWORK PERFORMANCE**

### **065 ROAD SAFETY PLAN**

#### ***Description:***

The London Road Safety Unit (LRSU) coordinates and manages the majority of TfL's activities in road safety. There are four main work areas:

- Collection, analysis and dissemination of casualty data.
- Management of road safety engineering programmes.
- Formulation and management of programmes covering road safety education, publicity and training.
- Providing TfL's contribution to the London Safety Camera Partnership.

#### ***Deliverables:***

To spend and deliver the Road Safety Programme.

#### ***Indicators of Success:***

<b>Description</b>	<b>Units</b>	<b>Target</b>
Achieve a reduction in KSI casualties across London	50%	2010
Achieve a reduction in Pedestrian KSI casualties	50%	2010
Achieve a reduction in KSI Cyclist casualties	50%	2010
Achieve a reduction in KSI Motorcyclist casualties	40%	2010
Achieve a reduction in KSI Children casualties	60%	2010
Achieve a reduction in Slight casualties	25%	2010

<b>Description</b>	<b>Target</b>
Towards the year 2010: monitoring casualties in Greater London, report.	Aug-06
Completion of: Collisions and casualties on London's roads, report	Aug-06

### **075 WALKING**

#### ***Description:***

Consists of a programme of measures that aim to create and promote a connected, safe, convenient and attractive environment that increase the levels of walking in London in accordance with the Mayor's Transport Strategy objectives. Proposals have been developed in partnership with TfL, the London boroughs and interest groups (London cycling campaign and Living Streets).

#### ***Deliverables:***

To deliver the Walking Programme

#### ***Indicators of Success:***

<b>Description</b>	<b>Units</b>	<b>Target</b>
Footway condition defects to be reduced	24.5%	2007
Reduced pedestrian KSI	50%	2010

## 076 CYCLING

### **Description:**

A programme of measures to create and sustain an environment and culture that will make cycling an attractive transport option. Extend the range of people who choose to cycle in London and achieve an 80% increase in number of trips by 2010.

### **Deliverables:**

To deliver the cycling programme.

### **Indicators of Success:**

Description	Units	Target
Achieve a reduction in cycle KSI	50%	2010
Levels of cycling to increase, using the cycle index, on the TLRN	80%	2010

## 077 ACCESSIBILITY

### **Description:**

This activity covers a full programme of measures and standards in accordance with the requirements of the disability discrimination act (DDA) being implemented for the Mayor's road network and a programme of accessible bus stop schemes on borough roads funded through the BSP process.

### **Deliverables:**

- Marketing & Communications Campaigns for completion in 2010
- Research & Analysis into the impact of schemes for completion in 2010.
- Greater awareness of the accessibility in and around London for completion in 2010

## 220 LONDON WORKS

### **Description:**

Network Assurance and Operations encompasses 3 main service areas. These provide assurance of schemes in terms of quality and network capacity as well as development and works on London's main road network. The objectives are achieved through the provision of new systems, policy, support to legal advisors and business processes that meet requirements of the Mayor's Transport Strategy and new duties under the Traffic Management Act 2004.

### **Deliverables:**

- Compliance with requirements of Traffic Management Act
- Meet minimum quality assurance targets
- Ensure compliance with Mayor's Transport Strategy.

### **Indicators of Success:**

Description	Target
Embedding a joined up approach to permitting for utilities companies and TfL.	Dec-06
Safeguarding of network operational process.	Jul-07
Operational permitting to commence.	Apr-08

## 221 NETWORK PERFORMANCE

### **Description:**

- To establish a centre of excellence in performance monitoring, monitoring, research, modelling and analysis, that directs and manages an effective performance monitoring service for Streets in Surface Transport.
- To monitor in particular TfL's performance in delivering the Network Management Duty as required by the Traffic Management Act.

### **Deliverables:**

- Support delivery of the 2006/07 programme for the Directorate by maintenance of an effective performance monitoring regime that informs management of the performance of Streets and enables continuous improvement.
- Implement comprehensive performance based KPI's across Streets linked to customer driven network outcomes
- Research and analysis in order to understand the causes of changes in traffic characteristics and to quantify the effects of factors affecting traffic, delivered in the form of reports and research papers.
- Directed market research when necessary to understand people's perceptions and behavioural responses, delivered in the form of KPIs and reports.
- The development of models that assist research and analysis, including understanding of accessibility and the impacts of capacity.
- The ability to undertake surveys on a programmed and ad hoc basis, including maintaining automatic equipment for continuous monitoring and maintaining a pool of casual survey staff to undertake manual surveys as required.

### **Indicators of Success:**

Description	Target
Network outcome based KPIs owned by Streets directorates	Mar-07
An effective traffic monitoring system maintained that can meet requests for traffic information in a timely manner.	Mar-07
A performance monitoring system that tracks Streets KPIs and delivers timely management information to the Board and senior managers.	Mar-07
Quarterly reports to the traffic manager on Streets network performance	Mar-07
Delivery of other performance reports, data and information as and when required.	Mar-07
Regular production of analysis regarding network performance to inform policy and TfL's road policy context.	Mar-07

## 222 RNPD SUPPORT COSTS & PMO

### **Description:**

- Support delivery of the 2006/07 programmes for the Directorate
- Embed Spearmint and related procedures working with suppliers and client teams
- Lead business planning and support projects
- Develop performance management, programme governance and reporting frameworks in partnership with PMO's across Surface Transport

### **Deliverables:**

- Directorate period report providing oversight of programme progress against objectives
- Process improvements delivered for IBP and Scheme Development
- RNP Business Plan for 2006/07
- Embed common checkpoint reporting and monitoring procedures across Directorates

**Indicators of Success:**

Description	Target
Improved senior management decision making	Mar-07
Governance processes supported and adopted by clients/SRO teams	Mar-07
RNP Business Plan agreed and performance monitored by senior management team	Mar-07
Improved visibility of financial activity, milestone performance against target	Mar-07

**223 TRAFFIC MANAGERS OFFICE****Description:**

- The main objective of the TMO is to assure the effective implementation of the Traffic Management Act (or to make the TMA a reality for London).
- This has two strands in that there is an expectation TfL leads by example in meeting the statutory duties and responsibilities; and - starting from a low knowledge and experience base - we raise understanding of what we need to do where it matters (in TfL, boroughs and with all key stakeholders).
- This is complemented by supporting the Traffic Manager in delivering better traffic management in London, eg. through understanding the causes of congestion, advance planning, sharing good practice etc.

**Deliverables:**

- Understanding and promotion of the TMA and NMD embedded into internal and external stakeholders communications
- Improved co-ordination of road and streets works

**Indicators of Success:**

Description	Target
Develop the TfL strategy on the TMA and NMD, and assure its delivery.	Mar-07
Support the delivery of TMA obligations throughout London.	Mar-07

**236 ROAD NETWORK DEVELOPMENT (RND) SUPPORT COSTS****Description:**

Salaries and associated costs of the RND directorate, i.e. these are the direct staff costs of the operational area.

**237 DIRECTOR OF OPERATIONAL SUPPORT COSTS****Description:**

Setup costs for the proposed Directorate of Operational Support which is focussing on Strategic Procurement, contractual advice, claims and resolution, as well as PFI projects and business efficiencies.

# TRANSPORT POLICING & ENFORCEMENT

## 066 ENFORCEMENT

### **Description:**

Ensuring compliance with parking and traffic regulations is integral to maximising the capacity of London's road network. Traffic Enforcement delivers targeted enforcement of bus lanes, moving vehicle contraventions and parking restrictions on the TLRN. The operation includes CCTV camera enforcement (of all types of civil traffic and parking contraventions), unattended camera enforcement (for bus lanes only) and the use of MPS Traffic Wardens and Police Community Support Officers (PCSOs) to enforce parking restrictions at priority locations on the TLRN.

### **Deliverables:**

- Ongoing reductions in contraventions on bus lanes
- Improvement in Red Route parking compliance
- Improvement in compliance with moving vehicle regulations
- Best Value Review of Traffic Enforcement Command Operation (TECO) and Red Route review
- Develop & Implement Digital Traffic Enforcement System (DTES)
- Procure and install CCTV cameras to enforce parking restrictions
- Implement balanced enforcement mix between Transport PCSOs, Traffic Wardens and enforcement cameras
- Develop effective removals service to deal with vehicles obstructing the TLRN
- Manage Service Level Agreements with London Boroughs in order to improve compliance on key Borough roads
- Engage wider stakeholder groups through Red Route Enforcement Forum
- Deliver persistent evader and offender programme

The Traffic Policing and Enforcement Directorate's (TPED's) Traffic Enforcement team is responsible for bus lane enforcement on the TLRN, service level agreements with the London Boroughs, ensuring bus lanes are maintained to the necessary standard for camera enforcement and the co-ordination of traffic enforcement in London. In addition Traffic Enforcement now enforces yellow box junctions and banned turns as well as illegal parking on the TLRN.

### **Indicators of Success:**

Description	Units	Target
% of bus lanes enforceable on red routes	%	95
Rate of representation against LLAA PCN	%	10
Rate of representation against Parking PCN	%	10
Bus lane PCN Recovery rate	%	80
LLAA PCN Recovery Rate	%	80

Description	Target
Improving compliance with parking and traffic regulations.	Mar-07
Implement the results of the review of the enforcement mix of cameras, Traffic Wardens and Traffic PCSOs.	Mar-07
Implement TECO and Enforcement Services Best Value Reviews	Mar-07
Installation of production equipment and cameras (DTES) and develop effective removal service to deal with vehicles obstructing the TLRN	Feb-08

## 067 TRANSPORT POLICING

### **Description:**

TPED has responsibility for strategic policing issues within TfL. It works through the MPS TOCU and the BTP to deliver intelligence led visible policing across the transport network focussed on TfL priorities. These activities directly affect the levels of criminal and anti-social behaviour, the image of the transport network as a safe and controlled space, the safety and security of TfL staff and the day to day journey decisions of passengers.

### **Deliverables:**

- Produce and implement TfL crime and disorder strategy
- Implement the necessary processes and procedures within TfL to ensure that it is compliant with Section 17 of the Crime and Disorder Act
- Review TfL funding for transport policing and further develop proposals for effective transport policing structures across London
- Roll out the 'COMPSTAT' performance management model from BTP L Area to other transport policing activities
- Maintain staffing levels within MPS Transport Operational Command Unit
- Maintain staffing levels within 'L' Division BTP
- Ensure the effective delivery of new policing resources and services on London Rail and L Area
- Develop proposals for the piloting of the integrated management of crime and disorder issues at interchanges in partnership with the GLA and police sector
- Work with the MPS to deliver enhanced traffic management and road policing to reduce network disruption and improve road safety
- Improve the year on year perception of safety and security on the transport network (especially amongst equalities target groups )
- Contribute and deliver the Safer travel at Night (STAN) work plan
- Engage Borough Crime and Disorder Reduction Partnerships to tackle local crime hotspots across London throughout the year

Work with other parts of TfL to co-ordinate investment activities at interchanges and other areas relevant to crime and disorder (including London Rail investment plans and Local Investment Plans).

### **Indicators of success:**

Description	Units	Target
Centrecomm Calls for ASB	#	534
Total number of arrests (TOCU)	#	398
Police Officers, PCSOs and TWs Deployed by TOCU	#	1210
Ratio of TOCU TLM & Non TOCU TLM - Transport Policing	#	1.50
Total MPS Crime Allegations on Bus Network (per month)	#	1,984
Police officers and PCSOs deployed by L Area of BTP	#	696
BTP Police officers and PCSOs deployed by TfL onto overground rail network	#	105
Passenger perception of safety on bus	Index	87
Passenger perception of safety at bus stops and shelters	Index	81
Passenger perception of safety on train (LU)	Index	83
Passenger perception of safety in stations (LU)	Index	80

Description	Target
Implement additional officer teams in BTP	Mar-07
Implement crime and disorder strategy	Mar-07
Implement Section 17 of C&D Act provisions	Mar-07
Develop and pilot integrated mgt arrangements for C&D at interchanges	Mar-07
Review funding flows and levels for transport policing across TfL	Aug-07

### ***Impacts on Equality & Inclusion:***

- Tackling crime and disorder is achieved through visible policing using a police force that since the introduction of Police Community Support Officers (PCSO) reflects the diversity of London community.
- Tackling fear of crime and disorder: recent focus group work highlight fear of crime and disorder impacts disproportionately on equalities target groups. The high visible police presence on streets and public transport allows people to feel safer and reduces the opportunities for criminal activities.

## **068 BUS ENFORCEMENT**

### ***Description:***

The purpose of TPED's Bus Enforcement arm is to develop and deliver the Revenue Protection Strategy for London to improve fare compliance, minimise revenue losses and contribute to improvements in the on-vehicle environment. Revenue Protection Inspectors represent TfL across the bus network. In tackling fare evasion, they protect one of TfL's core income streams. Their visible uniformed presence provides reassurance to passengers and operator staff as well as discouraging crime and anti social behaviour. Reducing fare evasion will protect resources for TfL to invest in improved transport services. Bus Enforcement also leads on a number of bus-specific Crime and Disorder initiatives.

### ***Deliverables:***

- Increase the Revenue Protection Inspector Headcount.
- Develop revenue protection strategies to respond to technological, ticketing and operational changes to the bus environment, for example open boarding, pay-before-you-board and Oyster cards.
- Improve the investigation and prosecution service to enhance deterrence
- Preparation for cashless bus operation
- Implement free bus travel for those Under 18 in full time education
- Deliver inter-modal IPS function – judicial disposal
- Deliver inter-modal penalty fare appeal system
- Implement next generation of revenue protection handheld technology

### **Crime and Disorder Initiatives:**

- Ensure 100% operational performance of all vehicle CCTV on completion of roll out
- Work with TfL's operational businesses to reduce the opportunity and motivation for criminal damage and ASB on the bus network
- Implement bus-related data sharing protocols across all enforcement agencies
- Establish CCTV follow up capacity across bus operators

**Indicators of success:**

Description	Units	Target
Number of passengers checked	#	923,077
Percentage of cases successfully prosecuted in court	#	95
Number of bus enforcement staff	#	301

Description	Target
Increase revenue protection headcount and improve the effectiveness of revenue operations including prosecutions	Mar-07
Work with TfL's operational businesses to reduce criminal damage and ASB on the bus network	Mar-07
Establish CCTV follow up capacity across bus operators	Mar-07
Introduce next generation revenue protection handheld technology	Mar-07
Conduct research to understand motivation to evade fares	Mar-07
Introduction of under 18s - Concessionary travel	Sept-07

**Impacts on Equality & Inclusion:**

- Improved perceptions of security and actual security inside vehicles due to the presence of revenue protection staff with particular benefits for vulnerable groups (which disproportionately use buses).

**069 TPED MANAGEMENT****Description:**

TPED operates across all TfL operational businesses. It directs and manages policing activities on London Underground, London Rail (including Docklands Light Railway), London Buses, Streets and other parts of Surface Transport. TPED also delivers civil enforcement services for surface transport and revenue protection for London Buses. These efforts are led by TPED Management.

TPED's aim is to improve compliance with traffic and fare regulations and create a safe and socially acceptable environment on the transport network.

**Deliverables:**

- Management, delivery and implementation of TPED's programme objectives. Refer Deliverables Traffic Enforcement, Transport Policing and Revenue Protection.
- Quarterly Fare Evasion Survey
- TPED Business Strategy
- TPED Communications Strategy
- TPED Business Plan
- TPED Capability Project & Management Development Programme
- TPED Recovery Plans

**Indicators of success:**

See sections 066, 067, 068 and 195



## 195 TPED INCOME

### **Description:**

Transport Policing & Enforcement Income is generated from the issue of PCN's (Penalty Charge Notices). TPED's enforcement income stream is generated through: Traffic enforcement and Bus enforcement (Revenue Protection).

### **Deliverables:**

See sections 066, 067, 068 and 069

### **Indicators of success:**

Description	Units	Target
Bus lane PCN Recovery rate	%	80
LLAA PCN Recovery Rate	%	80
Parking PCN Recovery Rate	%	80

Description	Target
Increase revenue protection headcount and improve the effectiveness of revenue operations including prosecutions	Mar-07
Introduce next generation of revenue protection handheld technology	Mar-07
Install additional cameras	Mar-10
Increase TECO Head count	Mar-08

## **BUS PRIORITY**

### **070 PUBLIC PROCUREMENT DIRECTIVE (PPD) BSP SCHEMES**

#### **Description:**

Projects Planning & Development, Borough Spending Plans covers the preliminary and detailed design, consultation and implementation of physical bus priority measures on borough roads. The objective is to achieve improved bus reliability and journey time for bus passengers and protect buses from increasing traffic congestion.

Revenue borough spend

#### **Deliverables:**

- Increased infrastructure on Borough maintained roads.
- Implementation of 25 bus lane schemes providing 300 bus lane kilometre hours per week
- Implementation of 195 physical bus priority measures in total.

### **071 PUBLIC PROCUREMENT DIRECTIVE (PPD) NON-BSP SCHEMES**

#### **Description:**

Project Planning & Development and Non-Borough Spending plans cover the preliminary and detailed design, consultation and implementation of physical bus priority measures on the TLRN. The objective is to achieve improved bus reliability and journey time for passengers, and provision of essential schemes to facilitate the safe and efficient implementation of bus service changes.

**Deliverables:**

- Implementation of 8 bus lane schemes providing 200 bus lane kilometre hours per week
- Implementation of 24 physical bus priority measures in total.

**072 SELECTIVE VEHICLE DETECTION (SVD) SIGNAL PRIORITIES & OTHER****Description:**

The activity covers the introduction and maintenance of traffic signal SVD bus priority to reduce delays to buses at signals, resulting in traffic network efficiency, journey time reductions and bus passenger reliability benefits.

**Deliverables:**

Implementation of bus priority at 200 sets of traffic signals reducing passenger journey time – includes replacement of life-expired equipment.

**Indicators of Success:**

Description	Target
No of Beacon Based Junctions – Qtr 1	30
No of Beacon Based Junctions – Qtr 2	40
No of Beacon Based Junctions – Qtr 3	60
No of Beacon Based Junctions – Qtr 4	70
Implementation of Bus Priority at 200 sets of traffic Signals	Mar-07

**073 BUS PRIORITY STRATEGY****Description:**

This activity includes capital expenditure on pilot bus corridor improvements (Route 38 and Route 140), capital spend on research and development into new bus priority techniques and monitoring of schemes.

**Deliverables:**

- Consultation and detailed design and commencement of implementation of route 38 intensive bus priority pilot.
- Scoping of first 18 routes included in first tranche of new bus priority routes for corridor management.

**Impact on Equality and Inclusion:**

- Improved reliability and journey times benefit all target groups, particularly women, older people and ethnic minority groups who tend to have lower levels of access to private transport and are strongly represented sectors in the bus market

**074 BUS PRIORITY SUPPORT COSTS****Description:**

Salaries and associated costs of Bus Priority staff, i.e. these are the direct staff costs of the operational area.

**Deliverables:**

- Delivery, implementation and management of Bus Priority's programme objectives. Refer to the Deliverables for programmes 70, 71, 72, 73 and 209.
- Ensure appropriate training is in place for all staff and feed back questionnaires are completed

**209 FLAGSHIP SCHEMES****Description:**

This activity covers the preliminary and detailed design, consultation and implementation of physical bus priority measures for Flagship Routes. Flagship Routes are high profile, high frequency/patronage routes to which are applied whole route bus priority techniques to minimise journey time for bus passengers and achieve improved bus reliability.

**Indicators of success:**

Description	Target
Route 25 implementation	Sep-06
Route 53 implementation	Sep-07
Route 133 implementation	Jun-07
Route 149 implementation	Oct-06
Route 207 implementation	Feb-07
Route 253 implementation	Oct-06

**PUBLIC CARRIAGE OFFICE****080 TAXI LICENSING****Description:**

Taxi and private hire services provide a 24-hour, door-to-door service. Their role includes:

- supporting London's World City functions
- providing links between mass transit services,
- operating at times and places when other services are not available
- providing crucial services for the vulnerable and those with mobility difficulties.

The PCO's licensing functions are self funding. Licence fees are set at a level to recover expenditure by the end of the business plan period.

**Deliverables:**

- Licence all taxi vehicles and drivers.
- Improve vehicle safety.
- Implement emissions strategy.
- Review Knowledge of London boundaries. Set up Suburban pilot project this pilot will extend the Merton and Sutton boundary to include taxi ranks between 4 and 6 miles from Central London but presently are not well served by all London (green badge) drivers.
- Implement additional skills / disability awareness training.
- Review fee and fare structures. The aim is to revise the present licence fee structure to improve the spread of costs between the drivers and applicants. In effect, licence holders and applicants alike should pay for the costs of the licensing resources they use.
- Improve promotion and information about taxi services. The aim is to ensure that the public have the information that they need about taxi and private hire services. Safety will

also be a key feature of information and promotion, within the context of the Mayor's Safer Travel at Night campaign. (On going)

## **081 PRIVATE HIRE LICENSING**

### ***Description:***

This activity aims to promote safe, integrated, efficient and economic transport facilities and services. Moreover, provide links between other public transport services operating at times and places when other services are not available.

Taxis should provide the best possible personal passenger service. The services should have a high reputation, be focused on the needs of Londoners and visitors, and promote and encourage safe, integrated, efficient and economic transport facilities and services. Londoners and visitors should have a high awareness of and confidence in, the services.

Taxi and private hire services provide a 24-hour, door-to-door service. Their role includes supporting London's World City functions, providing links between mass transit services, operating at times and places when other services are not available and providing crucial services for the vulnerable and those with mobility difficulties.

The PCO's licensing functions are self funding. Licence fees are set at a level to recover expenditure by the end of the business plan period.

### **Components:**

- Private Hire Operators
- Private Hire Drivers
- Continue to implement the licensing of private hire drivers. It is estimated that there are 40,000 private hire drivers. The existing population will be licensed over a period of 36 months from the start of licensing.
- Private Hire Vehicles

### ***Deliverables:***

- Licence 19,891 private hire drivers by year end. (Commenced April 2003, finish licensing 40,000 drivers March 2006.)
- Develop additional skills and disability awareness training for drivers.
- Taxi and Private Hire Services should be easy to use for everybody regardless of disability and reflecting the needs of all customers. A package has been developed that includes such skills as communication, customer care, disability awareness, racial and diversity awareness, conflict resolution and dealing with accidents and emergencies. Options have also been prepared and are under consideration for the procurement and delivery of additional skills training. Further consideration is being given to introducing this training for new and existing drivers. (Date to be announced)
- Improve promotion and information about taxi services. The aim is to ensure that the public have the information that they need about taxi and private hire services. When, where and in the form they find it useful. Key issues will be to inform the public about new private hire licensing arrangements, highlighting differences between taxi and private hire, and how to gain access to them. Safety will also be a key feature of information and promotion, within the context of the Mayor's Safer Travel at Night campaign. (On going)

**Indicators of success:**

Description	Units	Target
CSS Satisfaction: Private Hire Operators	%	90
CSS Satisfaction: Private Hire Owners	%	91
CSS Satisfaction: Private Hire Users	%	80
Number of private hire drivers licensed	#	19,891
Number of private hire vehicles licensed	#	35,000
Percentage of private hire operators licensed	%	100

**082 BUSINESS SERVICES & STRATEGIC SUPPORT**

**Description:**

The IM/IT Business Improvement Programme includes a number of key projects including migrating taxi driver licensing data to the Taxi And Private hire Information Technology System (TAPITS) integrated licensing database, developing web-based on-line licensing services, improving on-line data transfer and remote data access, developing solutions to private hire operator database for travel information, journey planner and text messaging services. The programme of work is being taken forward with Surface IM. Projects have been prioritised and, subject to business case approval in each case, they will be dealt with as separate projects. The working date for completion of this programme of projects is March 2007.

**Deliverables:**

Programme support for the IM/IT Improvement Programme.

**Indicators of Success:**

Description	Target
Delivery of the TAPITS integrated licensing database, web-based on-line licensing, and other IT support infrastructure.	Mar-07

**083 PCO NON-REGULATORY COSTS**

**Description:**

Non Licensing expenditure is permanently funded by grant.

TFL has no power to recover expenditure associated with its non licensing functions, including its regulatory functions in respect of taxi ranks, taxi fares and lost property.

The 'non-licensing' financials shown in this section largely reflect staff costs to discharge these functions, including the infrastructure costs of maintaining and improving taxi ranks that is the costs of taxi poles, totems and shelters.

**084 INFRASTRUCTURE**

**Description:**

Implementation of the Licensing Database

**Deliverables:**

Migrating taxi driver licensing data to the TAPITS integrated licensing database, developing web-based on-line licensing services, improving on-line data transfer and remote data access,

developing solutions to private hire operator database for travel information, journey planner and text messaging services.

**Indicators of Success:**

Description	Target
Completion of the programme of projects	Mar-07

**EAST THAMES BUSES**

**085 EAST THAMES BUSES OPERATIONS**

**Description:**

The purpose of this activity is to provide the capability for market intervention in the event of operator failure, excessive tender prices or to replace operators with poor performance and to provide bus services that meet the performance targets set for the East Thames Buses.

**Deliverables:**

- The provision of safe, efficient and reliable bus services.
- Provision of satisfactory bus services in accordance with targets.
- Contribute to the achievement of appropriate Best Value performance indicators.

**Indicators of success:**

Description	Units	Target
Percentage of scheduled service operated	%	97.5
Excess waiting time -high frequency routes	Minutes	1.5
Long gaps in SD service-high frequency routes	Minutes	3.1
DOT annual test pass rate for buses	%	95
DOT vehicle (buses) spot check examination result pass rate more than	%	90
Employees from minority ethnic communities (%)	%	23.7

**DIAL-A-RIDE**

**087 DIAL-A-RIDE OPERATIONS**

**Description:**

Dial-a-Ride provides a multi-occupancy door to door transport service for members of the public with a permanent or long term disability (mental or physical) or health problem who are unable, or virtually unable to use conventional public transport.

**Deliverables:**

- The safe and efficient transport of users
- Implementation of initiatives to actively promote the service and to ensure that it remains responsive to the needs of those whom it serves.

This includes the efficient and complete execution of the administration and accounting function.

### **Indicators of success:**

Description	Units	Target
CSS Overall Satisfaction target	%	93
Target number of trips in 2006/07	Million	1.52
Target for number of trips refused, below	%	7
Target for cancellations by the service, below	%	1

Description	Target
Introduction of computerised booking/scheduling centre	Sep-06

## **ASSISTED TRANSPORT SERVICES**

### **210 ASSISTED TRANSPORT SERVICES**

#### ***Description:***

Accessible subsidised Door-to-Door (D2D) Transport Services are available to provide an alternative to public transport for mobility impaired Londoners. D2D services include Dial-a-Ride, Taxicard and Capital Call.

#### ***Deliverables:***

The strategy is to improve the availability of D2D services for people with mobility problems with better co-ordination between existing providers and with fair eligibility and entitlement criteria.

## **LONDON RIVER SERVICES**

### **090 LONDON RIVER SERVICES OPERATIONS**

#### ***Description:***

LRS owns and operates 8 passenger piers on the tidal Thames at:

- Millbank
- Westminster
- Embankment
- Festival
- Blackfriars
- Bankside
- Tower
- Greenwich

LRS licenses the riverboat services which operate from these piers, some of which are staffed by LRS. [Temple pier is also owned by LRS, but is leased to a third party]. This activity covers the planning and securing of river services, monitoring operational performance and actively seeking to enhance performance and promote better use of the river.

#### ***Deliverables:***

- Maintain piers in good state of repair
- Maintain the level and performance of river services Indicators of success:

**Indicators of success:**

Description	Units	Target
Passenger journeys (excl. multi-stop) target	Million	1.9
Percentage of scheduled service operated target	%	98.5
Customer satisfaction target	%	90

**092 MULTI-STOP RIVER SERVICE****Description:**

The main function is to provide Revenue support for multi-stop riverboat service. This consists of a 10-year contract with Thames Clippers.

**Deliverables:**

Service as scheduled, to performance standards as set out in contract.

**Indicators of success:**

Description	Units	Target
Customer satisfaction target	%	90
Passenger numbers (multi-stop) target	Thousand	500

**VICTORIA COACH SERVICES****093 VCS – OPERATIONS****Description:**

Victoria Coach Station Ltd owns and/or manages London's coach interchange, comprising a main Departures terminal and a separate Arrivals terminal. VCS operates 24/7 throughout the 365 days of the year providing facilities for 400k+ coaches and circa 10m passengers per annum.

VCSL operates as a wholly commercial subsidiary company returning an annual profit to its sole shareholder TfL/TTL.

**Deliverables:**

- Development of proposals for a new interchange based on an existing Victoria site
- to accommodate increasing levels of demand for coach travel
- provide facilities to support the introduction of fully accessible coaches as required by the DDA and to enhance health and safety through the segregation of passenger and vehicle movements.

**Indicators of Success:**

Description	Units	Target
Customer satisfaction target	%	72
Number of coach departures	'000s	192
Mobility Assistance	Passengers	5,600



## **094 VCS - COMMERCIAL**

### ***Description:***

VCS works as an integrated company and delivers its performance as a whole. The activities of Operations, Commercial and Services are not mutually exclusive either in financial administration or service delivery; activities are broken down into cost centres for administrative clarity. See 093 above for explanation of overall activity.

## **095 VCS – SERVICES**

### ***Description:***

VCS works as an integrated company and delivers its performance as a whole. The activities of Operations, Commercial and Services are not mutually exclusive either in financial administration or service delivery; activities are broken down into cost centres for administrative clarity. See 093 above for explanation of overall activity.

## **096 VCS – INFRASTRUCTURE**

### ***Description:***

VCS Infrastructure encompasses a range of small projects to maintain the safe and effective operation of the coach station, ensure the structural integrity of the buildings and meet legal obligations. Additionally from 2006/7 the Plan years include provision for design and development works related to the redevelopment of the coach station based on and around the existing VCS site.

### ***Deliverables:***

- Provision of £200k for a range of small building related projects including principally the refurbishment of East Terminal toilet.
- Provision of £250k for the mid life refurbishment of the ticket hall. Final details and project scope to be determined following completion of consultants' market intelligence review into future ticketing strategy and provision.
- The London Coach Terminal Review (LCTR) was endorsed by the TfL Directors' and the Mayor in early 2005. Provision is made in 2006/7 for professional services to enable design work to commence and facilitate ongoing discussions with neighbouring landlords.

### ***Indicators of Success:***

The nature of the small building related projects do not lend themselves to hard quantifiable outputs. Success of these projects will be determined by on time and budget delivery and in respect of the toilet refurbishment improvements in Customer Satisfaction scores.

The ticket hall refurbishment will only proceed in line with the management decisions taken in respect of the consultants' recommendations on future ticket sales strategy. At that point a business case will be determined on the costs/benefits of an appropriate level of refurbishment.

The LCTR work will be partially driven by the discussions being held by Group Property and Grosvenor Estates. The design work during the year should contribute in a timely manner to an anticipated on site redevelopment commencing in late 2010.

## **MANAGEMENT, SUPPORT & STRATEGY**

### **097 MANAGING DIRECTOR**

#### ***Description:***

Encompasses the Managing Director's private office team and the Surface Programme Management Office.

#### ***Deliverables:***

- Strategic management of Surface modes, ensuring delivery if and adherence to the Mayor's Transport Strategy and TfL's Budget and Business Plan.
- Effective management of the Surface MD's workload and promotion of positive working relationships within Surface Transport and with external stakeholders.
- Ongoing accurate and timely delivery of Surface reporting requirements including, but not limited to, the Business Management Review, Surface Advisory Panel and Investment Programme reports.
- Oversight of the Surface Transport elements of TfL's 5 year investment programme. Support to capex delivery and reporting within Surface Transport, including the ongoing development of project and programme management capabilities across the mode.

#### ***Indicators of Success:***

The nature of the small team involved in this area does not lend it to quantifiable outputs. Success of the team will be monitored by effective management of the MD Office business and reporting requirements and continued good working relationships with key stakeholders.

### **098 FINANCE, IM & HR**

#### ***Description:***

##### **Finance**

The objective of this activity is to provide guidance and expertise on all financial matters and to provide financial, management accounting and business performance services to all business units within Surface Transport.

##### **Information Management**

The objective of this activity is to support all business units within Surface Transport to deliver the Mayor's Transport Strategy through the provision of expertise, support and development related to the management of information and provision of systems and technology.

##### **Human Resources**

Surface HR leads change and provides guidance and expertise on strategic HR issues, in order to build organisational capability, improve performance, facilitate productive employee relations and develop the organisation for future business requirements.

#### ***Deliverables:***

##### **Finance**

- The efficient operation of the modal finance function. This includes Business Performance and Planning, Management Accounting and Financial Accounting.
- Provides a support services to all divisions within Surface Transport.

- Procurement of services from Group Finance: Accounts Payable, Accounts Receivable and Fixed Asset Accounting.

### Information Management

- The efficient and complete execution of the Information Management functions.
- Delivery and on-going support of business applications which will include: London Works, Dial-a-Ride Booking System, and Asset Management on Street (AMOS). To continue to exploit the investment in SAP, delivery of a central service support function, work with Group IM to harmonise the IT infrastructure and upgrade the desktop office applications.
- Procurement of first-line communications and helpdesk services under the LISA1 and LISA2 contracts as managed by Group IM.

### Human Resources

- Provide high-level Business Partner support to senior Surface Transport staff.
- Procurement of services from Group HR Shared Services: Learning & Development, Recruitment and People Management and Advisory Services.

### Indicators of Success:

Description	Target
Key strategic IM initiatives necessary to support current and future business strategies (e.g. data warehouse) and rationalisation of IM related assets	Mar-07
Completion of Budget and Plan	Mar-07
Completion of detailed Budget phasing	Mar-07
Ensure all Surface Transport Business requirements are met by Financial Shared Services in accordance with the SLA	Mar-07
Ensure all Surface Transport Business Requirements are met by HRS in accordance with the SLA	Mar-07
Key strategic IM initiatives necessary to support current and future business strategies (e.g. data warehouse) and rationalisation of IM related assets	Mar-07

## 100 STRATEGY

### Description:

This area of the Strategy function covers Business Planning, Project Initiation including strategic reviews and business development.

Project Initiation including strategic reviews and business development includes:

- Development, implementation and project management of a programme of business reviews
- Implementation and project management of review findings
- Regular formal reporting to senior management and TfL Audit Committee on progress with reviews and implementation of findings
- Implementation of effective corporate governance within TfL Surface Transport
- Compliance with, and support for, statutory external inspection processes

Business Development:

- Business Development is primarily responsible for business planning activities across Surface, including delivery of the 5 year Business Plan.

**Deliverables:**

## Business Planning:

- Development of Surface Transport's business plan in accordance with corporate guidelines and timescales
- Input to TfL's business plan and related documents
- Project Initiation inc. strategic reviews and business development includes:
- Develop, lead and project manage a programme of reviews
- Facilitate, co-ordinate and project manage the implementation of findings arising from the Surface Transport strategic review programme undertaken in previous years
- Support the development and implementation of new corporate governance arrangements for TfL Surface Transport

**Indicators of Success:**

- Improvements to the economy, efficiency and effectiveness of a range of activity within TfL
- Better corporate governance arrangements for Surface Transport
- Delivery of Surface Transport business plan submission

**212 SUSTAINABILITY****Description:**

TfL recognises the importance of the environmentally efficient movement goods, waste and servicing vehicles and is developing an integrated freight strategy for London. Freight quality partnerships- involving TfL, London Boroughs, the Metropolitan Police and freight operators- are piloting an initiative to reduce operators' costs and increase efficiency whilst reducing collision, congestion and emissions. This is to be rolled out across London, with information and travel plans used to raise awareness of good practice in relation to supply chains, servicing visits and waste collection.

Real time freight-related information is to be integrated into the online journey planner to aid route selection and identify when deliveries can be made legally, by time of day and size of vehicle. Use of inland waterways will be encouraged.

**Deliverables:**

- Establish the Freight Unit and put in place mechanism for involving and partnering with key stakeholders (inc. a good understanding of their expectations for Freight in London).
- Produce Freight Plan
- Progress the development of Freight web pages

**Indicators of Success:**

Description	Target
Complete Freight Training Initiative	Jul-06
Complete Freight compatible parking attendant data gathering	Aug-06
Complete Freight Operators Recognition Scheme (Pioneer phase)	Mar-07
Progress the development of Freight web pages	Mar-07
Develop Freight Plan (including marketing and communication activities)	Mar-07
Progress Freight Quality Partnership Seminars/Liaison	Mar-07
Develop total waste strategy for Park Royal	Mar-07

## 213 SPECIAL PROJECTS

### **Description:**

Transport for London has been successful in its bid on behalf of the Mayor of London to host the start of the 2007 Tour de France. The successful bid was announced by The Mayor at the official launch of the Tour de France in London on the 9<sup>th</sup> February 2006 in the QEII Centre.

London's hosting of the start of the Tour de France (Le Grand Départ) in July 2007 will make a significant contribution to achieving TfL's objective of encouraging an increase in cycling in London.

### **Deliverables:**

The event comprises three distinct elements

- Provision of the Permanence - Race headquarters and press centre in ExCel London (Saturday 30th June - Sunday 8th July 2007) and Canterbury (Sunday 8<sup>th</sup> July 2007)
- Staging the opening ceremony in Trafalgar Square (Friday 6th July 2007)
- Staging the race (infrastructure and services) - incorporating the Prologue Time Trial on an 8km course around Central London (Saturday 07th July) and Stage 1 from London to Canterbury, 209 km (Sunday 08th July).

The intention is to procure the services of one or more event management companies to deliver these elements. TFL will have the lead Programme management and client role and will be responsible for leveraging the maximum benefit from the event through the design and implementation of an effective and sustained marketing and communications programme.

### **Indicators of Success:**

Description	Target
Appointment of event management company / companies	Jun-06
Entering into the contract with the Amaury Sport Organisation (the owners of the Tour de France)	Jun-06
Delivering a safe and successful Tour de France in London	Jul-07

# **London Rail Deliverables**

## **DOCKLANDS LIGHT RAIL**

### **101 FRANCHISE**

#### ***Description:***

This activity covers the ongoing operations of the DLR, specifically train operations covering the entire network and maintenance for all rolling stock, stations and track excluding the Lewisham extension and London City Airport.

#### ***Deliverables:***

- To increase passenger journeys on the entire network by 20%
- To maintain the base service departure level as stipulated in the Franchise agreement
- To maintain the service reliability level as stipulated in the Franchise agreement

#### ***Indicators of success:***

<b>Description</b>	<b>Units</b>	<b>Target</b>
Passenger Journeys	Millions	64.2
Trains Kilometres Operated	Millions	3.7
On Time Performance	%	96.0
Lift Availability	%	97.0
Escalator Availability	%	98.0
Overall Customer Satisfaction	Score	90

Please note all indicators subject to review as franchise process incomplete.

### **102 LEWISHAM**

#### ***Description***

This activity covers the ongoing operations of the DLR Lewisham Extension, specifically maintenance of stations and track through a 24.5 year concession to build, own, maintain & finance Lewisham extension to DLR.

#### ***Deliverables:***

- To increase passenger journeys by 8%
- To maintain the levels of escalator and lift availability as per the concession targets

### **103 DLR SAFETY/SECURITY**

#### ***Description:***

- ***DLR – On Train Security/CCTV:*** This project covers the provision of on-train CCTV on the DLR fleet.
- ***DLR – Radio & Communications:*** This project consists of radio optimisation to implement recommendations from a radio survey of the railway and the implementation of a digital radio system (expected 2008-2010 subject to technology development).
- ***Back-up/Security & Other Minor Projects:*** This project consists of several small projects: backup/security, tactical capacity enhancements, IT, signage and noise.

- **Tower Gateway Station Resilience:** This project provides an additional platform at Tower Gateway Station, which will increase DLR service resilience to/from the City, especially on occasions where Bank Station is closed.
- **West Route Resilience:** This project provides a revised track layout at Royal Mint Street on the West Route which will improve system recovery time.

**Deliverables:**

- Complete CCTV Vehicle Installation
- Planning application for Tower Gateway resilience
- Completion of feasibility for West Route Resilience
- Ongoing Annualised Minor Works

**Indicators of success:**

Description	Target
DLR - On Train Security/CCTV: Complete Vehicle Installation	Dec-06
DLR - Radio & Communications : Digital Radio Completed	Mar-10
Tower Gateway Station Resilience: Submit Planning Application	Oct-06
Tower Gateway Station Resilience: Additional Resilience in Operation	Mar-10
West route Resilience: Submit Planning Application	Sep-06

**Impact on Equality and Inclusion**

- Upgrade of on-train security/CCTV and digital radio will enhance passenger safety, security and information provision.
- Improvement in Tower Gateway resilience will enhance accessibility.

**104 INFRASTRUCTURE**

**Description:**

This includes a number of minor renewal works on the DLR infrastructure

**Deliverables:**

- Ongoing Annualised Minor Works

**105 DLR LINE UPGRADES**

**Description:**

- **3 Car North Route:** This project will increase the capacity on the north route to Stratford to allow 3 car operations by upgrading the stations, viaducts and signalling along the route.
- **3 Car Bank-Lewisham:** This project covers the structural works (platform extensions, track realignment, viaduct strengthening) necessary for 3 car operations between Bank/Tower Gateway and Lewisham.
- **Delta Junction Grade Separation:** This project covers the structural works to provide additional flyovers at the Delta Junction to make it fully grade separated. This will increase capacity and resilience at the junction.
- **3 Car Poplar-Woolwich Arsenal:** This project covers station, signalling, communication and power modifications to allow 3 car operation between Poplar and Woolwich Arsenal.
- **West Route signalling Improvements:** This project covers the provision of an additional signal loop on the West Route between Poplar and Tower Gateway/Bank, which will provide additional service resilience.



**Deliverables:**

- Powers obtained for 3 Car North Route
- 3 Car Bank-Lewisham tenders received
- Powers obtained for Delta Junction
- Planning application submitted for 3 Car Poplar-Woolwich Arsenal
- Signal design for West route signalling Improvements

**Indicators of Success:**

Description	Target
3 Car North Route: Feasibility and Planning	Jun-06
3 Car North Route: Powers/Consents Granted	Mar-07
3 Car North Route: Operational Date	Mar-10
3 Car Bank-Lewisham: ITT to Pre qualified Bidders	Jun-06
3 Car Bank-Lewisham: Tender Documents Returned	Nov-06
3 Car Bank-Lewisham: Service Operational	Oct-09
Delta Junction Grade Separation: TWA Application Submitted	Jun-06
Delta Junction Grade Separation: TWA Powers Confirmed	Mar-07
Delta Junction Grade Separation: Service Operational	Mar-09
3 Car Poplar-Woolwich Arsenal: Submit Planning Application	Aug-06
3 Car Poplar-Woolwich Arsenal: Service Operational	Mar-11
West route signalling Improvements: Signal Design	Jun-06
West route signalling Improvements: Signal Loop Operational	Mar-08

**Impact of Equality and inclusion**

- Reduce crowding, improve reliability and ensure acceptable level of passenger comfort
- Upgraded railway will continue to be accessible for all

**Impact on Sustainable Development**

- Will ensure DLR is able to maintain or increase its modal share over private cars reducing local air emissions.

**107 DLR ROLLING STOCK****Description:**

Management of the contract with Alstom to refurbish the existing fleet of 94 vehicles to improve reliability maintenance and enhancements that contribute to DLRs duties under the Disability Discrimination Act. Procurement of 18 new railcars for 3 Car upgrade, that will increase the AM Peak Capacity from 17 tph (2 Car) to 15 tph (3 Car). In addition, procurement of 6 vehicles required to operate the planned service to and from Woolwich Arsenal and 22 new railcars to meet Olympics demand.

**Deliverables:**

- Completion of the railcar refurbishment.

### Indicators of Success:

Description	Target
Railcar Refurbishment: Completion of 94th Vehicle	Nov-06
Woolwich Arsenal/ 3 Car Railcars: First Painted Carbody	Sep-06
Woolwich Arsenal/ 3 Car Railcars: All Cars in Service	Feb-09
Additional Olympic Railcars: Order Railcars	Jan-07
Additional Olympic Railcars: Final Railcar Delivered	Dec-09

### Impact on Equality and Inclusion

- Refurbished trains will improve accessibility with additional features - better colour contrasts for handrail/holds and floors/doorways; better wheel chair bays; new destination screens on the side of train exterior.

## 108 DLR NEW SERVICES/LINE EXTENSIONS

### Description:

- **Woolwich Arsenal DLR Extension:** This project comprises an extension of the railway under the Thames from King George V to Woolwich Arsenal with new combined station at Woolwich Arsenal linking with town centre, buses, Connex rail services and Waterfront Transit.
- **Stratford International DLR Extension:** This project covers the extension of DLR from Canning town using existing North London Line alignment to Stratford Regional station (with 3 new intermediate stations) and new construction onwards to Stratford International Station.
- **Barking Reach (Dagenham Dock):** This project covers the future extension of the DLR to Barking Reach development area involving 4.5km of new railway and up to 5 new stations. Current funding covers only ongoing feasibility and development work. The expectation is that it would open in December 2013.

### Deliverables:

- Completion of the Up tunnel for the Woolwich Arsenal DLR Extension
- TWA powers obtained for Stratford International DLR Extension
- TWA application submitted for Barking Reach (Dagenham Dock) extension (subject to funding agreement)

### Indicators of success:

Description	Target
Woolwich Arsenal DLR Extension: Complete Up Tunnel	Sep-06
Woolwich Arsenal DLR Extension: Project Completion	Dec-08
Stratford International DLR Extension: TWA Order Powers Granted	Dec-06
Stratford International DLR Extension: Complete Works	Jun-10
Barking Reach (Dagenham Dock): Submit TWA Order Application	Dec-06

### Impact on Equality and Inclusion

- Brings a fully accessible railway to Woolwich, Lower Lea Valley and Barking/Dagenham areas with improved access to areas of employment & growth in Docklands.
- Woolwich Arsenal extension also provides improved accessibility for mobility impaired people to the adjacent Mainline Station.
- Stratford International extension also converts existing North London Line platforms into fully-accessible platforms.

### **Impact on Sustainable Development**

- Will ensure DLR is able to increase its modal share over private cars reducing local air emissions.
- Extensions serve key regeneration sites in Woolwich, Lower Lea Valley and Thames Gateway.

## **110 DLR STATIONS**

### **Description:**

- **Stratford Station:** This project covers the provision of double track DLR platform at Stratford Regional Station to replace existing original DLR single narrow platform, Double track allows the potential to increase service frequency on the Stratford branch.
- **Langdon Park station:** This project is to create a new DLR station on the North Route between All Saints and Devons Road.

### **Deliverables:**

- Piling complete for Stratford Station
- Start of construction of Langdon Park Station

### **Indicators of Success:**

Description	Target
Stratford Station: Piling Complete	May-06
Stratford Station: Canopy Complete	Feb-07
Stratford Station: Overall Completion	Mar-07
Langdon Park Station: Contractor appointed	Aug-06
Langdon Park Station: Opening of station	Oct-07

### **Impact on Equality and Inclusion**

- Will increase capacity, reduce crowding and improve passenger circulation.
- Langdon Park station will bring dramatic improvements to public transport accessibility (particularly for Bangladeshi community) and help bring forward commercial and housing development.

## **115 ADMINISTRATION**

### **Description:**

This activity covers staff, legal and other administrative costs associated with the ongoing operations of DLR.

## **OTHER LONDON RAIL**

## **116 NATIONAL RAIL**

### **Description:**

Costs relating to the various National Rail initiatives identified and funded by London Rail designed to improve services to passengers travelling on the national rail network within London; enhancements to the national rail system in London

## 118 OTHER LONDON RAIL

### **Description:**

This includes a package comprising of improvements to the Silverlink Metro. This covers:

- Station and security improvements
- Off-Peak capacity enhancements
- National Rail Gating Initiatives

The improvements cover upgrade of Communications links, CCTV, installation of help points, installation of real time Customer Information System (CIS), improved lighting, structural improvements and graffiti cleaning.

### **Deliverables:**

- A programme of improvements will be undertaken over 3 years at stations on the Watford DC Line, North London Line (NLL), Gospel Oak to Barking Line (GOB) and West London Line (WLL).

### **Indicators of success:**

Description	Target
Commence Silverlink Metro station security improvements	Mar-07

### **Impact on Equality and Inclusion:**

- Enhanced Silverlink Metro services will improve access, safety and security for 30% of the 20% most deprived wards in London, 5 of the London Plan opportunity areas, and 2 intensification areas
- Extra police officers giving high visibility support at stations and on trains particularly targeting peak afternoon and late night periods
- Station and train investments will also provide DDA compliant facilities on Silverlink Metro.

## 196 LONDON RAIL MAJOR MODERNISATION

### **Description:**

This includes the introduction of gating at further Silverlink Metro stations that will improve revenue protection and will have safety and security benefits. This activity also covers the installation of CCTV both at stations and on trains on other National Rail routes. This will improve safety and security and encourage usage. This also involves the development of design/feasibility work at strategic interchanges outside central London at Hackney Central/Downs, Clapham Junction and Beckenham Junction.

### **Deliverables:**

- Provision has been made for gating at 9 Silverlink Metro stations (Hackney Central, Acton Central, West Hampstead, Gospel Oak, Stonebridge Park, Harlesden, Bushey, Hampstead Heath and North Wembley)
- Installation of CCTV on ONE, Southern and South Eastern

**Indicators of success:**

Description	Target
Commence gating work for 9 stations on Silverlink Metro	Mar-07
Commence Oyster Retailing programme	Apr-06
Southern On-Train CCTV Complete Works	Apr-07
South Eastern Station Security Complete Works	Apr-07
ONE On-Train CCTV Complete Works	Oct-06

**Impact on Equality and inclusion**

- By the end of March 2006, TfL will have invested over £20m in delivering safety and security improvements at over 50% of National Rail stations (161 of 304) across London including new CCTV cameras, Help Points which enable passengers to get information directly from a staff member, and better lighting and travel information systems.

**119 LR NEW SERVICES****Description:**

- **East London Line Extension:** The East London Line Extension will extend and upgrade the existing East London Line and deliver interchange works around stations, particularly Dalston and Shoreditch High Street. Phase 1 is expected to be in service by June 2010.
- **Crossrail:** The Crossrail project is being taken forward by Cross London Rail Links Ltd, which is jointly owned by TfL and SRA. London Rail are providing cash funding from the TfL share of a Government grant to undertake the feasibility study, with further funding from DfT for the development stage. Service is expected to commence in December 2013.

**Deliverables:**

- East London Line Extension rolling stock contract awarded
- Crossrail Royal Assent

**Indicators of success:**

Description	Target
East London Line: Rolling Stock Award Contract	Apr-06
East London Line: Award Main Works Contract	Aug-06
East London Line: Complete Second Stage Enabling Works	Dec-06
Crossrail: Royal Assent	Mar-07

**Impact on Equality and inclusion:**

- ELLX will improve accessibility to some of London's disadvantaged areas
- Supplier diversity agenda included in ELLX Main Works contract.
- Affordable housing to be provided at Dalston station development site

# **Group Directorates Deliverables**

## **OFFICE OF THE COMMISSIONER**

### **120 EQUALITY & INCLUSION**

#### ***Description:***

The Equality and Inclusion Team performs a strategic function within the organisation. This involves the development of policies which can remove barriers to access the transport network as well enhance the diversity of TfL in the workplace. The team undertakes research to better understand issues, develops training packages, provides specialist advice both internally and externally as well as participate and organise events that engage and celebrate the diversity of London.

#### **Deliverables:**

- As part of Women's Action Plan, to carry out research into women's lifestyle and how this relates to their transport requirements
- To commission additional analysis of LATS on travel patterns for equality groups
- To deliver Fairness for all, Disability Equality and implementing the Race Relations Amendments Act, Disability Discrimination Act training courses.
- To conduct a review of projects for E&I impacts and improve their benefits
- Review and develop way-finding tools to assist people with learning difficulties to make independent journeys
- A review of programmes and activities undertaken for improving the perception of safety after the hours of darkness.
- To complete Equality & Inclusion budgetary bid for 2006/07
- To complete Mayor's Budget & Equality submission 2006/07

### **121 TFL COMMISSIONER**

#### ***Description:***

The Commissioner is supported by the Chief of Staff, Head of Equality and Inclusion and Head of Investment Oversight who advise on a number of different issues. The Chief of Staff aids the Commissioner by liaising with the various businesses on a range of issues of importance to TfL and actively driving forward ongoing initiatives of particular concern or interest to the Commissioner. The Head of Investment Oversight review and provide advice on the delivery of the TfL Investment Programme. The Commissioner's office supports the Commissioner in his activities, including diary scheduling, briefing, policy analysis and communications.

#### **Deliverables:**

- Producing Commissioners Report for the Board Meetings
- Focus on London Governance and long-term transport plans (T2025) launched in 2005/06. Establish clear strategies and implementation plans.
- Guidance in the development of specific strategies which will be delivered over the course of 2006/07 (e.g. D2D/accessibility, freight, and rail).
- Liaison with organisations such as LDA and GLA.
- Oversight of the Investment Programme including managing the Independent Engineers reports undertaken.

**Indicators of success:**

Description	Target
T2025 launched and strategies approved by GLA	Mar-07
Complete introduction of IMR process throughout TfL	Mar-07

**GENERAL COUNSEL**

**122 GENERAL COUNSEL**

**Description:**

The General Counsel assists TfL and the Board in meeting their multiple fiduciary obligations and ensures that the corporate governance of TfL is carried out in line with best practice. This involves the following areas:

- Board
- Secretariat & Corporate Governance
- Information, Access and Compliance
- Legal
- Group Health, Safety and Environment
- Internal Audit

**Deliverables:**

- Implement the new Secretariat processes, particularly to improve the governance and assurance process
- Deliver the 2006/07 Audit Plan
- Introduce standardised contractual documentation so far as appropriate in relation to major infrastructure projects
- Re-engineer legal processes relating to property and highway functions to achieve more streamlined and cost-effective delivery of business objectives.
- Develop TfL's relationship with the Information Commissioner (IC) to ensure we have mutual interest in the event of any enforcement action being taken against TfL.
- Implement management system approach to resilience across TfL with a policy and supporting standards and audit and review processes in place.

**Indicators of success:**

Description	Target
Introduce standardised contractual documentation so far as appropriate in relation to major infrastructure projects	Mar-07
Deliver the 2006/07 Audit Plan	Mar-07

**GROUP COMMUNICATIONS**

**125 GROUP COMMUNICATIONS**

**Description:**

Group Communications promotes and defends TfL's reputation and communicates our activities, policies and procedures to stakeholders, local authorities, the media and the public.



Group Communications contains the following components:

- **Group Media Relations** - also known as the Press Office - is responsible for effective communications between TfL and the outside world through the media. Using co-ordinated, proactive and reactive media relations, our presentation and defence of TfL's policies and achievements is vital for our reputation, funding, and decisions on transport projects we wish to take forward. An absence of this effort could lead to extreme organisational damage.
- **Group Public Affairs** influences public policy at national and local level so that the environment is most beneficial for TfL to run its operations. It manages relations with government, Parliament, political parties, business, NGOs, academics and think-tanks. It ensures that there is a strategic approach to communicating TfL's vision. Public Affairs also incorporates events and conferences management and Group Publishing.
- **Borough Partnerships Group** defines and develops relationships between TfL and London's boroughs, underpinning successful delivery of transport improvements and initiatives in the London Plan and Mayor's Transport Strategy. Borough Liaison provides strategic management of relationships with and information about boroughs. Borough Funding manages TfL funding to boroughs, Local Implementation Plans (LIPs) on behalf of the Mayor and TfL and the current Borough Spending Plan (BSP) process. Land Use Planning manages TfL's role in the statutory land-use planning process. Borough Programmes manages and co-ordinates programmes and projects delivered by boroughs across a wide range of area-based and sustainable themes. Major Projects manage the consultation of all significant Investment Programme and similar TfL projects, often engaging with the borough planning consent processes.
- **Travel Demand Management (TDM)** currently sits within Group Communications and is responsible for delivering an enhanced programme of projects and programmes to influence travel behaviour. In partnership with local authorities, the team works closely with employers, schools and community groups to improve awareness of travel options and to reduce congestion and car modal at selected locations.

**Deliverables:**

- Communications plans for all the key TfL projects and initiatives
- To increase the number and quality of local media stories
- Effective co-ordination of Mayor's Question Time (MQT)
- Smooth delivery of the Borough Spending Plan (BSP) process

**Indicators of success:**

Description	Target
Use of the Planning Grid, Strategic Map and internal co-operation to deliver effective communication plans, with stakeholder involvement	Mar-07
Increase the number and quality of stories in the local media	Mar-07
Hit Mayor's office target for completed answers of Mayor's Question Time (MQT) Questions	Mar-07
Positive media coverage of the annual BSP announcements	Dec-06

**126 AREA BASED SCHEMES**

Programme delivery is reported as part of the Investment Programme.

## 127/240/242 BOROUGH PARTNERSHIP SUPPORT

### **Indicators of success:**

Description	Responsibility	Target
33 Local Implementation Plans (LIPs) approved by the Mayor	Borough Funding	Mar-07
Deliver working BSP portal, obtain approval for succeeding phases of Boroughs Portal	Borough Funding	Dec-06
Local Implementation Plan funding (BSP) announcement competently made and well-received by boroughs	Borough Funding	Dec-06
Provide updated Borough Factsheets	Borough Liaison	Feb-07
Complete assessment of borough project requests	Borough Programmes	Oct-06
Complete approval of borough project baselines	Borough Programmes	Mar-07

## 129 FRACA

FRACA (Freight, Regeneration area schemes, Air quality, Controlled parking zones and Accessibility – local area) are major projects or programme elements are reported as part of the Investment Programme.

## 130 SCHOOL TRAVEL PLANS & TRAVEL AWARENESS (TDM)

School Travel Plan programme delivery is reported as part of the Investment Programme. In addition, the following are proposed:

### **Indicators of success:**

Description	Target
Implementation of 500 School Travel Plans	Mar-07
Implementation of 100 Workplace Travel Plans	Mar-07
TDM – launch suite of best practice tools by area	Nov-06
TDM – hold successful programme specific conferences	Ongoing
Travel Awareness – Walk to School campaign launches	May & Oct 06
Travel Awareness – organise Bike Week	Jun-06
Travel Awareness – co-ordinate Good Going week	Sep-06
Town Centre Pilot – launch pilot in selected area	Aug-06

### **Impact on Sustainable Development:**

- Facilitates and enhances choice of more sustainable transport options thereby reducing the level of air and noise emissions generated by travel to/from school.

## 239 PERSONALISED TRAVEL PLANNING (TDM)

### **Indicators of success:**

Description	Measure
Launch 2 pilots targeting c15,000 households	May & Sep-06
Develop and launch suite of best practice tools	Nov-06

## 241 BOROUGH LIAISON SPEND

### *Indicators of success:*

Description	Target
Number of training opportunities supported	>1000

## **FINANCE & PLANNING**

### 197 MD FINANCE & PLANNING

#### *Description:*

Managing Director of Finance and Planning & direct support staff.

#### *Deliverables:*

- Oversee the Business Planning and Performance Process for Finance and Planning, including the business plan submission, period BMR performance reports, budget, and F&P departmental efficiencies to timescales set by Group Business Planning and Performance.
- Manage the F&P University research programme with UCL, University of Westminster, Imperial College and the Massachusetts Institute of Technology on topics of research interest to F&P, with 3 PhD students funded by TfL at Imperial, University of Westminster, and University College London to start September 06, and as agreed in the TfL/MIT research contract.
- Support development of the Finance and Planning team, including working to address under-representation of women and minority ethnic groups within F&P, to targets agreed with Group HR and Equality and Inclusion.
- Continue the second year of the F&P Executive Development Programme to develop potential senior management in F&P by attracting them to TfL and enabling them to rotate across F&P on specific strategic projects.

#### *Indicators of success:*

Description	Target
Deliver F&P Business Planning Submission	Jul-06
Start funding for 3 University students	Sep-06
Complete MIT research 1st Phase	Aug-06
Commence MIT research 2nd Phase	Sep-06
Launch 2nd Phase of EDP	Sep-06

### 131 CORPORATE FINANCE

#### *Description:*

Corporate Finance develops finance plans for the delivery of TfL's business plan, including the use of prudential borrowing, external finance for major projects and the use of financing instruments to make most efficient use of TfL assets. Group Treasury which manages the management of TfL's cash investments is part of Corporate Finance.

#### *Deliverables:*

- Implement TfL's borrowing strategy for 2006/07
- Agree and implement a strategy for cash management

- Develop a financing plan for the Thames Gateway Bridge project and support the project team in issuing an ITT
- Support the East London Line project team to award rolling stock and main works contracts
- With Group Finance, develop proposals for the Transport Innovation Fund and TfL's bid for the 2007 Spending Review

## 135 GROUP FINANCE

### **Description:**

Group Finance supports the business by ensuring specialist financial processes and control mechanisms are undertaken on behalf of the group. Group Business Planning and Performance draws together business planning and performance reporting to produce integrated group results, analysis and budgets.

### **Deliverables:**

- Publish audited accounts
- Deliver TfL Business Plan to the Board and the GLA
- Completion of KPI review across TfL
- Completion of statutory Best Value programme of reviews
- Deliver TfL Efficiencies Programme

### **Indicators of success:**

Description	Target
Publish 2005/6 Audited Accounts	Sep-06
Deliver TfL Business Plan to the Board & GLA	Oct-06
Completion of KPI review across TfL	Jul-06
Completion of Scheduled Best Value Reviews	Jan-07
Deliver TfL Efficiencies Programme	Mar-07

## 136 GROUP MARKETING

### **Description:**

Group Marketing's activities include the following:

- Group Market Research
- Group Marketing Operations
  - Central Customer Services
  - Group Travel Information
- Group Marketing Communications
- Group New Media
- Group Marketing Strategy & Integration
- London Transport Museum

### **Deliverables:**

- Contact centres across TfL coordinated via common management with structures in place for delivering a world class service
- Insightful, actionable marketing information communicated effectively to audiences across the business and modes
- Deliver increased customer satisfaction and better utilisation of network capacity via world class travel information

- Modal and central marketing communications that are consistent with plan objectives and are timely, high quality and cost efficient
- Maintenance and development of TfL's key new media applications including website
- Consistent, achievable and world class marketing strategy that is fully integrated and agreed across the business and the modes.
- Deliver marketing campaigns that achieve Oyster business objectives.
- Deliver London Transport Museum rebuild and launch

**Indicators of success:**

Description	Target
Re-open LT Museum, on budget and with required funding	Apr-07
Achieve 3.5 million Oyster customers and 4% bus cash customers	Apr-07
Deliver agreed Marketing Strategy	Apr-06
Achieve 1.2 million unique Journey Planner users per month	Apr-07
Agree fully integrated Marketing Communications Plan	Apr-06
Agree fully integrated Market Research Plan	Apr-06

**123/124 LONDON TRANSPORT MUSEUM / MUSEUM RE-DISPLAY**

**Description:**

This activity comprises the operations of the museum including the Covent Garden re-display project. This activity comprises the refurbishment and expansion of the Museum building as well as a full re-display of exhibits. The project is part funded by a Heritage Lottery Fund grant of £9.47m, external fundraising, and a TfL capital grant of £5m. Other activities include establishing performance indicators measured by the Museum, such as visitor satisfaction numbers, income/cost ratios, and IMS ratio a major programme of work currently underway to record data about the Museum's collection of 420,000 items, which can be accessed via the web.

**Deliverables:**

- Progress Museum construction project
- Deliver Outreach programme during closure

**Indicators of success:**

Description	Target
Exhibition tendering commences	Jan-06
Exhibition fit out	Sep-06

**Impact on Equality and Inclusion**

- Museum refurbishment project will enhance accessibility to its' collection.

**225 BUSINESS OPERATIONS**

**Description:**

Business Operations ensure that GTPP's internal processes and systems run efficiently and are well coordinated. Key activities include: Financial Management & Advice; Business Planning & Budgeting and general Business Support Administration. There is a programme of continuous improved business performance through a range of organisation development activities including local resource planning; local learning and development planning, delivery and reporting; a raft of communication activities mean that staff in GTPP are informed and engaged in the delivery of GTPP's objectives.

### **Indicators of Success:**

Description	Target
Phase 3 report on Remote Zones	Aug-06
Phase 4 report on TIF bid	Jun-07
Phase 5 define policy options	Sep-06

## **150 STRATEGY & POLICY**

### **Description:**

Policy and Strategy undertakes two broad work-streams:

- **Transport Strategy:** this is work on the revision of the Mayor's Transport Strategy to a timetable to be defined by the Mayor, likely to be in 2007. In the meantime, the programme continues both directly through implementation and monitoring of the existing Mayor's Transport Strategy and also through local implementation plans (via Borough Partnerships). Group Transport Planning and Policy (GTPP) is preparing for any future revision to the Mayor's Strategy itself through the Transport 2025 work-stream.
- **Policy:** this includes lobbying and influencing European legislative proposals, input into modal policy development, working with Business Planning, especially on environment deliverables and outcomes, and defining best practice and worthwhile innovation.

### **Indicators of Success:**

Description	Target
Completion of Environmental report and section of TfL Business Plan / GLA Environment Budget	Mar-07
Specific amendments to draft EU policy/legislation which are congenial to the goals of TfL	Mar-07
Monitor progress against existing Mayor's Transport Strategy in annual report	Mar-07

## **148 TRANSPORT NETWORK PLANNING**

### **Description:**

The Transport Network Planning (TNP) leads the planning and development of the spatial transport aspects of the Mayor's strategies and policies, with a multi-modal, strategic and longer-term focus. The team also supplies tools, processes and data to support TfL's strategic transport planning, business planning, major projects and the development of strategies and policies.

### **Deliverables:**

- Transport analyses to support London Plan review, T2025, SR2007 and 2007/8 Business Planning round, including transport accessibility and capacity modelling for on-going discussion with DfT.
- Sub regional and area based transport analysis and establishment of network plans or area transport strategies eg: Thames Gateway and sub regional network plans
- Provide strategic and multi-modal support for development of major projects, including Thames Gateway Bridge and transit schemes.
- Develop and implement LTS, Rail plan, CAPITAL and PTAL accessibility tools to facilitate other deliverables, and establishment of catalogue of key information.

### **Indicators of Success:**

Description	Target
Provide transport planning input to the London Plan review and EIP	Mar-07
Launch new version of the strategic LTS model	Jul-06
Provide analytical inputs to T2025 work as agreed with Policy and Strategy team	Mar-07

## 132 FARES & TICKETING

### **Description:**

This activity covers:

- Assessment of fares and ticketing options for Bus, Underground, Rail, Taxis etc.;
- Monitoring and forecasting of sales and revenue;
- Allocation of integrated ticketing revenues;
- Development of new ticketing initiatives.

### **Deliverables:**

- Development of proposals for January 2007 fare changes
- Implementation of free bus travel for 16/17s not in employment
- Concessionary Fares settlement for 2007/08 to be successfully negotiated
- Production of periodic monitoring reports and production of factors, payments, etc to enable revenue apportioned and traffic statistics updated.
- London Fares Agreement with the TOCs to be finalised and implemented -
- Extension of Pre Pay to TOCs

### **Indicators of success:**

Description	Target
Free bus travel for 16/17s not in employment: Implementation of free bus travel	Aug-06
Concessionary fares 2006/07: Settlement for 2006/07 negotiated on time	Dec-06
January 2006 fare changes: Implementation of agreed proposals	Jan-07
Zonal fares extended to the TOCs	Jan-07

## 141 CROSS RIVER TRANSIT

### **Description:**

CRT is a tram route running from Kings Cross and Camden via Euston and Waterloo, to Peckham and Brixton. The 16.2 km route is planned to be entirely on street and will carry 65 million passengers a year. This project is completing feasibility work and preparing for and submitting a TWO application to obtain Powers for this 16.2 km tram scheme across central London. Scheme services Camden, Kings Cross, Euston, Waterloo, Elephant, Peckham and Brixton.

### **Deliverables:**

- Complete Development Work for Preferred Route Options
- Complete Public/Stakeholder Consultation on Route Options
- Determine preferred route option

### **Indicators of success:**

Description	Target
Complete Public/Stakeholder Consultation on Route Options	Oct-06
Complete refinement of options post consultations	Feb-07
TfL approve Preferred Route Option for Safeguarding	Sep-07

## 143 EAST LONDON TRANSIT

### **Description:**

ELT is a bus transit scheme that could extend to over 50km in east London centring on Barking station as the main hub for the network. The network is being evaluated and developed in phases for hand over to Surface Transport for detailed design prior to implementation.

**Deliverables:**

- Phase 3 – Feasibility and business case study completion
- Phase 3 - Handover to Surface Transport

**Indicators of success:**

Description	Target
Phase 3: Feasibility and business case study completion	Sep-06
Phase 3: Handover to Surface Transport	Mar-06

**144 FINSBURY PARK****Description:**

The reorganisation and renewal of the transport facilities that surround the Finsbury Park Underground, bus and main line railway stations. The project improves and integrates all of the transport modes, including walking routes to and from the station, resulting in journey time savings. The project also includes a series of ambience and environmental enhancements to the immediate surroundings. This project will deliver a secure cycle park, better access to buses, improved passenger facilities, a landmark interchange gallery and a new integrated CCTV/ public address system.

**Deliverables:**

- Operational Handover of Phase 5
- Complete Phase 4b and project
- MPBU Close out of project

**Indicators of success:**

Description	Target
Operational handover of Phase 5	Apr-06
Complete Phase 4b and project	Nov-06
Operational handover of Phase 4b	Jan-07
MPBU close out of project	Mar-07

**145 GREENWICH WATERFRONT TRANSIT (GWT)****Description:**

GWT is a proposed high quality public transport 16km link between Greenwich, North Greenwich, Woolwich, Thamesmead and Abbey Wood. GWT is being developed in 3 infrastructure phases and two operational phases. The first infrastructure and operational phases are programmed for completion and commencement of services, respectively, in 2008/09.

**Deliverables:**

- Phase 2a Feasibility study completed and evaluated
- Inception Phase 3 Complete
- Complete Feasibility Phase 3
- Phase 2b feasibility study completed (progress will be subject to evaluation)



**Indicators of success:**

Description	Target
Phase 2a Feasibility study completed and handover	Dec-06
Phase 2b - Feasibility and BC study completed	Dec-06
Phase 3 - Feasibility and BC study completed	Mar-07

**146 INTERCHANGE PROGRAMME**

**Description:**

Makes interchanging safer, quicker, more convenient and more secure, which in turn helps improve the overall integration, flexibility and efficiency of the network, and encourages its greater use. It also provides a catalyst for regeneration and social inclusion, by improving transport links to local communities, and by transforming the areas around interchanges. Various interchange improvement projects, including priority projects mainly delivered in phased improvements.

**Deliverables:**

- Complete Wembley Park additional enhancements
- Complete review of West Hampstead feasibility study
- Complete business case and agree scope for Clapham Junction
- Complete Ealing Broadway feasibility study

**Indicators of success:**

Description	Target
Complete Wembley Park additional enhancements	May-06
West Hampstead : Complete Review of Feasibility Study for accessibility improvements	Apr-06
Clapham Junction : Complete Business Case on agreed scope	Sep-06
Complete Ealing Broadway Feasibility Study	May-06
0607 Interchange Programme Review completed	Dec-06

**151 STRATFORD REGIONAL STATION UPGRADE**

**Description:**

TfL led and funded a feasibility study into options to upgrade Stratford Station to increase capacity and accessibility to meet the future increase passenger demand as forecast in the London Plan, from the adjacent Stratford City Development and the Olympics. The study identified a scheme, agreed by all partners, that includes station capacity enhancements, DLR North London Line works and new DLR platform in addition to a new ticket hall, platform and subway works successfully negotiated as part of Stratford City Development Partnership's S106 contribution.

Since London won the 2012 Olympic bid, TfL has undertaken the outline design of the scheme to ensure the scheme is deliverable. Over the next 12 months TfL will programme manage and coordinate the detailed design and construction programming. By early 2007, TfL will produce, with the assistance of our partners, a full scheme design ready to commence construction by start of Spring 2007 to ensure the station is upgraded in good time for the Olympics.

There is no funding provision for this scheme in the TfL budget or FYIP and the detailed design stage is being funded by the ODA (£8m).

**Deliverables:**

- Award Scheme Definition and Programme Contract to Specialist Consultant
- Commence Scheme Definition and Programme : Commenced in 2005/06
- Detailed Validation of Scope & Scheme Costs by the Consultant
- Submit Updated Scheme Cost & Funding Proposals to Project Board
- Authority / Funding to Proceed Olympic Capacity Enhancement Works
- Complete Scheme Definition and Programme

**Indicators of Success:**

Description	Target
Detailed Validation of Scope & Scheme Costs by the Consultant	Apr-06
Submit Updated Scheme Cost & Funding Proposals to Project Board	May-06
Authority / Funding to Proceed Olympic Capacity Enhancement Works	Jul-06
Complete Scheme Definition and Programme	Dec-06

**152 THAMES GATEWAY BRIDGE****Description:**

This activity is a part of the Mayor of London's transport strategy for a new fixed link between Beckton in the borough of Newham and Thamesmead in the borough of Greenwich to stimulate the regeneration of the Thames Gateway area.

**Deliverables:**

- TfL Approval of Procurement Strategy
- Issue of OJEU Notice and Pre Qualification Questionnaire for Concession Contract
- Approval by Secretary of State
- Confirm List of Bidders
- Issue Invitation to Tender

**Indicators of Success:**

Description	Target
TfL Approval of Procurement Strategy	Apr-06
Issue of OJEU Notice and Pre Qualification Questionnaire for Concession Contract	Aug-06
Approval by Secretary of State	Dec-06
Confirm List of Bidders	Jan-07
Issue Invitation to Tender	Feb-07

**157 WEST LONDON TRAM (WLT)****Description:**

The West London Tram project will deliver a 20km tram facility that links Shepherd's Bush to Uxbridge. The tram will travel along the Uxbridge Road corridor; it will consist of approximately 41 stops with trams travelling every 3 minutes at peak times. The service is projected to carry approximately 44m passengers per annum.

**Deliverables:**

- TfL Board Approves Deposit of Transport and Works Order (TWO) Application
- Deposit TWO Application
- TWO Public Inquiry Commences

**Indicators of Success:**

Description	Target
TfL Board Approves Deposit of Transport and Works Order (TWO) Application	Aug-06
Deposit TWO Application	Aug-06
TWO Public Inquiry Commences	Mar-07

**158 CROYDON TRAMLINK EXTENSIONS****Description:**

Assessment of business case, option development and technical feasibility of Croydon Tramlink extension from Crystal Palace to Beckenham Junction and Croydon as a partial conversion of the existing Network Rail line. The earliest forecast date for implementation of the scheme is July 2012. The costs for development to TWO award are within the business plan

**Deliverables:**

- Complete feasibility study to Network Rail Grip level 3
- Commence and complete public consultation
- Tender and award consultant team for TWA development and preparation process.

**Indicators of success:**

Description	Target
Sign off Grip 3 Design with Network Rail	Jun-06
Complete Public Consultation	Aug-06
Appoint Consultant Team for TWA Development and Preparation Process	Mar-07

**198 OYSTERCARD****Description:**

The role working with the Prestige contract management team in LUL:

- Specify further developments for the Oyster smartcard product and the revenue collection/access systems that interface with it that will improve the transit experience for TfL customers and/or reduce the cost of TfL's revenue collection/access control operations; and
- Negotiate their implementation with TranSys (the Prestige PFI contract provider) and other partner organisations as appropriate.

**Deliverables:**

In FY 2006/07 the Oystercard team aims to deliver:

- A partnership with at least one 3rd party payment network present in London (e.g., PayZone, PayPoint) in partnership they add TranSys' Card Interface Device (CID) to their standard terminal equipment allowing TfL customers to manage their PAYG balance and purchase certain tickets using the 3rd-party's network
- Oyster functionality to customers on the North London Line
- Significant improvements in availability of Passenger Operated Machines on LUL (contingent on LUL agreement to specify and fund necessary variations to prestige PFI contract)

**Indicators of Success:**

Description	Target
Installation of Oystercard equipment at all Silverlink Metro stations	Jun-07
Oyster PAYG available to all Silverlink Metro customers	Jun-07

## 199 FINANCE SHARED SERVICE CENTRE

### **Description:**

The Financial Services Centre (FSC) has been set up to provide, in a cost-efficient, professional and timely manner, financial support services that allow Transport for London (TfL) to meet its statutory financial obligations and internal financial management objectives. The FSC reports to the Chief Finance Officer, who has overall accountability for finance in TfL. The aim of the FSC is:

- To implement finance processes and procedures which safeguard the assets of TfL and process financial transactions accurately, promptly and efficiently
- To support TfL in planning, controlling and monitoring their financial performance targets and provide practical support in achieving TfL's strategic plan and customer service objectives.
- To ensure that external financial reporting and other regulations are met.
- To ensure compliance with statutory and other regulatory requirements, reporting requirements e.g. Inland Revenue, Customs & Excise.

### **Deliverables:**

- Deliver agreed Efficiencies & Business Plan objectives
- Achieve an improving trend on KPI Targets for FSC Processes
- Benchmarking exercise of FSC Efficiencies and Processes with industry standards

### **Indicators of Success:**

Description	Target
Improve % of overdue debt from 30% to 20%	Mar-07
Improve the cumulative % of undisputed invoices that are paid within agreed supplier terms – from 84% to 86% (BVPI8)	Mar-07
Go live with Phase 2 of the FSC extension project	Sep-06

## **LONDON TRANSPORT INSURANCE**

### **161 LONDON TRANSPORT INSURANCE (GUERNSEY)**

#### **Description:**

London Transport Insurance (Guernsey) is a wholly-owned subsidiary of TfL. It was established for the sole purpose of purchasing insurance in a more cost-effective manner than relying solely on commercial insurers.

#### **Deliverables:**

- Service Level Agreement with appropriate Performance measures
- Cover Notes to be issued within 30 days of renewal and in any event before premium payment is requested
- Debit Notes for all premiums to be issued within 60 days of renewal
- Policy wordings to be issued within 3 months of renewal
- Claims funding handling arrangements to be concluded for all fronted or reinsured insurance covers.

## **GROUP SERVICES**

### **162 GROUP SERVICES**

#### ***Description:***

The Group Services directorate is responsible for providing a range of business services to support the delivery of TfL's strategic and tactical goals. The directorate provides the Group components of Human Resources, Procurement, Property & Facilities, and Information Management to ensure pan-TfL alignment, efficiency, and effectiveness in each function. In addition, Group Services will provide Human Resources, Procurement, Property & Facilities, and Information Management services to the TfL Group.

#### ***Deliverables:***

- Driving TfL's equality and inclusion agenda
- Providing workforce services such as HR Services for managers and staff, recruitment, employee relations, and compensation and benefits
- Delivering TfL-wide property services, including premises management, acquisitions and property consents
- Supporting procurement and information management

#### ***Indicators of success:***

<b>Description</b>	<b>Target</b>
Develop the Finance and Planning function for Group Services and support delivery of the 2007/08 business plan	Mar-07
Deliver HR and IM services in line with baseline demand and recharge	Mar-07
Support the development of strategies to successfully meet increases to baseline demand within HR and IM	Mar-07
Support the delivery of all major procurement activities as outline in the investment programme	Mar-07

#### ***Impact on Equality and Inclusion***

- A range of policies and processes are in place designed to eliminate discrimination.
- Implementation of solutions to improve Supplier Diversity in TfL's procurement activities.

### **164 GROUP PROPERTY**

#### ***Description:***

Group Property manages the commercial aspects of the TfL Group's property related dealings, including the letting of rented sites, property acquisition, disposal and development, and consultancy services in relation to rating, planning and general advice which TfL requires from time to time as a large, property owning organisation.

#### ***Deliverables:***

- Continue to manage the Client Business's requirements in an efficient and effective manner, maximising available resources.
- Achieve optimum balance of returns from the Group's surplus property portfolio, having full regard for the Mayor's emerging social benefit commitments to the London Community.

**Indicators of Success:**

Description	Target
Market rental growth compared to IPD comparator (targets based on under/over performance)	Mar-07
Void rates compared to IPD void rates (targets based on under/over performance)	Mar-07
Cost per workstation compared to OPD cost per workstation (targets based on under/over performance)	Mar-07
Space utilisation compared to OPD space utilisation (targets based on under/over performance)	Mar-07

Note: Indicators relate to TfL Head Office portfolio

**Impact on Equality and Inclusion**

- Implementing policies, including investment in infrastructure, in order to eliminate barriers to universal access for both staff and the public to buildings.
- Actively work with other government bodies to provide social benefit from property development opportunities.

**165 FACILITIES****Description:**

The Department seeks to provide TfL Group with a fully customer focused and business driven total facilities management service, incorporating industry best practice that ensures efficient and effective service delivery, enshrining continuous improvement and best value as central to its operation.

**Deliverables:**

- Deliver all premises and facilities management activities for TfL's head office buildings, ranging from hard and soft facilities services such as infrastructure, maintenance, security, cleaning, catering, mail, reprographics through to facilities support on operational sites and business continuity for Group Services.
- To provide Property Care refurbishment works on TfL head office buildings, ensuring that works conform to legislative and health & safety requirements
- Monitor and annually report on energy used including % renewable and CO2 emissions
- Develop a waste awareness programme
- Establish and monitor water use baseline for all buildings

**Indicators of Success:**

Description	Target
Premises and facilities management for TfL's head office buildings delivered in line with key performance indicators in the service level agreements (ACRA- Accommodation Cost Recovery Agreement).	Mar-07
The Property Care portfolio of refurbishment work will optimise asset condition, minimise risk of unplanned business disruption, and ensure legal compliance. Ongoing.	Mar-07
Achieve budgeted net cost for Facilities with no overspend	Mar-07
Meet environmental targets related to the portfolio of TfL's head office buildings, including use of water and energy and the disposal of waste.	Mar-07

**Impact on Equality and Inclusion:**

- Group Facilities have an obligation to comply with all legislative and TfL policy requirements relevant to the occupation of TfL's business premises. This will include social inclusion aspects such as the Disability Discrimination Act, which are embedded into the business plan activity.

### **Impact on Sustainable Development:**

- Reduce energy and water consumption and implement efficiency measures to reduce waste production.

## **166 HUMAN RESOURCES**

### **Description:**

HR Services will deliver high volume services to all of TfL. These will include Resourcing, Learning and Development, and HR Systems & administration.

### **Deliverables:**

- Provision of HR Services as defined in the Client Guide and Service Proposition and agreed with the business.
- Delivery of HR Services headcount and 3rd party efficiencies.
- Revision of HR Processes to improve ways of working
- Projects on Absence Management and Management Development (both subject to funding)

### **Indicators of Success:**

<b>Description</b>	<b>Target</b>
To provide services defined in the Client Guide and Service Proposition at the service standards agreed with each Mode or Directorate	Mar-07
Delivery of efficiencies as specified. Namely, £8.1m recurring (headcount and 3 <sup>rd</sup> party efficiency savings) and a further headcount reduction of 8 at the end of 2006/07.	Mar-07
Deliver revised set of HR processes to improve the performance of Business Managers. Provision of best practice advice, support and workforce intelligence to the business.	Mar-07
Promotion of Attendance at Work policies and the technology to support them. To raise line manager capability to manage absenteeism and to manage flexible ways of working, wellbeing initiatives to create a healthy workforce with reduced stress absence (subject to funding)	Mar-07
Deliver a consistent and business focused development programme for all management staff below the executive and senior management levels (subject to funding)	Mar-07
Develop 2006/7 account plans (including resourcing, learning & development, etc) for each Mode/Directorate	Mar-07
Development of one core team to co-ordinate and support organisational change across the business. To provide professional support and guidance to TfL employees that have been displaced.	Mar-07

## **167 HUMAN RESOURCES CORPORATE**

### **Description:**

Group HR will provide specialist HR capability in leading and setting group wide strategy and policy in consultation with the business unit HR teams. Group HR will cover; Resourcing, Talent management, Organisational Development, and Compensation; Benefits.

### **Deliverables:**

- Development of leadership and management capability, talent and performance management
- Development and implementation of Group Employee Relations and engagement strategy
- Development and implementation of group reward and recognition strategies

### **Indicators of Success:**

<b>Description</b>	<b>Target</b>
Delivery of a programme of leadership assessment and capability for the Group's top executives	Mar-07
Launch of an integrated performance management programme that will build on the diagnostic and piloting activity undertaken in 05/06.	Mar-07
The introduction of a pan TfL 'high potential' development process that widens the pilot activity undertaken in targeted areas during 05/06	Mar-07
Development of employee engagement strategy and interventions derived from the diagnostic and planning activity undertaken in 05/06	Mar-07
Further integration of TfL employment policies and procedures	Mar-07
Design and development of a flexible benefits programme that includes the introduction of salary sacrifice options	Mar-07
Further development of the Senior Manager Reward Framework	Mar-07

## **168 GROUP INFORMATION MANAGEMENT (GIM)**

### **Description:**

The Group Information Management (GIM) function will play a central role in enabling TfL to realise its aspiration of providing a truly integrated travel network. To meet these needs, Group IM will develop a TfL-wide IM strategy and set of common standards and policies.

The key deliverables for Group IM are to develop a TfL-wide IM strategy and a set of common services standards and policies. Specifically, the following activities are key elements of the Group IM aim:

- Completion of Investment Programmes and Projects.
- Meeting agreed KPIs across the group.
- Completion of GIM initiated reviews including: Service Delivery Alignment and Organisational Development programmes.

### **Deliverables:**

- Group IM will meet agreed Business Plan performance deliverables and will ensure appropriate KPI figures are reported and recorded accurately.
- Complete the Investment Programme Projects as defined in the Investment programme both to time and within the agreed financial constraints.
- Through Organisational Development, GIM will develop a common pan-TfL framework for technical competency and career management. This will enable IM function to act as subject matter experts in the appropriation, application and management of information Systems Management.
- Complete LISA 1 & 2 alignment programme to realise the full benefit from the new contracts by removing duplication of effort across the modes, ensuring that best of breed practice are applied consistently and that performance measures to drive improvement in Service Delivery and Support are in place.



**Indicators Success:**

Description	Target
Meet agreed key performance indicators in the GIM KPI pack for 2006/2007 e.g. user perception, severity one clear up rates and telephone answering response rates	Mar-07
Completion of all planned investment programme work in the year 2006/2007.	Mar-07
Identification of possible headcount reduction resulting from the alignment programme (reduction in number and complexity of process and controls).	Sep-06

**170 PROCUREMENT****Description:**

Group Procurement provides strategic direction, support and advice on the purchasing of all goods and services TfL needs to carry out its day to day business.

**Deliverables:**

- Working with business partners to help them source products and achieve best value
- Providing strategic advice to internal customers on what, where and how to procure goods and services
- Managing relationships with major suppliers
- Improving the procurement process and fostering best practice
- Meeting Mayoral agenda re Supplier diversity, Fair Employment and London Living Wage, Green Procurement and Community Benefits.
- Rolling out Group-wide framework contracts as part of the Supplier Relationship Management Programme.
- Integrating SAP technology into the supply chain and maximising the use of other e-technologies to drive efficiency and effectiveness into TfL's procure to pay process.

**Indicators Success:**

Description	Target
Implementation of a wider Supplier Relationship Management programme including; Rollout of process to a maximum of 18 suppliers.	Mar-07
Development of the e-auctioning/tendering environment including implementation of e-sourcing pilot for up to 5 commodities.	Mar-07
Support the implementation of the Office Accommodation Improvement Programme	Mar-07
Develop the Procurement Performance - Balance Score Card.	May-06
Develop the Policy, Strategy and Best Practice function for Group Services to support delivery of Mayoral programmes and policies.	Sep-06
Develop and implement approved Supplier Diversity policy and strategy	Dec-06
Deliver mechanisms to incorporate supplier diversity with a variety of contract models, including live testing by year end.	Mar-07
Develop implementation plan to deliver Sustainable procurement including: - Green: Policy and Scoping document for implementation - LLW: Development and planning of implementation plan - Supplier Diversity: Development of Tools, templates and frameworks.	Dec-06

## **GROUP ITEMS**

### **138 GENERAL CONTINGENCY**

***Description:***

The General Contingency is a central budgetary provision intended to cover unforeseen items of expenditure occurring anywhere in the Group. As items emerge which require additional funding, budget is transferred from the central contingency fund to the relevant area within the Group.

### **140 OVERPROGRAMMING**

***Description:***

This is a negative provision based on the general assumption that within TfL's overall project programme a given level of slippage will occur. The projects likely to slip are not individually identified, but as and when projects fall behind budget, the central credit is released to the appropriate modal activity.

**TRANSPORT FOR LONDON**

**STAFF SUMMARY**

**BOARD**

**SUBJECT: Hammersmith temporary bus station  
- Compulsory Purchase**

**MEETING DATE: 29 March 2006**

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**1. PURPOSE**

To seek approval in principle to the making of a compulsory purchase order of land required for a scheme to construct a temporary bus station adjacent to Hammersmith Station and for its subsequent use for bus facilities in the event it cannot be acquired by agreement.

**2. BACKGROUND**

- 2.1 London Underground own the freehold interest in the land edged blue on the attached plan. It is required by LBSL for the construction of any bus station and LBSL have an agreement with LUL to transfer it to them for £1. The site is currently vacant.
- 2.2 On 17 December 2004 LBSL obtained a temporary planning consent for a bus station which expires in March 2009. As part of this planning consent TfL is under a section 106 obligation to work up a long term design for integrating a bus facility with a commercial development.
- 2.3 The Disney Corporation own the land edged red on the attached plan. The temporary planning consent requires this land for the construction of bus standing facilities, a proposed new information kiosk and an exit from the site onto the adjacent public highway. The designs of the long term bus facility are at an early stage but the favoured options would require use of this land for bus facilities. It is unlikely that this land edged red will be required for any commercial development as this is likely to be set back from public highway.
- 2.4 This red land currently forms the principal vehicular access to the adjacent Disney Headquarters' offices. The design for the temporary bus station has been agreed with Disney. TfL will provide an alternative access to their site and undertake various accommodation works at an approximate cost of £35k.

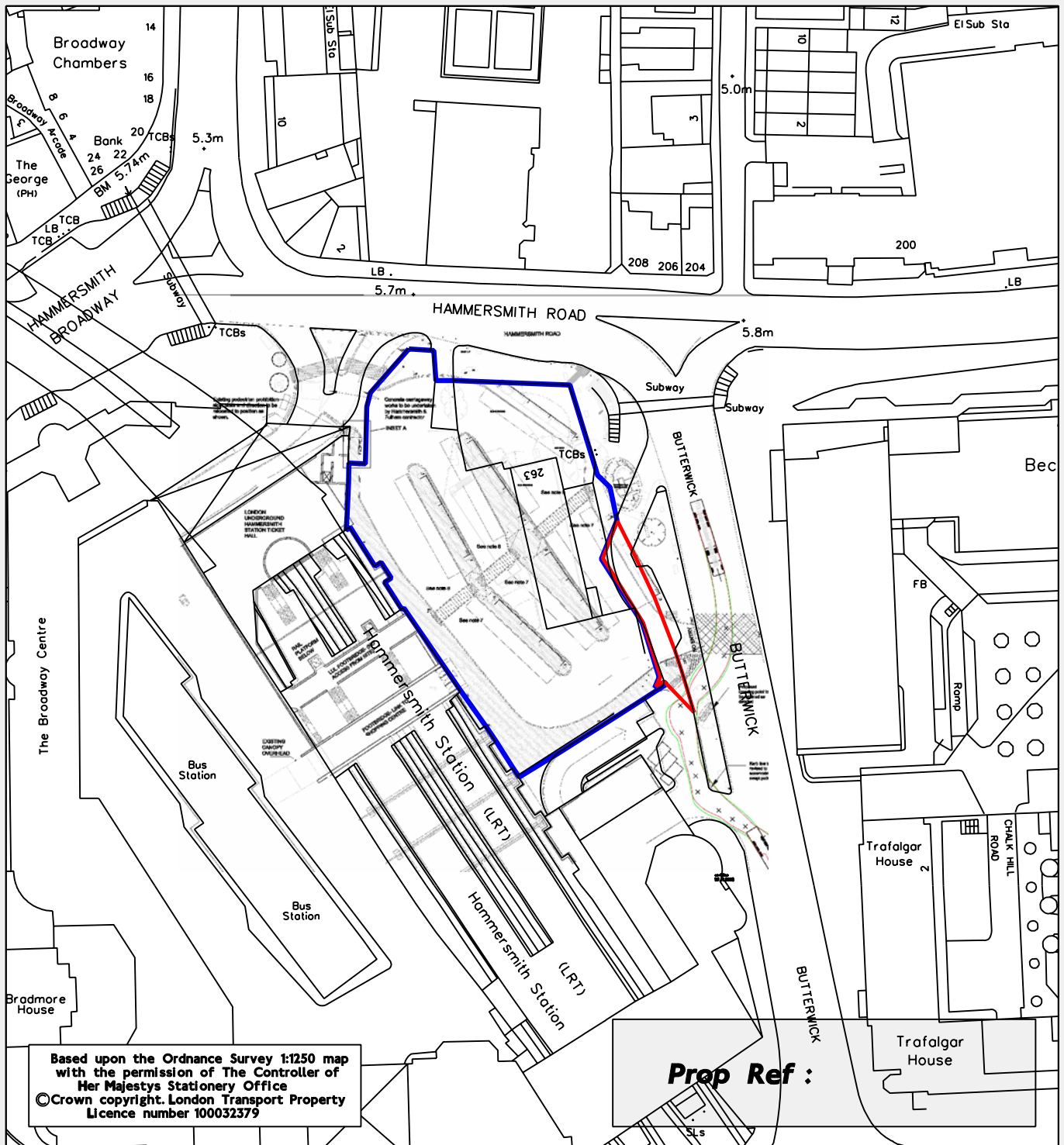
- 2.5 Over the last year negotiations have been held with Disney to acquire the necessary property rights. TfL will continue to seek to acquire this land by negotiation but it may be necessary to include them in the compulsory purchase order in order to ensure that the scheme is not delayed and obtain certainty on the principle, timescale and avoid ransom payments. Therefore, authority is being sought to promote a compulsory purchase order over this land under paragraph 19 of Schedule 11 of the Greater London Authority Act, 1990.
- 2.6 The plan showing the land required from Disney edged in red is indicative only and the dimensions are approximate. Finalisation of the exact details of the land interests required (including finalisation of the exact boundaries and dimensions of the land) will rest with the Managing Director, Surface Transport.
- 2.7 A compulsory acquisition of land interferes with an owner's rights of property under Article 1 of the First Protocol to the European Convention on Human Rights which is incorporated into English Law under the Human Rights Act 1998. However, the view is taken that the interference is made for a legitimate aim and is in the public interest. Furthermore, compensation will be paid under the statutory code to all landowners from whom land is taken and in all cases the acquisition will be proportionate and justified.
- 2.8 The short term scheme to implement the temporary consent is budgeted and is in TfL's business plan. A revised paper will be approved shortly by LBSL to include provision for sufficient funds for compulsory purchase if needed.

### **3. RECOMMENDATIONS**

- 3.1 The Board is asked to give approval in principle for TfL to make a compulsory purchase order, if this becomes necessary, for the acquisition of all necessary land interests in order to implement the schemes described in paragraph 2.3 above.
- 3.2 The Board is asked to note that the final decision to make the compulsory purchase order and the decision as to the exact details of the land interests required (including finalisation of the boundaries and dimensions of the land) will rest with the Managing Director, Surface Transport.

Head of Operational Property, TfL Group Property & Facilities  
7 March 2006

**PROPOSED EXTENSION TO  
BUS STATION  
HAMMERSMITH, LONDON W6**



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**Prop Ref :**



**Transport for London**  
Group Property & Facilities Directorate  
Victoria Station House  
191 Victoria Street  
London SW1E 5NE

**Date :** 04/08/2005  
**Initials :** JG  
**Drg No. :** GH/HAM/BUS/01  
**Rev :** -  
**Scale :** 1:1250

**TRANSPORT FOR LONDON**

**STAFF SUMMARY  
TfL Board**

**SUBJECT: Treasury Management Strategy and Prudential Indicators**

**MEETING DATE: 29 March 2006**

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**1. PURPOSE**

Under TfL's Treasury Management Policy Statement, we must adopt a Treasury Management Strategy for each year. This sets out how TfL will manage its investments (i.e. cash balances). In addition under CIPFA's Prudential Code, the Board is required to adopt Prudential Indicators which support the planned borrowing. The Board is asked to adopt the attached Treasury Management Strategy and Prudential Indicators.

**2. PRUDENTIAL BORROWING ASSUMPTIONS**

TfL issued £196m of bonds in December 2004 as the first issue under the Medium Term Note programme. This year, the Board has delegated to the Finance Committee (a) the issuance of a second tranche of bonds under the MTN programme (likely not to exceed £200m) and (b) borrowing from PWLB (Public Works Loan Board) of such an amount that ensures TfL meets its approved new borrowing this year of £550m. It has also approved entering into a £450m 25 year loan from EIB (European Investment Bank) to assist in funding the East London Line works, which will be drawn down over the next five years. The borrowing drawn in the year together with existing borrowing will not exceed £746m and will be within the Authorised Limit for 2005-06 set by the Mayor.

The Mayor sets the borrowing limit after consultation with TfL. The Business Plan has been prepared on the basis of borrowing £604m in 2006/07. The GLA and the Mayor's office are aware of this, and we expect by the time of the March Board meeting to have been formally consulted on that basis, which will allow the Board to formally adopt the borrowing limit of £1,400m prepared on this assumption.

**3. FUTURE INVESTMENT STRATEGY**

Last year the Finance Committee received a paper titled 'Cash Investment Strategies'. As a result, the Board approved the Finance Committee recommendation that exposures to high quality institutions be increased and that the slightly lesser graded institutions should no longer receive investment funds. It also

approved an aggregate investment of £100m in Commercial Paper programmes and a benchmark earnings level of LIBOR minus 15 basis points.

The paper noted that TfL would have substantial cash backed reserves over the plan years and that there may be opportunities to increase earnings within our credit guidelines.

These opportunities could include longer term investment of a portion of our cash, or in having asset managers undertake such investments on our behalf against agreed benchmarks. We also noted that opportunities could arise through investment in highly rated collateralised investments which are structured to produce above LIBOR floating returns to specific dates. These too may involve the direct retention of a fund manager in TfL's name.

However, as TfL did not have the power to allow fund managers to manage any of its investments, steps were taken to obtain those powers. On 20 January 2006 those powers were granted by statutory instrument.

Now that these powers have been granted, work will commence to examine appropriate investments that may improve yield so that a comprehensive report may be placed before the Finance Committee for consideration.

We will review TfL's funding and spending risks to identify how liquid our investments should be and for what maturity they could best be placed. We may recommend different types of investment, explaining their characteristics, advantages and the nature of risk attaching to each, together with a note of the relevant procurement options to complete the investment of those funds.

We anticipate this phase to take six weeks, with the results to be presented to the Finance Committee at its 10 May meeting.

Following from these recommendations and after discussion and approval from the Finance Committee and ratification of amendments to the Treasury Management Strategy by the Board, we would anticipate proceeding with executing the amended investment strategy. Certain investments will take little time, if they are already approved within the current investment strategy. Purchasing structured assets and other investments, which require the retention of external managers, may require formal procurement, which we anticipate completing over the summer.

The Board is required to adopt a Treasury Management Strategy for the financial year 2006/07. The attached strategy, which is little changed from that approved in June 2005, is recommended by the Finance Committee. This is likely to require revision once the Finance Committee have considered the various further investment options open to it as discussed above.

#### **4. RECOMMENDATION**

4.1 The Board is asked to approve:

- i) the attached Treasury Management Strategy until it is revised later in the year,
- ii) the Prudential Indicators, and,
- iii) subject to the Mayor's consultation, an authorised borrowing limit of £1,485m for 2006/07 based on borrowing a further £604m.



# TRANSPORT FOR LONDON

## Treasury Management Strategy 2006/07

### Summary

This report sets out the Treasury Management Strategy recommended for 2006/07.

### Background information

1. TfL has adopted the key recommendations of CIPFA's Code of Practice for Treasury Management in the Public Services (The Treasury Code).
2. The Treasury Code requires that the TfL Board will receive and approve an annual strategy and plan in advance of the year. This strategy is submitted in accordance with that requirement.
3. TfL follows the investment guidance issued by the Secretary of State under Section 15(1) (a) of the Local Government Act 2003. The guidance issued by the ODPM requires an Annual Investment Strategy that contains specific reference to the security and liquidity of investments. This strategy incorporates those requirements.
4. Additionally under Part 1 of the Local Government Act 2003, local authorities are required by Regulation to have regard to the Prudential Code for Capital Finance (The Prudential Code).
5. The Prudential Code requires the Authority to set a number of Prudential Indicators relating to prudence, affordability, capital expenditure, debt and investments. This strategy incorporates Prudential Code Indicators, which are based upon the budget to be submitted to the TfL Board. They are set out at Appendix 1.
6. None of the above legal requirements have changed since the adoption of the last Treasury Management Strategy.
7. The following statement of strategy is a continuation of the prudent and conservative investment policy approved last year.
8. TfL has considered the implications of its overall asset and liability management, with analysis continuing on its overall exposure to inflation and interest rates as they affect its commercial markets (passenger levels fare revenues, and costs) and in its financial activities (financing costs and investment returns on cash balances). The results of this analysis has not led to significant changes in the recommended treasury management strategy but has focused on the opportunities to increase yield without risking underlying security. Treasury and Corporate Finance will submit any recommended amendments to the strategy in light of its detailed examination of the opportunities now available to it.

## **Strategic objectives**

9. The objectives underpinning the strategy for 2006/07 are as follows:
- To undertake treasury management operations with primary regard for the security and liquidity of capital invested with reference to ODPM guidance.
  - To maximise the yield from investments consistent with the security and liquidity objectives identified above.
  - To ensure that sufficient cash is available to enable TfL to discharge its financial obligations when they become due, in accordance with approved spending plans.
  - To undertake treasury management activity having regard to Prudential Code Indicators.

## **The investment strategy**

10. All cash balances will be invested in accordance with the Treasury Code and with regard to ODPM guidance, which requires a prudent approach to the investment of surplus funds with priority given to security and liquidity. Under the guidance, investments fall into two separate categories, either specified or non-specified investments, which take into account the required liquidity levels of the business.
11. While TfL's liquidity levels are substantial, Treasury does not recommend changing the investment policy of maintaining short-term, high-security specified investments (as described below). However, now that TfL has the power to appoint investment managers, it may take the opportunity in future to invest in secure but longer-term investments to improve yield. Prior approval of the Finance Committee will be sought for the necessary amendments to the Treasury Management Strategy before such investments are made.

## **Specified investments**

12. Specified investments offer high security and high liquidity and must satisfy the conditions set out below:
- The investment is denominated in sterling and any payments or repayments in respect of the investment are payable in sterling only.
  - The investment is not a long-term investment (i.e. has a maturity of less than one year).
  - The investment does not involve the acquisition of share or loan capital in any body corporate.
  - The investment is either:
    - made with the UK Government, or
    - made with a body or in an investment scheme which has been awarded a high credit rating by a credit rating agency

13. It is proposed that specified investments include institutions with the following credit ratings published by Moodys from time to time – exposure limits for each institution were reviewed and approved by the Board last June. No changes are proposed.

Rating/Entity	Proposed Limit (£m) per fund/institution
Government guaranteed	Unlimited
Aaa money market funds	100
Aaa institutions	100
Aa1 institutions	80
Aa2 institutions	70
Aa3 institutions	60
A1 Institutions	40
Commercial Paper Programmes	100 (in aggregate subject to the above limits)

Institutions must either be incorporated in the UK or the EEA (European Economic Association), or if incorporated outside the EEA they must be authorised by the FSA (Financial Services Authority) to accept deposits through a branch in the UK.

14. A **high credit rating** is interpreted as a long-term rating of no less than Moodys A1 and a short term rating of no less than Moodys Prime 1, or the equivalent with another rating agency. The above table shall be inclusive of investments made by the Guernsey insurance company.
15. If an amendment to the credit rating means an institution no longer meets the minimum requirement, that institution will be removed immediately from the counterparty lending list. Should an institution, not on the counterparty list, achieve the minimum rating, that institution can then be added to the counterparty list.

### **Non-specified investments**

16. Non-specified investments do not, by definition, meet the requirements of a specified investment. The ODPM guidance requires an articulated risk management strategy and greater detail of the intended use of non-specified investments due to greater potential risk.

It is proposed not to invest in Non-specified investments unless prior approval, to a comprehensive strategy and risk assessment containing appropriate exposure limits, has been given by the Finance Committee.

## **Liquidity of investments**

17. Each investment decision is made with regard to cash flow requirements resulting in a range of maturity periods within the investment portfolio. Under the current Treasury Management Strategy, all investments are short term having a maturity of less than one year. Any proposal to change this approach will require prior approval from the Finance Committee as described above.

## **Treasury Management Prudential Code Indicators**

18. The Prudential Code has a key role in capital finance decisions with objectives that are designed to ensure capital investment plans are affordable, prudent and sustainable.

The prudential indicators specific to treasury management are designed to ensure that treasury management (both in financing and investment) is carried out in accordance with good professional practice and in accordance with the principles contained in the Treasury Code.

The Prudential Code requires indicators for TfL Corporate – the local authority. However, as TfL is required to deliver many of its services through subsidiaries, Group indicators are also provided.

## **Interest rate exposures**

19. The purpose of the prudential indicators on fixed and variable interest rate exposures is to set ranges that will limit exposure to excessive interest rate movements. The indicator required by the Prudential Code considers the net position of borrowing and investment. For clarity, TfL sets separate limits for borrowing and investment components which form the net cash/borrowing position.

## **Investment Maturity Limit**

20. As an additional measure the Prudential Code requires that a limit is set for sums that are invested for periods longer than 364 days. There is no current proposal to invest beyond 364 days, but this could change as part of a revised strategy as noted above.

## **Short term borrowing**

21. Short-term borrowing may only be undertaken for working capital purposes. In May 2003 the Board placed a limit on short-term borrowing for such purposes of £40m. Amounts in excess of £20m must be approved by the Managing Director, Finance and Planning (or in his absence, the Chief Finance Officer) and borrowing in excess of £30m must be approved by the Commissioner (or in his

absence, the Managing Director, Finance and Planning). Given TfL's anticipated liquidity for the coming year, these limits remain sufficient to provide the required flexibility to enable TfL to pay its liabilities on the due dates.

### **Long Term Borrowing**

22. TfL has HM Treasury approval to borrow up to £3,300m over the years 2004/05 to 2009/10 to support its capital investment programme. £196m has been borrowed to date, with a maturity profile of equal instalments over the five years 2031 – 2035. In 2005/06, TfL has approval to raise a further £550m to fund its capital investment plan.

### **External debt**

23. The Mayor has yet to set the 'authorised limit' for external debt for TfL Corporation, in accordance with the Local Government Act 2003, for 2006/07. This is the amount that must not be exceeded unless the Mayor gives his consent. External debt comprises both direct borrowing and long-term liabilities. The proposed Authorised Limit is £1,485m.

It should be noted that, in accordance with a specific requirement of the Prudential Code, projected net borrowing at 31 March 2007 is less than the Capital Financing Requirement at 31 March 2009.

### **Financial implications**

24. The budgetary assumptions discussed in this strategy and attached indicators are consistent with those in the budget proposals for 2006/07. The indicators, reflecting the projected financial activities through 2008/09, are considered against TfL's business plan and reflect financing that is consistent with previous projections and which is prudent, affordable and sustainable.

## **THE PRUDENTIAL INDICATORS**

## TRANSPORT for LONDON

### Prudential Indicators for Prudence and Affordability

#### Estimates of ratio of financing costs to net revenue stream

##### TfL Corporation

##### TfL Group

Comprising:

PPP finance leases

On-balance sheet PFIs

Direct borrowing and other financing\*

Budget 2006- 07	Plan 2007- 08	Plan 2008- 09
1.0%	4.4%	7.7%
10.9%	17.5%	22.4%
7.7%	10.6%	11.9%
1.6%	1.8%	2.1%
1.6%	5.1%	8.4%

#### Estimates of ratio of payments to gross revenue stream (this Indicator is not required by the Prudential Code)

Payments due under PPP

Payments due under On-balance sheet PFIs

Payments due under direct borrowing

Budget 2006-07	Plan 2007-08	Plan 2008-09
25.1%	23.8%	23.7%
0.8%	0.8%	0.8%
1.6%	2.3%	3.1%

#### Net Borrowing and the Capital Financing Requirement\*\*

Net Borrowing/(investments) including long term liabilities at 31 March 2007

Capital Financing Requirement at 31 March 2009

TfL Group £m	TfL Corporation £m
2,690	(20)
5,780	2,430

\* The line titled 'Direct Borrowing and other financing' includes net depreciation charged to TfL's group revenue account.

\*\* The Prudential Code requires that Net Borrowing at 31 March 2007 will not exceed the Capital Financing Requirement at 31 March 2009.

\*\*\*The Prudential Code requires information in respect of TfL Corporation and also requires the effect of subsidiaries to be taken into account. Accordingly Group figures are also stated.

<b>Prudential Indicators for Capital Expenditure and External Debt</b>			
<b><u>Estimates of Capital Expenditure (Annual)</u></b>			
	<b>Budget 2006-07 £m</b>	<b>Plan 2007-08 £m</b>	<b>Plan 2008-09 £m</b>
<b>TfL Corporation</b>	<b>960</b>	<b>1,400</b>	<b>1,600</b>
<b>TfL Group</b>			
Acquired	765	1,150	1,330
PPP finance leases	1,085	920	830
On-balance sheet PFIs	0	0	250
<b>TfL Group Total</b>	<b>1,850</b>	<b>2,070</b>	<b>2,410</b>
<b><u>Estimates of Capital Financing Requirement (Cumulative) <sup>1</sup></u></b>			
	<b>Budget 2006-07 £m</b>	<b>Plan 2007-08 £m</b>	<b>Plan 2008-09 £m</b>
<b>TfL Corporation</b>	<b>1,200</b>	<b>1,750</b>	<b>2,430</b>
<b>Total TfL Group</b>	<b>3,380</b>	<b>4,400</b>	<b>5,770</b>
<b><u>Operational Boundary <sup>2</sup></u></b>			
	<b>Budget 2006-07 £m</b>	<b>Plan 2007-08 £m</b>	<b>Plan 2008-09 £m</b>
<b>TfL Corporation</b>			
Borrowing	1,350	1,900	2,600
Long term liabilities	85	85	85
<b>Total Operational Boundary for External Debt in TfL Corporation</b>	<b>1,435</b>	<b>1,985</b>	<b>2,685</b>
<b>TfL Group</b>			
Borrowing	1,350	1,900	2,600
PPP and long term liabilities	2,850	3,350	4,000
<b>Total Operational Boundary for External Debt in TfL Group</b>	<b>4,200</b>	<b>5,250</b>	<b>6,600</b>
<b><u>Authorised Limit <sup>3</sup></u></b>			
	<b>Budget 2006-07 £m</b>	<b>Plan 2007-08 £m</b>	<b>Plan 2008-09 £m</b>
<b>TfL Corporation</b>			
Borrowing	1,400	2,000	2,750
Long term liabilities	85	85	85
<b>Total Authorised Limit for External Debt in TfL Corporation</b>	<b>1,485</b>	<b>2,085</b>	<b>2,835</b>
<b>TfL Group</b>			
Borrowing	1,400	2,000	2,750
PPP and long term liabilities	3,125	3,625	4,315
<b>Total Authorised Limit for External Debt in TfL Group</b>	<b>4,525</b>	<b>5,625</b>	<b>7,065</b>

<sup>1</sup> The Capital Financing Requirement is the amount of capital expenditure yet to be financed by grant, asset sales proceeds or debt.

<sup>2</sup> The Operational Boundary is a calculation based upon the cash flows in the Budget and Plan. If breached, it is a warning that financial plans may require review and amendment.

<sup>3</sup> The authorised limit is the maximum amount that TfL may borrow legally.



## Prudential Indicators for Treasury Management

### Interest Rate Exposures

	<b>Budget</b>	<b>Plan</b>	<b>Plan</b>
	<b>31 Mar 07</b>	<b>31 Mar 08</b>	<b>31 Mar 09</b>
	£m	£m	£m
Principal outstanding on borrowing	(1,400)	(2,000)	(2,750)
Principal outstanding on investments	1,600	1,450	1,300
<b>Net Investments/(Borrowing)</b>	<b>200</b>	<b>(550)</b>	<b>(1,450)</b>

Borrowing upper limit – fixed *	100%	100%	100%
Borrowing upper limit – variable	50%	50%	50%
Investments upper limit – fixed	50%	50%	50%
Investments upper limit – variable	100%	100%	100%

If this indicator is broken it serves as a warning to management that the interest rate risk strategy is not being adhered to.

### Maturity Structure of Borrowing \*

	<b>Budget</b>	
	<b>31 Mar 07</b>	
	Upper	Lower
< 1year	5%	0%
1year to < 2 years	10%	0%
2 years to <5 years	30%	0%
5 years to <10 years	50%	0%
10 years and above	100%	20%

This indicator represents limits (for fixed rate debt) of the percentage of borrowing maturing in the future periods above as a total of fixed rate borrowing outstanding.

Actual amounts will depend on the projects financed and which ones have been converted into long-term obligations

	<b>Budget</b>	<b>Plan</b>	<b>Plan</b>
	<b>31 Mar 07</b>	<b>31 Mar 08</b>	<b>31 Mar 09</b>
	£m	£m	£m
<b>Total Principal sum Invested for more than 364 days</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* The fixed and variable rate limits and maturity structure allow some flexibility for a future borrowing strategy. All existing borrowing is fixed rate and of maturity longer than ten years.

**TRANSPORT FOR LONDON**

**STAFF SUMMARY**

**TfL BOARD**

**SUBJECT: Transfer to TfL of Silverlink Metro Services and Future Plans**

**MEETING DATE: 29 March 2006**

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**1. PURPOSE**

- 1.1 This paper summarises the agreement with DfT for the transfer of responsibility for Silverlink Metro rail services (to be known as North London Railway upon transfer) to TfL from 11 November 2007. This paper will also outline TfL's future plans for the North London Railway (NLR), London Rail's changing priorities, financial implications and commitments and risks over the next few years.

**2. BACKGROUND**

- 2.1 In response to representations from TfL and GLA that London's rail services should be better planned and integrated with other modes, the Secretary of State proposed in July 2004 that London should have a greater role in the specifying and delivery of rail services including fare structures/levels for discrete services within London.
- 2.2 A number of industry working groups were established by the DfT to consider issues arising from the White Paper – "The Future of Rail" and the Railways Act 2005 and an early recommendation was made to transfer to TfL the responsibility for specifying, letting and managing the Silverlink Metro franchise (please see map of Silverlink Metro routes in Appendix A). Discussions are ongoing with DfT on TfL's involvement in other rail franchises which extend beyond the GLA boundary (i.e. commuter rail services other than Silverlink Metro) but at this stage, the involvement is limited to Silverlink Metro routes.
- 2.3 Silverlink Metro services are part of the wider Silverlink rail franchise which also includes Silverlink County services (Euston to Northampton) and is currently operated by National Express Group (NEG) under a rail franchise agreement with DfT, which will expire in October 2006. DfT intends to enter into a new franchise agreement with NEG for a further period until November 2007.
- 2.4 TfL have requested that the DfT ensure that the new franchise obliges NEG to separate Silverlink Metro and Silverlink County services appropriately in order to enable the smooth transfer of Silverlink Metro to TfL control in November 2007. Responsibility for the split of Metro and County will however rest with the DfT although Metro specific costs related to the separation will be paid by TfL.
- 2.5 The Metro services to be transferred cover the 3 key orbital routes around the west, north and east of London together with one inner suburban radial route:-
- West London line from Clapham Junction to Willesden Junction (via Kensington)

- North London Line from Richmond to North Woolwich (via Willesden, Highbury and Stratford)
- Gospel Oak to Barking line
- Euston to Watford Junction DC line (via Wembley and Harrow)

2.6 Silverlink Metro services are important to London's transport but are currently of low quality and capacity. The main characteristics of Silverlink Metro services are:-

- They span one third of the most deprived wards in London;
- 17% of Londoners live within 15 minutes walk of a Silverlink Metro station;
- Services run at a frequency of between 2 and 4 trains per hour;
- Line capacity is constrained by antiquated signalling;
- Orbital lines are shared with many freight services;
- Trains are only 2 or 3 coaches and severely overcrowded in peaks;
- Stations are generally in a neglected condition with a lack of step free access;
- There are 34<sup>1</sup> trains which are about 30 years old, increasingly unreliable and not DDA compliant;
- Staffing levels at stations are minimal with passenger surveys highlighting personal security concerns;
- Silverlink has the lowest customer satisfaction scores of any UK train operating company;
- Fare evasion is high at over 15%;
- There is much graffiti, particularly on trackside infrastructure.

2.7 The Mayor's Transport Strategy, includes development of orbital rail services. The development of NLR is a vital first step in delivering the Vision.

2.8 Service improvements to NLR directly contribute to the delivery of the Mayor's London Plan in regeneration, integration and accessibility to the Thames Gateway (via both Stratford and Barking).

2.9 The NLR routes have considerable potential to carry more passengers and to relieve current radial route congestion including on the Victoria Line. The potential effect of an improved NLR on the overcrowding levels of the London Underground, given a reasonable level of investment, is shown as Appendix B. This is achieved by allowing many journeys to avoid routes across central London. Longer term, phase 2 of the East London Line Extension project would create a link to the North London Line at Dalston, extending the orbital network to the south of London.

2.10 In order to deliver the Mayor's objectives for National Rail services, negotiations have taken place between TfL and DfT to secure a transfer agreement with the necessary funding and appropriate Terms of Transfer to enable TfL to let a concession to operate the current Silverlink Metro services. These negotiations were concluded and the Terms of Transfer and Grant Memorandum were signed between DfT and TfL on 14 February 2006.

### **3. TERMS OF TRANSFER**

3.1 The main principles covered by the Terms of Transfer and Grant Memorandum document can be summarised as follows:-

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<sup>1</sup> Two trains are provided to Silverlink County for their branch line services

- The transfer date from DfT to TfL is 11 November 2007;
- TfL will carry out a procurement process to engage a concessionaire which is currently planned for a term of 7 years plus an option for a further 2 years;
- The Secretary of State has an advisory role only in the procurement process. All decisions made regarding the process, including the determination of shortlisted applicants and the Preferred Bidder will be the responsibility of TfL;
- The Secretary of State retains liability for any breach of any statutory liability, any pre-existing claims or liabilities of which the Secretary of State has been notified and which relate to acts or omissions which occurred prior to the transfer date, including pensions;
- Funding responsibility for Silverlink Metro services will rest with TfL which will in turn receive an additional grant from the Secretary of State to provide existing Silverlink Metro services (based on the December 2005 timetable);
- The DfT and TfL acknowledge that the transfer of responsibility for the operation of Silverlink Metro Network (not including infrastructure) should be permanent and that after the Transfer Date TfL should have primary responsibility for the continuing operation of Silverlink Metro services;
- TfL controls and specifies fares and retailing practice and takes revenue risk. Material variations made by TfL to services including fares regulation are subject to consultation, but not approval with DfT;
- TfL are obligated to ensure that the concessionaire is a party to a number of National Rail network benefits including statutory railcards, etc though TfL can make material variations following consultation with the Secretary of State;
- TfL will act as Operator of Last Resort.

3.2 DfT retains the obligation to guarantee funding and completion of works on the North London Line as part of the works required for the Olympics. These obligations and funding have not transferred to TfL.

#### **4. NORTH LONDON RAILWAY OPTIONS**

4.1 At the time of the Business Plan, no agreement had been reached with DfT regarding the transfer of responsibility for Silverlink Metro rail services. The transfer agreement of 14 February 2006 will begin a procurement process culminating in the operation of a TfL specified concession on 11 November 2007.

4.2 The NLR concessionaire will be contracted and incentivised through a concession agreement to deliver the timetable and punctuality requirements, station and train cleanliness levels as well as customer service standards specified by TfL.

4.3 As with the new DLR franchise, it is proposed that TfL should retain the revenue earned through the concession with the concessionaire responsible for meeting specified revenue protection targets. The concessionaire will take most of the cost

risk. Neither the concessionaire nor TfL are exposed to cost risk from Network Rail access charges. This risk remains with DfT, with TfL's grant being adjusted to reflect any change.

4.4 Currently, Silverlink Metro has the following business profile:-

- Annual ridership of 20 million passengers;
- Income of £28m pa (of which £24m is passenger income);
- Total costs of £50m pa (rising to £60m in 2006/7);
- 530 employees (including HQ staff).

4.5 TfL have two main options available which can be implemented for NLR services:-

- **Do Minimum.** TfL would procure a concessionaire to operate a similar level of service on NLR currently operated by National Express but with TfL standards in terms of operational performance, acceptance of Oyster ticketing and enhanced staffing and security levels. Additional costs for operating this specification, over and above the grant that will be provided by DfT to TfL as part of the transfer, would be minimal and could be self financing by procuring a more efficient concession. A minimal level of additional train services, to align NLR with LUL operating times should also be affordable within the transferred DfT grant. No significant investment would be made to stations, track and structures and frequencies would remain broadly similar to today.
- **Showcase.** This would allow TfL to make significant improvements to services which have suffered from decades of neglect. The Showcase has been developed to be consistent with the requirements for the Olympics while providing a lasting legacy to London. The improvements identified to be implemented over the next five years include:
  - New, higher capacity, accessible trains replacing the 30 year old fleet;
  - A £25m+ station enhancement programme to bring NLR stations up to TfL standards;
  - Service frequency improvements on all routes – with a provision of 8 trains per hour on the core route – Stratford to Willesden;
  - Provision for a future ELLX Phase 2 service north of Dalston Junction would be included in the upgrade of the North London Line.

4.6 Under the terms of the DfT transfer, TfL is only committed to implementing the Do Minimum case. However, TfL sees a strong case for implementing the Showcase given its beneficial impact on transport capacity, regeneration and accessibility.

## 5. IMPACT ON FUNDING

5.1 During 2006/07, London Rail will be establishing a team which will undertake to deliver these improvements. Activities in 2006/07 will be limited to planning, procurement and undertaking station enabling works. For 2006/07, no additional funding is required, other than £3m which London Rail are re-directing from other National Rail activities.

5.2 From 2006/7 to 2009/10, total costs (net of passenger revenues) of approximately £300m will be incurred to deliver the NLR Showcase. The majority of funding required will come from a transfer in grant from DfT to pay for base NLR operational

costs as well as DfT committed Olympic funding for the related infrastructure upgrade. The balance will come from redirecting spending from other National Rail activities within London Rail's committed Business Plan (already agreed in the 2006/7 Budget), the allocation of increased forecast income from other TfL activities (revised since the Business Plan) and drawing on TfL reserves.

- 5.3 The current London Rail business plan already included £40m in funding for the NLR station enhancements, Oyster ticketing and policing initiatives. A reallocation of £10m has been agreed as part of the 2006/7 Budget round which will necessitate certain non-NLR National Rail projects and studies being deferred.
- 5.4 London Rail has decided to prioritise investment on the NLR as it will have significantly more control over its implementation and will generate more beneficial impact than the current spreading of funds over a large number of small scale projects. Furthermore, as NLR will be the first part of the National Rail network to transfer to TfL control, London Rail sees this as a unique opportunity to highlight our ability to transform rail services as we have already done on London Buses and are currently doing on London Underground. As a result, London Rail proposes to delay the completion of non-NLR station improvements to the remaining stations within the GLA boundary that have not yet been authorised. The non-NLR stations programme will still continue but at a reduced rate.
- 5.5 The £300m cost estimate above assumes that the new trains for NLR will be leased for which TfL have sufficient funding through the grant from DfT. If these trains are purchased as part of the ELLX procurement process, then additional capital funding will be required, offset by reduced operating costs.
- 5.6 The base grant from DfT is secured until 2013/14. As part of TfL's submission for Spending Review 2007 will be a proposal to extend the secured grant for NLR beyond 2013/14.

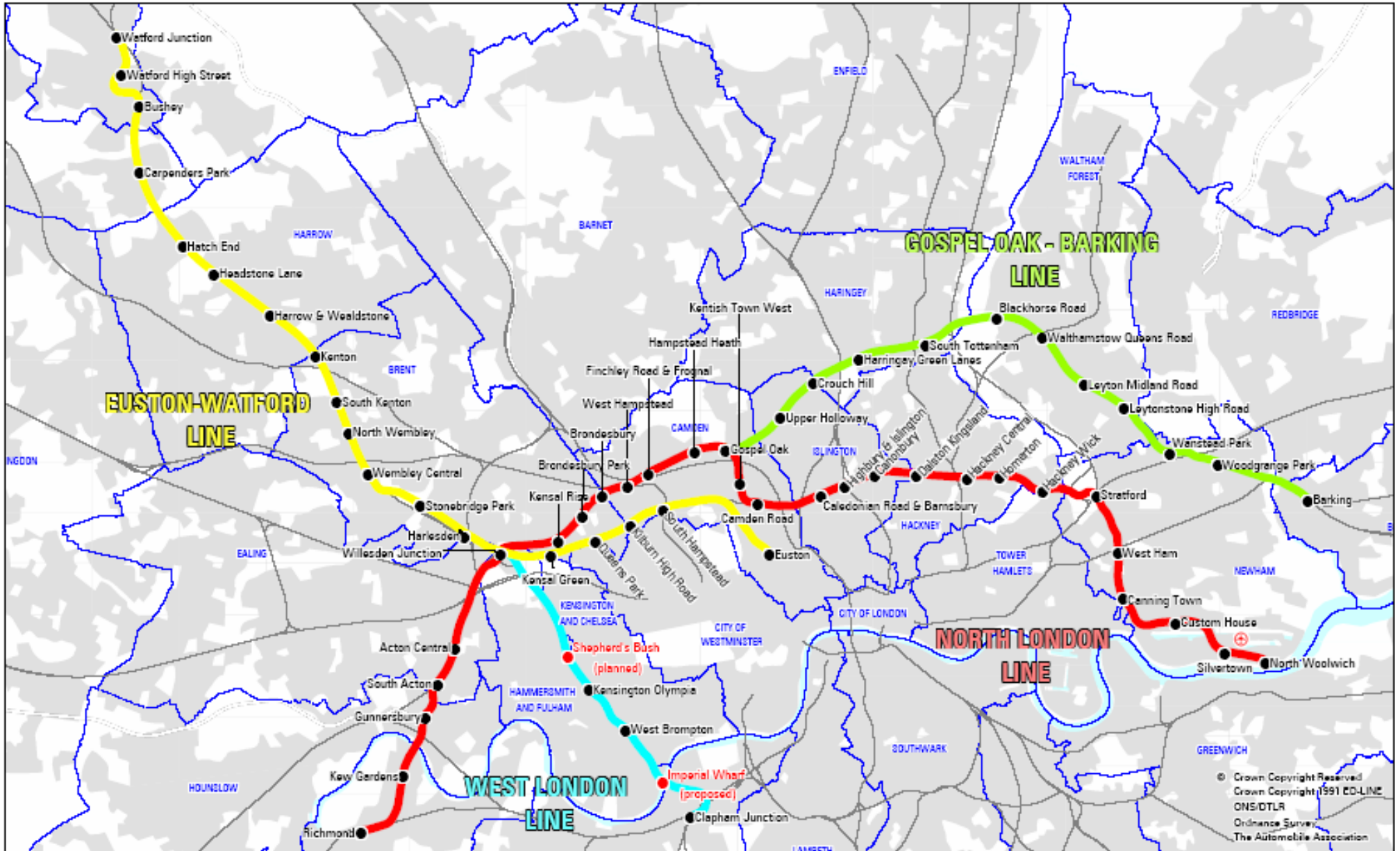
## **6. IMPACT ON EQUALITY & SOCIAL INCLUSION**

- 6.1 Investment in a new train fleet for NLR will provide much improved accessibility to passengers. The station enhancement programme will include some small scale works to improve accessibility where this is possible. However, responsibility for larger scale works necessary to make stations DDA compliant will remain with DfT as part of its Access For All plan. Improved staffing and security measures will also enhance accessibility and personal security.
- 6.2 Lessons learned from the approach taken in the East London Line Procurement Process and the recent DLR Re-franchise in relation to the promotion of equality and inclusion objectives will be applied to the North London Railway concession process and any other procurement.

## **7. RECOMMENDATION**

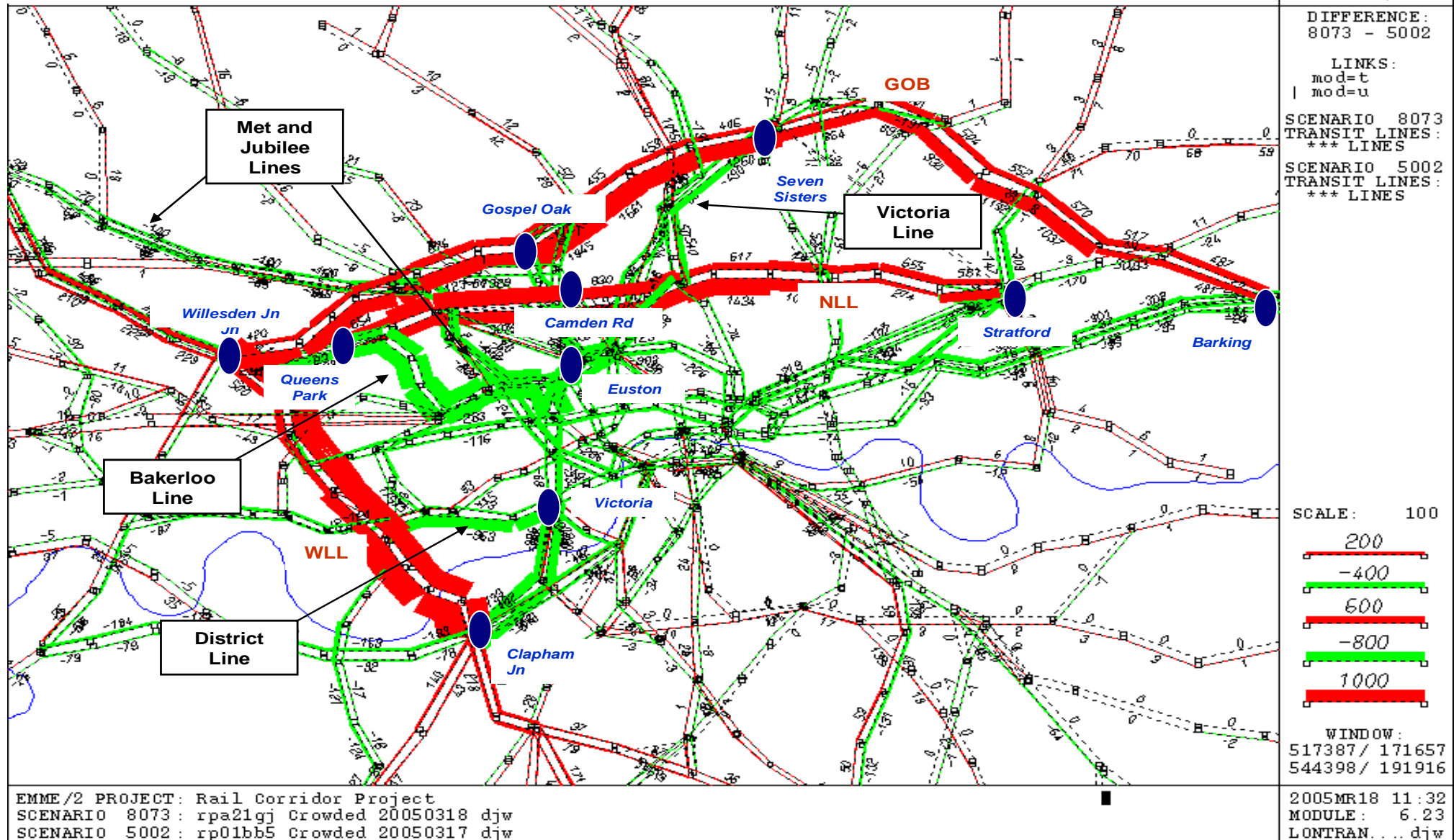
- 7.1 That the TfL Board **NOTE** the contents of this report.

# APPENDIX A: North London Railway Routes



# Crowding relief resulting from service enhancements

*emme/2*





**TRANSPORT FOR LONDON**

**STAFF SUMMARY**

**SUBJECT:** Investment Programme Oversight by the TfL Board

**MEETING DATE:** 29 March 2006

---

**1 Introduction**

The Investment Programme (IP) is now established in TfL. With it, the Oversight / Independent Engineer (IE) are bedded in, and the work programme is underway. Chief Officer arrangements for collective oversight of the IP have also been established. Consideration now needs to be given to the appropriate Board involvement in oversight of the IP.

**2 Officer Oversight of IP**

Oversight has been introduced in recognition of the fact that the dramatic increase in the scale and complexity of the IP requires an appropriate management response. This response has taken the form of a new TfL function, known as IP Oversight, and a new officer group, known as the IP Oversight Group. This function, operated through this Group, provides the Commissioner and Chief Officers with assurance of IP progress of the top 50 projects, and assurance that the appropriate policies, resources and efforts are being applied to ensure success of the Five Year Investment Programme. This inevitably covers more than just monitoring the IP, and addresses such issues as pan-TfL programme capability enhancements e.g. ensuring the right skills (project managers and engineers) are available to deliver the programmes.

The information used for oversight purposes is derived from that used as part of the existing monitoring and reporting processes that Group Business Planning and Performance (GBP&P) currently employ and as such it does not require that new systems be developed and implemented.

Oversight is not another layer of management for delivery of either projects or the IP as a whole. It sits alongside and takes an independent view on the delivery of individual projects and the overall progress on delivering the IP. In this way the oversight function provides assurance to the Commissioner and Chief Officers.

Amongst other roles, the Oversight Group serves as:

- a central location for consistent tracking and reporting on the status of the top 50 programmes/projects of the IP;

- a support to GBP&P to hold those who deliver projects accountable for results;
- a means to support and advocate for those delivering the projects, with authority to address institutional, administrative and other barriers to effective delivery;
- a source for disseminating best practice;
- a means of promoting consistency in addressing project management needs, resources and training, across TfL; and
- a means of identifying and assessing cross-cutting issues and trends in delivery, both positive and negative.

This oversight function is supported by focussed independent reviews of key projects. Conducted by specialist professional firms, recruited through a rigorous competitive process, these reviews are known as Independent Engineer (IE) reviews. IE reviews provide an independent assessment of progress on a project and the methodologies being employed. The IE reviews not only validate the findings of the broader programmatic evaluation, but also provide feedback to the modes on what is working well and what needs improvement in the delivery process.

Following a period of development under an interim head, the IP Oversight Group now has 6 out of 10 of its full permanent headcount in place, including a Director of Oversight who reports direct to the Commissioner. To support the Commissioner, a Chief Officers' Oversight Group has been established, meeting monthly.

### 3 Board Oversight of IP

There are two elements of Board oversight.

(a) The **first** relates to Board monitoring of IP delivery across TfL, including understanding corrective management action, where necessary. This element is proposed to be continued to be addressed under the present arrangements through quarterly IP Reports compiled by GBP&P including contributions from Oversight where appropriate which are then considered by Finance Committee and submitted to the Board.

These reports address separately individual projects over £100m and programmes / portfolios and projects under £100m. However, the Commissioner proposes to adopt a more flexible approach to reporting of individual projects for Finance Committee / Board oversight, and in particular identifying projects with higher levels of risk regardless of size, based on the guiding principle that the Finance Committee and Board should be given oversight of any individual project giving rise to a TfL-level material risk (such risks being identified through the Oversight arrangements).

Oversight also supports scrutiny of Investment Programme delivery to the financial markets, such as bond investors and the rating agencies. Discussions are being arranged with the rating agencies to ensure that their requirements for scrutiny are being met. The proposed enhanced approach

builds on existing arrangements and, hence, should not add significantly to the Finance Committee's already full agenda. The Board is invited to conclude that the proposed enhanced approach through the Finance Committee represents appropriate Board oversight of the IP for the purpose of monitoring of IP delivery across TfL and reporting on corrective management action, where necessary.

(b) The **second** element of Board oversight carried out by the 'Oversight' Group relates to obtaining assurance that TfL's management of IP 'systemic' and cross-modal delivery risk is effective. This element fits squarely with the Audit Committee's independent assurance role and, indeed, the Committee already discharges this role to a significant degree.

One further element in such discharge would be for the Audit Committee to monitor the work programme for Independent Engineers (IE). This would enable the Committee to optimise the assurance gained from the combined efforts of the IE and Internal Audit (IA) functions. The Committee already monitors the IA plan and monitoring of the IE programme would be an ideal way of assisting TfL in getting the best out of review functions which have elements of overlap.

The proposed enhanced approach builds on existing arrangements and need not place a significant additional burden on the Audit Committee but, depending on experience, it may prove necessary to increase the frequency of Committee meetings from 4 times a year. Subject to this, the Board is invited to conclude that the proposed enhanced approach through the Audit Committee represents appropriate Board oversight of the IP for the purpose of obtaining assurance that TfL's management of IP 'systemic' and cross-modal delivery risk is effective.

Individual IE reports will continue to form a major element to help manage individual projects, and will be considered in the future, as now, by the Chief Officers Investment Programme group. They will inform the reporting on individual projects and progress to the Finance Committee, and will also be used to inform the Board insofar as they point to broader IP management issues, and the Audit Committee insofar as such reports contribute to assurance on IP "systemic" and cross-modal delivery risk. To allow this the periodic Investment Programme reports to each Committee will refer to the generic issues arising from the programme of IE reports.

#### **4 RECOMMENDATION**

That the Board APPROVES the proposed enhanced approach to oversight of the IP through the Finance Committee and the Audit Committee.

**TRANSPORT FOR LONDON**

**STAFF SUMMARY**

**SUBJECT:** Publication of Public Agenda Committee and Panel Papers

**MEETING DATE:** 29 March 2006

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**1 Introduction**

The Commissioner has reviewed the arrangements for publishing Committee and Panel papers and wishes to propose a revised approach for Board approval.

**2 Current Approach**

Public agenda Board papers are published on the TfL website before each Board meeting. Public agenda committee and panel papers are sent to specific persons outside TfL but are not published on the TfL website.

**3 Proposed Revised Approach**

The current approach may have contributed to a perceived lack of transparency from TfL. Accordingly, the Commissioner wishes to seek the Board's approval for publication of all public agenda committee and panel papers on the TfL website at the time of each meeting, whilst maintaining the existing private agenda arrangements for the Board and all committees and panels. If approved, the revised publication approach would operate with effect from the committee and panels cycle feeding into the May or June 2006 Board meeting.

Also in this context, the Commissioner intends to publish a list of final reports issued by TfL Internal Audit from July 2000 to 31 March 2005 and from April 2005 to March 2006. If the Board approves the revised publication approach for public agenda committee and panel papers, this would have the effect of publishing a quarterly list of final reports as part of the public agenda Audit Committee papers, from April 2006. The reports themselves will be accessible unless there are specific legal or commercial grounds for confidentiality.

**4 Recommendations**

That the Board APPROVES the proposed revised approach to publication of public agenda committee and panel papers.

That the Board NOTES the Commissioner's intention regarding publication of internal audit reports.

**TRANSPORT for LONDON**

**TfL BOARD**

**SUBJECT: FINANCE COMMITTEE REPORT**

**MEETING DATE: 29 MARCH 2006**

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**1. PURPOSE**

To report to the Board on matters discussed at the Finance Committee meeting on 2 March 2006.

**2. BACKGROUND**

The Finance Committee considered the proposals for the 2006/7 Budget and agreed to recommend these to the Board. A paper setting out those proposals is being considered elsewhere in the agenda.

The Committee received report on the proposed issue of further bonds in 2005/6 and (under delegated authority from the Board) approved the issue of the prospectus and the size of the issue. It also agreed that the remaining balance of the undrawn borrowing limit of £550m for the year would be drawn down from the Public Works Loan Board.

The Finance Committee also considered two further papers – on Treasury Management Strategy and Prudential Indicators and Compulsory Purchase in connection with Hammersmith Temporary Bus Station – and recommended their approval by the Board. These papers are also being considered elsewhere in the agenda.

The Finance Committee receives reports on approvals expected to be given in 2005/6 by the Commissioner (or in his absence, the Managing Director, Finance and Planning) for projects budgeted to cost between £25m and £100m. One project had been approved since the Committee's last meeting – the below ground works at Shepherds Bush Central Line station up to a total project cost of £66.3m for delivery by December 2008

The next regular meeting of the Finance Committee will take place on 10 May 2006.

**3. RECOMMENDATION**

The Board is asked to NOTE the contents of this report.

TRANSPORT FOR LONDON

STAFF SUMMARY

TfL BOARD

**SUBJECT:** Report from Safety Health and Environment  
Committee Meeting – 14<sup>th</sup> March 2006

**MEETING DATE:** Wednesday 29<sup>th</sup> March 2006

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**1. PURPOSE / INTRODUCTION**

To update the Board on Health, Safety and Environmental (HSE) and Resilience matters.

**2. BACKGROUND**

The main matters at the SHEC meeting of 14<sup>th</sup> March 2006 were the Q3 performance highlights from the businesses, a review of Occupational Health Improvement Plans and number of aspects of the Committees remit and functioning.

A closed session, for reasons of confidentiality and security, was held on Resilience matters. In it the Committee ratified the GLA Pandemic 'Flu Response Plan.

**Business Q3 HSE reports**

Corporate Directorates: Members noted the report from Peter McGuirk and in particular the publication of the Group Environment Report 2005 available at [www.tfl.gov.uk/environmentreport](http://www.tfl.gov.uk/environmentreport).

London Rail: Members noted the report from Ian Brown and in particular that documentation of 'competence to enter service' had been received from HMRI for the City Airport extension of the DLR.

Members also thanked Ian Brown for the papers submitted prior to the meeting on safety management in Crossrail and the East London Line Project.

LUL: Members noted the report from Tim O'Toole. The positive comments by HMRI on the revised Safety Case were noted as was the creation of a special team (LUL and BTP) to ensure appropriate close-out on follow-up to staff assaults.

Members also noted that the sickness absence resulting from the July incidents had now been resolved but that the recent upward trend in sickness absence required, and was receiving, additional attention.

There was a discussion re the close-out of action items from incident investigations logged in the LU Safety Tracking System and Tim O'Toole

noted the comments made following a discussion regarding the number of action items from incident investigations logged in the LU Safety Tracking System (LUSATS).

LUL were congratulated by Members on the Stations Energy saving performance which is ahead of target and there was a discussion of opportunities and issues in minimising energy use in train operation. Tim O'Toole advised Members that the Government's original PPP contract does not incentivise the Infracos to conserve energy on trains but that LUL were now in discussion with the Infracos to determine whether new standards for delivering energy savings could be put in place.

Surface Transport: Members noted the report from Mike Weston. Members noted the Independent Audit of the Streets Safety Management System. Members noted the comments in the audit re the poor attendance of Directorates at the opening and closing meetings. The meeting noted the need to ensure that SMS had full involvement of all Directorates within Streets. Peter Brown (Chief Operating Officer for Streets) has committed to the implementation of the recommendations of the audit.

Members agreed that Peter Brown would be invited to attend the next meeting and provide an update on progress against action plan. Members noted that the Limehouse Link fire investigations were continuing and that reports were expected mid 2006. Members noted that efforts were being made to implement engine fire suppression measure to all buses as soon as reasonably practicable. This is expected to be completed within 5 years at the latest. Currently all new buses are fitted with engine fire suppression and it is also being fitted at refurbishment.

Members welcomed the note on Speed Management and Road Safety that had been circulated and in particular noted that the report indicated that for "urban main roads, a 1mph decrease in average speeds can be expected to reduce casualties by around 6%". Members noted the change in Safety Camera funding; it will no longer be from fines but directly from DfT grant. Mike Weston would circulate to Members a separate note on changes in funding of Safety Camera Partnerships.

## **Review of Occupational Health Improvement Plans**

Members welcomed the requested review presented by Olivia Carlton (Head of Occupational Health).

The current 5 year plan was initiated in LUL in 2003 and whilst modest was based on sound business benefits. Members noted the benefits delivered in the areas of stress and musculoskeletal related absences as a result of the interventions and that booklets and CD Roms had been produced to inform managers and staff of initiatives they can take. These booklets and CD Roms are currently being modified to make them usable across TfL.

A series of Health Fairs have been held and these proved popular and effective but the weight loss programme 'Waist management' less so.

The LUL work has been widely well regarded and the work on stress was highly commended in a national competition and the whole programme won

the London Region award for the most improved employer in the BBC Big Challenge Health Works Award in Jan 2006.

Members noted that a well being initiative is being trailed in selected parts of TfL outside of LUL and that this includes not only voluntary health assessments and follow-up but also the development of induction and management training.

### **Review of Aspects of the Committee's functioning**

Questionnaire on the functioning of SHEC:

Members received an analysis of the results of a questionnaire they and other attendees had completed on the functioning of SHEC. In general the participants regarded the Committee as functioning well, and particularly well in regard to the support from the Secretariat. Principal areas for improvement actions noted were that the Terms of Reference of SHEC do not currently fully reflect the scope of areas addressed by the Committee (see below Review of SHEC Terms of Reference), that members would welcome additional briefings/workshops on aspects of the management of HSE and resilience. Members are being canvassed with regards to availability for a briefing/workshop in June 2006. In addition, members' responses indicated that they would welcome better definition of HSE audit processes across TfL and greater clarity as to how audit matters could best be reported to SHEC. (see below HSE Auditing in TfL).

### **Sustainability reporting to SHEC**

At the last meeting Members had sought greater clarification as to their possible role in relation to Sustainability matters. An outline of the expected inputs to the Committee in this area was provided. Members accepted that this was satisfactory. In essence the Committee will receive the elements of the following that relate to sustainability; business planning guidelines, business plans, annual environment or sustainability report, annual budget submission on sustainability to the GLA and additional reports that may be necessary to meet the Committee's Terms of Reference.

### **SHEC's Terms of Reference**

In the light of the expanding remit of SHEC in relation to Resilience and Environmental and Sustainability matters the Committee reviewed its terms of reference. The Committee noted the addition of text related to resilience and environment and sustainability matters to the re-drafted terms of reference and approved the recommendation to the Board for the approval of the revised SHEC terms of reference. These will be brought to the Board for approval at a subsequent meeting.

### **Other Matters**

Other matters noted at the meeting were:

HSE Auditing in TfL - the summary of HSE audit processes across TfL; the progress in the development of an HSE Assurance Letter process; business planning guidelines 2007/08 related to HSE and Resilience, and a summary of action items from the Review of HSE in TfL's Major Projects.



### **3. IMPACT ON FUNDING**

None.

### **4. RECOMMENDATIONS**

The Board is requested TO NOTE the content of the report.

Further details on the content of the report can be obtained from:  
Richard Stephenson (Tel: 0207 126 4905)  
Director Group HSE

## TRANSPORT FOR LONDON

## TfL BOARD

**SUBJECT:                    AUDIT COMMITTEE REPORT**

**MEETING DATE:           29 MARCH 2006**

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**1.    PURPOSE**

To update the Board on the meeting of the Audit Committee held on 16 March 2006.

**2.    BACKGROUND**

The Committee held a scheduled meeting on 16 March 2006. The meeting was not quorate, but Patrick O’Keeffe joined the meeting briefly by telephone to enable the Internal Audit Plan for 2006/07 to be approved. All other items on the agenda were for information or noting.

The Committee approved the Internal Audit plan for 2006/07 noting that it is now based on TfL’s strategic risk map in accordance with the Institute of Internal Audit’s guidance on Risk Based Internal Audit. Planned Internal Audit days show a reduction from 2005/06 reflecting efficiencies in audit approach. Adequate resources are available to deliver the assurance outlined in the plan. The Committee noted that the detailed audit plan will be set on a quarterly basis to ensure it takes into account updates to the risk map and that Internal Audit will work closely with Oversight and the Independent Engineer reviews to ensure efficient audit of projects within the Investment Programme. It should be noted that the addition of the Independent Engineer reviews provides further assurance on project risk.

The Committee received a paper on E-Procurement and was pleased to see the level of innovation TfL was demonstrating in trialling new technologies.

The final arrangements for Oversight of the Investment Programme were presented. The year-long project to set up and implement Oversight is now nearing completion and the interim team will shortly hand over to the permanent team of whom more than half have been recruited. It is proposed in a separate report to this meeting that Board involvement in oversight of the Investment Programme will be effected via the Finance and Audit Committees and the current routine reporting to the Board via the Commissioner’s report and the Finance report as appropriate.

The indicative Annual Audit and Inspection Plan for 31 March 2007 was jointly presented by the Audit Commission and KPMG. The Committee also reviewed the plans for Best Value reviews for the coming year and progress against the current year plan.

In connection with the audit of the accounts for the year ended 31 March 2006, the Committee considered a paper on the implications of recent accounting rule changes and previewed results of work to date on the opinions of General Counsel and the Director of Internal Audit on the Statement of Assurance on Corporate Governance.

Proposals for Audit Committee training in the summer were discussed and, finally, the Committee received an oral update on progress with strategic risk management.

The proposed private session with the Chief Finance Officer was postponed to a future meeting as the current meeting was inquorate.

The next meeting of the Committee is on 15 June 2006.

### **3. RECOMMENDATION**

The Board is asked to NOTE the content of this report.

**DOCUMENTS SEALED ON BEHALF OF TRANSPORT FOR LONDON**  
**BETWEEN 21 JANUARY 2006 and 23 MARCH 2006**

- 2 AGREEMENT UNDER SECTION 8 HIGHWAYS ACT 1980:  
OLDFIELDS ROAD SUTTON.
- 1 LAND REGISTRY – TP1 FORM (TRANSFER OF PART) RELATING  
TO SALE OF LAND FRONTING 34, THE AVENUE, TWICKENHAM.
- 3 CONSULTANT'S APPOINTMENT FOR SERVICES IN CONNECTION  
WITH A SECTION 106 POOLING STUDY.
- 2 LICENCE TO OVERHANG THE HIGHWAY – S177 HIGHWAYS ACT  
1980. 319-331 WHITECHAPEL ROAD.
- 1 CPO TRANSFER OF PART – PLOTS 53 AND 210 – PART A406  
SILVER STREET TO HALL LANE IMPROVEMENT.
- 1 MASTER AGREEMENT RE: GREENWICH PENNINSULA AND  
ENGLISH PARTNERSHIPS COMPULSORY PURCHASE OF SAME  
ALLOWING TFL TO WITHDRAW OBJECTIONS.
- 1 GRANT OF MEMORANDUM IN RESPECT OF THE PROVISION OF  
GRANT BY THE SECRETARY OF STATE FOR TRANSPORT TO  
TRANSFER THE LONDON OPERATION OF THE SILVERLINK  
NETWORK.
- 1 TRANSFER OF TERMS RELATING TO SILVERLINK.
- 1 LAND REGISTRY TR1 SALE OF LAND ON NORTH SIDE OF  
STATION APPROACH, STONEBRIDGE PARK.
- 2 COUNTERPART AGREEMENT- LEASE OF 6<sup>TH</sup> AND 7<sup>TH</sup> FLOORS,  
SOUTHSIDE, 97-105 VICTORIA STREET, LONDON SW1.
- 2 COUNTERPART LEASE: 6<sup>TH</sup> AND 7<sup>TH</sup> FLOORS, SOUTHSIDE,  
97-105 VICTORIA STREET, LONDON SW1.
- 1 LEASE OF TEMPORARY OCCUPANCY: 4D, 166 ST DUNSTANS  
AVENUE, LONDON.

- 2 LAND REGISTRY TP1 TRANSFER OF PART OF REGISTERED  
TITLE OF 4D, 166 ST DUNSTANS AVENUE, LONDON.
- 2 GLOBAL SWITCH LEASE AND SERVICES AGREEMENT.
- 1 LAND REGISTRY TP1 TRANSFER OF PART OF REGISTERED  
TITLE- PART OF SHADBOLT AVENUE.
- 1 AGREEMENT UNDER SECTION 8 OF THE HIGHWAYS ACT 1980 IN  
RESPECT OF HIGHBURY PLACE .
- 2 DEED OF PRIORITY – LAND AT ROCKMOUNT ROAD,  
PLUMSTEAD, LONDON SE18.
- 1 LAND REGISTRY TR1 TRANSFER OF WHOLE OF REGISTERED  
TITLE OF 63-71 ROCKMOUNT ROAD, PLUMSTEAD, LONDON,  
SE18.
- 1 OVERAGE AGREEMENT RELATING TO PROPERTY AT 63-71  
ROCKMOUNT ROAD, PLUMSTEAD, LONDON, SE18.
- 1 LEGAL CHARGE RELATING TO PROPERTY BEING LAND AT  
ROCKMOUNT ROAD, PLUMSTEAD, LONDON, SE18.
- 1 SECTION 278 AGREEMENT: EXECUTION OF HIGHWAY WORKS  
AT 2 SUTTON PARK ROAD, SUTTON, SURREY SM1 2NP.
- 1 AMENDED AND RESTATED TRUST DEED RELATING TO  
£3,300,000,000 MEDIUM TERM LOAN NOTE PROGRAMME.
- 1 DEED RELATING TO THE PROVISION OF ADDITIONAL SERVICES  
BY SILVERLINK TRAIN SERVICES LTD UNDER THE FRANCHISE  
AGREEMENT DATED 6 FEBRUARY 1997
- 1 CONTRACT FOR SERVICES BETWEEN TFL AND JACOBS UK LTD.
- 1 LAND REGISTRY TP1 TRANSFER OF PART OF REGISTERED  
TITLE OF PLOT 84 SOUTH SIDE OF NORTH CIRCULAR ROAD.
- 1 LAND REGISTRY TR1 TRANSFER OF REGISTERED TITLE OF 313  
NEWHAM WAY, CANNING TOWN, LONDON, E16 4ED.
- 1 LEASE RELATING TO PREMISES KNOWN AS UNIT 4 IN TICKET  
HALL AT EMBANKMENT STATION.
- 1 TRADE MARK TRANSFER DEED.
- 1 LAND REGISTRY TR1 TRANSFER OF REGISTERED TITLE OF 2  
RIVER ROAD, BARKING, IG11 0EY.

- 1 DEED OF ASSIGNMENT RELATING TO LEASEHOLD PREMISES AT 6 RATHBONE MARKET, CANNING TOWN, LONDON, E16 1EH.

**The TfL Seal Register will be available for inspection by Board Members at the meeting.**