

TRANSPORT FOR LONDON
BOARD MEETING – OPEN SESSION
TO BE HELD ON 28 MARCH 2007 AT 1000 HOURS
IN COMMITTEE ROOMS 4 & 5
CITY HALL, THE QUEEN’S WALK, LONDON SE1 2AA

AGENDA

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

1. Apologies for Absence
2. Minutes of the Previous Meeting held on 7 February 2007
3. Any Matters Arising from the Minutes

Business Items

Sponsor

- | | |
|---|-----------------------------------|
| 4. The Commissioner’s Report | Peter Hendy, Commissioner |
| 5. 2007/2008 Budget | Stephen Allen, Interim MD Finance |
| 6. Treasury Management Strategy & Prudential Indicators | Stephen Allen, Interim MD Finance |
| 7. Update on Sustainability and Climate Change | Peter Hendy, Commissioner |
| 8. Woolwich Ferry Transfer | David Brown, MD Surface Transport |
| 9. Revision of Standing Orders and Appointments | Howard Carter, General Counsel |

Items for Noting

- | | |
|--|---|
| 10. Report from the Finance Committee | Sir Mike Hodgkinson, Chair of the Committee |
| 11. Report from Safety, Health & Environment Committee | Dave Wetzel, Chair of the Committee |
| 12. Report from the Audit Committee | Judith Hunt, Chair of the Committee |

13. Mayoral Delegation and Direction to TfL to Revise the Transport Strategy Howard Carter, General Counsel
14. Mayoral Guidance and Direction to TfL in relation to Road User Charging Schemes Howard Carter, General Counsel
15. Any Other Business

Date of next meeting: Wednesday, 30 May 2007

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, 7 February 2007

Present: Ken Livingstone (Chair)
Dave Wetzel
Honor Chapman
Sir Mike Hodgkinson
Judith Hunt
Eva Lindholm
Paul Moore
Sir Gulam Noon
Dabinderjit Singh Sidhu
Tony West

In attendance: Lord Toby Harris

Steve Allen	Director, Corporate Finance
David Brown	Managing Director, Surface Transport
Ian Brown	Managing Director, London Rail
Howard Carter	General Counsel
Stephen Critchley	Chief Finance Officer
Mary Hardy	Director of Internal Audit
Peter Hendy	Commissioner
Ellen Howard	Public Law Team Leader
Tim O'Toole	Managing Director, London Underground
Jeff Pipe	Corporate Governance Adviser
Ben Plowden	Managing Director, Group Communications
Sam Richards	Commissioner's Chief of Staff
Len Simkins	Head of Business Services & Strategy, PCO
Ed Thompson	Director of Taxi & Private Hire
Valerie Todd	Interim Managing Director, Group Services
Jay Walder	Managing Director, Finance & Planning
Ronnie Warner	TfL Secretariat
Horatio Chishimba	TfL Secretariat

01/02/07 Apologies for Absence

Apologies for absence were received from Murziline Parchment, Lynn Sloman, Stephen Glaister, Patrick O'Keeffe, Kirsten Hearn and Bryan Heiser.

Declaration of Interests

No declarations were made except in relation to Agenda item 11 – See minute 11/02/07 below.

02/02/07 **Minutes of the Previous Meeting held on 7 December 2006**

The minutes of the previous meeting were **approved** and signed by the Chair as a correct record.

03/02/07 **Matters Arising**

There were no other matters arising from the minutes of the previous meeting. A table had been prepared setting out the current status for each of the actions, four of which had been completed and the other was progressing. The Board **noted** the actions list.

04/02/07 **Commissioner's Report**

The Commissioner introduced his report and highlighted issues that had arisen since the 7 December 2006 Board meeting.

Congestion Charge Western Extension:

The congestion charge Western Extension programme was on track for delivery on 19 February 2007.

Croydon Tramlink :

Tramtrack Croydon Limited lost the court case against TfL's subsidiary, London Bus Services Limited, in relation to their claim to be compensated the full cash fare value of journeys, when the vast majority of passengers travel on cheaper tickets.

Industrial Relations – London Underground:

The Mayor had decided to postpone late running of trains on Fridays and Saturdays. Two unions had accepted LU's final pay offer but the RMT had balloted its LU members for strike action.

Oyster and National Rail in London:

All the Train Operating Companies have given more or less positive responses to the offer to purchase and install Oyster Pay As You Go equipment at all their stations. The Commissioner did not foresee any reason why this could not be progressed, and was unconvinced by any arguments that it would bring about revenue loss.

Mayor's Transport Strategy 2:

The Commissioner confirmed that TfL had received a Direction and Delegation from the Mayor requiring TfL to assist with the revision of the Mayor's Transport Strategy. The Delegation would be reported to the March Board meeting.

Action: Howard Carter

Severe Weather:

The Board noted the disruption caused on 18 January when London experienced gales which tested the robustness of TfL's information system as well as the resilience of rail and road networks.

Metronet:

On 6 February 2007, the Mayor called on Metronet to seek an Extraordinary Review to resolve the issue of the relatively undefined cost overruns and delivery shortfalls of Metronet.

Letter Bombs:

The Commissioner informed the Board that that day, a third letter bomb had been received at the DVLA. Appropriate precautions were in place in TfL.

The Board **noted** the Commissioner's report.

05/02/07 Operational, Financial and Investment Programme Reports

The Chair told the Board that he regretted that this was the last Board meeting to be attended by Jay Walder and commended him for his outstanding contribution to TfL over the past 6 years. Jay Walder thanked the Chair, the Board and members of his team.

Jay Walder introduced his report which informed the Board of TfL's performance over the third quarter of 2006/07. Issues raised from the report included:

Operations:

Operational performance was characterised by strong growth in demand on the Underground and steady performance on the DLR and Buses. Passenger journeys on the Underground were 20m higher than target. Following the growth in passenger numbers for the Period, measures of reliability had declined in some areas, particularly those measures that increased when passenger numbers increased e.g. Excess Journey Time.

Oyster PAYG: Cash use during the period had reached an all time low and accounted for 5.2 per cent of all Underground journeys and 4.4 per cent of all bus journeys. The strong numbers recorded on Oyster PAYG were expected to continue to rise.

Other issues highlighted by Jay Walder included:

- Stratford International extension: Contracts had been awarded for the Network Rail interface at Stratford International station;
- CTRL: Significant progress had been made on the CTRL following the opening of the Western Ticket Hall. Phase 1 was completed in December 2006; and,
- Funding for Stratford Regional station had been agreed by the ODA.

Financial:

The report detailed improvements in forecasting income and expenditure.

Bond Issue: In December 2006 TfL issued a £200m bond and achieved a very good interest rate. Jay Walder thanked members of staff involved in the issue process.

Efficiencies: It was noted that TfL was expected to either meet or exceed the efficiencies targets set for 2006/07.

Patronage: Jay Walder informed the Board that free fares had added 15m journeys on the network. Jay Walder confirmed that a discussion on patronage, following the introduction of free fares, would be held at a meeting of the Surface Advisory Panel.

Action: David Brown

The Board **noted**:

1. TfL's operational and financial performance over the third quarter, 2006/07; and
2. TfL's progress on the Investment Programme over the third quarter 2006/07.

06/02/07 Public Carriage Office Update

David Brown introduced the paper that provided an update on taxi and private hire licensing as managed by TfL's Public Carriage Office.

The Board noted that there were over 24,000 licensed drivers at the end of Period 10. The number had remained static but the PCO had experienced a sharp increase in the number of new applicants.

A campaign, launched by the Mayor to increase the number of taxi driver applications from BAME communities, had resulted in the number of women drivers exceeding 400 for the first time.

City and Guilds had given official accreditation to the Knowledge examination and a large number of applicants who reached the appearance stage went on to achieve their licences.

The Board noted the successful marshalling of taxi ranks and other improvements e.g. arrangements to allow licensed minicabs to pick up and drop off passengers on red routes. The success was a result of joint working with highway authorities.

The Board **noted**:

1. the work that the PCO was undertaking in respect of taxi and private hire licensing and regulation; and
2. the contribution in particular to equality and crime and disorder through the provision of safer travel.

07/02/07 Taxi and Private Hire Vehicle Licensing Inspections

David Brown introduced the paper which informed the Board of the wide ranging measures that were being introduced to modernise and improve the arrangements for the delivery of taxi licensing and inspections following the outcome of a Best Value review.

One of the recommendations of the Best Value review was into the future direction of taxi licensing inspection services which concluded that a mid-year inspection was necessary to improve first time pass rates; raise standards by introducing a consistent approach to safety inspections; and reduce pollution by improving the overall mechanical condition of the taxi fleet in London. It was proposed that TfL award a contract to SGS (UK) Ltd and delegate taxi licensing and inspection services to them

In reply to the Mayor's question on how the PCO managed and monitored inspections, Ed Thompson confirmed that inspectors conducted unannounced inspections, to conduct safety checks e.g. brakes, lights etc. following this change, these would be increased. A paper giving a full report on ad hoc and scheduled inspections of vehicles would be submitted to the Board in due course.

Action: David Brown (Ed Thompson)

The Commissioner said that it was lamentable that only 53% of vehicles inspected passed the vehicle check on first inspection compared to 98% of buses, and this constituted a very good reason why a mid-year inspection was justified.

It was noted that delaying a decision could have safety implications and delay the improvement of standards in the trade.

The Board **noted** the content of the report and:

- 1 **Appointed** SGS (United Kingdom) Limited (SGS) under section 11 of the Metropolitan Public Carriage Act 1869 (MPC Act) to grant cab licences under that Act on behalf of TfL;
- 2 **Directed** SGS through the terms and conditions of the contract between SGS and TfL dated 2 April 2003 (as amended) (the SGS Contract), to grant cab licences in accordance with:
 - (a) the terms and conditions of the SGS Contract;
 - (b) the provisions of the MPC Act (as amended) and all other relevant statutory provisions; and
 - (c) any directions and guidance issued by TfL;
- 3 **Appointed** SGS under section 24(1) of the Private Hire Vehicle (London) Act 1998 (the PHV Act) to grant private hire vehicle (PHV) licences under that Act on behalf of TfL the terms and conditions of the SGS Contract;
 - (a) the provisions of the PHV Act and all other relevant statutory provisions; and
 - (b) any directions and guidance issued by TfL;

- 4 **Noted** that the Commissioner would agree the terms of the variation to the SGS Contract to give effect to the above delegation of functions;
- 5 **Noted** the following amendments to the London Cab Order 1934 (the Cab Order):
 - (a) removing the requirement for a physically signed application form from articles 5 and 9 to 13 of the Cab Order and streamlining the application and inspection process outlined in those articles;
 - (b) amending article 14(m) of the cab order to allow for licences to be transferred to new owner on the sale of a licensed cab.
 - (c) making mid-year safety inspections a prescribed condition of licensing under article 14(o) of the Cab Order;
- 6 **Noted** that the SGS Contract would be varied to require SGS to undertake mid-year safety inspections on behalf of TfL and that appropriate approval would be sought from the Commissioner in accordance with TfL Standing Orders in relation to such variation to reflect the additional cost of the transaction.

08/02/07 **Taxi Fares and Regulations**

David Brown introduced the report which sought Board approval for changes to taxi fares and other regulations to take effect in April 2007.

The Board was informed that the proposed increase was 3.2 per cent across all three taxi tariffs to be effective 14 April 2007. The increase was in line with the cost index, which had been used since 1981 and combined changes in operating costs with national earnings to produce a change in average fares. It was noted that responses to consultation with the taxi trade and London Travel Watch had been generally supportive of the proposed increase.

David Brown reported two other changes in addition to the fare increase. The first was a proposal to extend the Wimbledon tennis fixed-fare taxi sharing scheme to include taxi sharing from the tennis tournament to central London locations. The other was a proposal to allow a £2 charge to be added to the meter by a driver for journeys with a destination outside London in the same way it can be added by the driver for journeys ending in London from Heathrow.

The Board noted that there were no strong objections from the trade to the proposal to require drivers to provide a receipt on request.

Dave Wetzel requested that the recommendation be amended to make it clear that the additional charge of £2 for journeys from Heathrow Airport would be charged on journeys to destinations outside Greater London, *when the meter fare applied*.

The Board **noted** the content of the report and:

- 1 **Approved** the proposed taxi tariff changes and the making of a London Cab Order, to be signed by the Commissioner of Transport for London on

behalf of Transport for London, to

- a) implement the new fares with effect from Saturday 14 April 2007;
 - b) allow the additional charge of £2 for journeys from Heathrow Airport to be charged on journeys to destinations outside Greater London when the meter fare applied;
- 2 **Approved** the making of a 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 14 April 2007; and
- 3 **Noted** the making of a London Cab Order, requiring a taxi driver to provide a receipt for the fare paid on request from a passenger as a condition of taxi driver licensing under section 8(5)(a) of the Metropolitan Public Carriage Act 1869.

09/02/07 Revised Terms of Reference for the Corporate Advisory Panel

Howard Carter introduced the report which proposed a number of changes to the operation of the Corporate Advisory Panel to strengthen the incorporation of Equalities and Inclusion issues within TfL's corporate governance.

The Board **approved**:

1. the change of name of the Corporate Advisory Panel to the Corporate and Equalities Advisory Panel; and
2. the revision of Standing Orders to substitute the terms of reference in the appendix for the current terms of reference and other consequent arrangements.

10/02/07 Report from the Finance Committee

Sir Mike Hodgkinson introduced the report which highlighted matters discussed at the meeting held on 18 January 2007.

Sir Mike paid tribute to Jay Walder, for the support that he had given to the Finance Committee during this time at TfL.

The Board **noted** the content of the paper.

11/02/07 Report from the Audit Committee

Lord Toby Harris declared a pecuniary interest in the content of the Report from the Audit Committee. He was allowed to remain in the Chamber but would not participate in any discussion of the report.

Judith Hunt introduced the report from the Audit Committee which highlighted matters discussed at the meeting held on 24 January 2007.

Judith Hunt was pleased to bring to the attention of the Board the conclusions reached by KPMG in the Annual Audit and Inspection Letter on TfL's performance. The Inspection Letter confirmed that TfL had performed strongly during 2005/06 and had achieved the highest score in an assessment carried out by the Audit Commission.

The Board **noted** the content of the report.

12/02/07 **Any Other Business**

There being no further business the meeting closed.

Signed by the Chair: _____

Date: _____

**ACTIONS ARISING FROM THE OPEN BOARD MEETING HELD ON
7 FEBRUARY 2007**

Minute No:	Action:	Action to be taken by/ Status:
92/12/06	<p><u>Commissioners Report: Proposed Changes to Congestion Charging – Vehicle Excise Duty bands</u></p> <p>Analysis carried out on VED Band G to be circulated to Board members for information.</p>	<p>David Brown (Malcolm Murray-Clark)</p> <p>PROGRESSING</p>
04/02/07	<p><u>Commissioner's Report: Mayor's Transport Strategy 2</u></p> <p>The Delegation to TfL for revision of the Mayor's Transport Strategy would be reported to the March Board meeting.</p>	<p>Howard Carter</p> <p>COMPLETED – on agenda</p>
07/02/07	<p><u>Taxi and Private Hire Vehicle Licensing Inspections:</u></p> <p>A paper giving a full report on ad hoc and scheduled inspections of vehicles would be submitted to the Board for consideration.</p>	<p>David Brown (Ed Thompson)</p> <p><u>PROGRESSING:</u> To be reported at the May Board meeting.</p>

TRANSPORT for LONDON

BOARD

SUBJECT: The Commissioner's Report

MEETING DATE: 28 March 2007

1. PURPOSE

This report provides an overview of major issues and developments since 7 February Board meeting and updates the Board on significant projects and initiatives.

2. MODAL OPERATIONS

2.1 Surface Transport

Launch of the Congestion Charging Western Extension Zone

The Congestion Charging Western Extension Zone (WEZ) was successfully launched on 0700 on Monday 19 February. Analysis of the traffic impact data (based upon analysis of traffic counts, camera data, SCOOT reports and journey time information) confirms forecast results. Traffic entering the extension area has reduced in line with expectation of 10-15%; and there is little or no change in traffic on the boundary route, on the free through route and to traffic in and around the original zone.

The Real Time Traffic Management (RTTM) schemes and active involvement of London Traffic Control Centre were successful in keeping traffic flowing, despite a number of utility works, a large fire in Kensington, and serious road traffic accidents on the M4, Chelsea Bridge and on the free-through route in Victoria. An extensive programme of Real Time Traffic Measures was enabled ensuring the effective management of anticipated traffic flows.

The enlarged call centre successfully handled an increased volume of calls with 23,500 calls handled on Monday 19 February alone. This was some 25% above initial forecasts, but the average queue time for the day was well within contracted limit of 20 seconds. Since then call volumes have fallen back to 10-20% below the anticipated level with average queue times for Tuesday to Friday at less than 3 seconds.

Bus Passenger Journeys

Bus passenger journeys in period 11 show a 2.8% increase in journeys compared to last year. Year to date figures show an increase in journeys of 1.4%.

Bus, Tram and Dial-a-Ride Awards

The annual Bus, Tram and Dial-a-Ride Awards were held on 5 February to celebrate the achievements of individuals in the industries. Nominations were

made by operating companies and the awards were presented by the Mayor to the following individuals:

- Contribution to the London Bus Industry: Brian Savage (Driver Operator, Plumstead garage) and Nerbal Singh (Driver/Union Learning Rep, Hackney Garage)
- Contribution to the London Tram service: Gary Mintrim (Controller, Croydon Tramlink)
- Contribution to the London Dial-a-Ride service: Sandra Hall (Admin Support Officer)
- Natalia Muir Award for outstanding contribution to equality and diversity in the London bus industry: Liz Lee (Bus Driver/Operator, Stockwell Garage)
- London Bus Driver of the Year: Terry Gomm (Wood Green Garage)
- TfL Special Recognition Award "Exceptional Contribution to Transport in London": Chief Superintendent Mike Humphrey OBE of the Metropolitan Police.

Edmonton Green Bus Station

The official opening of Edmonton Green Bus Station took place on Friday 9 February. The modern bus station design can accommodate around 120 buses per hour from 13 bus routes, with the scope for increased capacity when required. Approximately 5 million passengers a year will use the facility, which offers a safe, clean and modern environment and is a contributing factor to the regeneration of the local area.

TOCU BusTag Award

On 21 February, the joint Transport Policy and Enforcement Directorate (TPED) / Transport Operational Command Unit (TOCU) Operation BusTag, which tackles criminal damage and anti-social behaviour on London buses using CCTV, won the Metropolitan Police Service Safer Neighbourhoods problem solving award. This is the primary award for problem solving in the Metropolitan Police Service and recognises success of this partnership project which has made 787 arrests in the past 11 months.

Powered Two Wheeler Casualties in Greater London

In February, the London Road Safety Unit published data presenting an updated analysis of casualties injured as riders or passengers of powered two wheelers (P2Ws) in Greater London, for data to 2005 (the latest year of finalised data at the time of writing). During 2005 in London, P2W riders or passengers made up 16% of all casualties and 23% of killed or seriously injured (KSI) casualties. 90% of these were male and over three-quarters were aged between 15 and 39 years. Considering progress against the casualty reduction target for P2Ws, the report shows the continued decrease in KSI casualties. By the end of 2005, KSI casualties were 9% below and slight casualties 16% below the 1994-98 average. These results are set against a rising trend in both ownership and use of P2Ws in Greater London.

TfL Crime and Disorder Strategy

The Crime and Disorder Strategy consultation closed on 28 February 2007. Whilst over forty responses were received, with the majority of comments submitted on or just after the deadline, a number of key partners have yet to

respond, and their views are currently being sought. In order to accommodate this, and to fully incorporate all comments submitted, approval of the final Crime and Disorder strategy has been postponed and will now be sought at the TfL Board meeting in May 2007.

2.2 London Underground

Industrial Relations - Pay Negotiations

Following the Mayor's announcement that he suspended the introduction of late night running on the Underground, all trade unions have advised LU that they have accepted the three-year pay offer, or are balloting their members with a recommendation to accept. Despite the protracted negotiations, the deal is the first for several years to be accepted by all the trade unions without any industrial action and it is the first comprehensive, three-year pay deal ever on LU. All staff have been notified of the arrangements for payment of arrears, with the first payments being made during March.

Connect & Airwave Radio

The contract for the Airwave radio network used by police and the emergency services to operate using LU's Connect digital radio system has been signed. The project is being funded by the Police Information Technology Organisation. It is planned that Airwave will be operational on all Underground lines in 2008. This will mean that the Metropolitan Police Service and other UK police forces including the City of London Police will have Airwave radio coverage at all 125 below ground Underground stations, bringing added flexibility to the way that emergency services operate underground and providing extra reassurance to Londoners.

The Connect system is currently live on the Circle, District, Hammersmith & City, Metropolitan and East London lines, and will be rolled out across the remainder of the network on a line-by-line basis throughout 2007. Airwave will be progressively commissioned on a similar basis, starting with the East London line in April.

2.3 London Rail

Docklands Light Railway Performance

Overall performance continues to be good with virtually all targets exceeded. Ridership levels reached 60m passengers p.a. in February.

National Rail in London

The DfT has indicated that it expects to announce the extension of the Mayor's powers on National Rail by the end of March.

Following the submission of TfL's Rail 2025 component of Transport 2025 to DfT, the Secretary of State made an announcement at the National Rail Conference on Wednesday 14th March that the DfT will be procuring 1,000 new rail cars for growth on the National Rail network, particularly focused on corridors into major UK cities, including London. These are to be procured and delivered between 2009 and 2014 from a budget of c. £130m p.a., £1bn in total. The Government High Level Output Statement (HLOS) should

specify associated infrastructure works in addition, particularly in the area of lengthening station platforms to accommodate longer trains.

Following the Mayor's agreement with the Secretary of State for Transport last year, TfL made a written offer to all London TOCs to pay for the installation of Oyster validates at national rail stations. By the 31 January deadline set out in the offer all London TOCs had accepted the offer in principle. Chiltern, c2c, and the Hackney area services on One, a large proportion of whose traffic is already interavailable with the Underground, will have Oyster pay as you go acceptance enabled by January 2008. Other services will have Oyster pay as you go acceptance enabled by January 2009, subject to resolution of conditions in their acceptance.

2.4 London Overground

The placing of the 7-year concession contract to operate London Overground services is progressing on programme. Hong Kong MTR/Laing and Govia (GoAhead and SNCF) will submit Best and Final Offers on 19th March. We expect to be able to confirm the concessionaire in June 2007 ready to commence operations on 11th November 2007.

Planning and procurement of Overground-wide station upgrades continues, additional gates for 11 stations and Oyster equipment for the Overground network has been ordered for installation before TfL takes over in November. A major order for additional ticket machines for Overground is imminent.

The Main Works Contract to construct the extended East London Line is well underway, with detailed design work progressing and the commencement of the first physical works in terms of preparations for piling at Bishopsgate and Dalston. Preparatory work for the connection to the National Rail network at New Cross Gate is also underway. The programme is on schedule for public opening in June 2010.

Design continues on the 44 trains which will form the Overground Rolling stock, ordered from Bombardier, Derby. Physical construction of the trains will start later this year and delivery will take place in 2008/09 with trains introduced first onto the North London Railway then to East London.

TfL is fully engaged with Network Rail on the North London Line infrastructure project which will deliver more and longer trains, as well as station upgrades and will allow the introduction of TfL's new rolling stock in 2009, followed by the service upgrade necessary to meet the Olympic requirement and legacy specifications from early 2011. The Olympic Delivery Authority have been asked to confirm their contribution to the North London Line upgrade scheme.

Following the Mayor's announcement with respect to connecting the East London and North London railways at Dalston, the project now includes the Dalston Curve and design work for this additional infrastructure is underway. The Dalston Curve, allowing through services from the East London Line to run to the key interchange at Highbury & Islington is planned to be open by February 2011.

3. MAJOR PROJECTS AND INITIATIVES

Woolwich Crossrail Station

On 20 March the Secretary of State and Berkeley Homes signed an Outline Agreement for the construction of a Crossrail station box at Woolwich. These works will require an Additional Provision to Crossrail Bill which is expected to add approximately 3 months to the bill programme. Royal Assent is therefore now scheduled for April 2008.

Stratford Regional Station Upgrade

The ODA have now secured full funding for the project following agreement with the Secretary of State; this was launched on 16 March. As sole funder, the ODA will takeover the management of the project post the completion of the current stage.

Thames Gateway Bridge

TfL is awaiting decision on the powers from the Secretary of State for Transport which is expected by the end of March 2007. The procurement documentation is being finalised and the OJEU notice is expected to be issued after March.

Cross River Tram

The consultation period formally closed on the 31st January 2007. Overall figures show 4900 responses with circa 3900 people engaged face to face. In addition there were 71,000 website hits from 36,000 individual addresses. A public consultation report by MORI is being prepared and should be available by the end of April.

East London Transit

At a LB Barking and Dagenham meeting on the 10th April 2007 approval will be sought for phase 1a to pass through Barking Town Centre. The timing of the public consultation for phase 1b route options and the delivery of the East London Transit will be subject to this decision.

Croydon Tramlink Extension

The public consultation on three possible route options for the extension closed on 18 December 2006. Over 750 people attended the public exhibitions and over 1450 responses were received. The feedback is now being collated and analysed. The report on the consultation is scheduled for publication in spring 2007.

Victoria Transit Interchange (VTI)

TfL is co-ordinating detailed design work across the modes to input into the development of Land Securities' plans for Victoria. TfL has signed a Heads of Terms agreement with Land Securities. The Heads of Terms are not legally binding but provide for the transfer of TfL land to Land Securities in order to build their development and enable delivery of the transport and public realm improvements. They set out TfL's conditions to support any planning application from Land Securities and also state that the Victoria Station Upgrade (VSU) project, being delivered by London Underground, must be

safeguarded. Authority will be sought from the TfL board at the appropriate stage before entering into any Development Agreement with Land Securities.

DLR Projects

The first car body for the new fleet of 55 vehicles for the DLR has been completed by Bombardier in Bautzen, Germany. These trains are needed for Woolwich Arsenal, the 3 Car upgrade, the extension to Stratford International and for Olympic services.

The second bore of the Woolwich Tunnel is about to commence. The Tunnel Boring Machine, which completed the first tunnel in December 2006 has been returned to the north bank and reassembled, the second tunnel should be complete by the autumn of this year with the project on schedule for opening on 2009.

Best and Final Offers for the 3 Car Capacity Enhancement Project have been received by TfL which expects to sign the contract at the end of May with the project on schedule for completion in 2010. The Public Inquiry into the final powers necessary for the 3-Car schemes closed on 7th March with only a 12 objectors remaining out of the original number of 54.

The Stratford International Project is underway with Skanska undertaking the 'Package 8' works at Stratford. The junction works at Canning Town are included in the 3 Car Project and bids for the remaining 'Package 6' were received 12th March.

Other DLR Projects currently underway include the provision of the new Will Alsop designed DLR platforms at Stratford Regional, the expansion of Beckton Depot, the construction of a new station at Langdon Park and works to improve the station environment at Shadwell. Planning is also underway for an improved connection between DLR and C2C at Limehouse.

4. CORPORATE OPERATIONS

Procurement

At the end of period 12, Group procurement working across the operational modes has delivered £76.3M of accepted savings under the business procurement efficiencies programme. This exceeds the stretch target of £75M for the complete financial year.

Agreement has been reached from all members of the GLA Family to establish and fund a Sustainable Procurement team within TfL Group procurement that will coordinate activity on behalf of all bodies. Recruitment for this team commenced on the 7 March 2007.

Property and Facilities

Group Property has successfully acquired a long leasehold interest in a Grade 2 listed property adjoining Bond Street Station (2 Stratford Place). This was a strategic requirement for the Crossrail Project, and a complicated, potentially lengthy acquisition process (the occupier was a foreign embassy, exempt from compulsory purchase powers), has now been avoided. Pending

Crossrail, the property will be used as Head Office accommodation or let commercially.

For the 5th successive year, the income producing portfolio solely managed by Group Property's Asset Management Team has out performed the industry benchmark for income growth, bringing in £47m this year. Over the last five years, GP&F has out performed the market on income growth by over a 2:1 ratio, providing funds for investment.

Equality & Inclusion

The Independent Disability Advisory Group was formally launched on 9 March 07 and will play a critical role in a providing coordinated input on future developments.

TfL has continued to implement positive action with regard to the equality agenda. Earlier in the reporting period the TfL Gender Equality scheme was appropriately launched on International Women's Day (8 March 07).

In February the highly successful TfL Lesbian, Gay, Bisexual and Transgender (LGBT) history month took place to celebrate the 40th Anniversary of the decriminalisation of homosexuality and other more recent changes in legislation that have resulted in a more inclusive society. At the conclusion of the activities TfL hosted a dinner that featured speeches from Kirsten Hearn, Ben Summerskill and Peter Tatchell.

Human Resources

Extensive activity is taking place to ensure that the recruitment process for the four MD roles created as a result of the reorganisation proceed smoothly.

Policy & Strategy

Transport 2025

Interest in and support for T2025 continues to be strong both within TfL and among external stakeholder groups. TPP has given several internal presentations in recent weeks plus a presentation to the Women's Transportation Seminar. External briefings are continuing (combined with SR07) with MPs and key stakeholders, including presentations to the Confederation of British Industry (CBI), London Chamber of Commerce and to the London Councils.

Transport Network Planning - Modelling

A costed programme of modelling and data improvements is being developed, and is expected to report in Spring. This will identify options for improving existing models and integration between models and data, and also explore areas where modelling could be strengthened such as Land Use - Transport Interaction. One area being examined includes improving tools to support sub regional planning, for example traffic modelling to improve TfL's input to planning decisions, particularly where the cumulative impact of a number of development sites is likely to be significant. This will also help TfL support the Mayor's new planning powers and strengthen the ability to interpret strategic targets and policy at a more local level.

Fares & Ticketing

Bus and Tram Discount scheme – Agreement between the Mayor and the Republic of Venezuela

A scheme to provide discounted Oyster bus travel to Londoners in receipt of income support has now been agreed, as part of the Energy Funding Contribution and Co-operation Agreement with Venezuela, and will be introduced in July. A 20 per cent reduction in the price of fuel for the London bus fleet will cross fund a 50 per cent discount on bus and tram travel for the 250,000 London residents who receive income support. As part of the reciprocal arrangement I will be visiting Caracas in the next few weeks to initiate the process of providing Venezuela with technical advice.

Pay as you go use

The trend of PAYG use continued to be positive in Period 11 following the strong growth over the autumn. In Period 11, PAYG accounted for 24% of all Tube trips, compared with 15% in March last year. Corresponding bus figures were 14% in Period 11, compared with 8.0% in March last year.

Fares Increase – 2 January 2007- cash fare use

Cash single ticket use has shown a marked decline following the increase in the bus cash fare to £2 and the increase in most tube cash fares to £4 in January. Cash use now accounts for 2.7% of all bus trips and just under 4% of all Tube trips.

Fares Campaign

A heavyweight campaign focusing on high cash bus routes, C2DE's and ethnic minority groups who are not using Oyster went live across London on 5 January 2007. The message focuses on the fact that Oyster is half the price of the single cash fare and includes specific targeting of ethnic communities and groups where cash use is high.

In relation to ethnic communities, 29,000 people were approached and leaflets distributed and 6,881 Oyster cards were handed out. Feedback was positive from those approached, especially the translated information and the presence of a mother tongue speaker. 52% of the cards handed out have been used. 70% of the cards that have been used have since been topped up, 31% with PAYG and 48% with period tickets. Ethnic communities particularly welcomed the efforts of TfL for communicating with them in their own language and community leaders praised TfL for their approach. The combination of mixed gender staff and mixed language staff contributed to the success of the campaign.

In relation to groups where cash use is high, 30,871 people were approached, 13,561 leaflets were distributed and over 5,000 Oyster cards were handed out. Feedback was positive from those approached. Over 52% of the cards handed out have been used. Over 40% of these cards have been topped up, 39% with PAYG and 5% with period tickets.

Oyster Cards for Visitors

The sale of Oyster cards via Gatwick Express rail services has now commenced. Initial sales figures report 255 pre-loaded PAYG cards were sold

over the first 3 days, over 100 of these sold on the first day alone. Sales have been restricted so far to ticket windows at Gatwick Airport, with rollout to on-train sales scheduled to commence by 1st March. Meanwhile, TfL are discussing the launch of a similar service on Heathrow Express, Stansted Express, other rail services operated by the National Express Group, and the other Train Operating Companies.

Journey Planner Demand

Demand for Journey Planner in January has returned to above 40 million server hits and 1.7 million unique users after the expected seasonal dip in December. This is up from 29 million server hits and 1.3 million unique users in April 2006.

Silver Arrow Advertising Award

As part of the aim to reduce the number of powered two wheeler drivers killed or seriously injured on London's roads by 40% by 2010, TfL produced the 40 second commercial "The day you went to work". This went live in July 2006 on cinema and TV with a further campaign burst being run in March 2007. The commercial was awarded a Silver Arrow at the BTAA awards in March - the most prestigious TV advertising awards in Britain.

Finance

Pension Protection Fund levy

The Pension Protection Fund levy 2007/8 calculation will use the insolvency risk data provided by Dun & Bradstreet for both TfL and its subsidiaries on a weighted average basis, whereas for 2006/7 it was calculated by reference to TfL alone. TfL has been successful in securing from Dun & Bradstreet the most beneficial "failure score" rating of 100 for the TfL subsidiaries which matches the rating of 100 that was secured for TfL itself last year. This will reduce the amount of the levy that would otherwise have been required to be paid.

Business Planning Round

The Business Planning process for the 2008/09 planning round has begun with the issue of draft Business Planning and Budgeting Guidelines (final Guidelines will be issued in March). This will extend the planning horizon to 2014/15. Main issues for the forthcoming round include revenue expenditure control and the embedding of sustainability into the planning process. A series of workshops for the planning community are taking place in March to launch the process.

Repayment Ratings

The international rating agency Standard and Poors reaffirmed TfL's AA rating earlier this month as part of their annual update. This rating means that investors can have a high degree of confidence that TfL will meet its repayment obligations as the works in the Investment Programme are progressed. TfL staff met with S&P over the past three months, to discuss the Business Plan, progress of the investment plan as well as business strategy. As part of the report, S&P highlighted what they saw as the key strengths of TfL: continued strong links and good relationship with the U.K. government;

dominant transport provider in London, which has strategic importance for the U.K. economy; investment plan on track, with Olympic Games-related transport projects being delivered on time and to budget; flexibility to increase fares or reduce service and adjust investment program, if required; and stability and oversight provided by the U.K. local authority framework. The weaknesses they flagged up were: direct borrowings to total up to £3.3 billion by 2010, as set out in original business plan; challenging investment program, which may stretch project-management capacity; and London Underground service delivery closely linked to performance of PPP contractors. The report is available on TfL's website for public access.

5. COMMUNICATIONS

Travel Demand Management

Personalised Travel Planning (PTP)

Interim results on the autumn programme in Haringey have been received. During the initial follow-up surveys 16% of respondents stated they are now using public transport more and 24% stated they are walking & cycling more. The team are now looking at new ways of maintaining the positive changes in attitude and behaviour, such as events and local campaigns. A full post implementation evaluation will be undertaken 12 months after the project to determine the sustained impacts.

School Travel Planning (STP)

The TfL accreditation scheme for schools is currently being trialled in three boroughs and will be officially launched London-wide in April. This is a three-tier awards scheme: bronze (for STPs which meet minimum requirements), silver (for good plans which show the school has implemented initiatives beyond minimum requirements) and gold (for exceptional achievement).

Car Clubs

There was a conference on car clubs on 2 February attended by 140 delegates and chaired by Jenny Jones AM. The conference announced TfL funding for 2007/08 (£500k) and looked at barriers and opportunities for local authorities implementing car clubs.

Workplaces

Best practice guidance for 'Workplace Travel Planning for New Developments' was issued for public consultation on 15 December. This guidance is aimed at standardising the approach towards travel planning and when formally adopted is expected to lead to a significant increase in the implementation and effectiveness of plans across London.

Crossrail

The Campaign for Crossrail continued to gather endorsements for the project from key stakeholders. 19 FTSE100 companies are now supporting the Campaign as well as key business representative organisations - the CBI, London First and the LCCI. All the major political parties including the Prime Minister, Shadow Transport teams, the Transport Select Committee chair and 61 out of 74 London MPs. The TUC and other trade unions have also pledged their support, as have all 32 London Boroughs and the City of London.

The Campaign for Crossrail has also ensured that the project was raised at the most senior levels of Government, including at a meeting of the Chancellor's High Level City Group and with the Prime Minister during a lobby of 10 Downing Street, where business and trade union leaders and the Mayor made the case for Crossrail. The Secretary of State for Transport and senior Treasury officials were also present at the meeting.

Following the meeting, the Prime Minister said, "This Government is absolutely committed to Crossrail, so I am delighted that we now have a robust and cost-effective scheme that will deliver benefits not just for the capital but for the whole country. We will work with the Mayor and with business to secure a final funding and financing package."

Traffic Signals

Two well attended forums with Borough officers were held on February 6 and 7. Over 100 officers attended to discuss TfL's 2007/08 signals programming and to consider the role of traffic signals viz a viz alternative techniques in delivering desired scheme outcomes.

Guide Dogs for the Blind Association

On 17 January 2007, staff at Wembley Park Station were presented with the Guide Dogs for the Blind Association's Open Doors Service Excellence Award. For the past 18 months, blind student Christina Finlayson has regularly travelled through Wembley Park with her guide dog. She was so impressed by the help and service she received from staff at the station that she nominated them for the award, which is part of the Open Your Doors 'Golden Ribbon' campaign. This aims to educate service providers about how they can best serve visually impaired customers. The presentation of the award received strong positive media coverage.

6. CORPORATE ISSUES

Comprehensive Spending Review 2007

TfL has worked closely with DfT to support their Spending Review submission to the Treasury. This has covered both the costs of maintaining and renewing the existing transport system and proposals for the funding of Crossrail. In doing this background briefings for DfT and Treasury officials have been undertaken across a range of the TfL businesses. TfL has also supplied the 'Achievements 2007' and 'Value for Money' documents to the DfT and Treasury, both of which were well received. TfL has also met with a wide range of interested parties both from the political and business worlds to ensure, as far as is possible, our position is fully understood and supported.

TfL's present financial settlement with Government extends until 2009/10 so the Spending Review discussions are focusing on the period after March 2010. It is clear that any settlement will be tight and therefore we shall need to continue to look to deliver our services and projects in more effective and efficient ways.

TfL Bill 2005

On 13 March TfL appeared before a House of Lords Unopposed Bill Committee in relation to the Transport for London Bill 2005. The Transport for London Bill 2005 proposes to provide TfL with further powers in respect of its responsibilities relating to congestion charging, London cabs and private hire vehicles, penalty fares, street management and miscellaneous matters. Following evidence from TfL, the Committee approved the progression of all clauses before it without amendment. The Committee also approved the continuation of discussions between TfL and the Government in relation to two clauses which have been opposed by the Government. These two clauses relate to a proposal to clarify the PPP related provisions and a proposal that TfL subsidiaries could enter into risk mitigation arrangements. The next step in the Parliamentary process is for the Bill to be read a third time in the House of Lords following which the Bill will move to the House of Commons for consideration.

Appointments to the TfL Board and Advisors

I am very pleased to welcome two new Board members, Rana Roy and Christopher Garnett, and two new advisers, Shiria Khatun and Peter Anderson. An occasion for Board Members and Managing Directors to meet informally is being organised.

Distribution of Press Releases to Board Meetings

A summary of TfL press releases will be made available to the Board for their information at the Board meeting. The aim is to give Board Members an up to date overview of TfL's initiatives in the period running up to each meeting, without placing too big a burden on their time. If Board Members find the service useful it will be continued at future meetings.

Peter Hendy
Commissioner of Transport
Transport for London
March 2007

TRANSPORT for LONDON

BOARD

SUBJECT: 2007/08 Budget

MEETING DATE: 28 March 2007

1. PURPOSE

- 1.1 TfL's revised business plan for 2005/06 to 2009/10 was approved by the TfL Board on 25 October 2006. The plan formed the basis of TfL's budget submission made to the Greater London Authority (GLA) for inclusion in the Mayor's draft consolidated budget proposal, which was approved by the London Assembly on 14 February 2007.
- 1.2 This paper outlines TfL's detailed budget for 2007/08, reflecting both the Mayor's agreed budget for 2007/08 and changes that have arisen since the business plan approval for the TfL Board to approve.

2. INTRODUCTION

- 2.1 TfL's budget in 2007/08 is entirely consistent with the aims of the published business plan: to be the world's leading transport authority, delivering safe, reliable, integrated transport to all those who live in, work in or visit London, and to invest in improvements to that transport infrastructure to support London's economic and spatial development. Building on work in previous years, this budget also focuses on sustainable development, both through promotion and investment in sustainable modes of transport such as walking and cycling, and through wider initiatives designed to face the challenges of climate change and equality and inclusion. It also includes a range of projects consistent with TfL's commitment to deliver transport infrastructure for the London 2012 Olympic Games.
- 2.2 The budget is presented in two parts: an operating budget which includes both expenditure related to TfL's operations and investment delivered by others through PPP/PFI type contracts, bus contracts, and schemes funded for delivery by the Boroughs as part of the Local Implementation Plans (LIPs); and a capital budget which includes investment expenditure on assets that TfL directly manages.

3. RECOMMENDATION

- 3.1 The Board is asked to NOTE the contents of this report and APPROVE the 2007/08 budget.



Budget

2007/08

MAYOR OF LONDON

Transport for London



Cover Image: Construction of the landmark Regents Canal Bridge as part of the East London Line Extension – the first bow-string arch bridge in Britain to carry a railway.

Transport for London

2007/08 Budget

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Operational Delivery

- 2.1 The 2007/08 budget will support growth in passenger numbers across all modes of transport that TfL operates. Passenger journeys are forecast to rise to 1,048m on the Underground and 1,897m on the Bus network. Levels of active travel are also forecast to rise, with cycling up 98 per cent on the TLRN since 2000 and targeted increases in the number of journeys by foot.
- 2.2 In terms of service provision to support this growth in usage, kilometres operated on the Underground are forecast to increase by one per cent, reflecting the programme of timetable changes and planned service enhancements on the Jubilee, Northern, Central and Victoria Lines.
- 2.3 The Bus network will continue to expand – including additional services following the Western Extension of the Congestion Charging Scheme and increased services to the White City development near Shepherd's Bush. Kilometres operated on the Dockland Light Rail Network will also increase, up 10 per cent, reflecting the service enhancements enabled by the improvements at Stratford Station.

- 2.4 Despite demand rising across the networks, targeted reliability remains at or close to 2006/07 levels, representing improved organisational performance in real terms. The Excess Journey Time metric in London Underground is under review to ensure it is properly able to isolate the impact on service reliability from excess demand.
- 2.5 In line with the goal of being the world's leading transport authority TfL is working to maintain levels of customer satisfaction across most categories, despite the impact of rising customer expectations, increasing improvement works and increasing demand / congestion highlighted above.
- 2.6 **Other highlights in the forthcoming financial year include:**

Operations

- **North London Railway** – In November 2007 TfL will take over responsibility from the DfT for the Silverlink Metro (to be known as the London Overground – North London Railway). TfL will deliver a number of improvements, including enhanced frequency, improved customer service and security and, from late 2008, new trains.
- **Oystercard** – The budget enables a continued increase in the use of Oystercard through targeted public information campaigns and the existing differential fare structures. In addition, National Rail operators will be funded to install Oyster validators following the outline agreement with all the London train operating companies in January 2007. Additional work funded by the DfT will commence to assess whether Oystercard can be made compatible with the ITSO standard being developed nationally, and there will be new work to increase understanding of customer travel patterns through analysis of trip data.

Sustainability:

- **Climate Change Fund** – 2007/08 is the first year of the climate change mitigation fund established as part of the business plan to support initiatives designed to reduce CO₂ emissions. Projects planned to commence in 2007/08 include work to improve the sustainability of TfL's vehicle fleet, additional Hybrid buses and a public campaign to influence car driver behaviour in London.
- **Congestion Charging** – 2007/08 will see the first full year of operation of the Western Extension of the Congestion Charging Scheme, bringing benefits of reduced traffic congestion, improved environmental conditions to that part of London and this will be supported by improved bus services.
- **Low Emission Zone** – 2007/08 will see the implementation, subject to consultation, of the London Low Emission Zone for larger heavy goods vehicles. Freight consolidation centres for construction materials will be also be trialled in four centres across London.
- **Travel Demand Management** – For the third year running, funding will be increased on travel demand management initiatives to £30m in 2007/08, including increased funding for schemes such as a further 500 School Travel Plans, workplace travel plans for 40,000 employees across London and personalised travel planning at 100,000 households.
- **Cycling** – London will host the Grand Depart of the Tour de France, aimed to act as a catalyst for increasing cycle ridership, complementing TfL's investment in cycling infrastructure and public information by creating positive associations with cycling and boosting its profile and popularity. To enable widespread access, there will be support for cycle training for every primary school that requests it, and for the provision of adult and family cycle training. TfL is also contributing to the Mass Participation Bike Ride being organised by the GLA.

Safety

- **Road Safety** – Injuries and deaths on the roads will continue to reduce as a result of both engineering improvements, enforcement activities and public information campaigns targeted at those most at risk, in particular teenagers. This is aimed at achieving the Mayoral target of reducing those killed and seriously injured on London's roads by 2010 to 50 per cent below the 1994-98 average.
- **Safety & Security** – Improving levels of safety and security on the TfL network continues to be a priority in 2007/08, and ongoing collaboration with British Transport Police (BTP) is key to achieving this goal. To this end, TfL will increase the number of BTP officers working on the London Overground rail network to provide a high visibility police presence at key interchanges and stations and there will also be 375 additional Police Community Support Officers formed into Safer Transport Teams in outer London attached to MPS Borough Operational Command Units.

Systems

- **Customer Services Integration** - TfL is working to improve customer service at call centres through the introduction of a new Customer Relationship Management system which will allow faster access to information and coordinate TfL responses. Following the implementation of an automated booking and scheduling system for Dial-a-Ride, 2007/08 will see the creation of a central contact centre that will take over the booking currently undertaken at six separate depots around London.
- **Investment in TfL's internal workforce and systems continues**, with further improvements in the representation of minority groups within the TfL workforce targeted, in addition to work on sustainable procurement both through large contracts and with smaller businesses within London. Substantial investment is anticipated on IM systems, and further work to improve processes and realise efficiencies.

Measuring Performance

- 2.7 In order to measure performance against the above goals of delivering a safe, reliable and integrated transport service in an efficient and sustainable manner, performance indicators remain an integral part of TfL's budget. The preliminary targets that were presented at the 25 October 2006 Board meeting have been updated to reflect the current budget and are presented in Appendix 4 of this report.
- 2.8 In addition, the 2007/08 Budget Deliverables document, attached at Appendix 5, describes in detail the outputs that TfL plans to deliver from this budget. For each mode a description of each area of activity is provided along with its deliverables, measures of success and, where relevant, impact on equality and inclusion. Indicators of success monitor the progressive success of each activity in terms of a performance indicator or achievement of a milestone.
- 2.9 A subset of these key performance indicators and deliverables will be used as the basis for scorecards for senior managers and above and will form part of their overall 2007/08 personal remuneration.

Investment Delivery

3.1 TfL's budget reflects the activity in the Investment Programme approved by the Board in October 2006. 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 an investment nature where delivery is the responsibility of a third party under a PPP/PFI type contracts, bus contracts or schemes delivered by the Boroughs, and early development work on Major Projects.

3.2 **Key areas of Investment¹ activity in 2007/08 includes:**

Stations

- **London Underground Stations** – Further modernisations and refurbishments under the PPP contracts will be delivered in addition to the Covent Garden Congestion Relief scheme. Step free access schemes will be delivered at Golders Green, Morden, Oakwood Finchley Central and Hendon Central, working towards the target of 25 per cent of stations with step free access by 2010.
- **DLR Station works** to be delivered during 2007/08 will include the completion of an additional platform at Stratford regional station and a new station at Langdon Park, partly funded by the Community Infrastructure Fund. Work will also start on upgrading the existing Ticket Vending Machines.

Extensions

- **East London Line Extension** – Progress on the East London Line extension will see the closure of the existing East London Line in December 2007.
- **Woolwich Arsenal DLR extension and 3 car** – These schemes will see the completion of the tunnelling, receipt of the first new railcars and the start of the upgrade of the Poplar to Woolwich Arsenal route for 3 car running.
- **Other DLR extensions** – Work will commence on the construction of the DLR extension to Stratford International, and submission of an application for TWA powers for the extension of the DLR to Dagenham Dock is anticipated.
- **Progress on major London Underground projects** will continue, including the application for Transport and Works Act (TWA) orders for the Victoria station upgrade and the Highbury and Islington step free access works, and completion of the tunnelling works for the Channel Tunnel Rail Link works at Kings Cross.

Upgrades

- **The North London Railway** will have Oyster validators installed and eleven more stations will be gated. The first of the new rolling stock to run on the North London Line will start to be manufactured.
- **DLR** – Construction works on the 3 car Bank to Lewisham project necessary for 3 car operations between Bank/Tower Gateway and Lewisham will start.
- **London Underground** – Following the completion of the infrastructure improvements delivered in 2006/07, services on the Waterloo and City line will be upgraded in 2007/08 resulting in a 25 per cent increase in peak capacity on the Waterloo and City Line into Central London and a reduction in journey time of 12 per cent.

¹ Delivered through the capital budget and through early work on investment projects and PPP/PFI contracts contained within the operating budget

- **London Transport Museum** – The museum in Covent Garden will reopen after the £20m refurbishment part-funded by the Heritage Lottery Fund. The enhanced museum will feature an improved and expanded display environment, a new lecture theatre, enhanced cafeteria facilities and solar power through new roof panels.
- **TfL facilities will be enhanced**, including completion of the fit out of the Palestra building to enable occupation by approximately 2,000 Surface Transport staff to commence over a phased period. This is part of the long term accommodation strategy which aims to deliver more productive working environments and long term efficiencies.

Road network improvements

- **Bus priority** – New and intensified Bus Priority measures will be rolled out on TLRN and borough roads including 18 bus lane schemes and 500 additional bus lane km hours per week and implementation of Bus Priority at 800 sets of traffic signals with the new iBus technology.
- **Road Network** – Investment will continue on the 580km of the Transport for London Road Network (TLRN). Approximately 200 projects are planned across the network to renew carriageways (64 schemes), footways (30), structures (51) and lighting (25). Major safety enhancement on the road network will include the start of works on the Blackwell Tunnel (northbound) refurbishment, the A316 Country Way Flyover, the Ardleigh Green Railway Bridge and completion of upgrade of the communications system in the Limehouse Link Tunnel.
- **Walking and Cycling** – There will be continued funding for London Boroughs walking schemes and further implementation of the London Cycle Network plus (LCN+) towards its completion in 2010/11. Cycle parking at schools and stations and more green and off road cycle routes will be implemented.

New technologies

- **London Underground Communications** – 2007/08 will see the continuation of the replacement of LU communication systems with a single integrated digital radio network completed across the network. This will include the Airwave radio network that will be used by the Police and emergency services.
- **Investigation and progress on tunnel cooling options** continues in order to mitigate the effect of rising temperatures on the LU network. This work includes a cooling pipe trial at Stockwell Station and the refurbishment of 27 cooling fans.
- **London Buses Information Infrastructure** – 2007/08 will see the next stage in the iBus project to deliver 'next stop' information announcements on buses with associated benefits for Londoners and visitors alike. From March 2008 2,000 new and 2,000 replacement Countdown signs will start to be installed to upgrade and extend the availability of real time passenger information.

Future plans

- **Development work on Major projects** – in 2007/08 the Transport and Works Act Order for the West London Tram is expected to be submitted, and further development work will be carried out for East London Transit, Greenwich Waterfront Transit, and interchange schemes including the Victoria Transport Interchange.

Local Implementation Plans

- 3.3 Investments funded through the LIPs (including the Borough Spending Plan) 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.

- 3.4 Programmes within the 2007/08 LIPs include: bus priority as set out above; 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.
- 3.5 While these programmes mainly have indirect environmental and modal shift effects, other LIP programmes are targeted directly at sustainable travel and Travel Demand Management (TDM). In addition, there are specific schemes relating to freight, regeneration, air quality, car parking and accessibility in local areas (FRACA). Walking and Cycling also deliver soft measures related to sustainability and TDM.
- 3.6 In addition to the LIPs, 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 by the Office of the Deputy Prime Minister, and the widened road is scheduled to open in June 2007.

Table 1: Local Implementation Plans

£ million	2006/07 Forecast	2007/08 Budget ²	Allocated between:	
			Non-IP Expenditure	IP Expenditure
Bus Priority	16.7	18.9		18.9
Traffic System Modernisation	3.5	5.0		5.0
Systems Software	0.6	1.3		1.3
Traffic Signal Installations	0.6	2.2		2.2
Road Safety Plan	29.4	30.6	0.3	30.3
Walking	5.0	5.2		5.2
Cycling	15.3	22.2		22.2
Accessibility	4.9	3.6		3.6
Bridge Structure Strengthening	11.8	7.7		7.7
Principal Road Condition Studies	0.5	-		-
Capital Renewal	27.7	26.0		26.0
Area Based Schemes	17.6	25.6	1.9	23.7
FRACA	5.5	5.8	4.4	1.4
School Travel Plans & Travel Awareness	10.8	11.2	4.4	6.8
Total Local Implementation Plans	149.9	165.3	11.0	154.3
Thames Road, Bexley	3.1	2.0	2.0	
Total	153.0	167.3	13.0	154.3

² Borough related expenditure is treated as operational expenditure

Operating and Capital Financial Budget 2007/08

- 4.1 In 2007/08 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.
- 4.2 TfL's overall budget is shown in the table 2 below. A detailed breakdown of the overall budget by business unit is provided in Appendix 1, and by activity with detailed descriptions of outputs and deliverables in Appendix 5.
- 4.3 Changes since the approval of the Business Plan by the TfL Board on 25 October 2006 result from changes as part of the Mayor's consolidated budget approval process, changes in the timing and scope of Investment Programme projects, and other changes in estimated income and cost.

Agreement of the Mayor's Consolidated Budget

- 4.4 Changes that were made to the budget as a result of the Mayor's Consolidated Budget approval process principally comprise:
- Increased investment in walking schemes.
 - Increased cycle training and work on Intelligent Speed Adaptation (enhanced signal phasing to improve traffic flow).
 - Funding for Hybrid Buses and hydrogen support vehicles and other items confirmed from the Climate Change Fund.

Changes in the timing and scope of projects

- 4.5 These consist of the following principal items:
- Changes in project timing resulting in reduced forecast 2006/07 expenditure, materialising after the second quarter. These items will be funded from earmarked reserves carried forward from 2006/07.
 - Rephasing of the East London Line Extension Works and purchasing of the rolling stock for this and the North London Railway.
 - Movement in the overall timing and scope of other planned Investment Programme projects, primarily in London Underground, reducing overall proposed Capital Expenditure in 07/08 and correspondingly increasing levels of expenditure in later years of the plan.
 - Rephasing of the Channel Tunnel Rail Link (CTRL) works at Kings Cross following the final agreement with Metronet. This reduction in capital expenditure is matched by a reduction in capital receipts from DfT.

Other changes in estimated income and cost

- 4.6 These are revisions to the budget year from that described at the time of the business plan, arising from new events or updated assumptions. Major items include:
- Reduction in forecasts of Penalty Charge Income and associated bad debt.
 - A DfT funded initiative to examine the potential to upgrade Oyster validators to read ITSO standard cards.
 - Relocating bus garages to make way for Olympic development works, partly funded by the London Development Agency (LDA).

- Savings made in the bulk power supply contract in London Underground following an award of the contract at better rates than expected.
- Additional bus replacement services to support the London Underground Line Upgrades programme.
- A decrease in debt service expenses after a favourable Bond issue in November, and increases in interest receivable due to recent interest rate rises.
- Property income from the White City development which was originally anticipated in 2006/07 will now be received in 2007/08.

4.7 TfL's 2007/08 budget incorporating the financial impact of those changes highlighted above is shown below.

Table 2: Operating and Capital Budget

£ million	2006/07 Forecast at Quarter Three	2007/08 Budget		
		Plan Submission Oct 2006	Amendments	Budget Submission Mar 2007
Income³				
London Underground	(1,527)	(1,665)	(2)	(1,697)
Surface Transport	(1,372)	(1,571)	35	(1,536)
London Rail	(56)	(77)	4	(73)
Group Directorates	(22)	(19)	2	(17)
	(2,977)	(3,332)	9	(3,323)
Operating expenditure				
London Underground	2,553	2,694	3	2,696
Surface Transport	2,347	2,538	(32)	2,506
London Rail	130	183	(10)	173
Group Directorates	253	290	27	317
	5,283	5,705	(13)	5,693
Gross Margin	2,306	2,373	(4)	2,370
Capital Expenditure				
London Underground	305	476	(53)	423
Surface Transport	227	287	46	333
London Rail	172	512	(85)	427
Group Directorates	30	35	34	69
Overprogramming (group level only)	-	(70)	-	(70)
	734	1,240	(58)	1,182
Capital Receipts & Reimbursements				
London Underground	(178)	(157)	-	(127)
Surface Transport	(7)	(6)	(24)	(30)
London Rail	(4)	(22)	2	(20)
Group Directorates	(6)	(2)	(20)	(21)
	(195)	(187)	(12)	(198)
Net Capital Expenditure	539	1,054	(70)	984
Group Items				
Interest Income	(65)	(65)	(9)	(74)
Debt Servicing	58	118	(7)	111
Contingency	26	27	-	27
Net Service Expenditure	2,864	3,507⁴	(90)	3,417

Table may be subject to rounding

³ The allocation of travelcard income and passenger journeys across the modes, including National Rail, is currently being reviewed and the outcome could impact budgeted income and passenger journey targets for 2007/08.

⁴ The business plan figure has been adjusted to include the Minimum Revenue Payment (MRP) which is a provision required under the Prudential Code to fund repayment of the Prudential Borrowing. This figure was included as a non Service Expenditure in the Business Plan.

Investment Programme

- 4.8 TfL's budget reflects the activity in the Investment Programme approved by the Board in October 2006. 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 an investment nature where delivery is the responsibility of a third party under a PPP/PFI type contracts, bus contracts or schemes delivered by the Boroughs, and early development work on Major Projects. These items are treated as operating expenditure in TfL's accounts, in accordance with UK Generally Accepted Accounting Practice (GAAP). Table 3 shows the reconciliation between capital investment shown in Table 2, and total investment expenditure for the year as described above.

Table 3: Investment Programme Expenditure by Mode

£ million	2006/07 Forecast at Quarter Three	2007/08 Budget
Capital Expenditure	733	1,182
Development & Borough Expenditure	209	238
Directly Managed Expenditure	942	1,420
Indirectly Managed Expenditure	1,383	1,467
Total Investment Expenditure	2,325	2,887

Table may be subject to rounding

Prudential Borrowing

- 4.9 In 2007/08 TfL intends to borrow £600m under the prudential borrowing regime, which is in line with the overall level of borrowing that the Mayor has agreed with the Secretary of State for Transport. Prudential borrowing will be used for capital purposes only.

Balance Sheet and Cash

Table 4: Balance Sheet

£ million	2006/07 Forecast	2007/08 Budget	Movement during 2007/08
Fixed Assets	15,461	16,800	1,339
Current Assets	2,292	2,173	(120)
Current Liabilities	(1,238)	(1,327)	(89)
Long Term Liabilities	(11,891)	(13,553)	(1,662)
Total Net Assets	4,625	4,094	(531)
Earmarked Reserve	(1,377)	(1,040)	337
Pension Reserve	770	770	-
General Fund	(151)	(151)	-
Other Reserves	(3,867)	(3,673)	194
Total Capital Employed	(4,625)	(4,094)	531

Table may be subject to rounding

- 5.1 The increase in fixed assets from the 31 March 2007 forecast position reflected in the budgeted balance sheet for 31 March 2008 consists of the directly managed capital expenditure of £1,182m as well as an additional £892m delivered through the PPP contracts. Depreciation and disposals total £735m for the year.
- 5.2 The increase in long term liabilities includes the additional £600m prudential borrowing during the year, and an increase of £607m in the amounts owed to the Infracos through the PPP contracts.
- 5.3 Reserves of £319m are being utilised to fund capital expenditure in 2007/08, which includes funding the projects re-phased from 2006/07. A detailed balance sheet is included as Appendix 2.

Table 5: Cash Summary

£ million	2006/07 Forecast	2007/08 Budget	Change
Net Revenue Expenditure	(2,299)	(2,155)	144
Working Capital Movements	109	93	(16)
Cash Spend on Operating Activities	(2,190)	(2,062)	128
Net Capital Expenditure	(759)	(1,437)	(678)
Working Capital Movements	(20)	(8)	12
Cash Spend on Capital Activities	(779)	(1,445)	(666)
Funded by:			
Transport Grant	2,399	2,598	199
Precept Funding	12	12	-
Prudential Borrowing	604	600	(4)
Third Party Contributions	195	184	(11)
Total Funding	3,210	3,394	184
Net Movement in Cash	241	(113)	(376)

Table may be subject to rounding

- 5.4 Cash balances at 31 March 2008 of £1,795m represent a reduction of £135m from 31 March 2007. This takes a prudent position in terms of working capital movements which if improved could result in a higher balance at the end of the year

Efficiencies

- 6.1 TfL's efficiency programme was originally established in 2002/03 and planned to save £325m between 2003/04 and 2008/09. Initially the programme focused on 'back office' functions but in response to the challenge of the SR2004 funding settlement was expanded to include operational initiatives, and targeted to deliver £1bn (cumulative) over the period 2003/04 to 2009/10.
- 6.2 TfL continues to challenge its expenditure plans to look for any opportunities to make future savings. As a result of this pro-active approach, targets have been increased further to deliver over £1.2bn (cumulative) of efficiencies by 2009/10.
- 6.3 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 efficiency targets which in turn led to the DfT setting TfL a target of £125m by 2007/08.
- 6.4 Efficiencies contained within the 2007/08 budget (Table 6) are of two types, those which are sustained from previous years (£174m), and those new efficiencies which are included in budget assumptions (£45m) that will require focus to ensure delivery throughout the year.

Table 6: Efficiencies and Savings

£ million	2006/07 Forecast at Quarter Three	2007/08 Budget		
		New	Sustained	Total
Procurement (BPEP)	75	17	56	73
BiP / Staff	24	10	23	33
Marketing & Other	24	-	20	20
Total Back Office	123	27	99	126
Bus Contract Savings	44	0	59	59
Tube Lines Refinancing	2	2	-	2
Road Maintenance Contracts	-	3	-	3
LU Operating Efficiencies	15	2	15	17
LU Contractual Efficiencies	7	5	-	5
Rail Operations	1	1	1	2
Total Operational Efficiencies	69	13	75	88
Additional Allocated Efficiencies	-	5	-	5
Total Annual Efficiencies	192	45	174	219
Total (Cumulative)	575			794

Cumulative includes £383m delivered between 2003/04 and 2005/06

- 6.5 The key initiatives which deliver the 2007/08 efficiencies programme of £219m include:

- The Business Procurement Efficiencies Programme (BPEP) which was established in 2003/04 and continues to deliver both sustained and new efficiencies arising from the better procurement of contracts. The 2007/08 budget of £73m includes a 'stretch' target of £15m to be delivered from new initiatives.
- Business Improvement Programme (BiP) and staff programme comprises efficiency savings arising from the implementation of SAP across TfL to provide common systems and processes to back-office functions including the introduction of shared services and e-procurement.
- Due to a refocusing of TfL's marketing strategy new savings of £3m per annum were identified in 2006/07 which recurs in future years. Other efficiencies include negotiated reductions in TfL's insurance costs and savings arising from reductions in credit card fraud.
- Ongoing and increasing levels of bus savings of £59m arising from better operating conditions and the efficiencies arising from reducing cash payments on buses.
- Savings of £42m arising from the one-off receipt of the Tube Lines refinancing which have been accounted for over the 30-year life of the PPP.
- Efficiencies of £3m arising from the new Term Maintenance Contracts relating to Street Management Services which come into effect in April 2007.
- LU operating efficiencies of £17m arising from change in the ticket channel mix.
- LU contractual efficiencies of £5m arising from the re-assessment of the operational train tracker functionality and delivery of smaller scale alterations. The operational communications project (TIMIS) completes in 2007/08.
- Efficiencies arising from London Rail operational activities, including savings on the DLR franchise increase to £2m in 2007/08.

6.6 In addition to the efficiency savings included in the table above, in 2006/07 Group Procurement is programmed to deliver a further £22m of cashable benefits through increased advertising income: £14m in London Underground and £8m in Surface Transport. The full year effect of both initiatives will deliver £46m of additional advertising income in 2007/08.

Staff

7.1 TfL is growing as an organisation both in terms of responsibilities and activities. This and a policy of both replacing expenditure on consultants, and seeking to reduce reliance on agency staff especially those employed for more than 12 months has led to an increase in staff numbers of 342 from 21,094 to 21,436 (Table 7).

Table 7: Total Staff

Full Time Equivalent Staff	2006/07 Forecast at Quarter three	2007/08 Budget	Change
London Underground	14,025	14,321	296
Surface Transport	4,791	4,793	2
London Rail	206	224	18
Group Directorates	2,072	2,098	26
Total Staff Employed (FTE)	21,094	21,436	342

- 7.2 Of the planned headcount increase, around 60 per cent is to replace expenditure on consultancy which reduces by £61m from £300m in 2006/07 to £239m in 2007/08. TfL is also targeting a 11 per cent reduction in agency staff from 1,516 to 1,346, by the end of 2007/08.
- 7.3 The major impacts on headcount in London Underground have been:
- Customer Services staff increase as a result of the working timetable changes.
 - Additional engineering staff to replace consultancy in support of line upgrades.
 - Staff resources to operate the additional Bakerloo and Silverlink stations.
- 7.4 The overall headcount within Surface Transport remains stable mainly due to an overall reduction of temporary staff being off-set by planned increases in establishment within the following areas:
- Congestion Charging to reduce the reliance on consultancy support and reflect to ongoing and increasing project demands such as the re-let.
 - Additional staff in Streets in response to the 2004 Traffic Management Act, and the decision to bring in-house the road maintenance stewardship contracts; and
 - Additional staff within Transport Policing & Enforcement Directorate (TPED) in relation to Crime and Disorder, the introduction of a London-wide removals operation in respect of illegally parked vehicles, and an increase in CCTV operators for traffic enforcement.
- 7.5 The increase in London Rail mainly arises from an increase in project staff, and replacing consultants for the East London Line extension (ELL) and DLR.
- 7.6 The increase in headcount within Corporate Directorates is within the Group Services Directorate, primarily is due to additional TfL graduate trainees and IM project staff to support the further expansion of SAP across TfL.

Risks and Opportunities

- 8.1 To assure delivery of the 2007/08 Budget, TfL senior management identifies and evaluates possible risks to its achievement. It also ensures that appropriate actions and resources are in place to manage those risks and reduce the impact should any occur. Safety risk is dealt with separately as part of the management of the Safety Case for London Underground, but strategic and operational risks are dealt with as part of the business planning and ongoing performance monitoring processes.
- 8.2 Risk management is the recognised responsibility of all managers within TfL. Strategic risk management, in line with the policy approved by the Board, is fully integrated with the risk management arrangements in place within the modes and directorates. Activities underway,

or in development, that will further mitigate the risks are also documented, including requisite action plans.

8.3 In 2007/08, the risks and uncertainties identified by TfL management which will be monitored throughout the year include:

Income

8.4 While best estimates have been included for income, these are subject to uncertainty owing factors such as:

- The impact, as yet unknown, of the following:
 - The new fares package designed to encourage people to switch from cash to Oyster from January 2007.
 - The revision of fares planned for January 2008, which is subject to Mayoral approval.
 - There may be some reallocation of fare income between TfL and the Train Operating Companies following changes in travel patterns since the introduction of Oyster.
- Fare structure changes such as:
 - Continued growth of Oystercard pre pay and the extent to which it will shift payments from more expensive single tickets and cash fares.
- The introduction of Western Extension of the congestion charging zone in February 2007.

Expenditure

8.5 In respect of expenditure, and in particular project expenditure, there are issues outside of TfL's control such as planning permissions and available resources in the market place that may impact upon project timings and thereby expenditure flows, particularly as TfL moves into a more intense project implementation phase as we begin the third year of the 5 Year Investment Programme. This is likely to be evident in the coming year, the third year of a five year programme, as the organisation ramps up to meet its objectives.

Overprogramming

8.6 In recognition of the above, and the many hurdles that projects in complex environments face, in the budget for 2007/08, TfL has included overprogramming of £165m. This includes an allocation of £45m to London Underground and £50m to Surface Transport.

8.7 To date, the level of overprogramming has proven to be realistic. However, as the work programme moves into a higher gear the current level of overprogramming may be seen as overly aggressive. If so, adjustments will be made during the next Business Planning round in the Autumn. Overprogramming allows TfL to maintain a full programme of committed work, yet ensuring the funds allocated are fully utilised.

Contingency and Risk Provision

8.8 TfL 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 budget of £27m 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.

8.9 In addition to the central contingency budget, a provision is also set aside in London Underground's budget to cover contract claims under the PPP or PFI Contracts.

Reserves

- 8.10 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 LU 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.
- 8.11 In 2007/08 TfL is forecast to open with distributable reserves of £1,528m, and draw down £337m over the year, mainly to support delivery of projects re-scheduled from earlier years as mentioned above, to end with closing distributable reserves of £1,191m. Over the remaining plan period the reserves are further utilised and the balance reduced to the minimum level that must be maintained to meet unforeseen events and maintain service delivery. This is considered to be £275m consisting of £170m for the London Underground Reserve Provision and £105m in the General Fund.

Recommendation

- 9.1 That the TfL Board **NOTE** the contents of this report and **APPROVE** the 2007/08 budget.

Appendix 1: Operating and Capital Budget by business unit

£ million	Operating Budget		Capital Budget		Net Expenditure
	Income	Operating Expenditure	Capital Expenditure	Receipts & Reimbursements	
London Underground					
Traffic Revenue	(1,517)	-	-	-	(1,517)
Secondary Revenue	(143)	8	-	-	(162)
Operations	(2)	631	-	-	628
Programmes	(1)	1,671	-	-	1,670
Central Services	(6)	301	-	-	296
Risk	0	85	0	-	85
Property Sales	-	-	-	(52)	(22)
Capital Projects	-	-	468	(105)	363
Overprogramming	-	-	(45)	-	(45)
	(1,667)	2,696	423	(157)	1,295
Surface Transport					
London Buses	(1,083)	1,694	110	(26)	695
Congestion Charging	(341)	190	75	-	(76)
Transport Policing & Enforcement	(73)	155	8	-	90
Bus Priority	-	34	18	-	52
Public Carriage Office	(15)	16	1	-	1
East Thames Buses	(0)	(0)	0	-	(0)
Dial a Ride	(1)	28	2	-	28
London River Services	(2)	9	-	-	7
Victoria Coach Station	(19)	19	1	-	1
Management, Support & Strategy	-	88	19	-	108
Director of Traffic Operations	(1)	38	25	(3)	59
Road Network Performance	(1)	93	34	(1)	125
Road Network Management	-	112	88	-	200
Road Network Development	-	15	3	-	19
Director of Operations	1	4	-	-	5
Assisted Transport Services	-	10	-	-	10
Overprogramming	-	-	(50)	-	(50)
	(1,536)	2,506	333	(30)	1,272
London Rail					
Docklands Light Rail	(62)	93	172	(5)	198
London Rail Core	(11)	80	255	(15)	309
	(73)	173	427	(20)	507
Group Directorates					
Office of the Commissioner	-	8	-	-	8
General Counsel	-	14	-	-	14
Group Communications	-	78	0	-	78
Finance & Planning	(10)	142	51	(21)	163
London Transport Insurance	(4)	0	-	-	(4)
Overprogramming	-	-	(70)	-	(70)
Group Services	(3)	75	18	(1)	89
	(17)	317	(1)	(21)	279
Net service expenditure before group items	(3,293)	5,693	1,183	(229)	3,353
Interest Income	(74)	-	-	-	(74)
Debt Servicing	-	111	-	-	111
Contingency	-	27	-	-	27
Net Service Expenditure	(3,367)	5,830	1,183	(229)	3,417

Table may be subject to rounding

Appendix 2: Balance Sheet

£ million	2006/07 Forecast at Quarter Three	2007/08 Budget	Movement during 2007/08
Fixed Assets			
Tangible Assets	15,461	16,800	1,339
	15,461	16,800	1,339
Current Assets			
Stocks	5	5	-
Debtors	233	218	(14)
Payments in Advance	126	132	7
Cash at Bank and in Hand	1,929	1,817	(112)
	2,292	2,173	(120)
Current Liabilities			
Revenue Creditors	(796)	(863)	(67)
Receipts in Advance	(206)	(227)	(21)
Capital Creditors	(236)	(236)	(0)
	(1,238)	(1,327)	(89)
Long Term Liabilities			
Balances with Infracos	(2,433)	(3,039)	(607)
Prudential Loans	(1,350)	(1,950)	(600)
Creditors Due after One Year	(382)	(371)	11
Capital Grants	(6,648)	(7,152)	(503)
Pension Provision	(770)	(770)	-
Other Provisions	(308)	(271)	38
	(11,891)	(13,553)	(1,662)
Total Net Assets	4,625	4,094	(531)
Capital and Reserves			
Earmarked Reserve	(1,377)	(1,040)	337
Pension Reserve	770	770	-
General Fund	(151)	(151)	-
Other Reserves	(3,867)	(3,673)	194
Total Capital Employed	(4,625)	(4,094)	531

Appendix 3: Staff

Table 1 – Total Staff

Full Time Equivalent Staff	2006/07 Forecast at Quarter Three	2007/08 Budget	Change
London Underground			
Operations	12,257	12,555	298
Programmes	633	595	(38)
Central Services	1,135	1,171	36
	14,025	14,321	296
Surface Transport			
London Buses	318	313	(5)
Bus Performance	369	376	7
Congestion Charging	201	220	19
Street Management	1,104	1,134	30
Transport Policing & Enforcement	656	695	39
Public Carriage Office	232	197	(35)
East Thames Buses	445	412	(33)
Dial a Ride	637	613	(24)
London River Services	16	18	2
Victoria Coach Station	104	107	3
Management, Support & Strategy	707	705	(2)
Assisted Transport	2	3	1
	4,791	4,793	2
London Rail			
Docklands Light Rail	44	48	4
Other London Rail	162	176	14
	206	224	18
Group Directorates			
Office of the Commissioner	21	21	-
General Counsel	130	127	(3)
Group Communications	151	152	1
Finance & Planning	1,048	1,040	(8)
Group Services	722	758	36
	2,072	2,098	26
Total Staff Employed (FTE)	21,094	21,436	342

Table 2 – Permanent / Temporary Staff

Full Time Equivalent Staff	2006/07 Forecast at Quarter Three		2007/08 Budget		Change	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
London Underground	13,404	621	13,793	528	389	(93)
Surface Transport	4,201	590	4,220	573	19	(17)
London Rail	171	35	179	45	8	10
Group Directorates	1,802	270	1,898	200	96	(70)
Total Staff Employed	19,578	1,516	20,090	1,346	512	(170)

Appendix 4: Performance Indicators

Category / Performance Indicator	Unit	2006/07 Forecast	2007/08 Target
Service Demand⁵			
Passenger Journeys (TfL Group) ⁶	Millions	2,969	3,043
Passenger Journeys (LU)	Millions	1,034	1,048
Passenger Journeys (London Buses)	Millions	1,870	1,897
Passenger Journeys (DLR)	Millions	61.6	66.6
Passenger Journeys (London Trams) ⁷	Millions	**	24.6
Passenger Journeys: excl. multi-stop (London River Services)	Millions	2.0	2.0
Passenger Journeys: multi-stop (London River Services)	Thousands	608	600
Coach Departures (Victoria Coach Station)	Thousands	195	195
Total Trips (Dial-A-Ride)	Millions	1.23	1.52
Cycle use on TLRN (Index =100) (Road Network)	Score	183	186
Service Provision (Supply)			
Kilometres Operated (LU)	Millions	70.1	70.8
Kilometres Operated (London Buses)	Millions	458	467
Kilometres Operated (DLR)	Millions	4.34	4.78
Scheduled Service Operated (LU)	%	94.6	94.7
Scheduled Service Operated (London Buses)	%	97.5	97.8
Scheduled Service Operated (DLR)	%	98.8	98
Scheduled Service Operated (London Trams)	%	**	98
No. of Taxi Drivers Licensed (Public Carriage Office)	Thousands	24.8	25
No. of Private hire Drivers Licensed (Public Carriage Office)	Thousands	36	40
Reliability			
Reliability of Service: Delay Index (TfL Group) (less is better)	#	**8	**8
Excess Wait Time: High Frequency Routes (London Buses)	Minutes	1.1	1.1
Excess Journey Time: Weighted (LU) ⁹	Minutes	**	**9
PPP Availability: Lost Customer Hours (LU)	Millions	**	15.64
On Time Performance: Low frequency routes (London Buses)	%	77.4	77
On Time Performance: Night buses (London Buses)	%	84.1	83
On Time Performance (DLR)	%	97.3	96 ¹⁰
Traffic Signals Operating Effectively: Londonwide (Road Network)	%	**	98.6
Journey Time Reliability (Road Network)	%		TBA
Safety			
Major Fatalities & Injuries: Excluding Roads (TfL Group) ¹¹	#	**	< 2006/07
Major Injuries & Fatalities (LU)	#	**	< 2006/07
Major Injuries & Fatalities (London Buses)	#	**	< 2006/07
KSI: Londonwide (Road Network)	#	3,850	3,527
KSI: TLRN (Road Network)	#	1,130	968
Children KSI: Londonwide (Road Network)	#	**	363
Powered Two-Wheel Rider / Passenger KSI: Londonwide (Road Network)	#	**	731

⁵ The allocation of travelcard income and passenger journeys across the modes, including National Rail, is currently being reviewed and the outcome could impact budgeted income and passenger journey targets for 2007/08.

** Note: Indicator monitored on a periodic basis but not forecast.

⁶ Passenger Journeys (TfL Group) includes LU, London Buses, DLR, London Trams, London River Services, Victoria Coach Stations and Dial-A-Ride. 2006/07 total does not include London Trams as no forecast is prepared.

⁷ As London Trams is operated under franchise TfL's control over achievement of performance targets is limited by the terms of the contract.

⁸ Not forecast as the LU component of this measure, Excess Journey Time, is under review (see footnote 7)

⁹ The LUL Excess Journey Time metric is under review to ensure it is properly able to isolate the impact on service reliability from excess demand.

¹⁰ As the DLR is operated under franchise this target is set well in advance by contract.

¹¹ Major Fatalities & Injuries (TfL Group) Includes LU, London Buses and DLR.

Appendix 4: Performance Indicators (continued) *

Category / Performance Indicator	Unit	2006/07 Forecast	2007/08 Targets
Customer Satisfaction			
Overall Customer Satisfaction (TfL Group)	Score	**	78
Overall Customer Satisfaction (LU)	Score	**	78
Overall Customer Satisfaction (London Buses)	Score	78	78
Overall Customer Satisfaction (Dial-A-Ride)	Score	93	93
Overall Customer Satisfaction (London Trams) ¹²	Score	**	86
Overall Customer Satisfaction (DLR)	Score	90	90
Overall Customer Satisfaction (London River Services)	Score		90
Overall Customer Satisfaction (Victoria Coach Station)	Score	76	83
Customer Satisfaction: Safety (LU)	Score	**	80
Customer Satisfaction: Information (LU)	Score	**	79
Customer Satisfaction: Crowding (LU)	Score	**	73
Customer Satisfaction: Safety (London Buses)	Score	**	83
Customer Satisfaction: Information (London Buses)	Score	75	75
Customer Satisfaction: Crowding (London Buses)	Score	**	78
Customer Satisfaction: Reliability-Journey/Wait Time (London Buses)	Score	80	80
Customer Satisfaction: Safety (DLR)	Score	90	90
Customer Satisfaction: Information (DLR)	Score	90	90
People			
Sick absence (TfL Group)	#	11.4	11.1
Sick absence (LU)	#	12.2	11.9
Sick absence (Surface)	#	10.1	9.5
Sick absence (London Rail)	#	3.6	6.5
Sick absence (Group Dir)	#	8.1	7.0
% of Women Staff (TfL Group)	%	23.3	24.3
% of Women in Senior Management (TfL Group)	%	21.1	21.7
% of BAME Staff (TfL Group)	%	32.3	26.8
% of BAME Staff in Senior Management (TfL Group)	%	10.9	12.3
% of Disabled Staff (TfL Group)	%	7.6	8.0
% of Disabled Staff in Senior Management (TfL Group)	%	4.6	5.2

¹² As London Trams is operated under franchise TfL's control over achievement of performance targets is limited by the terms of the contract.

* Note: Where full year forecasts are not available the Quarter Three result is shown.

Appendix 5: Deliverables

2007/08 Budget Deliverables

CONTENTS

1. 2007/08 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.

2007/08 London Underground Budget by Activity:

Ref	£ million	Operating		Capital		Net Expenditure
		Income	Expenditure	Expenditure	Receipts & Reimbursements	
010	Traffic Revenue	(1,517)	0	0	0	(1,517)
012	Secondary Revenue					
	Property Rental Income	(44)	8	0	0	(47)
	Advertising & Other Income	(90)	0	0	0	(90)
	NRA Income	(6)	0	0	0	(6)
		(140)	8	0	0	(132)
	Operations					
020	BCV	0	143	0	0	143
022	JNP	0	207	0	0	207
024	SSL	0	162	0	0	162
030	BTP	(2)	51	0	0	49
032	Operational Support	(1)	47	0	0	46
037	Operational Upgrades	0	14	0	0	14
038	Operations Improvements	0	6	0	0	6
		(2)	631	0	0	628
	Programmes					
040	BCV	0	338	0	0	338
042	JNP	0	546	0	0	546
044	SSL	0	447	0	0	447
046	PPP Over-programming	0	(3)	0	0	(3)
050	PFI - Connect	0	93	0	0	93
051	PFI - Power	0	50	0	0	50
053	PFI - Prestige	0	75	0	0	75
054	PFI - BTP	0	3	0	0	3
058	Other Contracts	0	83	0	0	83
060	Management Costs	0	35	0	0	35
062	Programmes Improvements	(1)	5	0	0	4
		(1)	1,671	0	0	1,670
	Central Services					
096	Finance	0	6	0	0	6
054	IM Operations	(1)	12	0	0	11
098	HR	0	4	0	0	4
119	Contract Reviews	0	13	0	0	13
121	Finance Support Office	0	3	0	0	3
052	S&SD Operations	(1)	36	0	0	35
100	ER	0	1	0	0	1
102	Chief Engineer's Directorate	(2)	23	0	0	21
104	Legal	0	6	0	0	6
105	Managing Director	(0)	1	0	0	1
106	Safety, Quality and Environment	(0)	11	0	0	11
108	TfL Management Charge	0	106	0	0	106
110	Corporate Expenses	(2)	70	0	0	69
075	Central Services Improvements	0	10	0	0	10
		(6)	302	0	0	296
080	Risk	0	85	0	0	85
090	Property Sales	0	0	0	(52)	(52)
	Capital Projects					
PR01	LU Track	0	0	15	0	15
PR02	LU Structures	0	0	36	0	36
PR03	LU Rolling Stock	0	0	29	0	29
PR05	LU Signals	0	0	2	0	2
PR07	LU Power	0	0	65	0	65
PR08	LU Communications	0	0	34	0	34
PR09	LU Stations	0	0	115	(13)	101
PR10	LU Safety/Security	0	0	5	0	5
PR11	LU Interchanges	0	0	106	(82)	24
PR12	LU Extensions	0	0	10	(9)	0
PR13	LU Accommodations	0	0	20	0	20
PR14	LU Information Technology	0	0	31	0	31
PR15	LU Over-programming	0	0	(45)	0	(45)
		0	0	423	(105)	318
	Total London Underground	(1,667)	2,696	423	(157)	1,295

2007/08 Surface Transport Budget by Activity:

Ref	£ million	Operating		Capital		Net Expenditure
		Income	Expenditure	Expenditure	Receipts & Reimbursements	
	London Buses					
001	Bus Network Income	(1,059)	0	0	0	(1,059)
002	Bus Network Operations	(5)	1,583	0	0	1,578
006	Bus Stops and Shelters	(14)	11	4	0	1
007	Bus Garages	(2)	1	47	(26)	19
008	Bus Stations	(1)	10	7	0	17
011	Engineering	0	1	7	0	8
012	Vehicle Purchases	0	0	4	0	4
014	Operations Services	(0)	19	1	0	20
015	Performance	0	11	1	0	12
016	London Trams	(1)	12	1	0	11
019	Technical Services	(0)	19	34	0	53
020	Ticket Technology & Prestige	(0)	27	5	0	31
		(1,083)	1,694	110	(26)	695
	Congestion Charging					
120	Low Emission Zone	0	4	31	0	35
023	Congestion Charging Traffic & Technology	0	1	0	0	1
024	Congestion Charging Trials	0	0	2	0	3
025	Congestion Charging Futures & Re-Let	0	3	34	0	36
026	Western Extension Traffic & Technology	0	5	5	0	10
027	Western Extension Set-Up Costs	0	0	3	0	3
028	Congestion Charging Operations	0	99	0	0	99
029	Congestion Charging Support Costs	0	15	0	0	15
030	Congestion Charging Income	(341)	63	0	0	(278)
		(341)	190	75	0	(76)
	Transport Policing and Enforcement					
033	Enforcement	0	37	8	0	45
034	Transport Policing	0	69	0	0	69
035	Revenue Protection	0	17	0	0	17
036	TPED Management	0	2	0	0	2
037	TPED Income	(73)	31	0	0	(43)
		(73)	155	8	0	90
	Bus Priority					
040	PPD LIP Schemes	0	19	0	0	19
041	PPD Non LIP Schemes	0	0	4	0	4
042	SVD Signal Priorities	0	0	7	0	7
043	Bus Priority Strategy	0	5	2	0	7
044	Bus Priority Support Costs	0	5	0	0	5
045	Flagship Schemes	0	5	5	0	10
		0	34	18	0	52
	Public Carriage Office					
048	Taxi Licensing	(6)	5	0	0	(1)
049	Private Hire Licensing	(9)	8	0	0	(1)
050	Business Services & Strategic Support	(0)	2	0	0	1
051	Non-Regulatory	0	1	1	0	1
		(15)	16	1	0	1
054	Assisted Transport Services	0	10	0	0	10
055	East Thames Buses - Operations	(0)	(0)	0	0	(0)
056	Dial-a-Ride - Operations	(1)	28	2	0	28

Table may be subject to rounding

2007/08 Surface Transport Budget by Activity (continued):

Ref	£ million	Operating		Capital		Net Expenditure
		Income	Expenditure	Expenditure	Receipts & Reimbursements	
	London River Services					
057	LRS - Operations	(2)	2	0	0	1
126	Woolwich Ferry	0	6	0	0	6
		(2)	9	0	0	7
	Victoria Coach Station					
061	VCS - Operations	(5)	3	0	0	(2)
062	VCS - Commercial	(14)	15	0	0	1
063	VCS - Services	(1)	2	0	0	1
064	VCS - Infrastructure	0	0	1	0	1
		(19)	19	1	0	1
	Management, Support & Strategy					
066	Managing Director	0	2	0	0	2
067	Finance, IM & HR	0	47	6	0	53
069	Strategy	0	14	0	0	14
071	Sustainable Freight	0	2	0	0	2
073	Special Projects	0	2	13	0	16
074	Marketing and Research	0	11	0	0	11
075	Communications & Consultation	0	9	0	0	9
		0	88	19	0	108
	Director of Traffic Operations					
085	Urban Traffic Control	0	0	1	0	1
079	Systems and Software	0	1	3	0	4
081	Equipment	0	3	5	0	8
082	Signals	0	0	5	(3)	3
084	Fault Control and Maintenance	(1)	8	10	0	17
087	DTO Support Costs	0	25	0	0	25
		(1)	38	24	(3)	58
	Road Network Performance					
089	Road Safety Schemes	0	44	11	(1)	54
091	Walking	0	5	5	0	11
092	Cycling	0	28	11	0	38
093	Accessibility	0	4	4	0	8
096	London Works	(1)	(0)	1	0	(1)
098	Network Performance	0	2	0	0	2
100	RNPD Support Costs	0	10	2	0	12
		(1)	92	34	(1)	124
	Road Network Management					
104	Major Route Improvements	0	0	4	0	4
103	A13 DBFO	0	11	0	0	11
107	Major Safety Enhancements	0	0	47	0	47
110	TLRN Maintenance & Renewal	0	55	37	0	92
115	Borough Principal Road Maintenance	0	34	0	0	34
111	Street Services Support Costs	0	13	0	0	13
		0	112	88	0	200
118	Over-programming	0	0	(50)	0	(50)
	Road Network Development					
101	RND Support Costs	0	9	0	0	9
123	Scheme Design	0	6	3	0	9
		0	15	3	0	19
	Director of Operations					
125	Procurement and Health and Safety	0	4	0	0	4
102	DOS Support Costs	1	1	0	0	1
		1	4	0	0	5
	Total Surface Transport	(1,536)	2,505	333	(30)	1,272

Table may be subject to rounding

2007/08 London Rail Budget by Activity:

Ref	£ million	Operating		Capital		Net Expenditure
		Income	Expenditure	Expenditure	Receipts & Reimbursements	
	Docklands Light Rail					
001	Franchise	(39)	33	0	0	(5)
002	Lewisham	(19)	26	0	0	8
003	DLR Safety/Security	0	0	10	0	10
004	Infrastructure	0	5	3	0	8
005	DLR Line Upgrades	0	1	84	0	84
007	DLR Rolling Stock	0	1	1	0	2
008	London City Airport	(5)	16	0	(1)	10
008	Woolwich Arsenal	0	0	4	0	4
008	Stratford International	0	0	57	0	57
008	Barking (Dagenham Dock)	0	2	0	0	2
009	DLR Stations	0	0	14	(5)	10
010	Administration	0	10	0	0	10
		(62)	93	172	(5)	198
	London Rail Core					
080	East London Line Extension	(1)	0	224	(15)	208
092	NLR/East LR Rolling Stock	0	0	31	0	31
019	LR Major Modernisation	0	8	0	0	8
020	LR Line Upgrades	0	35	0	0	35
021	London Rail Margin and Concession	(9)	24	0	0	15
017	Other London Rail	0	12	0	0	12
		(11)	80	255	(15)	309
	Total London Rail	(73)	173	427	(20)	507

Table may be subject to rounding

2007/08 Group Directorates Budget by Activity:

Ref	£ million	Operating		Capital		Net Expenditure
		Income	Expenditure	Expenditure	Receipts & Reimbursements	
002	Office of the Commissioner	0	8	0	0	8
004	General Counsel	0	14	0	0	14
	Group Communications					
006	Group Communications	0	10	0	0	10
007	Borough Partnerships Support	0	6	0	0	6
008	BP & TDM - Programme	0	62	0	0	62
		0	78	0	0	78
	Finance & Planning					
012	Corporate Finance	0	4	0	0	4
013	Group Finance	(2)	23	0	0	20
014	Group Marketing	(3)	34	26	0	57
015	London's Transport Museum	(4)	10	3	(1)	8
020	Fares & Ticketing	(2)	7	0	0	6
021	Interchange Development	0	7	0	0	7
021	Cross River Transit	0	7	0	0	7
021	Greenwich Waterfront	0	1	0	0	1
021	East London Transit	0	2	0	0	2
021	Croydon Tramlink Extension	0	3	0	0	3
021	Thames Gateway Bridge	0	6	0	0	6
021	West London Tram	0	8	0	0	8
021	Head of Major Projects	0	1	0	0	1
021	Victoria Interchange	0	3	0	0	3
022	Business Operations	0	1	0	0	1
023	Transport Network Planning	0	6	0	0	6
024	Policy and Strategy	0	2	0	0	2
029	MD Finance and Planning	0	12	0	0	12
030	Oyster Card	0	6	23	(20)	9
		(10)	142	51	(21)	163
033	London Transport Insurance	(4)	0	0	0	(4)
	Group Services					
037	Central Group Services	0	6	0	0	6
042	GS Finance Planning	0	1	0	0	1
034	Human Resources	0	4	0	0	4
035	Group Procurement	0	4	0	0	4
043	Group Information Management	0	43	1	0	44
036	Facilities Management	(5)	16	18	(1)	28
001	Equality & Inclusion	0	3	0	0	3
		(5)	77	18	(1)	89
039	Over programming	0	0	(70)	0	(70)
	Total Group Directorates	(17)	317	(1)	(21)	279

Table may be subject to rounding

2007/08 Group Items:

Ref	£ million	Operating		Capital		Net Expenditure
		Income	Expenditure	Expenditure	Receipts & Reimbursements	
	Group Items					
040	Interest Income	(74)	0	0	0	(74)
040	Debt Servicing	0	111	0	0	111
038	Contingency	0	27	0	0	27
	Total Group Items	(74)	138	0	(0)	64

Table may be subject to rounding

2007/08 Modal Summary:

Ref	£ million	Operating		Capital		Net Expenditure
		Income	Expenditure	Expenditure	Receipts & Reimbursements	
	London Underground	(1,667)	2,696	423	(157)	1,295
	Surface Transport	(1,536)	2,505	333	(30)	1,272
	London Rail	(73)	173	427	(20)	507
	Group Directorates	(17)	317	(1)	(21)	279
	Group Items	(74)	138	0	(0)	64
	Net Service Expenditure	(3,367)	5,830	1,183	(229)	3,417

Table may be subject to rounding

London Underground Deliverables

REVENUE

010 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:

Description	Units	Target
Passenger Journeys ¹	Millions	1048

012 SECONDARY REVENUE

Description:

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

OPERATIONS

020,022,024 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. 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. The delivery of the train service, as well as control and regulation of the train service, forms part of Operation's day to day activities.

Deliverables:

Continue to:

- Provide a safe station and train environment with risks ALARP²
- 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 disruption caused by works to deliver the PPP and Investment Programme
- Manage station congestion
- Staff trains with competent operators and, in conjunction with Operations support, ensuring efficient duty rosters are in operation and that the supply of staff is optimised to meet demand
- Provide competent staff to manage the station environment, to provide a high quality customer service and to support the train service provision

¹ The allocation of travelcard income and passenger journeys across the modes, including National Rail, is currently being reviewed and the outcome could impact budgeted income and passenger journey targets for 2007/08.

² 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

Key improvements:

- Improvements under the Reliability Work Programme
- Late-night running - half-hour later running on Friday and Saturday nights from May 2007, offset by one hour later starts on Saturday mornings.

Indicators of Success:

Description	Units	Target
Train Kilometres Operated	Km millions	70.8
Scheduled Service Operated	%	94.7
CSS: Overall satisfaction	Score	78

030,032,037,038 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, co-ordination and short-term staffing needs 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 outside 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, graffiti removal, safety projects and a programme of employee engagement around valuing time.

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

040,042,044,046 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 is 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	15.64

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.

050,051,053,054 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.

060,062 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

096,054,098,119,121 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.

108,110,075 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, 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

080 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 around 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.

090 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

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 2007/08.

PR01 TRACK

Description:

The Underground has 1,140 km of track over a route of 409 km to a radius of almost 45 km from central London. A well-maintained track (which includes ballast, sleepers, drainage, etc) is essential to deliver a safe and reliable service. 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. Additional crossovers and sidings provide improved flexibility and recovery from disruptions by providing more opportunities to reform the train service.

Deliverables:

Rayners Lane Specified Right
Operational Flexibility

Indicators of success:

Description	Target
Operational Flexibility - Feasibility Studies Complete	Jul-07

PR02 STRUCTURES

Description:

The 312 km tunnels, embankments, cuttings and 1,104 bridges and viaducts that comprise the civil infrastructure are as important as the track assets. Managed through the PPP, this will involve regular upkeep including fence repairs, painting of structures, management of line side foliage and maintenance of over 1,000 drainage pumps. LU is investigating tunnel cooling options in order to mitigate the effect of rising temperatures on the network.

Deliverables:

- Tunnel Cooling

Indicators of success:

Description	Target
Quick Wins - Portable Fans Trial at Piccadilly Completed	May-07
Victoria Line RIBA C Design Packages 1 – 4 (excl. Kings Cross, Oxford Circus & Victoria) Completed	Jun-07
Victoria Line Tunnel Model Stage 5 Completion	Oct-07
AHU Factory Test and Commission Completed	Jan-08

PR03 ROLLING STOCK

Description:

The LU rolling stock fleet currently comprises of almost 4,000 cars, which last year travelled a total of 69.4 million kms in customer service. The PPP provides the short term priority to continue improvements in maintenance regimes to improve levels of reliability and the long term programme for refurbishment of the newer trains and replacement of older trains.

Deliverables:

- D Stock Refurbishment
- SSL Air Conditioning
- 7 Car C Stock
- RTO Feasibility
- 2nd Train Simulators for VLU

Indicators of Success:

Description	Target
7 Car C Stock Specified Right - Major Stations RIBA D Design Submitted	Nov-07

PR04 DEPOTS

Description:

LU's 4,000 rail cars are maintained at 18 major depots. The early years of the PPP focus on safety improvements (such as walkways), renewal of rails, replacement of manually operated ground levers for points with powered controls and installation of new facilities for train maintenance such as wheel lathes. Later investment will be focused around improvements required to accommodate new fleets.

Deliverables:

- No LU Managed deliverables

PR05 SIGNALS

Description:

A safe, high capacity signalling system is essential for a metro service. Current signalling systems on the Underground range from traditional two-colour line side signals, to forms of automatic control on the Victoria Line and more recently, the Central Line. The PPP provides improvements in basic maintenance

to improve poor service reliability and, in the longer term, new signalling systems will be introduced as part of the line upgrade programmes.

Deliverables:

- Relocate District Line Control Room from Earls Court to Baker Street

Indicators of success:

Description	Target
Relocate Dist CR Earls Ct- Baker Street – Deliver into Service	Feb-08

PR06 LINE UPGRADES

Description:

Over the next 20 years, all LU lines will be upgraded under the PPP 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

Deliverables:

- No LU Managed deliverables

PR07 POWER

Description:

A programme of major investment in power assets commenced in the late 1990’s. The aim was to switch the Underground’s power supply from internal generation to the national grid, renew and maintain high voltage power assets, and provide new power control equipment on most lines. With this work essentially complete, the focus is now on providing the power capacity to support investment in line upgrades, rolling stock, communications and other assets. Generally, this is being achieved through the provision of new or more spacious substations and transformer rooms, cable reinforcement and the installation of more energy efficient conductor rails.

Deliverables:

- MPW – Victoria Line Upgrade
- MPW – SSL Line Upgrade
- Power enabling for Northern Line timetable WTT51
- Power enabling for Jubilee Line timetable WTT10
- Central Line Power feasibility

Indicators of Success:

Description	Target
MPW (VLU) – Manor House DC protection Upgrade Complete	Mar-08
MPW (SSL) – Issue first S&D Package include LU Approval	Nov-07
Central Line Power – Feasibility Studies Complete	Mar-08

PR08 COMMUNICATIONS

Description:

The telephone and radio are the principal means of communication used on the Underground. The radio systems on a number of lines is life-expired and exhibit poor reliability. Installation of a new, modern communications network is underway, provided through the Connect PFI contract. The new radio and transmission network will be capable of handling telephone, IT, CCTV, PA 12,000 plus radios, and other

functions over a fibre optic architecture that will become the backbone for data transmission across the company. The Investment Programme also includes significant investment in information systems to improve communications of service information to customers.

Deliverables:

- Connect PFI Works for the PPP
- Connect CASS cards
- Connect Transmission options
- Connect E-train Northern Line radio
- Connect Dispatcher Fit out in ECR's
- Network Operating Centre (NOV)
- Tracknet work for Jubilee/Northern Line Upgrade

Indicators of Success:

Description	Target
Station Displays Customer Info Improvements – Delivery into Service	Jun-07
Connect – 4 Lines Radio Systems Go-Live	Feb-08

PR09 STATIONS

Description:

The stations element of the Investment Programme comprises of four main strands:

- Station Enhancement (PPP)
- Lifts & Escalators (PPP)
- Accessibility (LU)
- Congestion Relief (LU)

The station enhancements will lead to 250 LU-owned stations undergoing a modernisation or refurbishment to bring all stations up to the required facilities standard.

The Lift & Escalator programme will bring the fleets of lifts and escalators back to a state of good repair and overcome the backlog of investment.

All stations will benefit from some accessibility improvements as part of the enhancement programme but additional major investment is required to deliver step free access.

The congestion relief programme aims to address severe congestion at certain times of the day, leading to crowd control measures at some stations and, in the extreme, station closures at peak times.

Deliverables:

- Various Step free schemes
- Various Congestion Relief schemes

Indicators of Success:

Description	Target
Finchley Central Step Free Access – Delivery into Service	Feb-08
Tottenham Court Road Station Upgrade – RIBA Stage E Design Complete	Feb-08
White City Development – Wood Lane Station Platform Piling Complete	Jul-07
Bulk Order of Gates – First WAG Stanchions Complete and ready for Installation	Mar-08
Covent Garden Congestion Relief (Advance) – Delivery into Service	Dec-07
Bond Street Congestion Relief – RIBA Stage C Design Complete	Nov-07
Southfields SFA – Contract Award for RIBA Stage E/F	Dec-07
Euston Square SFA – RIBA Stage D Design and AIP Complete	Dec-07
Clapham South SFA – Start of RIBA Stage E/F	Jul-07
Highbury & Islington SFA – TfL Board Approves to submit TWA Application	Jul-07
West Ham - Stage D design and AIP complete	Jan-08

PR10 SAFETY/SECURITY

Description:

A programme of resilience work is in place to enhance protection of LU customers, staff and assets, details of which must remain confidential. Safety improvements are considered as part of all asset projects but the Investment Programme includes a number of specific projects for the improvement of safety and security.

Deliverables:

- SPAD mitigation
- Piccadilly Line PTI Improvements

Indicators of Success:

Description	Target
Improve PTI on Piccadilly Line - Delivery of Project	Aug-07

PR11 INTERCHANGE

Description:

LU is leading a number of schemes that provide significant improvements to interchange between different modes.

Deliverables:

- Victoria Station Upgrade
- Kings Cross Channel Tunnel Rail Link (CTRL)

Indicators of Success:

Description	Target
Victoria Station Upgrade – TWA Application submitted	Dec-07
CTRL – Commencement of Bomb Gap Civils	Aug-07
Walthamstow Central Interchange – Subway Delivered into Service	Mar-08

PR12 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:

- Croyley Rail Link
- Heathrow T123 Congestion Relief

Indicators of Success:

Description	Target
Heathrow T123 Congestion Relief - RIBA Stage C Design Complete	Jan-08

PR13 ACCOMMODATION

Description:

Despite significant investment in recent years, operational staff accommodation remains an area where LU's investment backlog is most evident, with much of the accommodation in current use falling well below world quality standard.

Deliverables:

- Brixton Train Crew Accommodation
- Edgware Train Crew Accommodation
- Rickmansworth Operations Centre
- Upminster Operating Accommodation
- Operating Training Facilities Upgrade
- Line Upgrade Capacity

Indicators of Success:

Description	Target
Rickmansworth Operations Centre - Deliver into Service	Oct-07
Upminster - Deliver Into Service	Nov-07
South London House - Deliver into Service	Aug-07
Edgware TCA - Contract Award	Aug-07

PR 14 INFORMATION TECHNOLOGY

Description:

LU is making significant investment in IT systems to support the delivery of real time information (see Communications). In addition, further investment is being made to support LU’s business capability.

Deliverables:

- Asset Replacement and Upgrade
- Telephony and Communications Upgrade
- Real Time Information Service Platform
- Your Connection
- Various Prestige workstreams

Indicators of Success:

Description	Target
Your Connection - Practical Completion	Dec-07
CAD Solution (Phase 3) - Contract Award date	Aug-07

PR 15 OVER PROGRAMMING

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.

Surface Transport Deliverables

LONDON BUSES

001 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 ³	Millions	1,897
Bus Network Income	Millions (£)	1,059

Impacts of Equality and Inclusion:

Deliver target levels of fares revenue whilst ensuring that fares are affordable for all sections of society and providing targeted fare concessions so that disadvantaged and potentially excluded groups have access to the bus network. Concessions include free travel for older people and young people in full time education.

002 BUS NETWORK OPERATIONS

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	1.1
On time performance: Low frequency routes	%	77
On time performance - night buses	%	83
CSS: reliability - journey/wait time	Score	80
Bus Kilometres Operated	Millions	467

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.

³ The allocation of travelcard income and passenger journeys across the modes, including National Rail, is currently being reviewed and the outcome could impact budgeted income and passenger journey targets for 2007/08.

- 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.

006 BUS STOPS AND SHELTERS

Description:

This activity covers the cleaning and maintenance of bus stops and shelters and the posting of passenger information (timetables, maps etc.) at them.

Deliverables:

- All Stops and Shelters cleaned and maintained to required standard.
- All information displayed to be up to date and accurate.

Indicators of Success:

Cleanliness, state of repair and condition of information are monitored via Customer Satisfaction and Mystery Traveller surveys. Constant or improving scores indicate success.

Description	Target
CSS – Overall Quality	60%
CSS – Bus Stop Information	80%
CSS – Cleanliness	60%
CSS – Condition	70%

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 well-maintained lighting.

007 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:

- Bus garages maintained to a standards fit for use by tenants.

Indicators of Success:

- Avoidance of deterioration of infrastructure.

Impacts on Equality & Inclusion:

No direct E&I impacts. All users will benefit indirectly from the provision of bus garages, through the bus services which they operate on behalf of LBSL.

008 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:

- All bus stations and stands to be cleaned and maintained to required standards.

Indicators of Success:

Description	Target
CSS - Overall Satisfaction Bus Stations (Condition)	74%
CSS - Overall Satisfaction Bus Stations (Cleanliness)	74%

Impacts on Equality & Inclusion:

All users of the bus route network will benefit from the provision of clean, safe, secure and fit-for-purpose facilities. In particular older people and people with mobility problems will benefit by the provision of slip- and trip-free walking surfaces and good lighting.

011 ENGINEERING

Description:

This activity area falls within Surface Transport's Network Operations 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. hybrid, hydrogen and any alternative powered / fuelled buses), improving the environmental performance of existing buses and developing / researching potential environmental initiatives through R&D.

Deliverables and Indicators of Success:

- Air Quality Improvements through development and retro-fitment of various alternative engine emission technologies throughout 2007/2008
- Implementation of procurement process to deliver requirements of the London Hydrogen Partnership Transport Action Plan
- Operation and evaluation of existing Hybrid single / double deck buses.
- Development and evaluation of further potential opportunities for Hybrid single and double deck trials with bus manufacturers
- Continue R&D work in respect of environmental initiatives, principally for emissions and noise

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.
- Introduction and understanding of improved vehicle technologies provides an environmental London Bus platform reflecting benefits to passengers, local route residents, London and national / world-wide considerations.

014 OPERATIONS SERVICES

Description:

Network Operations provides a safe and effective environment for passengers to travel in London. This is achieved through a command and control centre (CentreComm), supervision of bus stations, emergency response staff, and through contingency and events planning.

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.

Deliverables:

- Collection and dissemination of information relating to the real time operation of the bus network via operation of a 24/7 communication complex (CentreComm)
- Ensuring that infrastructure is maintained to an acceptable standard for passenger comfort and safety (Bus Stations)
- Minimising the effects of disruption to bus services from all causes (events planning and emergency response staff)

Indicators of success:

Description	Units	Target
Passenger Journeys	Millions	1,897
Schedule service operated	%	97.8

Impacts on Equality & Inclusion:

- Staff is trained in disability awareness, dealing with emergency situations and security issues.
- Staff provides 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.

015 PERFORMANCE**Description:**

The Performance Department is 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. The key performance indicators are set out in the Bus Network Operation Cost section.

Indicators of success:

Description	Units	Target
Bus kilometres operated	Millions	467
CSS: reliability - journey/wait time	Score	80/100

016 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:

Tramlink: Ensuring that the Concessionaire fulfils its obligations for operation and maintenance of the Tramlink system as defined in the Tramlink Performance Specification. Ensuring that the system is regularly inspected / audited and defects are brought to the attention of the Concessionaire and addressed in a timely manner, taking enforcement action as appropriate and provided for under the terms of the Concession.

West London Tram: Subject to agreement of programme:

- a) completion of review of WLT and confirmation to the project team that London Trams has no objection to the deposit of the Transport and Works Order (May-07);
- b) Finalise and implement an agreed programme for the implementation of WLT (Aug-07);
- c) Complete first phase (engineering) handover of WLT (Nov-07).

Crystal Palace: Complete handover in Q2 of project from MPBU in line with protocols to be agreed between MPBU and LT in Q4 of 2006/7. Appointment of project team and design consultants (Aug-07)

Urban Track: Continued participation in EU funded work packages SP1 to SP6. Complete design and install test trackform for package SP3 (Nov-07).

Indicators of success:

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

* Headway is the gap between trams – the measure is that 95.5 % of trams must be within no more than twice the timetabled headway.

London Trams also provides technical and operational support, in its role as internal client to MPBU in the development of new schemes to the point of acquisition of powers. London Trams is responsible for the overall approval of trams schemes for handover to Surface from MPBU London Trams will be responsible for the detailed design, procurement construction and operation of new tram schemes following handover from MPBU which is due to commence during 2007/08 London Trams provides administrative support to UKTram, the tramway industry representative body. London Trams staff chair UKTram Ltd and the UKTram industry steering group and are represented on most of the activity work streams being developed by UKTram to reduce costs in the tramway industry.

Impacts on Equality & Inclusion:

Tramlink is a fully accessible system (infrastructure and vehicles) and attracts a considerably higher proportion of wheelchair users than mainstream bus services. London Trams will continue to work with E&I to ensure that new tram schemes, as well as developments on Tramlink, maximise the accessibility of public transport to all who wish to travel.

019 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)

BAU/Operations:

- Maintain Current Operation on Stable Platforms
- Meet customer expectations in relation to operating increasing number of assets.
- Radio Replacement - Carry out projects supporting the implementation of the replacement radio system, which are not covered by iBus.

New Technology:

- 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 passengers
- To provide RTI at bus stops. Countdown extension, including the procurement of 2000 new signs and 2000 replacement of signs on the network

Indicators of Success:

Description	Target
iBus FGA: First Garage Application acceptance	May-07
Roll Out of new technology to fleet complete	Oct-08

Impacts on Equality & Inclusion:

- Strengthened security on vehicles through the provision of a radio system, with benefits to both staff and passengers.
- The system supports improved service reliability with the potential to reduce wait times, providing security benefits at stops.
- The new technology will provide robust and reliable Countdown/RTPI systems, enabling its benefits to be fully recognised by all groups.
- The provision of new RTPI sources (audio, Next Stop, mobile phones) focuses on the needs of disabled passengers.

020 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:

- Continue to deliver a high quality ticketing services for London Buses, including Oyster and cash ticketing
- Support for implementation of cashless operation across London [if approved], including redeployment of RTMs, new operating procedures for staff, and any changes to on-bus ticketing equipment arrangements.
- Start of work on Driver/Machine Interface (DMI) project [if approved]

Indicators of success:

- Maintain or improve upon current ticketing equipment failure levels
- Support for implementation of cashless operation across London [if approved], including redeployment of RTMs, new operating procedures for staff, and any changes to on-bus ticketing equipment arrangements.
The approval process starts in February 2007 and should be completed by April, for October 2007 implementation.
- Start of work on DMI project [if approved]. The feasibility study is underway now, and will produce recommendations in April 2007.

CONGESTION CHARGING

The Congestion Charging division:

- Maintains, improves and operates the central London Congestion Charging scheme, including the implementation of the Western Extension to this scheme;
- Carries out technology trials and develops road user charging for London; and
- Designs, consults on, procures and implements (subject to Mayoral approval) London’s proposed Low Emission Zone.

120 LOW EMISSION ZONE

Description:

The proposed Low Emission Zone (LEZ) scheme seeks to deter the most polluting vehicles from driving within Greater London. From 2008, HGVs, buses and coaches would have to meet an emission standard of Euro III for PM or face a daily charge for driving within London. From 2010, heavier vans and minibuses would have to meet the same emission standard. This work includes detailed scheme design, public and stakeholder consultation, service provider procurement, and, subject to Mayoral confirmation following consultation on a Scheme Order, implementation and operation of the scheme.

Deliverables and Indicators of Success:

Description	Target
Mayoral decision on Scheme Order	May-07
Go-live for enquiries	May-07
Go-live for vehicle registration	Jul-07
Go-live for payment	Oct-07
Potential scheme Go-live for larger HGVs	Feb-08

Equalities and Inclusion impact:

The air quality benefits of the LEZ disproportionately assists those in poor health and vulnerable groups.

023 CONGESTION CHARGING TRAFFIC & TECHNOLOGY

Description:

- Maintenance of directional and regulatory signs, road markings and congestion monitoring cameras in extended central area and Low Emission Zone.
- Groundtruthing the enforcement camera network and provision of updated evidential packs.
- Maintenance of the monitoring in-station, vehicle classification system and relationship with DTO toolkit team.
- Provision of funding to DTO for surveillance cameras to support real time traffic management of the road network.
- Upgrade of 30 camera sites to roadside ANPR.

Deliverables:

- Clear signage and an effective enforcement and monitoring camera network for the central London Congestion Charging scheme and the Low Emission Zone

Indicators of Success:

Description	Target
Upgrade of 30 camera sites to roadside ANPR	Jun-07
Directional and regulatory signs and road markings maintained for eCLOCCS	Mar-08
Continued provision of ANPR data from the eCLOCCS and LEZ camera network to the monitoring in-station and reporting system	Mar-08
Data available on DTO toolkit for analysis by CC Monitoring Manager and for input to the LTCC COMET system	Mar-08
All eCLOCCS enforcement sites groundtruthed and evidential packs updated accordingly.	Mar-08

024 CONGESTION CHARGING TRIALS**Description:**

TfL is running technology trials with the aim of identifying, testing and evaluating economical, user friendly and flexible charging, enforcement and telecommunications solutions to inform input to the development of technical specifications, policy options for the procurement of Congestion Charging services and TfL's TIF congestion submission.

Deliverables:

A suite of successful and rigorous peer-reviewed trials that provide sufficient technical grounding / proof to inform future decisions and procurements

Indicators of Success:

Description	Target
Stage 3 peer review	Jun-07
Trials Stage 3: Final Progress report	Jul-07

025 CONGESTION CHARGING – FUTURES & RE-LET**Description:**

Activities required to establish new contracts for the operation of the extended zone and LEZ after the expiry of the current contracts in Nov 2009. This includes the introduction of customer accounts; new vehicle technology (DSRC); and retail services to enable the possible extension of charging to areas outside the central zone and TGB if required.

Deliverables:

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

Indicators of Success:

Description	Target
Selection of retail service provider(s)	Nov-07
Selection of core IT, Business Operations and Enforcement Operations service provider.	Nov-07
Appointment of DSRC supplier	Dec-07

026 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 boundary and information signs and road markings.
- Co-ordination of the implementation of real time and complementary traffic management measures 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
Borough Schemes designed	Dec-07
CTM Borough schemes complete (schemes delivered)	Mar-08

027 WESTERN EXTENSION SET UP**Description:**

Implement the Western Extension Zone to the Central London Congestion Charging Scheme on 19 Feb 07.

Deliverables:

Successful implementation of the Western Extension Zone on 19 Feb 07.

Deliverables:

Description	Target
Post-implementation review of Capita	May-07
Post implementation review of Siemens	May-07
Post implementation review of Enforcement Infrastructure	May-07

028 CONGESTION CHARGING OPERATIONS**Description:**

The Central London Congestion Charging Scheme is a scheme that requires drivers to pay a charge when driving in the designated zone during charging hours. 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. The WEZ goes live on 19 Feb 2007 and from then onwards the Operations budget and costs will apply to the extended central area.

Deliverables:

Successful operation of the current and extended Congestion Charging scheme.

Description	Target
Provision of all required supporting data for 5 th Annual Report	April-2007
Delivery of all agreed customer improvements and required changes by due dates	Mar-2008

Indicators of Success:

Description	Units	Target
Appeals & Representations: Reps % of PCNs issued	%	18-16 ⁴
Charge Transactions by Channel - Retail	%	25
Charge Transactions by Channel - Web	%	30
Charge Transactions by Channel - SMS	%	20
Charge Transactions by Channel - Call Centre	%	20
Charge Transactions by Channel - IVR	%	5
Telephony - Average Queue Time	Seconds	20

⁴ Target changes depending on period.

Impacts on Equality and Inclusion:

- Equality assessment is specified in the Transport Strategy and thus a legal requirement
- Blue Badge Holders
- Severely ill (NHS patient) rebates
- Translation service provided for non-English speakers
- Provision for hard 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.

029 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.

Description	Target
Ongoing recruitment (approved headcount ~220)	Mar-08

030 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
Period 3 Review	Jun-07
Period 6 Review	Sep-07
Period 9 Review	Dec-07
Period 13 Review	Mar-08
Congestion Charging Income in line with or ahead of budget (£227.8m)	Mar-08

TRANSPORT POLICING AND ENFORCEMENT

033 TRAFFIC ENFORCEMENT

Description:

The Transport Policing and Enforcement Directorate's (TPED's) Traffic Enforcement team is responsible for Red Route, parking, moving vehicle and bus lane enforcement 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. In addition Traffic Enforcement enforces yellow box junctions and banned turns.

Deliverables:

- Develop & Implement Digital Traffic Enforcement System (DTES)
- Procure and install additional CCTV cameras to enforce parking restrictions
- Develop effective removals service to deal with vehicles obstructing the TLRN

- Procurement of a refreshed Penalty Charge Notice processing service

Indicators of Success:

Description	Units	Target
Percentage of red routes enforceable	%	85
Percentage of bus lanes enforceable on red routes	%	95
Aggregate PCN Recovery rate ¹	%	80
Red route offences per mile observed	#	1.2

1 includes bus lanes, moving vehicles and parking.

Impacts on Equality & Inclusion:

- Disability awareness: TfL has a duty of care to ensure greater understanding of disability needs so that conflict does not arise in the course of carrying out its enforcement duties. This applies to the power to inspect Blue Badges and other forms of enforcement. Traffic Enforcement has established a training programme to deliver disability awareness training to all staff and contractors involved in enforcement operations.

034 TRANSPORT POLICING

Description:

TPED has responsibility for strategic policing and crime and disorder reduction issues within TfL. It works with the Metropolitan Police Service Transport Operational Command Unit (MPS TOCU) and the British Transport Police (BTP) to deliver intelligence led visible policing across the transport network focused on TfL priorities. It also works with other partner agencies and TfL departments to deliver crime and anti-social behaviour reduction projects relating to the transport system. 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:

- Implement the necessary processes and procedures within TfL to ensure that it is compliant with Section 17 of the Crime and Disorder Act – ongoing
- Production of the TfL Crime and Disorder Reduction Strategy – published April/May 2007
- Ensure the effective delivery of new policing resources and services on London Rail and L Area - ongoing
- Work with the MPS to deliver enhanced traffic management and road policing to reduce network disruption and improve road safety - ongoing
- Ensure delivery of Safer Transport Teams to be attached to Borough Operational Command Units (BOCUs) as requested by the Mayor of London.- operational by Summer 2007.
- Completion of the TOCU 5 year review by January 2008

Indicators of success:

Description	Units	Target
Passenger perception of safety on bus	Index	85
Passenger perception of safety at bus stops and shelters	Index	78
Passenger perception of safety on train (LU)	Index	>83
Passenger perception of safety in stations (LU)	Index	>79
Ratio of TOCU TLM & Non TOCU TLM - Transport Policing	#	1.5

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 (PCSOs), reflects the diversity of London's community.

- Tackling fear of crime and disorder: recent focus group work highlighted that the 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.
- TPED contributes to the Safe Travel at Night (STaN) project which enhances women's safety on the network.

035 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 fare evasion and revenue loss and contribute to improvements in the on-vehicle environment. Bus Enforcement's Investigation and Prosecution Section (IPS) deals with cases of fare evasion, organised fraud, staff assault and criminal damage. The CCTV team assist bus operators with on-vehicle CCTV management and work to tackle criminal damage on the bus network.

Revenue Protection Inspectors (RPIs) 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:

- Implement next generation of revenue protection handheld technology
- Quarterly Fare Evasion Survey
- Support ongoing work with on bus CCTV

Indicators of success:

Description	Units	Target
Network average fare evasion rate ¹	%	<3.2
Percentage of cases successfully prosecuted in court	%	95

¹ Rolling annual average result from quarterly Fare Evasion Survey, November 2006

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).

036 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.
- TPED Strategy – May 2007

Indicators of success:
See sections 033, 034, 035

BUS PRIORITY

041 PROJECT PLANNING & DEVELOPMENT (PPD) NON-LIP SCHEMES

Description:

This activity covers the identification, investigation and feasibility study of potential 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.

The entire budget for TLRN portfolio is capital - only feasibility studies and traffic modelling, undertaken without prior knowledge that they will progress to physical schemes, are included in the actual costs for this activity. The KPI's shown are from the Investment Programme and the expenditure on this Activity does not relate directly to these deliverables.

Deliverables and Indicators of Success:

Description	Target
Completion of 8 new bus lane schemes	Mar-08
200 bus lane kilometre hours per week	Mar-08

042 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 and Indicators of Success:

Description	Target
Implementation of SVD at 800 junctions with the new iBus technology	Mar-08

(The KPI shown is from the Investment Programme and the expenditure on this Activity does not relate directly to this deliverable)

43 BUS PRIORITY STRATEGY

Description:

The activity includes research projects to minimise bus passenger journey time and maximise reliability benefits through bus priority.

Deliverables:

- Trial and review of potential bus journey time benefits through the use of SVD at pelican, puffin and toucan crossings.
- Investigation into the interaction between pedestrians and passengers on the footway in the vicinity of bus stops.
- Feasibility study leading to a trial of queue relocation techniques for bus priority.

Deliverable outputs will be in the form of Guidance Documents, all due in September 2007.

Indicators of Success:

Description	Target
Publication of Bus Lane Design Guidelines	Sep-07
Completion of 3G Tranche 1 Feasibility Studies	Sep-07

Impact on Equality and Inclusion:

Improved accessibility (including providing for fully accessible buses), reliability and journey times will help to increase the overall capacity of London's transport system and promote equality and inclusion to the benefit all target groups, particularly women, older people, ethnic minority groups and those with disabilities who tend to have lower levels of access to private transport and rely more on bus travel. Buses are used proportionally more by those in socio-economic groups C2, D and E.

044 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, as distinct from the projects undertaken. The support is the payment for the staff employed on implementing bus priority measures and their related costs

Deliverables:

- Delivery, implementation and management of Bus Priority's programme objectives. Refer to the Deliverables for programmes 40, 41, 42 and 43.
- Ensure appropriate training is in place for all staff and feed back questionnaires are completed

Indicators of success:

Description	Target
Reduction in consultancy/agency costs	25%
Maintain permanent headcount at 90%	90%

045 FLAGSHIP SCHEMES

Description:

This activity covers the feasibility and pre scoping studies relating to selection of routes for future Flagship bus priority schemes. The objective is to achieve improved bus reliability and journey time for passengers.

The Flagship budget is 100% capital expenditure. The actual costs included in this activity relate to studies on routes which are not certain to be the subject of implementation of physical bus priority measures and on review/post audit of measures previously implemented to ensure that they continue to provide the benefits to buses which they were designed to supply.

Indicators of Success:

10 bus lane schemes and 300 bus lane kilometre hours per week (completed).

The "Indicator of Success" shown is from the Investment Programme and the expenditure on this Activity does not relate directly to this deliverable.

PUBLIC CARRIAGE OFFICE

048 TAXI LICENSING, PRIVATE HIRE LICENSING & PCO NON-REGULATORY COSTS

Description:

The Mayor's general duty for safe transport in respect of taxis and private hire is delivered primarily by licensing and regulating London's taxi and private hire services. The PCO licenses and regulates these services on behalf of TfL.

Taxis and private hire services play a vital part in helping people travel across the Capital, providing a unique door-to-door service. They provide links with World City functions and other public transport, operate at times and places when other services are not available, and provide crucial services for passengers with disabilities.

The PCO's wider transport responsibilities include managing the annual taxi fares review; developing taxi ranks (including signage); participating in interchange projects; collaborating with other agencies on transport plans; improving and integrating taxi and private hire travel information, and developing a better understanding of customer needs and supply and demand issues through research and survey work. The PCO also has a leading role in the Mayor's Safer Travel at Night initiative.

Drivers (Taxi and Private Hire)

- Complete the implementation of private hire driver licensing
- Complete the implementation of the recommendations in respect of the accreditation of the Knowledge of London by the City and Guilds
- Continue to increase the proportion of BAME taxi drivers by 1% per annum
- Continue to increase the proportion of women taxi drivers
- Implement revised arrangements for drivers who do not meet DVLA Group 2 eyesight standards
- Introduce the requirement for a taxi driver to provide a receipt on request from a passenger
- Complete annual review of taxi fares and implement any agreed changes
- Complete annual review of licence fees and implement any agreed changes
- Introduce agreed new fixed fare taxi sharing scheme

Vehicles (Taxi and Private Hire)

- Complete the transfer of taxi licensing inspection services to third party provider
- Introduce mid-year safety inspections for taxis
- Decide the future direction of private hire vehicle licensing inspections based on the outcome of the public consultation
- Introduce the agreed arrangements for permitting PH vehicles to display external signage
- Continue with the emissions strategy to ensure that all taxis are compliant with Euro III emission standards or better by June 2008
- Consult and develop environmental strategy for taxi and private hire vehicles
- Complete annual review of licence fees and implement any agreed changes

Private Hire Operators

- Review and implement revised licensing compliance strategy
- Introduce and complete the licensing of 'in-scope' operators (including their drivers and vehicles) as a result of the amended definition of 'private hire vehicles'
- Complete annual review of licence fees and implement any agreed changes

Safer Travel and Integration

- Continue to develop marshalled taxi ranks and private hire 'set-down' and 'pick-up' points
- Implement agreed arrangements to enable private hire vehicles to set down and pick up on red routes
- Conclude the considerations for allowing private hire vehicles to travel in bus lanes
- Continue the roll-out of taxi rank identification poles, totems, shelters and information panels
- Continue to develop the use of communications technology to improve customer information
- Continue to explore payment options and opportunities for integration with other public transport ticketing arrangements
- Develop permanent and integrated solution to private hire operator database for TICC, Journey Planner and text messaging services

Licensing Processes

- Continue to implement improved administrative capability especially in respect of e-business to deliver on-line and integrated facilities for the PCO's 120,000 direct customers (applicants, licensed vehicle owners, licensed drivers and licensed operators)

Pedicabs

- Clarify legal status of pedicabs and implement any licensing arrangements arising from the outcome of the public consultation on the licensing of pedicabs

Deliverables and Indicators of success:

Description	Units	Target
No. of licensed Private Hire Drivers	No.	40,000
No. of licensed Private Hire Vehicles	No.	42,000
No. of licensed Private Hire Operators	No.	2,300
No. of licensed Taxi Drivers	No.	25,000
No. of licensed Taxis	No.	21,600
BAME Taxi Drivers	%	7.5%
Women Taxi Drivers	%	2%
Taxi users o/a satisfaction	%	83
PH users o/a satisfaction	%	81
Taxi drivers o/a satisfaction with PCO	%	65
Taxi applicants o/a satisfaction with PCO	%	82
PH drivers o/a satisfaction with PCO	%	66
PH operators o/a satisfaction with PCO	%	61

Impacts on Equality & Inclusion-

- Additional skill and disability awareness training benefits all target groups, particularly those with disabilities.
- Safety benefits from licensing and the information and promotion initiatives for vulnerable groups, particularly women.

050 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 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 and has been included in Surface IM's Investment and Delivery Plan and project priorities. 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 2008.

Deliverables:

Taxi poles and shelters have been successfully redesigned to incorporate solar-powered lighting and improved information panels. 12 of these have already been installed. New installations will be a continuous and on-going operational activity as opposed to a specific project. It is planned to install 40 further poles subject to funding and successful consultation with local authorities. The working date for completion of installation is March 2008.

Indicators of Success:

Description	Target
Install 40 Taxi poles	Mar 08

ASSISTED TRANSPORT SERVICES

054 ASSISTED TRANSPORT SERVICES (ATS)

Description:

ATS is primarily focused on providing accessible, subsidised Door-to-Door (D2D) Transport Services as an alternative provision for mobility impaired Londoners unable to use existing forms of public transport. D2D services include Dial-a-Ride, Taxicard and Capital Call although ATS is not responsible for Dial-a-Ride provision. D2D transport is generally accepted shorthand for non-statutory provision of transport for mobility impaired people which literary works from "door to door". London boroughs fulfil their statutory responsibilities by providing travel services for education and day-care purposes. The NHS provides Patient Transport Services (TPS) for hospital appointments and access.

ATS also provides support for Westminster Taxicard, several Mobility Assessment Centres (MAC's), "Getting There" magazine and other services related to providing accessible transport for disabled people.

Door-to-door Strategic Review Programme:

The strategic review is taking place to improve the availability of D2D services for Mobility Disabled People, and strategies designed to better coordinate and between existing providers and with fair eligibility and entitlement criteria. ATS and PCO provide both staff time and expertise to both the Project Group and Programme Board of this review and in the financial year 2006/2007 ATS was responsible for administering the funding for the strategic review. The review process itself, and its deliverables, is owned by Surface Transport Programme Office SRO Dick Halle.

Deliverables:

- Taxicard provided in all London boroughs
- "Getting There" magazine provided to all Dial a Ride & Taxicard members

Indicators of success:

- 10-15% per annum increase in trip numbers

Impacts on Equality and Inclusion:

ATS budget is entirely dedicated toward improving various Equality & Inclusion issues for disabled and older people who need accessible transport in London. This can be demonstrated by the following:

- 100% increase membership since 2001
- 85% increase in TfL funding to Taxicard (56.2% of total Taxicard trip costs in 2005/6)

EAST THAMES BUSES

055 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	%	98.0
Excess waiting time -high frequency routes	Minutes	1.46
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 (%)	%	28

Best Value Indicators –

- The number of working days/shifts lost due to sickness absence per full time employee (Operational Staff). The target set by TfL is 13.8 days.
- BV17: The percentage of employees from minority ethnic communities. This target set by TfL is 28%.

Impacts on Equality and Inclusion:

- Delivery of safe and reliable services.
- Policy initiatives to promote fair employment opportunities with benefits for all target groups.
- Initiatives – Life change rostering to be implemented at East Thames Buses by the end of 2007.

DIAL-A-RIDE

056 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 mainstream public transport. It can be used for all sorts of journeys such as shopping, visiting friends, attending meetings or doctors or dentists appointments.

The objective of this activity is:

- the safe and efficient transport of users
- the 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.

Deliverables:

- Develop and implement an automated booking and scheduling system, together with the creation of a central contact centre. This new centre will take over the booking currently undertaken at six separate depots around London
- More efficient operation of the existing fleet
- Uphold standards in order to maintain customer satisfaction

Indicators of success:

Description	Units	Target
CSS Overall Satisfaction target	%	93
Target number of trips in 2007/08	Million	1.52
Target for number of trips refused, below	%	7
Target for cancellations by the service, below	%	1
Target for contacting the Fleet Assistants scheme	Per 4 weeks	40
Target of assisted journeys provided	Per 4 weeks	35

- Achieve an improvement in scheduling efficiency through the introduction of a computerised booking/scheduling centre, expected to be completely operational with all depots migrated by December 2007.
- Through marketing, ensure that the Dial-a-Ride passenger profile reflects the population that it services. In particular, addressing the under usage of the service in certain sectors, ensuring a greater proportion of those who are eligible to use the service are both aware of it and of the availability of the service. .
- Improve the access to the service for passengers by the introduction of Travel Assistants.

Impacts on Equality and Inclusion:

- A more equitable supply of services and improved efficiency benefits all users.
- Raising awareness of eligibility through marketing, targets disabled groups who are most likely to experience difficulty using mainstream bus services.

LONDON RIVER SERVICES

057 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:

Description	Units	Target
Passenger numbers (excl. multi-stop) target	Million	2.0
% of Journeys Operated (excluding Multi Stop)	%	98
Customer satisfaction target	%	90

Impacts on Equality and Inclusion:

All LRS operated piers have step free access. LRS will continue to work with operators to increase the number of accessible boats, either by introducing new boats or altering existing boats.

059 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. The operator is required to operate to a 99% reliability target.

Indicators of success:

Description	Units	Target
Passenger numbers (multi-stop) target	Thousand	600
% of Journeys Operated – Multi-stop River Service	%	99

Impacts on Equality and Inclusion:

All LRS operated piers have step free access. LRS will continue to work with operators to increase the number of accessible boats, either by introducing new boats or altering existing boats.

126 WOOLWICH FERRY

Description:

The Woolwich Free Ferry is currently operated by the London Borough of Greenwich under an Agency Agreement. L.B. Greenwich reports reliability (Hours of service as a percentage of planned hours), crossings per hour, vehicles carried and passengers carried.

Indicators of success:

Description	Units	Target
Hours of service as a percentage of planned hours	%	95
Average number of crossings	No.	6
Average number of vehicles per week	No.	19000
Average number of passengers per week	No.	NA

VICTORIA COACH SERVICES

061 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 nearly 200,000 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.

All coach services are provided by private operators on a commercial basis, offering services to some 1200 destinations throughout the United Kingdom and to over 400 destinations in most parts of mainland Europe, especially eastern Europe.

Management of the coach station enables the provision of a safe and comfortable environment for coach travellers and for those seeing off or welcoming passengers and involves premises management, on site operational management and commercial services on behalf of operators.

Deliverables:

- Development of proposals for a new interchange based on an existing Victoria site to accommodate increasing levels of demand for coach travel.

It is expected that the build will not commence for 3-4 years (completion perhaps pre-Olympics) therefore timeframe for delivery of the development is difficult to assess.

- To 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	%	83%
Number of coach departures	'000s	195
Mobility Assistance	Passengers	5740

Impacts on Equality and Inclusion:

The passenger profile through VCS is one of lower income groups and the elderly. VCS will maintain assistance and access to those groups and relocate the Help Point to enhance the safety and travelling experience for mobility impaired and the vulnerable.

VCS will continue to effectively provide for the needs of non-English speakers including through a multi lingual capability amongst the staff; currently some 20 languages are spoken.

MANAGEMENT, SUPPORT & STRATEGY

066 MANAGING DIRECTOR

Description:

The MD is responsible for London Bus operations (including East Thames Buses), the Public Carriage Office, Croydon Tramlink, Dial-a-Ride, Victoria Coach Station, passenger services serving TfL piers on the River Thames, the managing director’s office team and TfL’s corporate interest in transport policing and enforcement. The role is also responsible for the TfL Road Network, Congestion Charging, traffic management, road safety, walking, cycling and freight.

Deliverables and Indicators of Success:

- Implementing the Mayor’s Transport Strategy across Surface Transport modes.
- Improving the quality of service and increasing the number of passengers on Surface Transport modes.
- Improving accessibility to the Capital’s transport network for mobility-impaired passengers and young people.

067 FINANCE, IM & HR

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, and financial reporting to TfL Group.

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. The provision of systems and technology, and the ongoing development of IM Strategy, congruent with TfL Group Strategy.

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 support services to all divisions within Surface Transport.
- Financial Reporting to TfL Group.

Information Management

- Establish effective working practices with Group IM.
- Delivery of IT systems to support business functions (to target and budget agreed with business units).
- Support of existing information systems and technology (within agreed SLAs).
- Account Management: manages the relationship between customer directorates and IM.
- Solution Delivery: oversees the delivery of IM projects.
- Environment and supports the integration of business sponsored projects.
- Strategy and Architecture: develops the IM Strategy, manages the IM architecture and develops the IM business plan.
- Support Services: manages accommodation, procurement, business continuity and communications.
- Process Enhancement Team: Delivers SAP related projects, supporting and training.
- 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.

Indicators of Success:

Finance

- Deliver Financial Business Plan to TfL Finance & Planning by agreed dates
- Deliver periodic and quarterly management reports to TfL Finance & Planning by agreed dates
- Deliver draft, unqualified statutory reports to external auditors and TfL Finance & Planning by agreed dates
- Achieved approved year end cash target
- Percentage undisputed invoices paid within 30 days: 88%
- Improved customer satisfaction scores.

Information Management

- % Projects Mobilised On Schedule Last Quarter
- % Projects Delivered On Schedule in Last Quarter
- Quarterly Forecast IM Project Portfolio Cost vs. IM Capital Budget
- Number of New Ideas Generated
- Number of Pipeline Projects Formulated
- Planned vs. Actual Resource Pool Growth
- Ratio Contract: Permanent Employees in Resource Pool

Human Resources

- A Leadership Development Programme launched in February 2007 for Pay band 4 & 5 Employee.

- Talent Management/Succession Planning launched in September 2007.
- Senior Manager Reward was introduced last year and will be extended to Business as usual in 2007/08.
- Relaunch updated Performance Management programme in March/April 2007.
- Diversity and Equal Opportunity interventions
 - Mentoring scheme successfully launched in Surface.
 - Pilot to trial flexible working in Buses commences 1st May 2007 through 31st July 2007.
 - Achieved Local Government Equality Scheme for Level 5 status.
- Modal Scorecard objectives agreed in March 2007/08.

069 STRATEGY

Description:

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

Project Initiation is responsible for business development and project management of a programme of business reviews.

They also manage Door to door project: the service that is available in all London boroughs & in the city of London, with the exception of Westminster. Its aim is to provide trips for social purposes for disabled people unable to use mainstream public transport.

Business Planning is responsible for:

- Development of Surface Transport's business plan in accordance with corporate guidelines and timescales.
- Input to TfL's business plan and related documents
- Stakeholder quarterly meetings
- Engagement with Corporate on E&I monthly Surface delivery meetings

Strategy development:

- The costs and outcomes of the aspirational scenario from 2010/11 to 2007/18 were refined
- Strategic context for the SR2007bid has been set out
- TfL's bid has been submitted to DfT and funding from DfT is expected by summer 2007 and will be followed by prioritisation and allocation of the funds across Surface Transport.

Deliverables and Indicators of Success:

Description	Target
Fare submission for Business Plan	May-07
Bus passenger journey for BP	May-07
Bus passenger revenue for BP	May-07
Setting up and facilitating the end of the third phase Bus Benchmarking Group meeting	Jun-07
Produce ST Business Plan 2007/08	Jul-07
Produce S&BD communications plan	Aug-07
Door-to-Door review - Review of consultation feedback & service option for implementation finalised	Apr-07
Draft Mayor's Transport Strategy II	Jul-07
Produce 12 monitoring reports to RISC	Mar-08
Deliver 3 business development & improvement reviews	Mar-08

071 SUSTAINABLE FREIGHT

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 and Indicators of Success:

Description	Target
Complete recruitment of permanent members of team	Mar-07
Complete Draft Freight, Communications & Marketing Plan	Mar-07
Launch Freight Operator Recognition Scheme (FORS)	Apr-07
Complete CMMC pilot	Mar-08

073 SPECIAL PROJECTS

Description:

TfL has submitted a successful bid to the Amaury Sports Organisation (A.S.O.) the owners of the Tour on behalf of the Mayor to host Le Grand Depart in July 2007. London will host the opening ceremony, the prologue time trial and the start of stage 1 of the race.

Le Grand Depart will act as a catalyst, complementing TfL’s investment in cycling infrastructure and marketing by creating positive associations with cycling and boosting its profile and popularity.

TfL, on behalf of the Mayor, is also organising a Mass Participation Bike Ride (MPBR) to take place in September 2007. This will be the first of the Tour de France legacy events, exploiting excitement generated by Le Grand Depart, providing Londoner’s with an opportunity to get on their bikes and translating this into new cyclists and additional cycle trips.

Deliverables:

- Website development
- Marketing and PR activities in the lead up to the event including delivery of a Tour de France / cycle roadshow
- Development and delivery of an associated events programme
- Provision of the Permanence - Race headquarters and press centre in ExCel London (Saturday 30th June - Sunday 8th July 2007) and Canterbury
- Staging the opening ceremony in Trafalgar Square (Friday 6th July 2007)
- Staging the race (host city elements) - incorporating the Prologue Time Trial on an 8km course around Central London (Saturday 7th July) and Stage 1 from London to Canterbury, 209 km (Sunday 8th July)

Proposed Indicators of Success:

- Cycle usage on the TLRN (cycling index)
- Cycling behavioural change
- Cycling club membership
- Public awareness of TdF
- Event impact assessment
- Event satisfaction

A number of different sets of research work are planned to assess the impact of Tour de France and associated marketing /communications in terms of the profile of the event, attitudes towards/awareness of cycling and associated benefits. These are yet to be confirmed.

074 MARKETING AND RESEARCH

Description:

The plan for 2007/08 is driven by the new TfL Marketing Strategy 2006/07 to 2008/09. This strategy brings together all marketing activity across TfL into one plan and is totally aligned to the TfL Business Plan.

Marketing and Communications plays a crucial role in promoting the services that TfL provide in order to ensure that people can make the best choice in getting to work in the central London.

In addition, Marketing & Communications is key to promoting TfL's role in:- improving outer London liveability and viability, tackling climate change, and, redressing deprivation and inequality.

Main campaigns:

- Launch of cashless bus campaign
- Launch of WEZ
- TdF grand depart campaign
- Continue only essential print products

Deliverables:

- Produce Marketing and Research Plan – Aug-07
- Cycling advertising and info campaign – Mar-07 to Dec-07
- Launch of Mass Participation bike ride recruitment – Jan-07
- Launch of cashless bus campaign – Feb-07
- Launch of WEZ - Feb-07
- TdF Grand Depart campaign – Jul-07
- TfL core documents and key marketing communications to be available in alternative formats to meet E&I targets - Mar-07 to Dec-07

Indicators of success:

Description	Units	Target
Visitors to TfL website	Million	30
Customer database	Million	4.5
Bus information CSS	%	75
Cash payers on bus	%	3.5
Oyster bought off-system	%	10
Bus passenger journeys	Million	1904
Cycle journey index	base	164
Walking trips - <2 miles	Million	5.60
Road Safety KSI	No.	3618
Illegal minicab assaults	No.	96
Core documents in alternative format – E&I	%	100

075 COMMUNICATIONS & CONSULTATION

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 2007/08 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.
- BSI accreditation for Surface Transport.
- Continue to progress the ST Customer Services integration programme and prepare business for implementation of CSIP and associated business changes.
- Client for ST review of and improvement to Records Management function, including pre-requisite activity for any EDRM implementation.
- Identify and deliver strategies and plans to enhance ability to obtain up-to-date information from all areas of ST in a structured and timely manner for compliance with information access and management requirements.

Deliverables:

Description	Target
BSI accreditation for bus operators	Apr-07
Development criteria for CT schemes within London	Mar-07
Complete ST customer services integration programme	Dec-07
Review ST compliance with FOI, EIR and other information related legislation	Mar-07
Develop business change programme for implementation across all departments with implementation of CSIP	Jun-07
Establish criteria for assessing ST communications - and overall ST - involvement in key events based on business objectives and value for money	Mar-07
Feasibility study to investigate integrated ticketing between commuter coaches and other transport modes	Mar-07

Indicators of Success:

Description	Budget
Customer Services: call response within 20 seconds (%)	80
Customer Services: abandonment rate of calls (%)	5
Customer Services: correspondence response within 15 days (%)	80
Customer Services: Customer Satisfaction Survey results (customers) (out of 100)Note: currently annual and reported at quarter 4	55
Customer Services: overdue cases (%)	10
Stakeholder Engagement: consultations meeting recommended timescales in TfL toolkit (%)	95
Stakeholder Engagement: Customer Satisfaction Survey results (stakeholders) (out of 100)Note: currently annual and reported at quarter 4	35
Communications Services: Customer Satisfaction Survey results (internal) (out of 100)Note: currently annual and reported at quarter 4	55
Communications Services: internal briefings, team talks, upfront, etc issued on time (%)	98
Commercial Bus & Coach: Stop specific timetables ready 10 or more days before service change Note: not available for quarters 1 & 2	95
Commercial Bus & Coach: LSP applications/variations granted 5 or more days before implementation (%)	95

Impacts on Equality & Inclusion

- Communicating with public and stakeholders helps meet the DDA through raising awareness of ST initiatives to improve access to its services.
- Specifically improving access to information through all material and events (e.g. ensuring access at venues, large print leaflets, use of languages other than English etc).
- LSP services will have specific targets in respect of accessibility.
- All communication aimed at providing greater accessibility to information, consultation and general communication with ST. This includes appropriate timing of consultation or information,

consideration of who is the correct audience, searching for greater numbers of representative groups, using more languages and communication techniques and simplifying information.

DIRECTOR OF TRAFFIC OPERATIONS

085 URBAN TRAFFIC CONTROL (UTC)

Description:

Urban Traffic Control (UTC) is a highly flexible, policy responsive computer based system used for optimising Traffic signal timings to move people and goods in London.

The computers are linked to the traffic signals through telephone lines and operate automatically on a second by second basis to instruct the signals how long to remain on green and also determine the green “offset” time between neighbouring junctions for traffic linking purposes.

Complex traffic modelling undertaken by UTC engineers combined with real time mathematical algorithms in the systems are used to optimise the timings. The optimisation is based on balancing competing modal and environmental demands, seeking to minimise stops and delays which directly reduces carbon emissions.

The UTC team seeks to continually develop the tools, science and systems, forming close links with institutions such as the Transport Research Laboratory (TRL) in order to support more intelligent decision making with respect to the movement of people and goods.

UTC works with stakeholders and other key systems, such as iBus in order to help realise the full potential benefits of integrated traffic control systems.

The work of the team is fundamental to the delivery of Mayor’s Transport Strategy (MTS), the T2025 vision and TfL’s Network Management Duty (NMD) with its focus on expediting the movement of people and goods.

Deliverables:

The **UTC timing review programme** uses technology solutions to set signal timings on (currently) 2900 of London’s most challenging traffic signals. The deliverable here is to progressively work towards a 3-year cyclic timing review programme for London’s (current) 2900 traffic signals which are controlled by the UTC system.

Indicators of Success:

Description	Target
Review signal timings at 500 sites	Mar-06
Review signal timings at 600 sites	Mar-07
Review signal timings at 750 sites	Mar-08
Review signal timings at 900 sites – 3 Year cycle	Mar-09

078 MAJOR PROJECTS

Description:

Technology and 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 and the basis for Traffic News, TfL's traffic information service published on the website.
- Communication and development of the London Traffic Vision with key internal and external stakeholders
- Provide real time information to freight users on loading, unloading and road restrictions
- DTO systems architecture, delivered by LTSV, will look to identify what street furniture and backup systems will be required in 2025 to deliver functionality DTO requires to manage the movement of people and goods in real time.

Indicators of Success:

Description	Target
DTO systems architecture delivered.	Dec-07

079 SYSTEMS AND SOFTWARE

Description:

Maintenance of DTO's suite of specialist traffic control systems and software. This future proofs against obsolete technology and provides the capability to optimise and manage the movement of people and goods.

Deliverable:

Maintain systems to high level of availability and reliance on existing hardware and software platforms with the added functionality, which will enable DTO to improve the efficiency of the road network.

Indicators of Success:

Description	Target
Maintain systems available to achieve level greater than 98.5% for all systems	Mar-08

081 EQUIPMENT

Description:

Continue to research, design, develop and deploy state of the art traffic equipment, management, and monitoring and information systems to enable the safe, efficient and effective movement of traffic specific to London's unique demands and world class status.

Deliverables

Monitoring technology availability in the market as well as benchmarking London versus other international cities. Technology & Infrastructure, through the Development and Research (D&R) team, manages the research and development of traffic control equipment system and associated emerging technology, including CCTV, Variable Message Signs (VMS) and information systems.

Indicators of Success:

Description	Target
Digital video LAN implemented in Eccleston Place	Mar-07
Latest LED Signal Trials - installation	Feb-07
Latest LED Signal Trials – performance report	Oct-07

082 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.

This activity funds warehousing, which is vital for ensuring that DTO can continue to support TfL's Network Management Duty, when needing to react to events on the street (such as collisions with

signals). Storing equipment means that equipment can be replaced far quicker as it eliminates any delay in having to order equipment on demand.

Deliverables:

Continue to realise the cost benefits of bulk purchasing and hot storage and cannibalised equipment to support life expired kit fault control needs.

Indicators of Success:

Description	Target
Availability of equipment at a rate of 100%	Mar-08

Availability of time signal and other traffic management equipment are specialist products and take time to repair and obtain parts for, thus we need this facility to ensure that we do not suffer more downtime than necessary.

084 FAULT CONTROL AND MAINTENANCE

Description:

The existing Traffic Control infrastructure requires ongoing maintenance to ensure the equipment remains in serviceable condition. Budget figures allow for growth and transition to an output based performance contract. 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 mobilize and manage maintenance contractors. To ensure the public have access to meaningful information and to assist in the delivery of BVPI165 (the DDA and accessibility standard for signalised pedestrian crossings).

Deliverables:

All traffic control equipment achieving 99% availability for 2011.

Indicators of Success:

Description	Target
Invitation to Tender for the Maintenance contract	Mar-07
Award Maintenance contract	Dec-07
Ensure Signals availability remains above 98%	Mar-08
Ensure Safety Camera availability remains at 95% for designated sites	Mar-08

087 DIRECTORATE OF TRAFFIC OPERATIONS (DTO) SUPPORT COSTS

Description:

DTO support clients, as a service provider for traffic infrastructure and systems, and undertakes operational activities to ensure that the network is optimised to balance the needs of all road users and to continue to “keep London moving”. This activity incorporates salary and administration costs for the Directorate of Traffic Operations to fulfil these priorities for London.

DTO is working towards filling 90% of 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 to support delivery of targets.

The London Traffic Control Centre (LTCC) is responsible for monitoring the operation of London’s road network and for real-time 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.

Deliverables:

DTO staff will continue to:

- Increase the offering of scheme delivery
- Implement projects to improve traffic control system and road user information provision and coverage.

- Improve network resilience by replacing ageing hardware and systems.
- Evaluate further network instrumentation that will allow cause and effect analysis on traffic management interventions.

Indicators of Success:

Description	Target
Meet DTO recourse forecast	Mar-08
422 Staff of right skill set	Mar-08
450 staff of right skill set	Mar-11
90% of all DTO staff permanent employees	Mar-12
Career succession plans in place	Mar-13

ROAD NETWORK PERFORMANCE

089 ROAD SAFETY SCHEMES

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:

Description	Target
To incentivise boroughs to play their part in meeting targets, TfL will provide £29.45m in 2007/08 to boroughs for education, 20mph zones and road safety engineering works	Mar-08
Annual Completion of: Towards the year 2010: monitoring casualties in Greater London, report.	Aug-07
Annual Completion of: Collisions and casualties on London's roads, report.	Aug-07
Delivery of first six monthly report on total number of speed awareness and driver improvement courses delivered	Mar-08
Delivery of second six monthly report on total number of speed awareness and driver improvement courses delivered	Sep-07
Action Plan for speed Limiter trial	Aug-07
TfL to provide at least £39.4m for Road Safety funding in 2006/07	Mar-08

Indicators of Success:

Description	Units	Target
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

091 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 the organisations such as Living Streets, through the Walking Advisory Panel.

Deliverables:

Description	Target
Specific walking marketing campaign	Apr 07
Business case for Legible London wayfinding project.	Aug-08
TfL to provide at least £9.2m for borough walking funding in 2007/08	Mar-08

Indicators of Success:

Description	Target
Increase in walking trips by 10% by 2015, over a base level of 2000	10%
London qualified as amongst the most walkable cities in the world by 2015	0
Achieve a reduction in Pedestrian KSI casualties	50%

092 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 and 200% by 2015 and 400% by 2025.

Deliverables:

Description	Target
Marketing & Communications Campaign.	Mar-08
Research into impact of schemes and publication of good practice	Mar-08
Analysis and Research of near/new markets.	Mar-08
Publish benchmark data and annual London bicycle account	Mar-08
to incentivise boroughs to contribute to LCAP vision and objectives to provide £xx funding	Mar-08
Cycle Parking Plan to 2015; to OJEU annual £2m cycle parking supply contract and provide cycle parking at at least 75 schools and 20 stations	Mar-08
5 year strategy, costed programme and regulatory regime to support cyclist training of atleast 10,000 people by boroughs each year	Mar-08
Introduction/Upgrading on street of at least 100 cycle priority measures per annum	Mar-08

Indicators of Success:

Description	Target
Increase in cycling trips by 80% by 2010, and by 200% by 2015 over a base level in 2000.	0
50% Reduction in Cycle casualties across London.	0
% of trips to town centres by bike, spend and satisfaction with experience.	0
For individual schemes – positive changes in resource, awareness, attitudes and / or behaviour	

093 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:

Description	Target
Award contract for Londonwide bus stop survey.	Mar-07
Completion of first element of research into impact of schemes upon different groups of pedestrians.	Mar-07
TfL to provide £3.6 million for surveying and improving bus stops across London.	Mar-08
TfL to provide £4.1 million for improving the accessibility of streets on the Mayor's road network.	Mar-08
Audit street links outside mainline rail stations and prepare improvement programme	Mar-08

Indicators of Success:

Description	Target
Delivery of the schemes within the programme to create accessible streets.	Mar-10
Research & Analysis into the impact of schemes.	Mar-10
Greater awareness of the accessibility in and around London.	Mar-10

Impacts on Equality and Inclusion:

- Reduction in the number of trip hazards on some footways benefiting the elderly, and disabled people.
- Ride comfort on, and access to buses improved on roads benefiting the elderly, disabled people, and those with mobility impairments including people with shopping or pushchairs.

096 LONDON WORKS

Description:

Network Coordination and Assurance is responsible for the assurance of schemes in terms of quality and network capacity, modal balance and co-ordination of works on London's main road network. This is 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.

Network Assurance Team

The Network Assurance Team (NAT) is responsible for the review and assurance of proposed schemes and works to ensure that modal balance is achieved to meet the needs of all road users. The bulk of the team's work is conducted through considering notifications from works promoters in TfL and the boroughs and ensuring the coordination of work to minimise disruption on the network.

Network Operations Team

Under the terms of the Traffic Management Act, the Network Operations Team manages TfL's relationship with the utility companies, inspecting work to ensure compliance with regulations and enforcing regulations governing the levying of charges for exceeding the noticed duration of works.

LondonWorks

LondonWorks is an information system being developed within Network Coordination and Assurance to support the implementation of the Traffic Management Act 2004. The system comprises a Central Register on which will be displayed all road and street works in London, fed by Local Registers maintained by the London Boroughs and TfL itself. TfL's Local Register is a second component of the system and the third component is a system for the notification of street works between boroughs and TfL (and vice versa). Supporting processes and working practices are also being developed as part of the programme.

Deliverables:

- Compliance with requirements of Traffic Management Act 2004
- Meet minimum quality assurance targets
- Compliance with Mayor's Transport Strategy.

Indicators of Success:

Description	Target
Safeguarding of network operational process.	Jul-07
Operational permitting to commence.	Apr-08

098 NETWORK PERFORMANCE

Description:

The outputs are periodic performance reports (to the Traffic Manager, BMR, Panel and Board) and other analytical reports. The outcome is information to TfL management on performance and understanding of the impacts of TfL's and 3rd party (eg utilities) activities on the road network.

Deliverables and Indicators of Success:

Description	Target
Continue to convene the Road Network Information Management Board to draw together information sources and uses for the benefit of traffic management.	Mar-08
Provide periodic reports, including the Traffic Manager's Report, to report on network performance. ONGOING	Mar-08
Undertake surveys to measure Person Journey Time for the DfT's Urban Congestion PSA Target, to monitor progress against the target for London and report.	Nov-07
Further develop KPI reporting in Streets to build on the Network outcome based KPIs developed for Streets directorates	Sep-07
Further develop an effective Traffic Information System that can meet requests for traffic information in a timely manner	Sep-07
Provide a performance monitoring system that tracks Streets KPI's and delivers timely management information to the Board and senior managers. - Ongoing	Sep-07
Undertake hypotheses testing to provide analysis and understanding of network performance to inform policy and TfL's Traffic Manager.	Mar-08
Develop a capacity inventory, in an area of inner or outer London, to monitor in detail traffic flows and events to inform TfL's understanding of traffic demand and capacity issues and impacts of interventions on the network.	Mar-08

099 TRAFFIC MANAGERS OFFICE

Description:

The main objective of the TMO is to ensure the effective delivery of the Traffic Management Act through improving understanding of the implications of the Act for all authorities across London. The TMO supports the Traffic Manager in improving traffic management throughout London by developing policies and practices and disseminating information to London's community of traffic managers and works promoters.

Deliverables and Indicators of Success:

Description	Target
Develop the TfL strategy on the TMA and NMD, and assure its delivery.	July-07
Support the delivery of TMA obligations throughout London.	Mar-08
Develop a methodology for advance planning of road and streetworks across London.	Dec-07
Maintain and enhance LondonStreetworks.net for benefit of London's community of traffic management professionals.	Mar-08
Maintain contact with boroughs on issues raised during directors' visits and through London Councils Traffic Managers' Group and other for a.	Mar-08

100 DIRECTORATE OF ROAD NETWORK PERFORMANCE SUPPORT COSTS

Description:

The primary goals of the Programme Management Office are to:

- Support delivery of the 2007/08 programmes for the Directorate.
- Embed Spearmint and related procedures within RNP.
- Lead production of management plan for DRNP.
- Develop performance management, programme governance and reporting frameworks in partnership with PMO's across Surface Transport.

Deliverables:

- Deliver effective financial and milestone reporting against delivery of the capital improvement programme for RNP clients
- Support TLRN Delivery PMO in establishing 3 year IBP programme, implementing enabling processes and systems – Sep-07.
- Lead and manage RNP Quality Audits and supporting processes – Sep-07.
- Provide strategic project support for other business initiatives and projects – Mar-08.
- Ensure Spearmint based guidance is followed in RNP to support project delivery – Mar-08.
- Develop reputation as an exemplar PMO in TfL – Sep-07.

- Lead development of the management plan (RNPlan) for the business – Apr-08.

Indicators of Success:

- Periodic based TLRN Delivery Programme report delivered
- Configuration library set up accessible to all users.
- Processes documented and shared understanding in place with directorate PMO's, Finance Teams and client teams.
- TLRN Q1 and Q2 programme of works baselined.
- Reporting integrated with TLRN PMO.
- Earned value reporting and enhanced delivery performance measurement in place.
- ISO status maintained for the directorate.
- Team objectives and role in RNPlan understood and considered fit for purpose.
- Projects delivered to time, cost and quality criteria

ROAD NETWORK MANAGEMENT

103 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 and Indicators of Success:

Major civil engineering infrastructure provided under the contract is completed and the improved A13 is open to traffic and accommodating increased traffic flows. The communications system was completed in 2006 and the formal Completion Certificate issued in September 2006. Payments to the PFI concession company are now being made in full in accordance with the terms of the contract. Lane availability is being monitored.

110 TLRN MAINTENANCE

Description

Capital Maintenance comprises rolling investment in the 580km of the Transport for London Road Network (TLRN). This investment is focussed on the upgrading, reconstruction and renewal of carriageways, footways, life-expired street lighting and furniture, bridges, tunnels and other highway structures.

Revenue Maintenance funds day-to-day activities on the TLRN to ensure roads remain open, safe, and fit for purpose. Activities include regular safety and routine inspections, emergency response to incidents, winter maintenance activities, repair of defects on the carriageway and footways, repair and replacement of traffic signs, grass cutting and tree / hedge pruning and drainage works.

Deliverables:

In 07/08, approximately 200 projects are planned across the network to renew carriageways, footways, structures and lighting:

- Programme of 64 schemes of resurfacing or renewal of carriageways aimed to improve the condition of the TLRN.
- 25 lighting schemes which upgrade and replace street lighting reducing energy consumption, accidents, increasing security and improving accessibility.

- 51 schemes for maintaining/improving the integrity of structures on the Network have also been identified, together with 16 schemes for tunnel works.
- Asset condition surveys also form the basis of identifying 30 schemes of footway replacement that will reduce the number of trip hazards and improve the condition of the footways.
- AIMS (Asset Inventory & Management System) is used to assist in identifying other assets in need of replacement and, typically, the work includes upgrading and, where necessary, strengthening structures as well drainage works and the replacement of life-expired street lighting and furniture. This ensures that the TLRN assets remain serviceable condition and that existing transport services are maintained.
- Publication and review of TLRN HAMP (Highways Asset Management Plan).
- Drafting of highways, structures and lighting policy and practice documents for London.
- Investigation of opportunities for recycling, depot sharing and materials utilisation pan-London under the Gershon umbrella.

Indicators of Success:

Description	Target
Decrease current condition index (06/07 estimated out-turn) of 9% of carriageways in need of repair to 8.5%	Mar-08
Maintain current condition index (06/07 estimated out-turn) of 18% of footways in need of repair at 18%	Mar-08

Impacts on Equality and Inclusion:

- Reduction in the number of trip hazards on some footways benefiting the elderly, disabled people and those with mobility difficulties, including the visually impaired.
- Ride comfort on buses improved on some roads benefiting the elderly.
- Supply chain are required to provide an Action Plan to achieve equality and diversity targets in the demographics of the supply chain workforce, engagement with the local community schools and colleges and BAMES and SMEs.

115 BOROUGH PRINCIPAL ROAD MAINTENANCE

Description:

The purpose of the Borough Principal Road Maintenance programme is to contribute towards capital maintenance on the Borough's main roads to ensure that the BPRN is maintained to the same standard as the TLRN. The longer term objective is to reduce and eventually remove the capital maintenance backlog on the BPRN.

Similarly, the Borough Bridge Strengthening programme is to provide funding for the Borough's main structures and to raise the loading capacity to the EC standard of 44 tonnes.

Deliverables:

The programme of renewal of carriageway and footways is assessed annually based on condition surveys. Programmes of reconstruction and resurfacing are delivered which are progressively improving the condition and safety of carriageways and footways across the BPRN.

Number of schemes delivered / to be delivered against budget

Year	2003/4	2004/5	2005/06	2006/07	2007/08	2008/09
Budget	£32.5	£48m	£33m	£32.3m	£25.5	£18.3
Scheme No	259	337	238	180	123	

The programme also includes strengthening of Borough Structures, the aim being to raise the loading capacity of structures to the current EC standard of 44 tons.

Indicators of Success:

Carriageway condition is measured by the % of the carriageway whose condition is 70 or worse using Detailed Visual Inspection surveys. Carriageway in condition 70+ was Government's reference to "backlog" and it was reported as former BVPI 96. The 2005/06 condition of carriageway was 9.1% (DVI) and this is expected to slightly increase by the end of the 2006/07 financial year.

BVPI 96	2003/4	2004/5	2005/06	2006/07	2007/08	2008/09
Predicted *	13%	8.7%	9%	10%	12%	13%
Actual	11.4%	9.4%	9.1%			

NOTE: * Prediction based on the investment in accordance with the original 5-year Investment Programme as published

It should be noted that a new survey method (SCANNER) for determining carriageway condition BVPI 223 was started in 05/06 and that the results from this new survey are not compatible with the previous DVI figures. The National Audit Office has agreed there is no correlation between the methods. The existing DVI road condition index will still be used to determine the programme of reconstruction and resurfacing.

Impacts on Equality and Inclusion:

- Reduction in the number of trip hazards on some footways benefiting the elderly, disabled people and those with mobility difficulties, including the visually impaired.
- Ride comfort on buses improved on some roads benefiting the elderly.

111 ROAD NETWORK MANAGEMENT SUPPORT COSTS

Description:

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

Deliverables:

- Management, delivery and implementation of Road Network Management's programme objectives.
- Supporting development of civil engineering graduate trainees towards chartered status and apprentices towards technician status.

Indicators of success:

- Achievement of Road Network Management's programme objectives.

ROAD NETWORK DEVELOPMENT

101 ROAD NETWORK DEVELOPMENT SUPPORT COSTS

Description

RND Staff focuses its attention on development of projects and initiatives to improve the performance of the network for the benefit of those who use London's roads. That is undertaken by working closely with both internal and external stakeholders to ensure the delivery of the Mayor's Transport Strategy and to support TfL's compliance with the Network Management Duty.

Specifically RND represents the 'Planning' element of the implementation of schemes, taking schemes through to the planning and financial approvals stages, and gaining clearance from TfL's Network Assurance Team, before handing over to DRNM which has responsibility for the 'Build' element.

Schemes are developed for internal clients, with funding devolved through internal business processes, and with coherence provided through Network Management Plans, and projects resulting from mayoral initiatives are progressed, such as Parliament Square and Victoria Embankment and other major projects, such as the Olympic Road Network.

RND Staff also coordinate Streets input and support for; major developments working closely with Land Use Planning; major projects such as West London Tram and Victoria Transport Initiative, led by other Directorates across TfL, and provides technical support on standards and specifications, administer all traffic orders on behalf of Streets and work closely with TPED on enforcement issues.

RND continues to reduce its dependency on the use of temporary staff in Headcount positions and is seeking to reduce the % of temporary staff to 35% by March 2008 through intensive recruitment campaigns and the recruitment of graduates. It is intended that projects and schemes will still be undertaken in the main through external consultants, so as to maximise delivery by managing consultants, although 20% of work will be undertaken in house to ensure technical skills are improved and that we become a more intelligent client. Project management and technical skills will be proactively improved through training and mentoring and the embedding of the STAR project.

Deliverables

RND will:

- increase the delivery of modal clients’ targets through projects and schemes;
- increase the number of projects and schemes delivered for internal and external stakeholders;
- lead on the introduction of Network Management Plans across TfL;
- increase the % of permanent staff in Headcount positions;
- improve Streets skills and resources in the development of Major Projects, such as Bounds Green and Tottenham Hale;
- improve the project management and technical skills of its staff.

Indicators of Success

- Meet Modal Targets
- Increases in Scheme delivery;
- Introduce first tranche of NMP’s and transition on tranches 2 and 3;
- Personal Development Plans for all staff

123 SCHEME DESIGN

Description:

Besides projects undertaken for clients, RND also delivers projects through its own budgets, resulting from Mayoral Initiatives, TfL Major Projects, Development Planning (nee Development Control) and the need for Technical Support and Training.

Deliverables and Indicators of Success

Bounds Green	Planning Approval and Implementation
Olympic Road Network	Prepare ORN to the satisfaction of ODA
Development Planning	Strengthen capability and links across TfL
Parliament Square	Planning Approval and Implementation
Victoria Embankment Gardens	Planning Approval and Implementation
Tottenham Hale	Planning Approval and Implementation
Network Support	Provide reliable network operations through improved TLRN enforceability.
STAR	Embed STAR across Streets and link with Brunel and Pyramid
Transport Modelling and Support	Play key role with LTS, and other TfL modelling initiatives
Technical Support	Provide technical standards and advice documents

CHIEF OPERATING OFFICER'S OFFICE

125 CONTRACTS & PROCUREMENT

Description:

Contracts and Procurement has responsibility for co-ordinating the development of procurement strategies and procedures across TfL Streets, including the management of externally accredited Quality Management Systems. Also has the responsibility for co-ordinating the preparation of contract documentation and the tenders and letting of contracts, including the provision of Contract and Procurement advice. In addition, releasing all Streets Purchase Orders to external suppliers.

Deliverables:

- Provision of specialist advice and input on the development of procurement strategies, contract management and the complete range of contractual and financial aspects of contracts.
- Letting contracts in a timely fashion, extracting market benefits from each contracting exercise.
- Ensure the maintenance of the ISO9001 accreditation for Streets.
- Provide advice, support and input into the work programme to ensure that procurement efficiencies are identified and delivered.
- SMART releasing of purchase orders and ensuring the effective processing of purchase orders under SAP.

Indicators of Success:

- The effectiveness of advice will be evaluated with the aid of, interalia, "evaluation surveys" which form part of the Quality Management System.
- Let contracts within the timescales agreed with Clients in line with procurement efficiency targets.
- Receive recommendation from BSI for the continued registration to ISO 9001 2000 to agreed timescales. This will improve the service customers receive and support on-going development and use of SAP.
- Improved financial efficiency of service delivered.
- 95% of undisputed orders released within 2 working days.
- Deliver efficiencies of £10m.

Impacts on Equality and Inclusion:

- Ensure that appropriate E & I terms and conditions and contractor requirements are included in contracts and assist in the contract evaluation process.
- Conduct meetings with core contractors to ensure that their approach to E&I is in line with TfL policies. Encourage them to employ people from local communities and to use SMEs and BMEs in the supply chain.
- Encourage Contractors to use local people and encourage SMEs/BAMEs into the TfL supply chain by attending Meet the Buyer Events
- Encourage contractors to train their staff in equality and diversity issues.

102 CHIEF OPERATING OFFICER – STREETS SUPPORT COSTS

Description:

Salaries and associated costs of COO-Streets Office. COO-Streets is responsible for the Streets domain within Surface Transport and, specifically, the Directorates of Road Network Development, Road Network Management, Road Network Performance and Traffic Operations, as well as the Streets Coordination Unit, Streets Contracts & Procurement team and the COO Office team.

Deliverables:

Supporting the MD Surface Transport in setting the strategic direction for Streets and the objectives of the Streets Directors and other direct reports.

Identify strategic business risks and initiate direct actions to mitigate eg, STAR, BRUNEL.

Lead TfL's Urban Design interface with Design for London and Urban Design London.

Ensuring delivery objectives of:

- Road Network Development
- Road Network Management
- Road Network Performance
- Directorate of Traffic Operations
- Streets Coordination Unit
- Contracts & Procurement

Effective management of the COO Office, ensuring staff are appropriately trained and appraised. COO Office, Contracts & Procurement and SCU staffing levels to be maintained within headcount budget and reliance on consultancy/agency support to be reduced.

Indicators of Success:

- Objectives and personal development plans set at beginning of PRP cycle and appraisals carried out on time.
- Temporary worker headcount to be reduced to 15% or below and E&I targets achieved.
- Streets and suppliers vehicle fleets all low emission compliant.
- Delivery of the objectives of STAR and BRUNEL.
- All Streets domain Quality Accredited (ISO 9001).
- Effective delivery of urban design training through UDL to TfL, boroughs and suppliers.
- Smooth transition to and effective operation for TfL of Design for London.

And, as per success indicators for:

- Road Network Development
- Road Network Management
- Road Network Performance
- Directorate of Traffic Operations
- Streets Coordination Unit
- Contracts & Procurement

102 STREETS COORDINATION UNIT (SCU)

Description:

SCU is responsible for ensuring there is pan-directorate co-ordination across the Streets' Directorate PMOs and including BPT PMO in all matters related to the planning and delivery of the Streets (TLRN) Delivery Programme. This co-ordination function extends also to the capital renewals programme managed and delivered in RNM.

Deliverables.

- Period reports to COO setting out the status of the programme
- Reporting at COO Ops monthly meetings
- Advice and support to COO, Directors and PMOs including providing a focus for
- shared best practice across Directorates

- Participation in Surface wide initiatives such as the development of a single programme database and improvement of the IBP process to ensure a Streets' wide view is promoted
- Streets' wide Oracle database to ensure single source of data across Streets
- Management of the Capacity and Resource Planning (CARP) model providing a Streets' wide agreed view of capacity to deliver the programme
- Chair the Streets PMO Group to ensure formal and pro-active co-ordination is undertaken

Indicators of Success:

- transparent end to end visibility of the TLRN Programme for schemes and projects managed between Directorates and in Bus Priority
- agreement achieved on co-ordinated data produced across Directorates including agreement with Surface Finance (Management Accounting) to provide a single centralised view of the TLRN Programme.
- Roll out and use of the Streets' wide TLRN Database (Oracle) providing shared planning and reporting data requirements
- Delivery of useful capacity information to enable Strategy to distribute resources successfully

Impacts on Equality and Inclusion

Ensure that E&I best practice is applied across the PMOs in regard to their work on the Programme

London Rail Deliverables

DOCKLANDS LIGHT RAIL

001 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
- 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
- To maintain the levels of escalator and lift availability as stipulated in the Franchise agreement

Indicators of Success:

Description	Units	Target
Passenger Journeys ⁵	Millions	66.6
Trains Kilometres Operated	Millions	4.8
On Time Performance	%	96
Lift Availability	%	97
Escalator Availability	%	98
Overall Customer Satisfaction	Score	90

Indicators above are for the complete network

002 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, maintain & finance Lewisham extension to DLR.

Deliverables:

- To increase passenger journeys
- To maintain the stations and track
- To maintain the levels of escalator and lift availability as per the concession targets

008 LONDON CITY AIRPORT

Description

This activity covers the ongoing operations of the DLR London City Airport Extension, specifically maintenance of stations and track through a 30 year concession to build, maintain & finance London City Airport extension to DLR.

Deliverables:

- To increase passenger journeys
- To maintain the stations and track
- To maintain the levels of escalator and lift availability as per the concession targets

⁵ The allocation of travelcard income and passenger journeys across the modes, including National Rail, is currently being reviewed and the outcome could impact budgeted income and passenger journey targets for 2007/08.

003 DLR SAFETY/SECURITY

Description:

Examples of the projects in this programme include back-up and additional security for the control facility, replacement or upgrading of existing noise mitigation (such as barriers) to ensure that DLR continues to operate within its noise policy, providing appropriate IT and ongoing signage on and around the immediate Railway catchment area. The projects will also enhance safety and personal security for all, through improved communications and use of CCTV.

Deliverables:

- Deter on train vandalism
- Increase reliability of communication and control systems
- Increase resilience and operational flexibility

Indicators of Success:

Description	Target
DLR - On Train Security/CCTV: Complete Vehicle Installation	May-07
DLR – Radio and Communications: Upgrade of Train Control Operating System Detailed Software Design	Aug - 07
Tower Gateway Station Resilience: Additional Resilience in Operation	Jan-10
West route Additional Resilience in Operation	Jan-10

Impact of Equality and Inclusion

- Upgrade of on-train security/CCTV will enhance passenger safety, security and information provision.

004 INFRASTRUCTURE

Description:

This includes a number of renewal works on the DLR infrastructure

Deliverables:

- Ongoing annual works

005 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

- 3 Car Bank-Lewisham commence construction

- Powers obtained for Delta junction
- Improved West Route Signal Loop operational

Indicators of Success:

Description	Target
3 Car Bank-Lewisham construction work starts	Sep-07
Improved West Route Signal Loop Contract Awarded	May-07
Delta Junction Grade Separation: Planning Consents/TWA Powers Confirmed	Oct-07
Improved West Route Signal Loop Commence Installation	Dec-07
3 Car Poplar-Woolwich construction starts	Jan-08
Delta Junction Grade Separation: Construction Works Start	Jan - 08
Improved West Route Signal Loop operational	Mar-08
3 Car Bank-Lewisham service operational	Jan-10
Delta Junction service operational	Jan-10
3 Car North Route service operational	Jun-10
3 Car Poplar-Woolwich service operational	Jun-10

Impact of Equality and inclusion

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

007 DLR ROLLING STOCK

Description:

This programme covers the provision of 55 new railcars on the DLR to meet capacity enhancements and extensions. This currently includes a contract for 24 new railcars for the Capacity Enhancements (3 Car) project and the Woolwich Arsenal Extension, and 22 additional railcars to meet Olympics demand. In addition there is a vehicle modernisation programme which will improve reliability.

Deliverables:

- Deliver first 12 new railcars
- Achieve 10,000km between failure reliability target

Indicators of Success:

Description	Target
Initial Vehicle Modernisation Programme Planning Complete	Apr-07
Woolwich Arsenal/3 Car Railcars First Train Delivered	Nov-07
6 th Vehicle Delivered	Dec-07
12 th Vehicle Delivered	Feb-08
B92 consistently over 10,000 kms between failure	Oct-07
Last (24 th) Car delivered	Dec-08
Woolwich Arsenal/3 Car Railcars: All Cars in Service	Feb-09

Impact on Equality and inclusion

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

008 DLR NEW SERVICES/LINE EXTENSIONS

Description:

The projects within this programme aim to improve access to employment and growth in Docklands, increase social inclusion by attracting investment and create fully accessible stations. Projects include the Woolwich Arsenal Extension, Stratford International and Barking Reach. Barking Reach is funded only to design stage.

- **Woolwich Arsenal DLR Extension:** This project comprises an extension of the railway under the Thames from King George V to Woolwich Arsenal with a new combined station at Woolwich Arsenal linking with the town centre, buses, South Eastern 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 (which will open to international and high-speed domestic commuter services. The extension will also serve the Olympic sites at Stratford and the Lea Valley.
- **Dagenham Dock (previously Barking Reach):** 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 to take the project to TWA. The expectation is that it would open in February 2016.

Deliverables

- Complete Woolwich Arsenal Extension tunnelling and trackwork
- Commence work on site on DLR Stratford International Extension (Packages 6 & 7)

Indicators of Success:

Description	Target
Dagenham Dock Submission of TWA	Jan-08
Woolwich Arsenal DLR Extension: Completion of Thames Intervention Shaft	Jul-07
Woolwich Arsenal DLR Extension: Completion of tunnelling	Aug-07
Woolwich Arsenal DLR Extension: Completion of trackwork	Mar-08
Woolwich Arsenal DLR Extension: Project Completion	Jan-09
Stratford International DLR Extension: Commence Works – Package 7(Canning Town Flyover)	May-07
Stratford International DLR Extension: Commence Works – Package 6 (Middle Section)	Jun-07
Stratford International DLR Extension: Complete Works	Jul-10
Dagenham Dock Opening of Extension	Feb-16

Impact on Equality and inclusion

- Increasing social inclusion by attracting investment, and improving access to employment and growth in Docklands.
- Creating fully accessible stations

009 DLR STATIONS

Description:

This programme consists of three portfolios:

- DLR Major Modernisation - which comprises the current upgrades to the DLR Stratford Regional Station
- DLR New Station - which comprises the proposed new station at Langdon Park
- DLR Station Improvements - which includes smaller scale improvements such as Olympic Station Capacity Improvements and ticket vending machine upgrades

Deliverables:

- Overall Completion of Stratford Station
- Overall Completion of Langdon Park Station

Indicators of Success:

Description	Target
Stratford Regional: Completion of South Platform	Jun-07
Stratford Regional: Completion of North Platform	Oct-07
Stratford Regional: Overall Completion	Oct-07
Olympics Station Capacity Improvements TWA powers granted	Oct-07
Olympics Station Capacity Improvements works complete	Mar-10
Langdon Park Station: Complete Installation of Precast Platforms	May-07
Langdon Park Station: Complete Canopy Installation	Aug-07
Langdon Park Station: Opening of station	Nov-07
Complete Shadwell Improvement Works Phase 3	Jul-07
Completion of Poplar Station Context Works	Oct-07
Completion of Gallions Reach Context Works	Sep-07
Issue OJEU for Ticket Vending Machine Upgrade	Mar-07
TVM Contract signed	Jan-08

010 ADMINISTRATION**Description:**

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

OTHER LONDON RAIL**080 EAST LONDON LINE EXTENSION****Description:**

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.

Deliverables

- Closure of existing East London Line
- Progress of main works in accordance with plan

Indicators of Success:

Description	Target
Close Existing East London Line	Dec-07
Commence Bridge GE19 Demolition	Dec-07
Main Contractor Takes Occupancy of ELL Trackway & Stations	Mar-08
Test Running Commences	Jan-10
East London Line (Phase 1) complete	Jun-10

Impact on Equality and inclusion:

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

080 NORTH LONDON RAILWAY INFRASTRUCTURE PROJECT

Description:

This project will deliver enhancements to the existing North London, West London and Watford DC lines to facilitate the operation of upgraded train services under the London Rail Concession. The scope includes power upgrade and platform extensions in order to operate new 4 car trains, network capacity enhancements to increase service frequency and connection to the East London line.

Deliverables

- Progress of design development work in accordance with plan

Indicators of Success:

Description	Target
Project complete	Jan-11

Impact on Equality and inclusion:

- NLRIP will improve accessibility to and from some of London's most disadvantaged areas.
- New rolling stock will allow easier use for mobility-impaired passengers
- New direct services will minimise the need to change trains, providing an improved passenger experience

092 NLR/EAST LR ROLLING STOCK

Description:

246 new build vehicles in three-car and four-car formations to provide London Overground services under the London Rail Concession on the North London Railway and the East London Line.

Deliverables

- Complete preliminary design of rolling stock
- Commence bodyshell manufacture

Indicators of Success:

Description	Target
Preliminary Design Phase Complete and Assurance Accepted	Aug-07
NLR Unit Bodyshell Manufacture Starts	Sep-07
Trains in Service NLR	Dec-08
Trains in Service ELR	Jun-10

019 LONDON RAIL MAJOR MODERNISATION

Description:

London Rail major modernisation will enable the use of pre pay oyster on selected National Rail trains and improved station security.

Deliverables

- Deliver security enhancements
- Deliver London Wide Oyster pre pay capability

Indicators of Success:

Description	Target
Complete on-train CCTV for Southern	Apr-07
London Wide Oyster : Initial Order of Validators	Mar-08
London Wide Oyster : Delivery Stage Complete	Mar-10

Impact on Equality and inclusion:

- Social inclusion benefits from integration of transport services

020 LR LINE UPGRADES

Description:

This programme consists of an integrated package of improvements for London Overground services covering:

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

Deliverables

- Complete North London Railway gating
- Complete installation of Oyster validators on North London Railway
- Commence station enhancement works

Indicators of Success:

Description	Target
Completion of NLR gating	Nov-07
NLR Oyster: TOMs Handover	Apr-07
NLR Oyster: Completion of Installation of TVMs and Validators	Nov-07
LRC Stations Upgrade: Commence station enhancement works	Nov-07

021 LONDON RAIL MARGIN AND CONCESSION

Description:

Trading margin for the London Rail concession and associated administration costs of managing the concession.

Deliverables

- Increase passenger journeys on the network.
- Increase service frequency and train capacity
- Reduce fraud

Indicators of Success:

Description	Target
Concession contract let	Jun-07
Start of London Rail Concession	Nov-07

Group Directorates Deliverables

OFFICE OF THE COMMISSIONER

121 TFL COMMISSIONER

Description:

The Commissioner is supported by the Chief of Staff, the Head of Investment Programme Oversight and the Director of the Policy Unit who advise on a number of policy and strategic issues, in liaison with other parts of the business. The Commissioner's office supports the Commissioner in his activities, including diary scheduling, briefing, policy analysis and communications.

Chief of Staff

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.

Investment Programme Oversight

Investment Programme Oversight provides independent assurance to the Commissioner on progress and deliverability of TfL's 5-Year Investment Programme. With the modes, Oversight prioritises the highest-risk projects for Independent Engineer Review and progress reporting. Oversight also works with the modes to identify and mitigate systemic risks to the delivery of the Investment Programme.

Policy Unit

The Policy Unit provides ongoing high-level strategic advice to the Commissioner on emerging issues of particular relevance to senior management.

Deliverables:

- Producing Commissioner's Reports for six Board Meetings.
- Oversight of the Investment Programme including managing the Independent Engineers reports undertaken.
- Long-term strategic review of walking and cycling and social exclusion, including feeding into the Mayor's Transport Strategy revision.
- Continuing policy development for TfL and the Mayor's Office on climate change and sustainability agendas.

Indicators of success:

Description	Target
Complete Independent Engineer Review of "Top 50" IP projects	Mar-08
Walking and cycling, social inclusion reviews completed and fed in to MTS2	Mar-08

GENERAL COUNSEL

004 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:

Company Secretariat and Corporate Governance

- Ensure that the Secretariat is operating on an efficient basis.
- Consolidate new Secretariat processes, particularly to improve the effectiveness of meeting papers.
- Update the governance framework and assurance process by 31.12.2007.

Information Access and Compliance Team

- Provide framework to ensure 90% of information access requests are processed by the business within statutory deadlines
- Provide framework to ensure 98% of information access requests are resolved without enforcement action being taken against TfL

Internal Audit

- Deliver the 2007/08 Audit Plan – March 31st 2008.
- Review use of current IT tools and consider other tools available with the aim of improving the efficiency and effectiveness of audit and investigation processes.
- Whilst continuing to develop fraud awareness, focus attention on increasing fraud detection by analysis of fraud risk and use of data mining procedures.

Risk Management

- Delivery of risk management training to identified priority business managers across the Group by 31.8.2007.
- Undertake a general risk awareness exercise to address basic risk awareness of all staff by 31.3.2008.

Group HSE

- Resilience assurance 'letters' process implemented in 2007/08.
- HSE competency framework for HSE critical jobs outside LUL. From 2007/08 the competency of post holders will be assessed, training material developed and delivered.
- DSeasy will deliver baseline display screen risk assessment across all Corporate Directorates by end 2007/08.
- Development and introduction of sustainability assessments for principal activities across TfL by end of 2007/08, 31.3.2008.

Legal

- Introduce a model which seeks to measure and enhance levels of client satisfaction and added legal value in specified areas by the end of March 2008.

- Following a review of property processes during 06/07, introduce a new, streamlined commercial lease which aims to speed up and simplify negotiations resulting in less administration by the end of March 2008.
- Subject to the completion of a pilot project and internal TfL approval, introduce the next phase of the project to register TfL's landholdings at the Land Registry according to a programme based on TfL business needs and priorities by the end of March 2008.
- As part of the Mayor's integration framework, TfL Legal will agree and implement a programme of activities to work more efficiently and collaboratively with other lawyers in the GLA and the LDA Legal teams throughout 2007/08.

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 *including Group Internal Communications*– 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. Also included within Group Media Relations is Group Internal Communications whose main objective is to help the businesses across TfL to communicate effectively, consistently and meaningfully with all staff, and aligning messages internally and externally.

Group Public Affairs *including Government and Stakeholder Relations, Events and Conference Management, Group Publishing and International and European Affairs* – The Government and Stakeholder Relations team, together with the International and European Affairs team aim to influence public policy at European, national and local level so that the environment is most beneficial for TfL to run its operations. It manages relations with the EU, government, Parliament, political parties, business, NGOs, academics and think-tanks. It ensures that there is a strategic approach to communicating TfL's vision. Group Publishing offers design, printing, editorial and proofing services for a range of key TfL publications. The Events and Conference Management team further support the delivery of TfL's key messages to a wide range of external stakeholders, including the general public, by delivering professional events, conferences, exhibitions and visits programmes.

Borough Partnerships Group The Borough Partnership 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. 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) The TDM team 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. A key enabler of the drive to reduce carbon emissions and to deal with the capacity issues facing London's transport network over the next

20 years the work undertaken by the TDM team aims to use a full range of information, marketing and incentives to enable and support people to make more sustainable travel choices.

Overall Group Communications 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 Local Implementation Plan (LIP) process with the boroughs

Overall Group Communications 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-08
Increase the number and quality of stories in the local media to 48 positive stories per period	Mar-08
Hit Mayor’s office target for completed answers of Mayor’s Question Time (MQT) Questions – Complete 98% of all questions within Mayor’s Office Target	Mar-08
Positive media coverage of the annual borough funding announcements - <5% negative media coverage	Dec-07
Implementation and recruitment of BAME interns for the Media Relations team – 6 monthly recruitment cycle – in line with recruitment programme	Mar-08
Achieve a satisfaction assessment rating in excess of 75% for all events, exhibitions and conferences directly managed by the Events Management Team	Mar-08

126 AREA BASED SCHEMES

Programme delivery is reported as part of the Investment Programme. These schemes deliver a wide variety of different elements across all London Boroughs. There will be a combination of construction, signing, instrumentation, streetscape and street scene-related costs. These include works such as footway improvements, street and public space lighting, CCTV, signing, bus stop and shelter improvements, road crossings, forecourt rearrangements taxi arrangements, dropped kerbs and side entry treatments. There will also be costs related to scheme conception, design and consultation.

Deliverables:

- Good quality public realm
- Increased use of sustainable modes, particularly walking and cycling
- Shopping mobility, especially for pedestrians
- Mitigation of impacts of cars on town centres, and reductions in car trips
- Better facilities for disabled people
- Promoting of changes to localities to benefit several target groups – e.g. mothers with young children

Description	Responsibility	Target
Receipt and acceptance of bi-monthly progress reports throughout year	Borough Programmes	Mar-07
Delivery of 2007/08 schemes to commence	Borough Programmes	Apr-07
Delivery of schemes to complete – Target for 2007/08 is 12 schemes	Borough Programmes	Apr-08
Evaluate submitted schemes for 2008/09	Borough Programmes	Oct-07
Provide details of financial allocation to 2008/09 schemes	Borough Programmes	Nov-07

Indicators of success:

Description	Responsibility	Target
Deliver further improvements to borough portal in line with approved business cases	Borough Funding	Mar-08
Local Implementation Plan funding announcement competently made and well-received by boroughs	Borough Funding	Dec-07
Response to the Mayors Office in regard to 250 planning applications	Borough Land Use Planning	Mar-08
Complete 95% of the responses to planning applications within the 6 day GLA Timescale	Borough Land Use Planning	Mar-08

129 FRACA

FRACA (Freight, Regeneration area schemes, Air quality (Environment), Controlled parking zones and Accessibility – local area) are major projects or programme elements are reported as part of the Investment Programme. This covers mainly works such as new, widened or improved borough roads, but also includes new parking provision. Appropriate provision of walking and cycling facilities is also included. The overall aim of the schemes is to implement a range of improvements in freight, local area accessibility and environment (especially transport air quality and noise), aspects of transport service provision, facilities and impacts.

Deliverables:

- Reduced congestion, leading to less air pollution
- Increased use of sustainable modes, particularly walking and cycling
- Mitigation of impacts of cars
- Better facilities for disabled people

Indicators of success:

Description	Responsibility	Target
Receipt and acceptance of bi-monthly progress reports throughout year	Borough Programmes	Mar-07
Delivery of 2007/08 schemes to commence	Borough Programmes	Apr-07
Delivery of schemes to complete	Borough Programmes	Mar-08
VOWD on all schemes is 95% of original allocation at year end	Borough Programmes	Mar-08
Receive scheme submissions for 2008/09	Borough Programmes	July-07
Evaluate submitted schemes	Borough Programmes	Oct-07
Provide details of financial allocation to schemes	Borough Programmes	Nov-07

OTHER BOROUGH CAPITAL INVESTMENTS

Within other borough capital investments the remaining element is regarding Thames Road Bexley. This is a scheme which is jointly funded by TfL and DCLG to decongest an important link and to enable local regeneration opportunities to be more fully realised.

Description	Responsibility	Target
Widened road opens (except Craysmill Bridge extension)	Borough Programmes	June-07

130 SCHOOL TRAVEL PLANS & TRAVEL AWARENESS (TDM)

School Travel Plan programme delivery is reported as part of the Investment Programme. These schemes cover a wide variety of different elements across all London boroughs. There will be a

combination of planning, awareness raising and promotion of travel choice activities leading to the implementation of the approved travel plan. This could cover walking-bus style actions to highway, signing, instrumentation, streetscape and street scene alterations. Travel awareness has no on street expenditure. The overall aims of the schools travel plans and travel awareness will be to reduce use of private cars for journeys in London, with particular emphasis on trips to and from school, improve child road safety, improve perceptions of relative dangers by parents and more sustainable travel choices by school employees.

Deliverables:

- Reduction in use of private cars for journeys in London, in particular trips to and from school
- Reduction in private car use resulting in an impact on air and noise emissions
- Education of children and parents in regard to road safety and active travel
- Facilitates and enhances choice of more sustainable transport options

Indicators of success:

Description	Target
Implementation of a further 500 School Travel Plans	Mar-08
Implement workplace travel plans for 40,000 employees across London	Mar-08
Launch Work Place Travel Plan guidance (for application by boroughs, developers & TfL)	June-07
Launch Residential Travel Plan guidance(for application by boroughs, developers & TfL)	Sept-07
Delivery of major campaigns focusing on active travel	May-07
Delivery of major campaigns focusing on smarter driving	Dec-07
Town Centre Pilot – Continued deliver of Sutton Town centre pilot in line with agreed programme plan	Mar-08

239 PERSONALISED TRAVEL PLANNING (TDM)

Personalised travel planning (PTP) focuses on insuring that households have detailed knowledge of the travel options relating to the specific trips they undertake. The overall aim of personalised travel planning is to support more sustainable travel choices by individuals based upon raising awareness of the different travel options available. In 2007/08 PTP schemes will be implemented in 2 distinct areas of 70,000 households and 30,000 households.

Deliverables:

- Promotion of more sustainable forms of transportation
- Promotion of available transport infrastructure to highlight all viable travel choices
- Reduction in car use for London journeys
- Reduction in private car use resulting in an impact on air and noise emissions

Indicators of success:

Description	Measure
Implement personalised travel planning at 100,000 households	Mar-08
Develop and launch PTP packs for new home owners (to be trialled in two distinct areas)	Sept-07

241 BOROUGH LIAISON

The Borough liaison team aims to work closely with the borough management to develop long-term strategic relationships between the boroughs and Transport for London.

Indicators of success:

Description	Target
Number of training opportunities supported	>1000
Organise on average a Commissioner Borough visit per period (13 p.a.)	13

FINANCE & PLANNING

012 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. It is also leads the relationship with the credit rating agencies and as part of this process, monitors the development of the Business Plan. For large projects, Corporate Finance provides specialist financial and procurement advice. The Property Development team has been established to maximise the value for TfL from the various property holdings that are within the TfL group. Some of the work that arises during the year depends on the projects that are live at the time, and thus the team adapts to the focus as the demands of the business require. Group Treasury which manages the management of TfL's cash investments is also part of Corporate Finance.

Deliverables:

- Implement the 07/08 borrowing strategy
- Implement the 07/08 investment strategy
- Provide advice as needed for the structuring of various projects where Corporate Finance can add value
- Design and implement a TfL property strategy that maximises the financial return to TfL and improvements to the transport network and contributes to the Mayor's wider objectives for London.

Indicators of Success:

- Obtain value for money in 07/08 borrowing as measured by spread over benchmark being in-line with the borrowings outstanding at the time
- Return on cash invested to be in-line or better than benchmark
- The Implementation of Property development projects that demonstrate the balanced approach taken by the team. An indication of this may be 3rd party funding secured on the basis of developments contributing to the Mayor's Housing, Sustainability, Regeneration or Urban Realm objectives.

013 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. Group Finance also oversees the Financial Services Centre, which provides services such as accounts payable and accounts receivable, asset accounting, bank reconciliations and payment processing to the TfL Group. Group Finance also oversees the TfL's pension funds and manages the Group's insurance requirements.

Deliverables:

Key Deliverables in 2007/08

Description	Target
Group Insurance	
To deliver the Insurance Budget, on time and to budget	Apr-2007
To carry out a full review of risk financing and insurance strategy with a view to implementing any changes for the 2008 renewals	Dec-2007
Pensions	
Implementation of revised Schedule of Contributions	Apr-2007
Benefit statements provided to all members:	
AVC	Jun-2007
Actives	Jun-2007
Deferreds	Sep-2007
Completion of final phase of Compendia project	Jul-2007
Annual Report & Accounts	Jul-2007
Annual reviews of eligibility for ill-health pensions commences	Sep-2007
Group Financial Accounting	
Produce the financial content of the TfL 2006/07 Annual Report, including the Statement of Accounts.	Jul-2007.
Deliver TfL Whole of Government Accounts submission to DCLG	Sep-2007
Re-engineer JFT systems and processes in order to accommodate retrospective application of apportionment factors	Sep-2007
Delivery of 2006/7 corporation tax returns to HMRC	Mar-2008
Review partial exemption calculation to ensure maximum recovery of VAT for the group	Dec-2007
Deliver consolidated financial statements to GBP&P for the 2008/9 Business Plan	Oct-2007
Deliver consolidated financial statements to GBP&P for inclusion in the 2008/9 Mayor's budget	Nov-2007
Deliver consolidated financial statements to GBP&P for the 2008/9 final budget	Mar-2008
Review the SEM-BCS system and implement system improvements including cash flow reporting capability	Sep-2007
Review form and content of Group Management Accounts and implement improvements	Dec-2007
Deliver group financial information and analysis to support rating agency evaluation of TfL	Dec-2007
Delivery of business plan for Corporate Directorates	Sep-2007
Delivery of budget for Corporate Directorates	Dec-2007
Improve forecasting accuracy within Corporate through business partnering	Mar-2008
Redesign BMR reports for Corporate directorates	Jun-2007
Group Business Performance and Planning	
Reviewing the upgrade to the Executive Reporting system	Mar-2008
Continue the review of KPI's across TfL	Dec-2007
Deliver TfL's efficiency programme	Mar-2008
Ensure TfL receive positive outcomes from all external Audit and Inspection assessments.	Jan-2008
Deliver TfL's Budget to the GLA	Nov-2007
Agree Final 2008/09 Budget with TfL Board	Mar-2008
Update of BMR process, in line with the Commissioners requirements	Apr-2007
Support Oversight and the business in its development of a project management tool in readiness for the upgrade/replacement of APR in 2008/09.	Mar-2008
With Availability Control, ensure consistent auditable basis for recording and controlling against project authorities in accordance with corporate governance requirements.	Oct-2007
Embed benefits reporting out in the businesses.	Sep- 2007
Assessing project delivery of 2007 Investment Programme against the previous year's Investment Programme.	Oct-2007
Deliver and agree 2008/9 Business Plan for the settlement period agreed in the SR2007 process to the TfL Board	Oct-2007
Produce Olympic reporting and co-ordinate approvals to meet ODA requirements.	Mar-2008

Indicators of success:

Description	Target
Accounts Payable – Invoices paid within agreed supplier terms	88%
Accounts Receivable - % overdue debt	15%
Efficiency Delivery: TfL Group	£217m

014 GROUP MARKETING

Description:

Group Marketing, working in conjunction with the business units, develops business strategy and decision-making from a marketing perspective and implements these through TfL’s integrated marketing strategy.

Group Marketing's activities include the following:

- Group Marketing Operations
 - Central Customer Services
 - Travel Information
 - Oyster Helpdesk
 - Lost Property Office
- Marketing Communications
- Customer Research
- Marketing Strategy & Integration
- New Media
- London’s Transport Museum

Focus in 2007/8 will be on the following key strategy areas:

- Further improving Road Safety
- Increasing take-up of Oyster and significantly driving up the number of online Oyster transactions (both sales and service) with the aim of improving customer service, decreasing queue lengths at ticket offices and reducing TfL ticketing costs
- Launch of the Western Extension Zone
- Consultation on the Low Emission Zone

Deliverables:

Description	Target
Customer Service Integration Project	LU & TICC Go Live
	Oyster Go Live
	ST and TIC Go Live
Journey Planner Improvement Project	Roll out Journey Planner and Travel alerts personalisation
RTIP	Real Time Integration Programme Strategy to be approved
	Real Time Integration Programme Brief, Brochure and Media presentation
	Initial presentation of the Real-time Integration Engine demonstrators
	Initial presentation of the Real-time Integration Mobile demonstrators
	Network Operation Centre User Requirement Specification Completion
London’s Transport Museum Covent Garden Project	Open London Transport Museum

Indicators of success:

Description	Target
TfL Group Websites - Unique users per period by end of 2007/8	3.5m
TfL Group Websites - Visits per period by end of 2007/8	6.5m
Journey Planner - Unique users per period by end of 2007/8	2.1m
Journey Planner - Visits per period by end of 2007/8	3.4m
tfl.gov.uk/oyster - Unique users per period by end of 2007/8	400k
tfl.gov.uk/oyster - Visits per period by end of 2007/8	550k
% of total number of transactions completed online (sales and service)	5%
Travel Alerts - subscribers per period by end of 2007/8	150k
Calls abandoned (TICC, Oyster Helpdesk, & supplier)	<10%
% of calls answered in 20 seconds - TICC	80%
% of calls answered in 20 seconds – Oyster Helpdesk	80%
Call volumes managed by automated reply system (TICC / OHD)	5%
% of Oyster Helpdesk correspondence managed within 10 days	90%
TIC visits by customers during 2007/8	2.5m
London Transport Museum visitors during 2007/8 *(based on Oct. 2007 opening)	150k

020 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:

Description	Target
May Fares Change: Co-ordinate fare change with modes	25-May-07
Jan 08 fare changes: Development of proposals for Jan 08 fare changes	31-Aug-07
September Fares Change: Co-ordinate fare change with modes	30-Sep-07
Concessionary Fares 2007/08: concessionary Fares Settlement for 2007/08 to be successfully negotiated	31-Dec-07
January Fares Change: Co-ordinate fare change with modes	31-Dec-07
Monitoring Reports: Production of 13 monitoring reports every four weeks	31-Mar-08
Revenue Apportionment: Factors, payments, percentages, ect. Delivered to Group Revenue Accounts to enable revenue to be apportioned"	31-Mar-08
London Fares Agreement with the TOCs to be finalised and implemented	31-Dec-07
Develop the Pay As You Go Agreement with the TOCs	31-Mar-08
Conditions of carriage: Maintain and update Conditions of Carriage	31-Mar-08
Ticketing Policy: Liaise with modes and ATOC on implementation of Ticket Policy	31-Mar-08
Student Card Scheme: Management of Student Card scheme to ensure issuing timescales are complied with	31-Mar-08
Introduce on-line customer accounts and application processes for Student, 16-17 and Child Oyster photocard schemes	31-Dec-07
Child and 16-17 Oyster photocard schemes: Management of schemes to ensure issuing timescales are complied with	31-Mar-08
Introduce free travel scheme for the poor of London in line with Mayoral objectives	30-Sep-07

021 INTERCHANGE DEVELOPMENT

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. 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:

Description	Target
Tottenham Hale - Complete RIBA Stage C Outline Design and Business Case for the Interchange portion of the programme	Dec-07
Ealing Broadway - Completion of Extended Feasibility Study	Sep-07
Highbury & Islington - Completion of Project Identification	May-07
Abbey Wood - Completion of scoping/requiring gathering activity	Apr-07
Waterloo - Agreement of single preferred option for station	Dec-07
Euston - Completion of scoping/requirements gathering activity	Jun-07

021 VICTORIA INTERCHANGE

Description

Victoria Transport Interchange (VTI) Project is a feasibility study to develop preferred options for road network, bus, taxi and District & Circle line to definition of a single preferred option (RIBA Stage C) by mid 2007 and to work towards agreed Heads of Terms and subsequently a development agreement with the developer (Land Securities).

Deliverables:

Description	Target
Receive feasibility information from TfL Modes to enable decisions to be made on next stage of the project by IPB & SRO.	Feb-08

021 CROSS RIVER TRANSIT

Description:

CRT is a proposal for a 16.5km street running tram operating through the centre of London. A core route is proposed between Euston and Waterloo, with branches to Camden and King's Cross in the North and Brixton and Peckham in the South. During the peak period, 15 trams per hour are proposed for each line in each direction, which translates to services every 2 minutes on the central core route. Morning peak loadings on the tram have been calculated with annual patronage of approximately 66 million.

Approval from the PRG was subsequently obtained in January 2006 to complete the Options Selection process during 0607 to enable selection of a preferred scheme.

The current programme states that construction of the scheme will start after the 2012 Olympic Games with the system operational by early 2016.

Deliverables:

Description	Target
Submission to the Commissioner for approval of Option Refinement (achieve Design Freeze 2)	Nov-07
Issue of preferred route recommendation report	Sep-07
Complete proposal for local consultation on depots	Jun-07
Secure review and approval of CRT Saturn AM and PM base year models	Jun-07

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

GWT is a bus transit scheme between Greenwich, North Greenwich, Woolwich, Thamesmead and Abbey Wood. GWT is being developed and evaluated in phases.

The GWT phases are :

Phase 1 - from North Greenwich to Abbeywood. Handed over to TfL Surface Transport in June 2006 for detailed design and implementation. Services are expected to commence in 2009.

Phase 2a - revised phase 1 segregated alignment through Charlton Retail Park

Phase 2b - revised phase 1 segregated alignment through from Charlton to the Woolwich Ferry roundabout

Phase 3 - new alignment from North Greenwich to Greenwich rail station via Cutty Sark

Future phases - subject to strategic transport network planning assessment of future phases to support the London Plan and T2025

Deliverables:

Description	Target
Phase 2b - Commence property & land-use assessment to identify corridor for feasibility design.	Feb-08
Phase 3 - Commence property & land-use assessment to identify corridor for feasibility design.	Jan-08

021 EAST LONDON TRANSIT**Description:**

ELT is a bus transit scheme that could extend to over 50km in Thames Gateway. The network is being evaluated and developed in phases for hand over to Surface Transport for detailed design and implementation.

The ELT phases are:

Phase 1a: extends from Ilford to Dagenham Dock station via Barking station and town centre and was handed over to Surface Transport in September 2004 for preliminary design ahead of further consultation in early 2006 and subsequent detailed design later in 2006.

Phase 1b: this route will split from the Phase 1a route on River Road, pass through a proposed residential development site (proposed 10,000 new homes) and terminate at Dagenham Dock station.

Phase 2: this route is planned to run from Barking station to the Thames Gateway Bridge via Fresh Wharf and Gallions Reach Shopping Park and will provide interchange at Gallions Reach DLR station. The

engineering feasibility and business case work and public consultation has been concluded and is scheduled for hand over in 2008.

Phase 3: would extend the network from Dagenham Dock station to Rainham and serve a development site (approx. 2,000 homes) north of Dagenham Dock station.

Phase 4: could extend from Ilford to Barkingside via Gants Hill, subject to transport network planning work to support London Plan and T2025

Deliverables:

Description	Target
Complete ELT phase 2 Environmental Appraisal	Nov-07
Phase 3 : Commence identification of corridor for engineering feasibility (phase 3)	Dec-07

021 CROYDON TRAMLINK EXTENSIONS

Description:

This activity represents funding for detailed development of business case and feasibility design of Croydon Tramlink extensions from Crystal Palace to Croydon as a railway conversion.

This activity represents progress on The Mayors Transport Strategy 2001 where a commitment was made to explore the potential for extending the Tramlink network where doing so could help meet the objectives of the Transport Strategy cost effectively.

Deliverables:

Description	Target
Issue report on 1 st route option public consultation	May-07
Preferred Single Option approved by SRO	Oct-07
Appoint Designers (DSC) for development of single option to acquisition of Powers	Jul-07
Agree transition arrangements with Surface Transport (London Trams)	Nov-07

021 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:

Description	Target
Release ITT and commence procurement	August 07 Based on obtaining SOS decision March 07, otherwise it will be 3 months after the SOS decision
TGB Handed over to Surface Transport	November 2007. Based on 6 months after SOS decision

021 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 40 stops with trams travelling every 3 minutes at peak times. The service is projected to carry approximately 45m passengers per annum.

Deliverables:

Description	Target
Application to Finance Committee for TWO submission approval	Jun-07
TfL Legal approval of TWO submission documentation	Dec-07 Based on 6 months following TfL Board decision

023 TRANSPORT NETWORK PLANNING

Description:

The Transport Network Planning (TNP) team comprises the former Planning Tools and Evaluation and also transport planners formerly in the Strategy & Policy team. TNP leads the strategic planning and development of the spatial transport aspects of the Mayor's strategies and policies, with a multi-modal, strategic and longer-term focus, and provides strategic guidance for the development of major transport improvements and projects. 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:

Description	Target
LTS and Railplan: Establish agreed programme of modelling improvements.	Jul-07
Continuous London Travel Demand Survey: second year report of LTDS results	Jul-07
Romulus: Continue to develop the Extranet system for disseminating information on Londoners' Travel Patterns	Mar-08
Produce Thames Gateway Transit options report	Aug-07
London Plan: Produce TfL's evidence for the London Plan Further Alterations Examination in Public following publication of TfL technical analysis	Jul-07
Travel Demand: Updated multi-mode travel demand database (...incorporating LTDS results)	Mar-08
On-going strategic transport inputs to major land use changes, including masterplans and major development sites.	Mar-08
Provide strategic travel demand inputs and sub-regional strategy context for projects such as West London Tram	Mar-08

024 POLICY AND STRATEGY

Description:

The Policy and Strategy (P&S) team leads the development of strategic transport policy and strategy. It interprets forecast demand for travel based upon employment and population projections and their implications for transport needs and provision. Working with TfL's businesses it shapes the development of major cross-modal policy for the medium to long term. The team is responsible for the Transport 2025 work which defines the challenges, objectives and vision for transport over the next 20 years.

Major areas of work in the immediate future relate to the development of a revision to the **Mayor's Transport Strategy (MTS)**: 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 2008 for the final publication, with interim deliverables to produce drafts for the functional bodies and Assembly and for the public in mid and late 2007 respectively. Within this and building upon T2025, there are significant areas of transport policy development. Further, the programme continues both directly through implementation and monitoring of the existing Mayor's Transport Strategy and also through monitoring the strategic performance of the draft and final Borough Local Implementation Plans (via Borough Partnerships).

Deliverables:

Description	Target
Produce mode share report for TfL Board.	May-07
Monitoring of progress against existing Mayor's Transport Strategy in TfL's Annual Report.	May-07
Produce evidence for 'Examination in Public' of London Plan.	Jun-07
Produce GLA Assembly & Functional Body Consultation version of revised MTS and accompanying assessments	Summer 07
Produce public consultation version of revised MTS and accompanying assessments	Jan-08
Completion of 33 assessments.	Jan-08

029 MD FINANCE & PLANNING

Description:

Managing Director of Finance and Planning & direct support staff. This area also includes the F&P University Research Programme, which funds applied research projects to benefit TfL. TfL's research partners in 2007/08 are: University College London, Imperial College, University of Westminster, and the Massachusetts Institute of Technology. Through the programme, students and professors will work on a number of topics, including: opportunities to use Oyster data for informing TfL's strategic models and to understand individual travel behaviour; and an investigation of potential future options for ticketing systems; and the interaction between transport and the economy.

Deliverables:

Description	Target
Presentation of student projects to senior TfL staff by MIT students	Jun-07
MIT research topics finalised for 2007-08 academic year	Aug-07
Periodic PhD progress update from UCL, U of Westminster, and Imperial College students	May-07, Sep-07, Dec-07, Mar-08

030 OYSTERCARD

Description:

The Oystercard team is responsible for the performance of the Oyster smartcard, its extension to other transport services, such as those offered by National Rail, and its commercial development.

Deliverables and indicators of success:

Description	Target
At least two Train Operating Companies accepting Oyster PAYG for travel on their services within London	Mar-08
Deployment of Oyster retailing equipment, gates and validators to stations on the North London Railway completed	Nov-07
Deployment by TranSys of next generation Oyster retail terminals to Oyster Ticket Stops underway	Mar-08
Modifications to Oyster system to achieve compliance with revised Payment Card Industry security standards completed	Mar-08
Agreement reached at a conceptual level between TfL and DfT on the preferred model for a ticketing system to replace Oyster in London at the end of the Prestige PFI contract	Mar-08

LONDON TRANSPORT INSURANCE

033 LONDON TRANSPORT INSURANCE

Description:

London Transport Insurance (Guernsey), (LTIG), 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:

- Work with TfL and Aon to review the risk financing strategy with a view to LTIG increasing its participation in TfL's insurance programme at acceptable cost to TfL and manageable risk to LTIG.
- Agree with TfL on the appointment of a new local director in time for June Board meeting
- Comply with existing or any amended Service Level Agreement

Indicators of success:

- 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

Description	Target
Work with TfL and Aon to review the risk financing strategy with a view to LTIG increasing its participation in TfL's insurance programme at acceptable cost to TfL and manageable risk to LTIG.	Dec-07
Agree with TfL on the appointment of a new local director in time for June Board meeting (Completion due by 30 June 2007)	Jun-07

GROUP SERVICES

037 CENTRAL GROUP SERVICES

Description:

The role of Group Services is to support the modes and senior management team in delivering transport services. Group Services work collaboratively with the businesses, ensuring a business and customer focussed approach. Integral and explicit to the role is the need to provide services efficiently and effectively.

Deliverables:

- Providing efficient and effective customer service with regard to HR, IM, Procurement, and Property and Facilities management
- 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, accommodation moves and property consents
- Applying a commercial approach to planning and delivering IM across TfL;
- Financial governance and rigour to deliver efficiencies and control the GS operating cost base

Indicators of Success:

Description	Target
Gross (pre recharge) & Net budget delivery in line with plan	Mar-08
Agreed efficiencies delivered and impact TfL bottom line	Mar -08
Targeted increase in HRS and IM Customer Service performance metrics (quantum and metrics to be in place by the start of the financial year)	Mar-08

036 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:

- Implementation of the Accommodation Strategy in 2007/08 and beyond.
- 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.
- Deliver energy efficiencies and environmental improvements in line with Mayoral Policies and GLA targets.
- Implementation of IT system changes including migration of the core property operating system onto SAP and centralisation of servers.
-

Indicators of Success:

Description	Target
Fit out of Palestra completed to enable occupation by c. 2000 ST staff to commence over a phased period	Dec-07
Market rental growth compared to IPD comparator (targets based on under/over performance)	Mar-08
Void rates compared to IPD void rates (targets based on under/over performance)	Mar-08
Cost per workstation compared to OPD cost per workstation (targets based on under/over performance)	Mar-08
Space utilisation compared to OPD space utilisation (targets based on under/over performance)	Mar-08

Note: Indicators relate to TfL Head Office portfolio

034 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-08
The Property Care portfolio of refurbishment work will optimise asset condition, minimise risk of unplanned business disruption, and ensure legal compliance. Ongoing.	Mar-08
Achieve budgeted net cost for Facilities with no overspend	Mar-08
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-08
Implementing SAP for Property Portfolio Management	Mar-08

034 HUMAN RESOURCES

Description:

The remit of Group HR is to ensure the efficient delivery of HR Services, and the development of strategy, best practice and HR policy. The function is responsible for ensuring that TfL recruits, rewards, retains and develops the right people with the right competencies and potential.

Deliverables:

- Provision of HR Services as defined in the Client Guide and Service Proposition and agreed with the business.
- Continuous review and improvement to enhance HR services to modes and corporate departments
- Delivery of targeted interventions to meet priority business needs that are aligned to good practice and external benchmarking.

Indicators of Success:

Description	Target
Implement interventions to upgrade the quality of resourcing service to modes and corporate clients. Including: Specialist recruitment delivery Implementation of new selection tool	Mar-08 Nov-07
Successful completion of Senior Manager Reward and PRP reward. PRP payable July 07 & SMR payable August 07. Error rates to be an incremental improvement on 06/07.	Aug-07
Completion of Learning and Development stabilisation programme. Target % increase in E-learning packages and participation rates.	Jan 08
Roll out of leadership programme pan TfL including delivery of Master classes, lo-line leadership library, Senior Leaders' Induction Programme & set up of Executive coaching. Specifically: Leadership Masterclasses Leadership Library Leadership Forum Talent Mgmt Manager Training Talent Mgmt Development Centre Launch Performance and Mgmt Workshops and Training	Oct-07 Sep-07 Dec-07 Sep-07 Jan-08 July 07
Health and Safety framework developed and published	Aug-07
Life Long Learning framework developed and published	Jan-08
Agree and implement TfL pay deal	Mar-08
Implement improved metrics and performance reporting regarding HRS service provision. To include enhanced KPI framework, robust customer feed back reporting, improved client reporting pack & improvements in quality of E&I data.	Apr-07
HR Service delivered to gross budget and to levels set out in SLA	Mar-08
Complete roll out of salary sacrifice / employee benefits programme & transition to business as usual	Mar-08

043 GROUP INFORMATION MANAGEMENT (GIM)

Description:

Group Information Management delivers business control, IM strategy and architecture, delivery management, and IM service delivery across TfL.

Deliverables:

- A phased implementation of the Pan TfL IM re-organisation. Amalgamation of teams will provide considerable synergies for effectiveness and efficiency, removing duplication, and enhancing the skill base for effective problem resolution. Will also enable a reduction in IM's accommodation footprint.
- Complete the Investment Programme Projects as defined in the Investment programme both to time and within the agreed financial constraints.
- Develop the IM resource base through provision of permanent staff with required capabilities to facilitate reduced reliance on contractor and consultant resources.
- Completion of planned programme of BIP works (c. 70 projects) in line with plan and budget and effective transition to SAP CCC for steady state management.
- Implement improvements to TfL IM infrastructure to ensure security, resilience and adequate capacity.
- Development of group-level metrics and performance indicators.

Indicators of Success:

Description	Target
Group IM Re-Organisation: A phased implementation of the new structure to be completed through FY 2007/8.	Oct-7
Targeted reductions in contractor and consultant resource delivered (quantum to be confirmed)	Mar-08
First year of IM Graduate programme completed and benefits delivered	Aug-08
Reduction in IM accommodation footprint pan TfL from current 10%. (Quantum of actual reduction to be confirmed)	Mar-08
BIP: Completion of agreed HR portfolio of projects	Oct-07
BIP: Completion of agreed Asset Systems portfolio of projects	Oct-07
BIP: Completion of agreed Procure to Pay portfolio of projects	Jun-07
All BIP projects transitioned to SAP support for ongoing management within 4 week agreement	Ongoing
IM infrastructure fit out of Palestra is completed in compliance with flexible office requirements & in line with Accommodation Strategy time frames	Dec-07
Infrastructure improvements including upgrade of servers and storage devices, roll out of wireless networking and VOIP, and improved IM security in place in accordance with project schedule.	Mar-08
Develop and implement appropriate metrics and performance indicators and targets across the IM Group.	Oct-07

035 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:

- Deliver efficiencies resulting from the review of Group Procurement to be undertaken in 06/07 by the new, permanent Director of Group Procurement.
- Improve the overall quality of the procurement service provided to our customers.
- Continue to re-position procurement as a service by building positive relationships with modal businesses as guided by the Memorandum of Understanding recently agreed between Group and Modal procurement teams.
- Improve the speed of service to end customers by optimising the use of SAP and other e-procurement technologies.
- Work with the CIO to ensure that IM procurement and contract management is an integral part of the way IM delivers its service to customers.
- Build on the successful Supplier Relationship Management programme and consider its application beyond consultancy.
- Continue to drive the Business Procurement Efficiency Programme to deliver on its plan of £73.6m.
- Work closely with the GLA to provide leadership and support to the business in delivering Supplier Diversity, Fair Employment and the London Living Wage, ethical sourcing and environmental procurement.

Indicators of Success:

Description	Target
Quantified efficiencies identified during the review of Group Procurement organisational structure banked.	Dec-07
Implement a stakeholder survey and baseline performance and demonstrate measurable improvement by Mar 08.	Mar-08
5% increase on 06/07 catalogue orders (by volume) as a percentage of all orders.	Mar-08
Increase the volume of e-sourcing and tendering against the existing 3 commodity groups from 25 to 75 transactions in the year. Increase to 10 the number of commodity groups for which electronic tendering and evaluation tools are used.	Mar-08
SRM programme – increase the current pilot with 4 suppliers to cover 16 suppliers. Banked efficiencies arising from the programme continually exceed the cost of the team.	Mar-08
BPEP target delivered and act appropriate to the stretch target.	Mar-08
Further Increase the number of orders and contracts compliant with Sustainable Procurement policies. Measures to be defined by Jul 07 with measurable improvement by March 08.	Mar-08
Establish and deliver objectives on Sustainable Procurement in relation to pan GLA team deliverables.	Mar-08

001 EQUALITY AND INCLUSION

Description:

The focus of Group E&I remains on meeting Mayoral and TfL's commitment to remove the barriers to accessing our transport services, employing a workforce that is reflective of the diverse population of London, and in ensuring those who provide services on our behalf have a similar commitment to ending equality and social exclusion.

Deliverables:

- Development of programmes that ensure the accessibility of the travel network to all commuters. In particular:
- Promote equality in service delivery for LGBT to take into account new equality legislation
- Implement Door to Door policy changes based upon the agreed option
- Support Surface Transport in increasing the number of women bus drivers and BAME taxi drivers through partnership opportunities
- Expand the work experience and summer placement schemes
- Monitor the implementation of the Age Regulation policy pan TfL to identify any gaps with supportive action plans
- Further develop the LUL Managing Diversity Competence programme by working with Learning and Development to develop a similar activity to be rolled out across the rest of TFL
- Deliver suite of activities to further mainstream E&I across TfL

Indicators of Success:

Description	Target
Completion of the Monitoring Diversity and Competency training by 224 LU frontline managers (28%) and 28 non-operational managers	Mar-08
Complete and evaluate phase one of the mentoring scheme – 70% of participants to be satisfied with the programme; 80% of relationships to come to a natural and satisfactory conclusion.	Aug-07
Implement phase 2 of the TfL Mentoring scheme.	Aug-07
Achievement in Surface Transport of targeted increases in women bus drivers and BAME taxi drivers.	Mar - 08
Achieve targeted increase in the number of completed London first summer placements.	Oct - 07
Develop and publish the Race Equality Scheme.	Oct 07
Develop and publish the LGBT Equality Scheme.	Sep-07
Confirm attainment of level 5 of Equality Standards for Local Government	Jun-07
Increase the number of socially excluded groups gaining employment through “supported employment”. Target is 30 people (in addition to the 15 targeted for the current year)	Mar-08
Implement work plan to embed supplier diversity, community benefits and fair employment practices within procurement contracts with potential high equality impacts	Dec-07
95% of all E&I activities reported across TfL captured by the monitoring register.	Dec-07
100% of all EQIAs (Equality Impact Assessments) delivered and published on the intranet.	Mar-08
Delivery of the Door to Door programme to implementation and transition phase.	Jan-08

TRANSPORT FOR LONDON

BOARD

SUBJECT: Treasury Management Strategy and Prudential Indicators

MEETING DATE: 28 March 2007

1 PURPOSE

- 1.1 TfL's Treasury Management Policy Statement requires the Board to adopt a Treasury Management Strategy for the financial year 2007/08. This sets out how TfL will manage its investments (i.e. cash balances).
- 1.2 In addition under CIPFA's Prudential Code, the Board is required to adopt Prudential Indicators which support planned borrowing.
- 1.3 At its meeting on 8 March, the Finance Committee recommended that the Board APPROVE the attached Treasury Management Strategy and Prudential Indicators.

2 FUTURE INVESTMENT STRATEGY

- 2.1 We have reviewed the opportunities open to TfL based on the various products in the market. This review considered the demand for cash over a period to 2010, and thus a conservative assumption of funds available for investment for various periods, greater than one year.
- 2.2 The Treasury Management Strategy is attached to this paper as Appendix One. We will revert to the Finance Committee to seek specific approval for particular investments greater than one year involving proprietary products. We propose to:
 - Continue to invest in cash deposits for immediate liquidity needs;
 - Pursue investment into Guaranteed Investment Contracts (GICs) of up to £300 million for periods of 1-3 years as long as each remains within the credit criteria for each institution as set out in the 2007-08 Treasury Management Strategy;
 - Consider further an investment of up to £400 million in medium term proprietary products;
 - Ensure that any longer-term investments do not put principal at any additional risk and that the credit rating criteria and limits are applied.
- 2.3 To allow greater investment flexibility, the Treasury Management Strategy includes increases in the institutional exposure limits and allows for investment with major Local Authorities.

3 BORROWING AND PRUDENTIAL INDICATORS

- 3.1 As well as the Treasury Management Strategy, under CIPFA's Prudential Code, the Board is required to adopt Prudential Indicators which support the planned borrowing. The Prudential Indicators are attached as Appendix Two.
- 3.2 The borrowing drawn in the year 2006/07 together with existing borrowing will not exceed £1,350m and will be within the £1,400m Borrowing Limit for 2006/07 set by the Mayor.
- 3.3 Before the Mayor sets the borrowing limit for 2007/08, he is required to consult with TfL. The Business Plan has been prepared on the basis of borrowing £600m in 2007/08. Though he has not yet done so, it is expected that he will have consulted with TfL by the time of the March Board meeting which will allow the Board to formally adopt the Authorised Limit for External Debt of £2,030m. This limit, which comprises a Borrowing Limit (£2,000m) and a Long-term Liability Limit (£30m), is consistent both with the Business Plan and the 2004 Spending Review settlement we received from Government. The Treasury Management Strategy and Prudential Indicators have been prepared on this assumption.

4 RECOMMENDATION

The Board is asked to approve:

- i) The attached Treasury Management Strategy (Appendix One);
- ii) The Prudential Indicators (Appendix Two); and
- iii) Subject to the Mayor's consultation, an Authorised Limit for External Debt of £2,030m, based on borrowing a further £600m in 2007/08.

TRANSPORT FOR LONDON

Treasury Management Strategy 2007/08

Summary

This report sets out the Treasury Management Strategy for 2007/08.

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.
3. TfL follows the investment guidance issued by the Secretary of State under Section 15(1) (a) of the Local Government Act 2003. This guidance issued by the then ODPM (the "ODPM Guidance") 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 Indicators, which are based upon the budget to be submitted to the TfL Board, and the Business Plan as previously approved.
6. None of the above legal requirements has 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.

Strategic objectives

9. The objectives underpinning the strategy for 2007/08 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 the ODPM Guidance, which requires a prudent approach to the investment of surplus funds with priority given to security and liquidity. Under the ODPM 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. TfL's liquidity levels are substantial and we will maintain the investment policy of short-term, high-security specified investments (as described below). We will also invest in Guaranteed Investment Contracts (GICs), with banks or insurance companies, for up to 3 years that meet the credit rating criteria and limits set out below. However, we may also 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 before such longer-term 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 have been reviewed and increases noted below are proposed to allow

increased flexibility for investment. In addition, it is proposed that investments are placed with major Local Authorities where beneficial rates can be obtained.

Rating/Entity	Previous Limit (£m) per fund/institution	Proposed Limit (£m) per fund/institution	Change from previous Treasury Management Strategy
Government guaranteed	Unlimited	Unlimited	
Aaa money market funds	100	200	Increase by £100m
Aaa institutions	100	200	Increase by £100m
Aa1 institutions	80	120	Increase by £40m
Aa2 institutions	70	100	Increase by £30m
Aa3 institutions	60	80	Increase by £20m
A1 Institutions	40	60	Increase by £20m
Local Authorities (non rated)		20	New limit
Commercial Paper Programmes	100 (in aggregate subject to the above limits)	100 (in aggregate subject to the above limits)	No change

14. Institutions must either be incorporated in the UK or the European Economic Area (“EEA”), or if incorporated outside the EEA they must be authorised by the Financial Services Authority to accept deposits through a branch in the UK. Local Authorities must be Unitary Authorities, English Counties or Metropolitan Districts if they do not have a credit rating, otherwise the above institutional ratings will apply to rated Local Authorities.
15. 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 (P1), or the equivalent with another rating agency. The above table shall be inclusive of investments made by the Guernsey insurance company.
16. 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

17. 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.

18. It is proposed to invest up to £300 million in Non-specified investments known as a Guaranteed Investment Contract (a “GIC”) as long as returns are greater than cash deposits at the time of signing.
19. It is proposed to invest up to £400 million in Non-specified investments, based on proprietary products offered by investment banks. This would be for a term of up to five years, with prudent policies regarding levels of risk. Such products would require further detailed discussion with and approval from the Finance Committee. This limit is separate to the limit for GICs discussed in the paragraph above.
20. We shall not recommend longer-term investments that puts the principal at any additional risk and shall also apply the credit rating criteria and limits set out above.

Liquidity of investments

21. 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, at least £250m of liquidity will be maintained by investing in short-term investments with maturities of less than one year and no more than £300m will be invested in GICs with maturities not exceeding three years.

Treasury Management Prudential Code Indicators

22. 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.
23. 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.
24. The Prudential Code requires indicators for TfL Corporate – the local authority. However, as TfL is required to deliver many of its services through subsidiaries, TfL also voluntarily provides Group indicators.

Interest rate exposures

25. 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

26. As an additional measure the Prudential Code requires that a limit is set for sums that are invested for periods longer than 364 days. As described above, we intend to invest up to £700m with maturities beyond 364 days.

Short term borrowing

27. 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 (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). 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

28. TfL has Government approval to borrow up to £3,300 million over the years 2004/05 to 2009/10 to support its capital investment programme. To date (28 February), £1,008.8 million has been borrowed or agreed, with a maturity profile ranging between 2017–2042. By the end of the financial year this will have risen to £1,350 million. In 2007/08, TfL has Government approval to raise a further £600 million to fund its investment programme. This borrowing is subject to approval of the 2007/08 Borrowing Strategy to be presented to the Finance Committee and TfL Board at a later date

External debt

29. For 2007/08, the Mayor has set the Authorised Limit for external debt for TfL Corporation of £2,030 million, in accordance with the Local Government Act 2003. 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.
30. It should be noted that, in accordance with a specific requirement of the Prudential Code, projected net borrowing at 31 March 2008 is less than the Capital Financing Requirement at 31 March 2010.

Financial implications

31. The budgetary assumptions discussed in this strategy and attached indicators are consistent with those in the budget proposals for 2007/08. The indicators, reflecting the projected financial activities through 2009/10, 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

a) Prudential Indicators for Prudence and Affordability			
Estimates of ratio of financing costs to net revenue stream	Budget 2007- 08	Plan 2008- 09	Plan 2009- 10
TfL Corporation	1.7%	4.5%	7.5%
TfL Group	13.1%	21.9%	25.7%
Comprising:			
PPP finance leases	9.3%	10.0%	10.9%
On-balance sheet PFIs	1.6%	1.7%	2.0%
Direct borrowing and other financing*	2.2%	10.2%	12.8%
Estimates of ratio of payments to gross revenue stream (this Indicator is not required by the Prudential Code)	Budget 2007-08	Plan 2008-09	Plan 2009-10
Payments due under PPP	22.8%	23.4%	24.4%
Payments due under On-balance sheet PFIs	0.8%	0.8%	1.1%
Payments due under direct borrowing	1.1%	1.5%	2.0%
Net Borrowing and the Capital Financing Requirement**	TfL Group	TfL Corporation	
	£m	£m	
Net Borrowing/(investments) including long term liabilities at 31 March 2008	3,629	241	
Capital Financing Requirement at 31 March 2010	7,707	2,924	
* 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 2008 will not exceed the Capital Financing Requirement at 31 March 2010.			
***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			
<u>Estimates of Capital Expenditure (Annual)</u>			
	Budget 2007-08 £m	Plan 2008-09 £m	Plan 2009-10 £m
TfL Corporation	1,368	1,603	1,089
TfL Group			
Acquired	1,165	1,580	1,257
PPP finance leases	909	838	909
On-balance sheet PFIs	0	252	0
TfL Group Total	2,074	2,670	2,166
<u>Estimates of Capital Financing Requirement (Cumulative) ¹</u>			
	Budget 2007-08 £m	Plan 2008-09 £m	Plan 2009-10 £m
TfL Corporation	1,740	2,420	2,924
Total TfL Group	4,804	6,327	7,707
<u>Operational Boundary ²</u>			
	Budget 2007-08 £m	Plan 2008-09 £m	Plan 2009-10 £m
TfL Corporation			
Borrowing	1,950	2,700	3,300
Long term liabilities	30	30	30
Total Operational Boundary for External Debt in TfL Corporation	1,980	2,730	3,330
TfL Group			
Borrowing	1,950	2,700	3,300
PPP and long term liabilities	3,474	4,279	4,844
Total Operational Boundary for External Debt in TfL Group	5,424	6,979	8,144
<u>Authorised Limit ³</u>			
	Budget 2007-08 £m	Plan 2008-09 £m	Plan 2009-10 £m
TfL Corporation			
Borrowing	2,000	2,750	3,350
Long term liabilities	30	30	30
Total Authorised Limit for External Debt in TfL Corporation	2,030	2,780	3,380
TfL Group			
Borrowing	2,000	2,750	3,350
PPP and long term liabilities	3,760	4,580	5,090
Total Authorised Limit for External Debt in TfL Group	5,760	7,330	8,440

¹ The Capital Financing Requirement is the amount of capital expenditure yet to be financed by grant, asset sales proceeds or debt.

² 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.

³ The authorised limit is the maximum amount that TfL may borrow legally.

c) Prudential Indicators for Treasury Management

2)

Interest Rate Exposures

	Budget	Plan	Plan
	31 Mar 08	31 Mar 09	31 Mar 10
	£m	£m	£m
Principal outstanding on borrowing	(2,000)	(2,750)	(3,350)
Principal outstanding on investments	1,900	1,200	1,000
Net (Borrowing)	(100)	(1,550)	(2,350)

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 *

	Budget	
	31 Mar 08	
	Upper	Lower
< 1 year	5%	0%
1 year 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

Total Principal sum Invested for more than 364 days

	Budget	Plan	Plan
	31 Mar 08	31 Mar 09	31 Mar 10
	£m	£m	£m
Total Invested more than 364 days	700	700	400

* 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.

AGENDA ITEM 7

TRANSPORT FOR LONDON

BOARD

SUBJECT: Update on Sustainability and Climate Change

MEETING DATE: 28 March 2007

1. PURPOSE

To update the Board on the Mayor's Climate Change Action Plan and the activities of the TfL Group Sustainability Unit, including the management of the Climate Change Fund.

2. DECISION REQUIRED

The Board is asked to NOTE the Mayor's Climate Change Action Plan and the activities of the TfL Group Sustainability Unit, including the management of the Climate Change Fund.

3. BACKGROUND

There have been significant developments in relation to sustainability matters and in particular climate change matters in recent months and some of the key developments affecting TfL are outlined here. The Safety, Health and Environment Committee were updated on these matters at their 6th March 2007 meeting.

4. INFORMATION

4.1 Mayor's Climate Change Action Plan

4.1.1 **Overview.** The Mayor launched his Climate Change Action Plan for London on February 27th.

The Plan focuses on the urgent actions required in London to successfully tackle climate change. It establishes that London can deliver the aggressive CO₂ emissions reductions that we now know are needed – but that this requires concerted, focused action by all players and across the full range of activity in London.

This work was done by TfL's Policy Unit, drawing on research and expertise from across the GLA and functional bodies.

Chapter 4.5 of the Plan - 'Emissions from Ground Transport' is attached as Appendix 1. The full Plan is available at:

<http://www.london.gov.uk/mayor/environment/climate-change/ccap/index.jsp>

4.1.2 Scope. The Plan is not limited to the GLA's own activities; rather, it identifies the priority actions – by the GLA but also by individuals, companies, public organisations and Government – required to deliver the largest CO₂ reductions.

The Plan covers all CO₂ emitted from London's energy supply and consumption, including the domestic, transport, commercial, public and industrial sectors. It includes all emissions within the Greater London Authority boundary.

4.1.3 Approach. The Plan first establishes the targets that are required if we are to address climate change. It then looks at London's current and projected emissions, and assesses different policy measures in terms of the CO₂ reductions these would deliver in London. On that basis, the Plan proposes a set of concrete actions across all sectors.

Existing targets (at the national level and in the Further Alterations to the London Plan) were adopted with a view to stabilising global atmospheric CO₂ levels at 550 parts per million (ppm). However, more recent scientific analysis clearly indicates that a level of 450 ppm is required to stabilise global temperature. For London to do its part, this means we will need to cut our emissions by 60% by 2025 (from 1990 levels).

The Plan quantifies London's current CO₂ footprint and the main sources of CO₂ emissions in London. It then looks at projected emissions to 2025 under a "business as usual" scenario. Given expected population and economic growth in London, London's emissions are projected to rise from 44 million tonnes today to 51 million tonnes by 2025, an increase of over 15%. Reducing emissions by 60% in 2025 would therefore mean a reduction of 33 million tonnes p.a., or 4% each year from today.

The Plan then analyses the potential impact of different policy measures to see which will be most effective in delivering CO₂ reductions. This included understanding at a high level what the cost of each measure would be, both to government and to organisations and individuals. Interestingly, the vast majority of measures considered had a positive financial benefit in lifetime terms. Some are zero-cost to implement and hence deliver immediate benefit in energy savings terms. Many others have some up-front cost but this is typically offset within 1-4 years by the energy savings.

On the basis of the foregoing, clear actions are set out in the Plan that put London on course to achieve the required reductions in CO₂ emissions.

Of the 33 million tonne reduction needed, London alone can deliver about 20 million tonnes. The Plan sets out 4 key programmes – Green Homes, Green Organisations, Green Energy and Green Transport. £78m has been set aside within the GLA over the next 3 years to launch these programmes. This includes TfL's £25m Climate Change Fund (see below). Partnership with business and with existing initiatives is a key aspect of the plan and is expected to increase effective funding substantially.

Delivering the remaining 13 million tonnes requires action at national and international level. The most significant actions needed from national and international government are: 1) carbon pricing to catalyse technological development and drive penetration of energy savings measures, 2) removal of barriers to rapid rollout of decentralised energy, and 3) reducing the carbon footprint of the national grid. The Mayor will be working closely with Government and through his European office to push for these changes.

4.1.4 Transport sector. Opportunities to reduce CO₂ emissions from transport are already being pursued in London on a greater scale than in most other cities, but efforts will have to increase dramatically if reduction targets are to be met.

Transport is currently responsible for 22% of London's emissions, or just under 10 million tonnes. Of this, private road transport (cars and freight) accounts for roughly three-quarters. Transport emissions are expected to grow by as much as 25% by 2025 – to just under 12 million tonnes per annum. This is due to additional transport capacity needed to meet population and economic growth projections, based on business as usual assumptions such as current mode share.

The Climate Change Action Plan identifies actions that can deliver over 4 million tonnes of savings from the transport sector by 2025. It identifies three broad areas of action to deliver these savings:

1) Changing the way Londoners travel. Continued investment in public transport, walking and cycling will be a key measure to ensure that travel demand is – as far as possible – carried on lower-carbon modes. The investments outlined in T2025 will therefore be central to delivering these reductions from projected growth. This also includes promoting alternatives to the car through marketing, information and other travel demand management policies.

2) Operating vehicles more efficiently. Simply driving less aggressively can reduce fuel use by 5-10%. Other measures such as proper vehicle maintenance can deliver further fuel savings. TfL will be implementing initiatives across all modes (public and private) to promote these kinds of eco-driving behaviours, focusing on the fuel savings this can deliver for drivers and operators. A campaign targeted at London's car drivers has already been approved for funding through TfL's Climate Change Fund (see below).

3) Promoting low-carbon vehicles and fuels. The biggest opportunity for emissions reductions in this sector is from adoption of lower-carbon vehicles and fuels. This alone could cut transport emissions in London by up to 4-5 million tonnes. TfL can promote this by leading by example, including the Mayor's recent announcement regarding the hybrid conversion of London's entire bus fleet. More importantly in overall CO₂ reduction terms will be promoting uptake in the private vehicle fleet through measures such as congestion charging banding, information campaigns, and support for

recently-announced borough banded parking policies. Crucially, this does not necessarily mean uptake of cutting edge technologies: if every Londoner bought the most fuel-efficient car in their class, private car emissions would fall by as much as 30%.

Details of all these measures can be found in Appendix 1 (Chapter 4.5 of the Climate Change Action Plan).

4.1.5 Implementation. TfL's Sustainability Unit will be coordinating and monitoring the implementation of the transport-related elements of the Climate Change Action Plan. The GLA – through the Mayor's Office – will be responsible for monitoring progress of the overall Plan.

4.2 TfL Climate Change Fund

4.2.1 TfL has established a Climate Change Fund to help deliver initiatives that specifically contribute to the Mayoral objectives and targets on climate change mitigation above and beyond existing business plans.

4.2.2 The fund is worth £25m over 3 years, divided into £5m for 2007/8, £10m for 2008/9 and £10m for 2009/10 and is being managed by Group HSE.

4.2.3 The fund is aimed at assisting TfL's modes to deliver climate change mitigation. This may include changing our operations or introducing new measures to become more energy efficient, investment in lower-carbon infrastructure and technologies, and promoting behavioural changes that will drive CO₂ emissions reductions.

4.2.4 Bids are assessed by an Approvals Group, consisting of senior Directors from the modes and representatives from the Policy Unit and Sustainability Unit. Bids over £1m are reviewed by the Project Review Group (PRG).

4.2.5 To date two projects have been approved:

- **Eco-Driving**
This project will deliver three London-specific marketing campaigns during the next two years, targeted at drivers of private cars in London, who account for 50% of surface transport related CO₂ emissions. The Fund is supporting the project at a level of £2.2m over 2 years. The eco-driving initiative provides a cost-effective and practical solution to reducing these emissions (e.g. controlling acceleration and braking and maintaining correct tyre pressure), without any loss of utility or accessibility to the driver and with a significant fuel cost saving to the driver. The campaigns are forecast to result in a 7% change in car driver behaviour. They will be linked to a related Department of Transport (DfT) campaign with national coverage. Partners will be sought from relevant organisations such as driving schools and petrol stations. Based on research conducted by the (DfT) together with the

Energy Savings Trust (EST), drivers adopting these measures can expect a fuel savings (and hence CO2 emissions reduction) of 5-20%.

- **Hydrogen Cars and Vans**

This project covers the acquisition of 20 hydrogen cars and vans for the vehicle fleet and is funded at £4m over the next two years. The project supports the Mayor of London and London Hydrogen Partnership in their goal to encourage the development and use of hydrogen-fuelled vehicles.

This funding will cover procurement of 20 hydrogen cars/vans, installation of two hydrogen refuelling facilities, hydrogen supply, maintenance and garaging.

4.2.6 A series of other projects are expected to be submitted to the Fund and are expected to include hybrid buses, renewable energy 'flagship stations' for LUL and DLR, Freight Unit fuel efficiency programmes and decentralised energy supply for the Palestra building.

4.2.7 Projects will be monitored to ensure that they deliver their goals and are progressing according to the plan laid out in their business case.

4.3 Climate change adaptation

4.3.1 TfL has been working closely with GLA officials in drafting the transport chapter of the draft Mayoral Climate Change Adaptation Strategy and has set up a Transport Group under the London Climate Change Partnership (LCCP) to coordinate the London transport sector's position and support implementation of the Mayor's Climate Change Adaptation Strategy.

4.3.2 Within TfL, LUL has developed a climate change adaptation strategy and underlying work plan. The Tunnel Cooling programme is the most advanced, but there are other work streams on flooding and temperature modelling. The Sustainability Unit will coordinate activity in other relevant modes such as Streets, Buses, DLR and Trams.

4.4 Sustainability Unit work plan

The TfL Group Sustainability Unit was set up in September 2006 with the overall objective of supporting the process of mainstreaming sustainability across the organisation.

The Sustainability Unit has now developed a Work Plan with three interrelated work streams forming its basis:

- Develop a sustainability framework and strategy, this will involve engagement with senior management at the outset and subsequent effective communication to TfL staff.

- Embed sustainability in TfL's wider business planning processes and develop tools to support this. This has already started through, for example, implementation of a sustainable procurement policy, the incorporation of the need to consider sustainability implications in Board and Committee papers and through further addressing sustainability in the Business Planning processes.
- Co-ordinate climate change mitigation and adaptation at Group level to support TfL's wider efforts towards the implementation of the London Climate Change Action Plan (CCAP) and the upcoming Mayoral Climate Change Adaptation Strategy and Climate Change and Energy Strategy.

4.5 Other activities

4.5.1 Implementation of the sustainable procurement policy has continued with additional supporting advice and information being provided directly and via the intranet. Support has also been given to the development of a GLA group wide approach to ensuring the procurement of timber from sustainable sources.

4.5.2 TfL is now an active member of the London Sustainable Development Commission (LSDC) with Richard Stephenson as a Commissioner. Transport 2025 was the subject of a workshop session at a recent LSDC away day, facilitating the opportunity for input for consideration during the revising of the Mayor's Transport Strategy.

5. FINANCIAL IMPLICATIONS

The £25 million for the Climate Change Fund is held by Group HSE. Other activities conducted in support of sustainability and climate change will be supported via recognised and established business processes, particularly the Business Plan next October. Overall it appears that the provisions of the Transport section of the Climate Change Action Plan are broadly covered within the TfL Business Plan though to March 2010, but will be reviewed in detail as part of the Business Plan process in 2007. Beyond 2010, a further review will be required in the light of the outcome of the Government Spending Review 2007.

6. EQUALITIES IMPLICATIONS

There are equalities implications that will need consideration under various of the elements of this report and these will be addressed on a case by case basis.

7. CRIME AND DISORDER IMPLICATIONS

These will, where relevant, be addressed on a case by case basis.

8. SUSTAINABILITY

The report addresses key aspects of sustainability and in particular aspects of climate change. The report indicates areas where TfL action will be required on sustainability and climate change, both in relation to decision making and the development of programmes and projects.

9. RECOMMENDATIONS

The Board is recommended to NOTE the contents of the report.

Further details on the content of the report can be obtained from:
Richard Stephenson, Director Group HSE (Tel: 0207 126 4905).

Appendix 1

Mayor's Climate Change Action Plan

Chapter 4.5 – Emissions from Ground Based Transport

4.5 Emissions from ground based transport

4.5.1 Overview

Transport is a significant source of CO₂ in London, although unlike in many other major cities, transport emissions in the capital are currently only about a fifth of overall emissions.

Although London's population and economy have been growing, transport emissions have stayed flat due to a combination of traffic management policies, aggressive investment in the public transport network and technological advancement. Since 2000, London has been the only major city in the world to achieve a shift from private car usage to public transport, cycling and walking. Transport emissions per capita in London are 45 per cent lower than the UK average. However, continued growth will put renewed pressure on the public transport network and could increase emissions substantially (20 per cent or more to 2025) if CO₂-reduction measures are not pursued across all modes.

Opportunities to reduce CO₂ emissions from transport are already being pursued in London on a greater scale than in most other cities, but efforts will have to increase dramatically if reduction targets are to be met. It will be critical to ensure that as many trips as possible are carried on lower-carbon modes: either public transport or walking and cycling. In addition to delivering projected CO₂ savings of up to 1.7 million tonnes each year, accommodating demand growth in this way addresses many other challenges facing London including air quality, noise and road congestion. There is also a wide range of new technologies, alternative fuels, and operational changes that can and should be urgently deployed to reduce emissions from public transport. For example, hybrid buses use 30-40 per cent less fuel than comparable diesel buses, and the rollout of new train features like regenerative braking on the Underground will realise energy savings of a similar size.

Whilst the Mayor is well-placed to deliver CO₂ emissions reductions from most parts of the public transport network, he has much less control over emissions from private vehicles, which constitute nearly half of London's transport emissions. For those trips where the car remains the best mode for the task, the Mayor will promote "eco-driving" approaches. These can reduce emissions and deliver fuel savings of up to 25 per cent - about £250-300 per year savings for an average car driver in London at current fuel prices. However, the greatest opportunity remains the accelerated adoption of low carbon technologies in both cars and freight vehicles. The Mayor will promote action in this area by working with government to establish supportive policies, encouraging vehicle manufacturers to act

responsibly and using pricing mechanisms, including road user charging, to encourage Londoners to make sustainable purchasing decisions.

The rest of this chapter covers

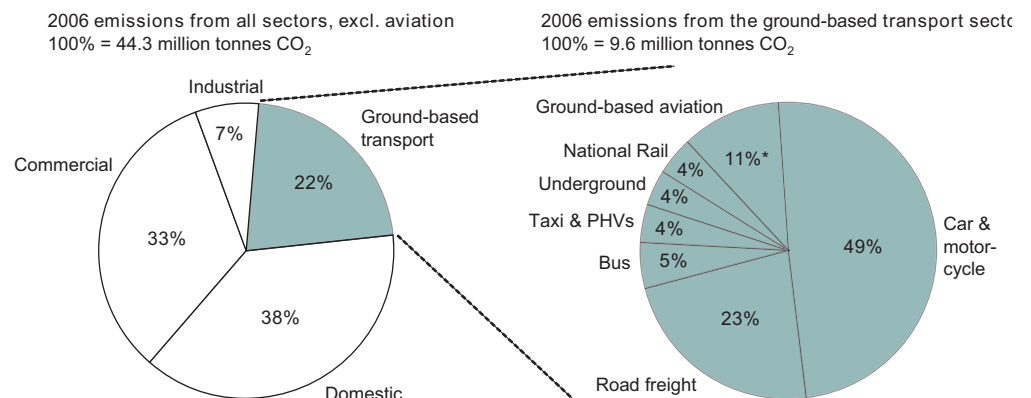
- Current and projected emissions from London's transport sector, including CO₂ reduction targets and an overview of key actions required to deliver the target
- Specific features of London's transport sector
- Summary of potential actions to make transport more energy efficient
- Actions already underway to tackle emissions from London's ground transport
- The Mayor's key priorities for action, with indicative CO₂ impact and cost.

4.5.2 Current and projected emissions from London's transport sector

Current emissions

London currently supports 27 million trips per day, resulting in emissions of 9.6 million tonnes of CO₂ per year, or 22 per cent of London's total emissions. Private road transport accounts for nearly three quarters of these emissions, with cars and motorcycles contributing just under half and road freight around one quarter¹.

Figure 52 2006 CO₂ emissions from the ground based transport sector



Note *Emissions from taxiing aircraft and during take-off and landing
Source London Energy and CO₂ Emissions Inventory, TfL

Future emissions

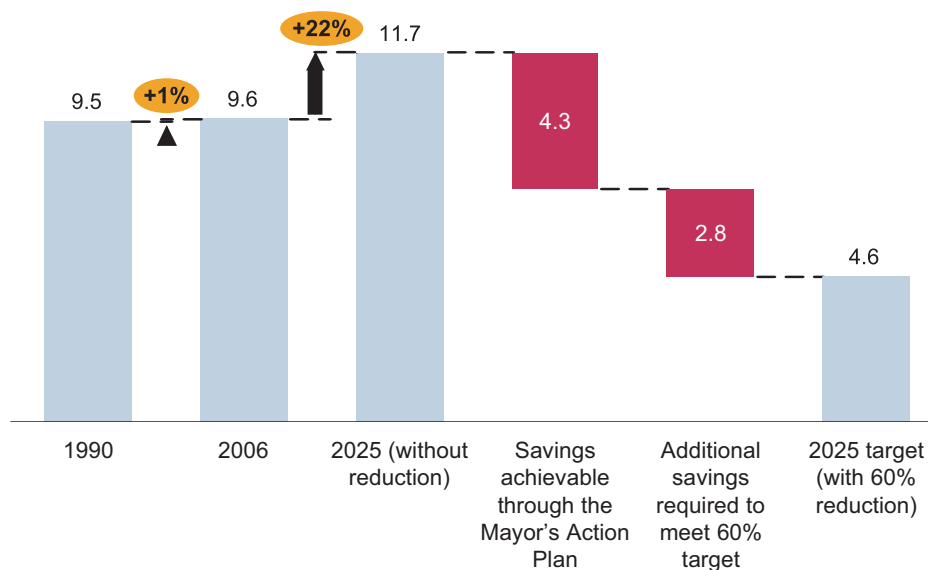
Given projected population and economic growth, demand for transport will increase over the period to 2025. Without intervention, car kilometres in London could increase by as much as eight per cent and freight traffic rise by 30 per cent from today’s levels. Additional public transport capacity in the form of more buses and Underground trains will also be needed to meet demand. History would also suggest that realising substantial reductions in per kilometre CO₂ emission levels for new cars, trucks and buses, whilst possible, is by no means guaranteed. In all, this could lead to an increase in CO₂ emissions from ground transport of about two million tonnes to 11.7 million tonnes per annum in 2025, an increase of nearly 25 per cent.

Sectoral target

Taking the target of a 60 per cent reduction by 2025 from the 1990 baseline, ground transport would need to emit 7.1 million tonnes less CO₂ per annum by 2025.

Achieving this reduction will be extremely challenging, realistically requiring the establishment of a carbon pricing system and further EU and UK legislation. However, in the current environment a saving of 4.3 million tonnes is achievable by 2025.

Figure 53 Ground based transport - comparison of 2025 CO₂ emissions with and without 60 per cent reduction
Million tonnes of CO₂



How the target can be achieved

Reductions in transport emissions can come about through five main types of measures²:

- 10-20 per cent reduction can be achieved by making lower-carbon forms of travel (public transport, walking and cycling) more attractive, to deliver mode shift. Better public transport, travel demand management and road pricing will be critical in achieving this shift.
- More efficient operation of private and public transport can deliver 10-20 per cent savings.
- 5-10 per cent savings can be achieved through “eco-driving” (for example smoother acceleration) on all modes, including buses, Underground, freight and private vehicles.
- Private and public transport infrastructure can become more energy efficient (for example through adoption of hybrid technology). This can deliver 20-30 per cent emissions savings across the network.
- Use of lower-carbon fuels such as low-blend biodiesel is likely to be able to contribute a 10 per cent reduction in emissions³.

4.5.3 Specific features of London’s transport sector

London’s current and future ground transport emissions are heavily influenced by mode share, each mode’s emissions per passenger kilometre (taking into account the mix of vehicle types), and how each mode is operated.

Mode share

Ground-based transport is dominated by private road traffic; cars and freight together contribute 72 per cent of the sector’s emissions:

Major ground transport modes	Number of Vehicles	Annual Vehicle km (bn)	Annual Passenger Journeys (m)
Cars	2.4m	25	3,869
Road freight	n/a	5.0	n/a
Buses	8,025	0.45	1,793
Taxis	21,700	0.89	88
Private hire vehicles	45,000	0.74	73
Underground	4,070 (carriages)	0.07	973
Rail	n/a	0.19	244
DLR	94	0.004	53
Croydon Tramlink	24	0.002	23
River services	39	n/a	2.4
Dial-a-Ride	360	n/a	1.2

Public transport contributes only 17 per cent of total emissions, split roughly equally between the four primary motorised modes (bus, Underground, rail and taxis).

Although road traffic has grown nationally at 1.3 per cent per annum over the past five years, vehicle kilometres in London have remained flat over the same period. Significant investment in the public transport network, including in non-motorised modes such as walking and cycling, coupled with the introduction of the congestion charging scheme (see boxed text), has proven to be very successful at ensuring that the growing demand for travel has been accommodated on modes other than car, especially in central London. In some areas of London, increases in traffic have in part been limited by road congestion. Overall, there has been a five per cent mode shift since 2000 from private vehicles to public transport, cycling and walking in London - a result not achieved in any other major city globally.

Congestion Charging in London

The groundbreaking central London Congestion Charge was introduced in February 2003. Vehicles entering the charging zone between the hours of 7am and 6.30pm on weekdays are now charged £8.

The charge was introduced with several objectives in mind:

- to reduce congestion
- to enable radical improvements to bus services
- to improve journey time reliability for car users
- to make the distribution of goods and services more efficient.

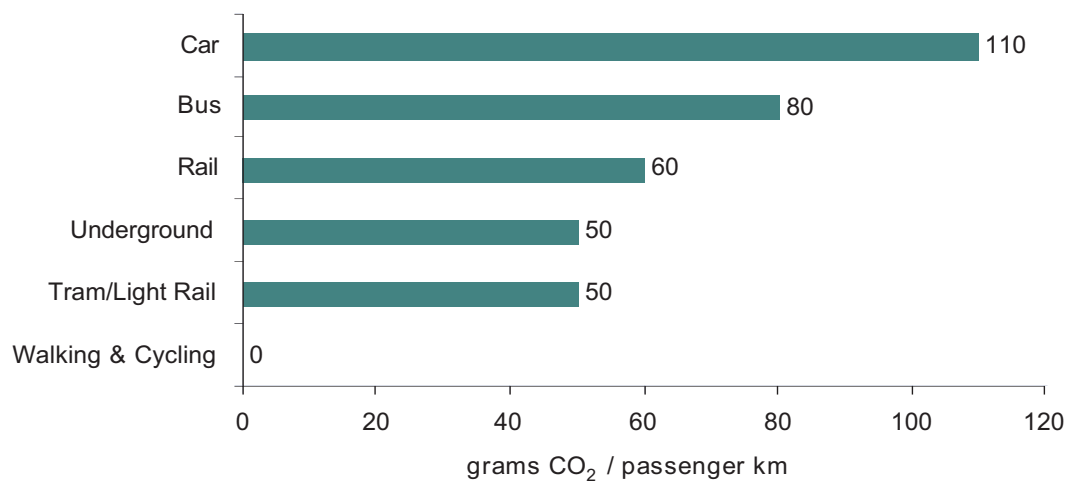
The charge has proved to be very successful. Congestion within the zone has reduced by 22 per cent compared to pre-charging levels. Public transport continues to successfully accommodate displaced car users, and bus services continue to benefit from improved reliability and ongoing investment. Vehicle traffic inside the zone during charging hours is about 15 per cent below pre-charging levels, resulting in an estimated CO₂ emissions reduction of 16 per cent. This radical scheme, coupled with focussed investment in public transport, walking and cycling, demonstrates that integrated planning can achieve real improvements in transport network performance.



Emissions per passenger kilometre

Each mode's emissions are influenced both by the vehicle's energy consumption and by its occupancy. Cars emit the most CO₂ per passenger kilometre of all ground transport modes. The car emissions levels indicated would be 60 per cent higher with just one person in the car (London average is 1.6 people per car).

Figure 54 Average CO₂ emitted per passenger kilometre across various modes



Notes Calculated using current load factors (15 people per bus in London and 1.6 passengers per car nationally)

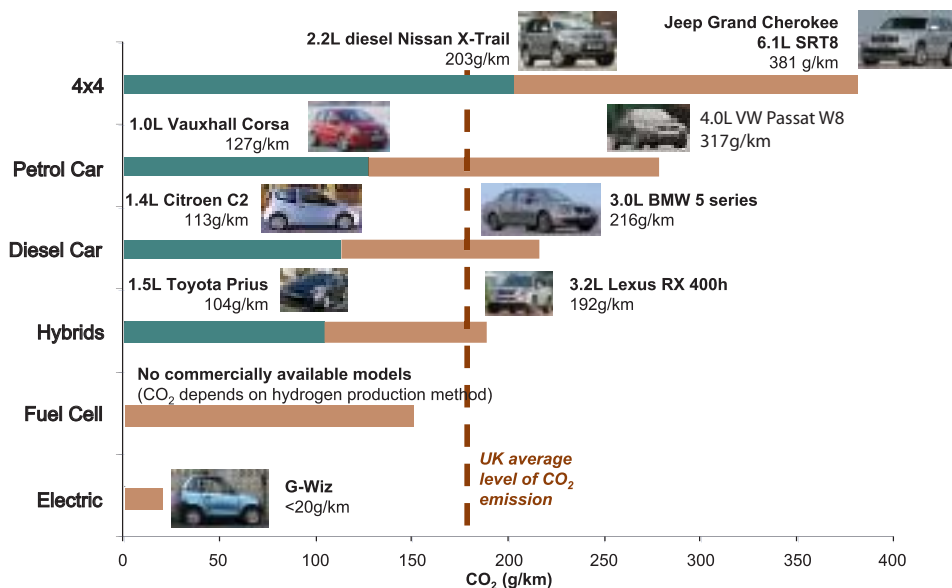
Source TfL

Currently, the average car in London emits 178g of CO₂ per kilometre. However, the CO₂ performance of a car can vary considerably depending on aspects such as engine type, engine size and vehicle weight.

The importance of weight

Weight is a significant and often-underestimated factor in fuel efficiency: for example, a smaller traditional car may consume less fuel than a larger hybrid car. In fact, **if everyone buying a vehicle bought the most energy efficient vehicle in the class, emissions from private vehicles would be cut by roughly 30 per cent.**

Figure 55 CO₂ emissions from different car types



Operations and degree of influence

The Mayor’s ability to shape and influence policy varies across different transport modes.

- The Mayor’s transport body, Transport for London (TfL), operates the Underground and manages bus services and thus is able to influence the energy efficiency of these modes, partly through its own behaviour and partly through its contracts with operators.
- TfL also operates a number of smaller modes including the Docklands Light Railway, Croydon Tramlink, the Woolwich Ferry and Dial-a-Ride, although these sectors’ contributions to transport emissions are relatively small.
- TfL regulates the black cab and private hire vehicle fleets.
- Overground rail services are operated by a variety of train operating companies, with supporting infrastructure managed by Network Rail. The Mayor has a very limited role in this area apart from being able to provide input into the high-level route strategies for the relevant rail franchises⁴.
- The Mayor has some statutory policy powers over freight and private vehicles but does not directly control many aspects of the road network. TfL is responsible for traffic management of major roads (approximately five per cent of the road network), traffic lights and will soon oversee the management of roadworks. Voluntary collaboration with the freight industry is helping to mitigate the impact of freight traffic in London, but is limited by the fragmented nature of the industry.

4.5.4 Summary of potential actions to make transport more energy efficient

There are three broad measures that can be taken to reduce CO₂ emissions from transport:

- a Changing the way we travel
- b Operating our vehicles more efficiently
- c Using improved vehicle and fuel types.

a Changing the way we travel

Encouraging greater use of public transport, walking and cycling is key to reducing CO₂ emissions from the transport sector. Policies aimed at promoting this shift are already being used successfully across London to tackle other important objectives such as improving local air quality. Actions that will have a significant bearing on the way we travel in the future include:

- continued investment in public transport to improve its attractiveness compared to private vehicles
- promotion of walking and cycling, including the creation of attractive urban environments conducive to these modes
- increased use of travel demand management (TDM) policies
- using fare structures and levels to promote public transport usage
- using pricing mechanisms to encourage more responsible private car usage
- reducing the need for travel through land use planning.

b Operating vehicles more efficiently

There are two opportunities capable of reducing CO₂ emissions:

- how drivers choose to operate their vehicles and
- engines' operating parameters.

Firstly, drivers can operate their vehicles in ways to minimise unnecessary fuel consumption. This requires no changes to the existing vehicle. Not only cars can benefit from eco-driving measures: buses, taxis, and freight vehicles can apply many of these measures as well and achieve anywhere from 5-10 per cent fuel savings as a result. Regular maintenance is also a simple way of improving fuel efficiency.

Secondly, vehicle engines can be designed and specified to operate as efficiently as possible. This can include intelligent coasting on the Underground, and so-called Intelligent Speed Adaptation (ISA) in freight

and bus engines. ISA systems automatically limit the speed of a vehicle, reducing fuel usage and providing road safety benefits.

c Using improved vehicle and fuel types

Finally, CO₂ emissions from transport can be reduced by changing type of vehicle or fuel used. Savings can be achieved by:

- Selecting lighter, more fuel efficient vehicles
- New types of engine technology
- Lower carbon energy sources.

Selecting lighter, more fuel efficient vehicles

New technologies and fuels offer the potential for much lower vehicle CO₂ emissions in the future. But you do not have to drive an electric or hybrid car, or fill up with biofuels, to achieve significant CO₂ emissions. And while driving a smaller car is also much better for the environment, simply choosing more fuel efficient cars from the range of vehicles already on the market can have a dramatic impact on your level of fuel consumption. This doesn't necessarily require compromise on car size or style, just consideration of fuel efficiency. For example a new 2.5 litre petrol Ford Focus on average emits 224gCO₂/km and would cost about £1,600 to run each year. In contrast, a new 1.6 litre diesel Ford Focus emits only 125gCO₂/km and has fuel cost of about £850 per year. This represents a CO₂ saving of 44 per cent and a fuel cost saving of 47 per cent.

Similarly, lighter rail and Underground cars require significantly less traction electricity. Weight related energy savings of 10-15 per cent have already been achieved through improvements to the design of steel constructed rolling stock. Carriages manufactured from aluminium alloys are up to 40 per cent lighter again and would deliver even greater savings.

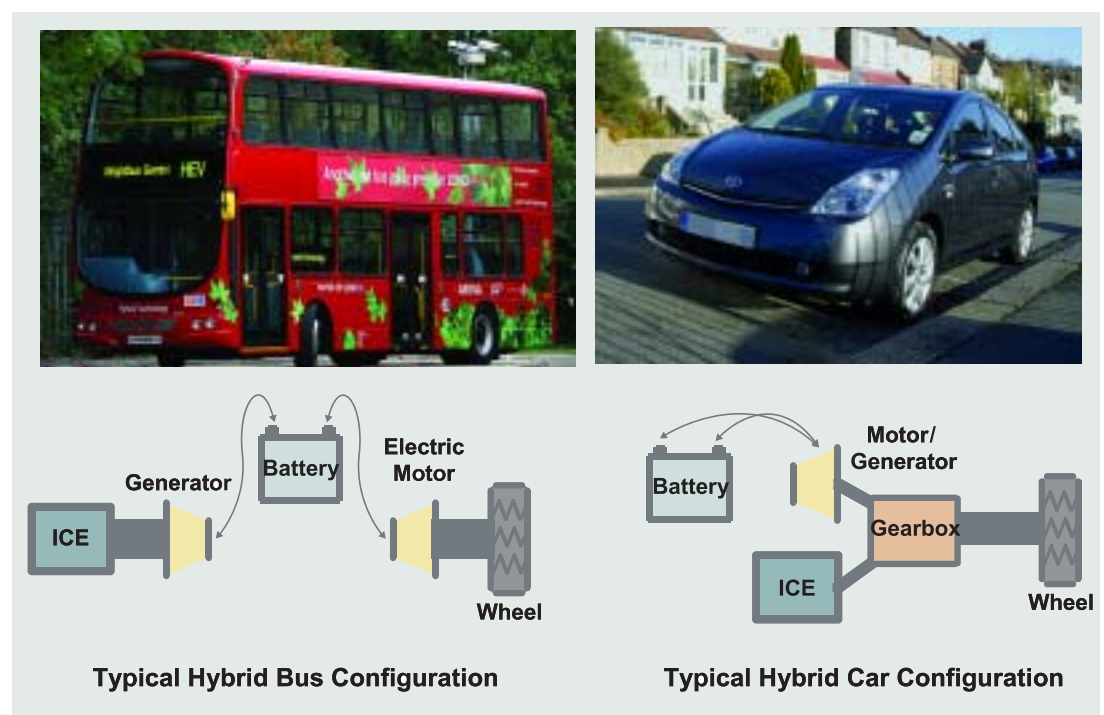
New types of engine technology

The past few years has seen the commercial launch of several new vehicle types that use new, more energy-saving propulsion systems compared to the internal combustion engine used in all vehicles up until very recently. Two current examples are:

- **Hybrid vehicles** use a combination of a standard internal combustion engine (ICE), a battery and an electric motor. Energy that would ordinarily be lost during braking is used to charge the battery, which in turn powers an electric motor that supplements a standard petrol or diesel engine. The battery in a standard hybrid car is not charged from the electricity grid. When operated in city environments, hybrids emit between 30-40 per cent less CO₂ than ordinary vehicles of a similar

size. A new variation on hybrid technology is the “stop and start” engine. In vehicles fitted with this system, the engine automatically stops just before the car comes to a standstill (eg, traffic lights). The engine then automatically restarts when the brake is released. For cars driven in the city this reduces fuel consumption and CO₂ emissions by about 10 per cent.

Figure 56 How a hybrid vehicle works



- **Electric vehicles** use a battery-powered electric motor. Electric motors are more than twice as efficient as internal combustion engines, greatly reducing the energy required and CO₂ emitted by up to 70-90 per cent per kilometre compared to today's average cars. The battery is charged directly from the electricity grid. Current technology is most suited to use in cars and short-route delivery vehicles. Most electric cars have an operating range of 50km, more than enough for the average daily commute and trip to the shops. CO₂ emissions per kilometre are much lower than for normal cars, in the range of 20-50g/km.

The next generation of energy-saving vehicles is already beginning to emerge. There is the potential for some of these vehicles to be zero carbon in the future if they use renewable electricity. Two examples are:

- **Plug-in hybrid electric vehicles** use the same basic propulsion system as current hybrid vehicles, but the battery is larger and can be

charged by the internal combustion engine (ICE) or directly from the electricity grid. As battery technology improves, these vehicles will move towards electric-only - possibly reaching a point in the future where the ICE is no longer required. Depending of the drive cycle, plug-in hybrids can use up to 50-80 per cent less fuel than a standard hybrid, resulting in CO₂ emissions of about 25-50g/km.

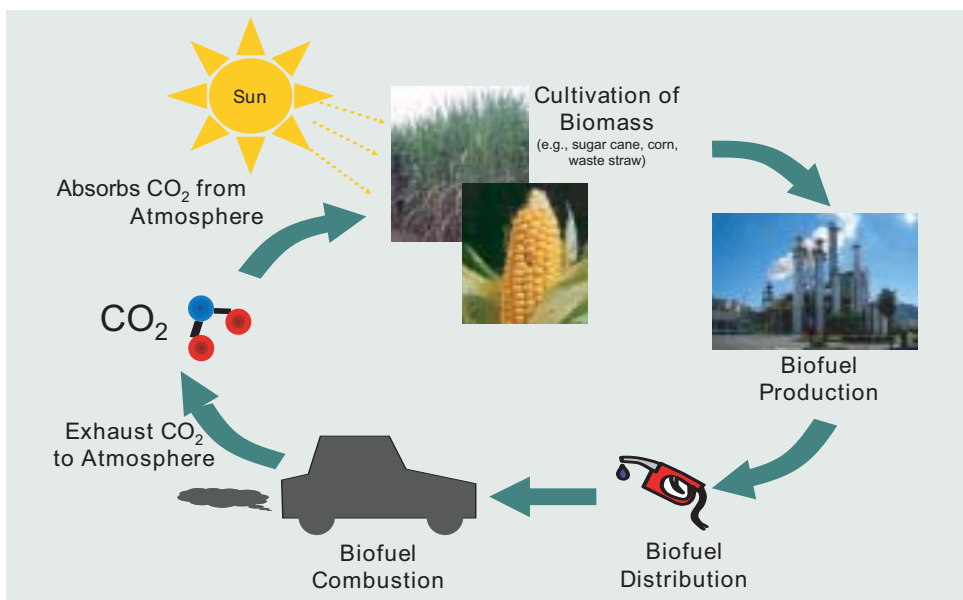
- **Hydrogen fuel cell vehicles** also use an electric motor. However, instead of storing the power they need to operate in a battery, a fuel cell is used to supply electricity to the motor. Inside the fuel cell, hydrogen is combined with oxygen to produce electricity in a chemical reaction. The only exhaust product from the car is water vapour. The overall CO₂ performance of the vehicle depends on the method of hydrogen production. Hydrogen produced from water using renewable electricity would result in truly zero carbon transport. But even using hydrogen made from natural gas, CO₂ savings of around 30 per cent are achieved. London has trialled three hydrogen fuel cell buses since 2004.

Lower carbon energy sources

Biofuels

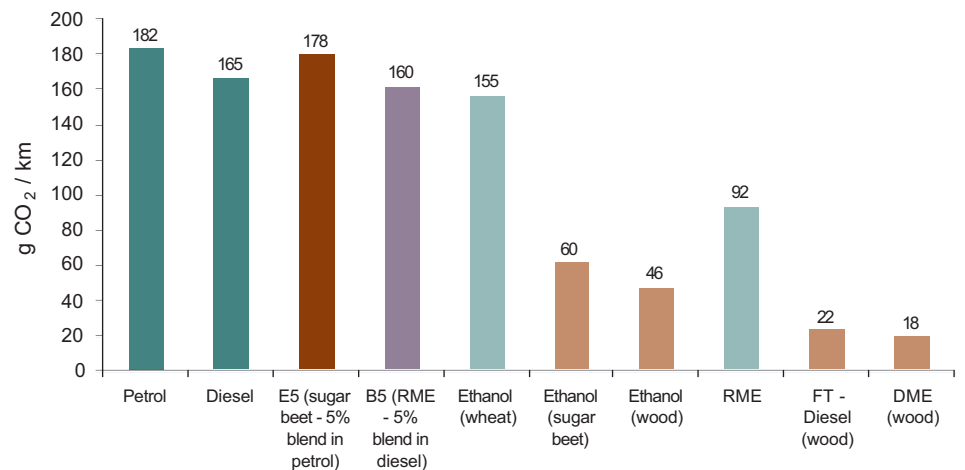
Vehicle emissions can also be reduced by the use of fuels with a lower CO₂ impact. Biofuels are fuels produced from crops (for example, corn, sugar cane) or from agricultural waste (for example, wheat stalks, straw). The net CO₂ emissions from the production and use of biofuels are generally lower than emissions from fossil fuels. This is because CO₂ is absorbed from the atmosphere during the crop growth phase. In contrast, combustion of fossil fuels releases carbon that has been trapped for millions of years below ground.

Figure 57 Biofuel production process



CO₂ reductions achievable from biofuels vary considerably and depend on the type of biomass used, the production method and the percentage in which they are blended with petrol or diesel fuels.

Figure 58 Well-to-wheel CO₂ emissions of various fuel types



Notes Emissions associated with petrol and gasoline production have not been included. Well-to-tank emissions are estimated to represent about 16 and 11 per cent of the tank-to-wheels emissions for petrol and diesel respectively. E5=5 per cent bioethanol, B5=5 per cent biodiesel, RME=Rape Methyl Ester, FT-Diesel=Fischer-Tropsch Diesel, DME=Dimethylether

Source Future Road Fuels, UKPIA, 2005

In the near term, typical CO₂ savings from biofuels are likely to be at the lower end of the range, i.e. around 20 per cent. "Second generation" biofuels are capable of delivering much greater savings because they use more efficient production processes and greater quantities of waste biomass (i.e., towards 80 per cent), but these production processes have not yet been commercialised on a large scale.

Because the CO₂ saving associated with biofuel production can vary so widely, it will be very important to establish standards to guarantee the level of CO₂ saving associated with the use of a specific fuel. Key sources of variation include:

- Biomass feedstock
- Location of biomass growth
- Production process.

At the moment, there is no way of distinguishing between biofuels that could have very different CO₂ benefits in the marketplace. For example,

corn-based ethanol produced in the United States, which has little or no CO₂ benefit compared to fossil fuels (due to the quantity of energy used to grow corn and convert its kernels into ethanol), is sold on equal terms to Brazilian ethanol made from sugar cane, which is much easier to grow and process and achieves an 80-90 per cent reduction in CO₂ emissions. Standards must also provide assurance that the fuel has been produced sustainably. Otherwise shortsighted cultivation practices could lead to deforestation and loss of biodiversity.

Renewable Electricity

CO₂ emissions from operation of the Underground, Docklands Light Railway, Tramlink and electrified National Rail services will all benefit from the increased generation of electricity from renewable or low carbon sources. Specific opportunities to increase renewable electricity production are dealt with in Chapter 4.4. Increasing London's use of lower-carbon electricity sources will reduce these transport emissions.

4.5.5 Actions already underway to tackle emissions from London's ground transport

Transport for London investments to date

Following its inception in 2000, the Mayor's transport body Transport for London has secured groundbreaking funding agreements with the Government on grant levels and long-term borrowing. This has provided TfL with the opportunity to reverse decades of under-investment in the public transport network. This unprecedented investment will enable the development of a more sustainable network and will be key to achieving CO₂ reductions. Efforts to date include:

- Substantial investment in the public transport network, including a significant increase in bus capacity and the ongoing programme of Underground renewal. Already, approximately £4 billion has been spent since the start of TfL's investment Programme (including £2.3 billion on the Underground and £0.6 billion on buses).
- Increased investment in walking and cycling, for example TfL's cycling budget has increased from £5.5 million in 2000 to £24m in 2006/07. This additional investment has been used to deliver safer road layouts, an expanded London Cycle Network, more cycle parking and cycle training.
- Use of policies to encourage mode shift to more sustainable options. This has included fare incentives such as free travel for under-18s, protecting the Freedom pass for older and disabled Londoners, and the introduction of the congestion charging scheme, which has reduced traffic circulating within the central London zone by 15 per cent



compared to 2002 (pre-charging) levels and cut CO₂ emissions by 16 per cent.

- Increased use of incentives, marketing and information to make people aware of their travel options and promote the use of lower-carbon modes. This has included more than doubling TfL's travel demand management programme over the past three years, including significant progress in the areas of work, school and personal travel planning, support for car sharing and car clubs.

These measures have led to more walking trips and a 72 per cent increase in cycling on the major road network in 2005/06 compared to 2000. Bus ridership has increased by 40 per cent. In a recent MORI poll, the number of Londoners saying they use a car every day had declined by half, from 38 per cent of Londoners to 19 per cent. Since 2000, the net effect has been to avoid 500,000 car journeys each day that would have otherwise taken place - equating to an annual CO₂ saving of about 210,000 tonnes.

Transport sector beyond TfL

Beyond TfL, the main recent developments in energy saving in the transport sector have been:

- Voluntary agreements between the EU and car manufacturing associations
- Development of low-carbon engine technologies
- Proposed Renewable Transport Fuels Obligation
- Government policies to promote of low CO₂ behaviours.

Voluntary agreements

Voluntary agreements were secured by the European Union with international car manufacturing associations in the 1990s to reduce CO₂ emissions from new vehicles. New car emissions have fallen by just over 10 per cent since then - from an average of 190g/km in 1997 to 169g/km last year in the UK. However, the European target of 140g/km by 2008/09 will not be met in the UK and is unlikely to be achieved across the EU. Individual performance of car manufacturers within each of the associations has been mixed. Some have already achieved the 140g/km objective, while others have made little progress. The European Commission recently announced its intent to mandate a reduction in emissions to 120g/km by 2012. Details of this proposal will be consulted on in 2007.

Low-carbon engine technologies

Engine technologies with substantially improved fuel economy are becoming a part of standard vehicle ranges. Cars employing hybrid

engines, capable of operating using either petrol or biofuel, or employing innovative approaches such as automatically switching the engine off after prolonged periods of idling are now regularly seen on the roads of London.

Renewable Transport Fuel Obligation (RTFO)

The government is encouraging the development of the biofuel industry through the RTFO. This requires fuel suppliers to ensure that 5 per cent of their sales are from renewable sources by 2010. It is expected that legislation will be implemented during the first half of 2008.

Government policies

All levels of government are increasingly amending existing and creating new policies to promote low CO₂ behaviour. Recent increases to the vehicle excise duty (VED) on the most CO₂ polluting cars is a start, but by no means goes far enough to catalyse real change. At the local level, several London boroughs are taking positive action. Richmond is proposing differential resident permit charges on the basis of a car's CO₂ emissions and Westminster offers free parking to electric vehicles. A number of boroughs, including Waltham Forest and Islington, offer free resident permits for electric vehicles. Other boroughs in London have already implemented or have expressed interest in adopting similar measures.



4.5.6 The Mayor's key priorities for action

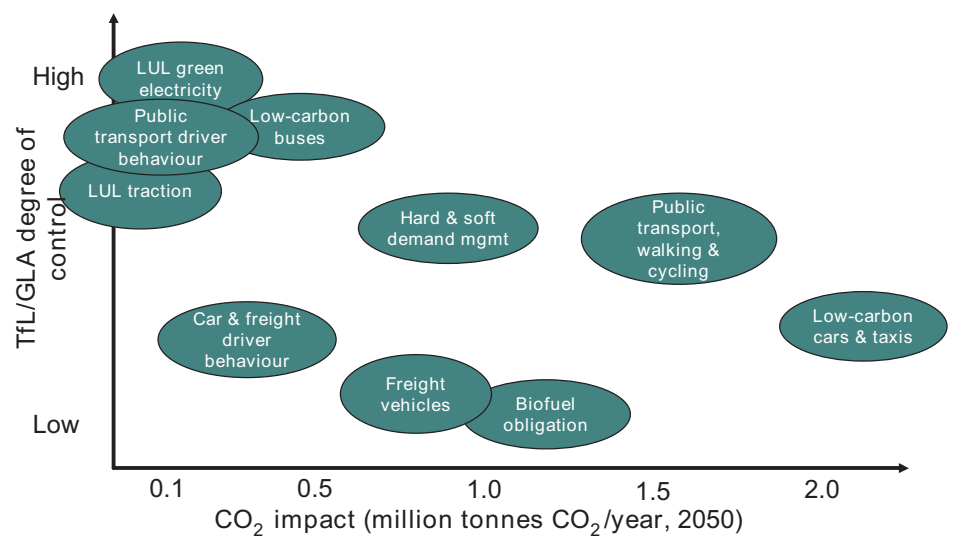
Much has already been done to keep transport CO₂ emissions down in London. In fact, it is the only sector where emissions are flat despite growing demand. But much more can - and must - be done. The Mayor will therefore take action across the three key areas mentioned above to:

- a Change the way Londoners travel
- b Operate vehicles more efficiently
- c Promote the uptake of lower-carbon infrastructure, vehicle and fuel types.

Action across these three areas can deliver total savings of 4.3 million tonnes of CO₂, with changing the way we travel, operating our vehicles more efficiently and using improved vehicle and fuel types delivering 39 per cent, 17 per cent, and 44 per cent respectively.

The degree of influence that the Mayor has to achieve CO₂ savings varies considerably by opportunity. In some instances, savings can be delivered through Mayoral policy and functional body resources. However, in many of the most promising areas, Mayoral powers are far more limited. In these instances influencing individuals and the commercial and public sectors, as well as lobbying government and the EU, will be critical.

Figure 59 Degree of Mayoral control over key transport CO₂ opportunities



Details of Mayoral actions to reduce CO₂ emissions from the transport sector are set out below⁵.

a Changing the way Londoners travel

Investments made in public transport, walking and cycling will continue to ensure that growth is accommodated on lower-carbon forms of transport. This has the potential to deliver annual CO₂ savings of 1.7 million tonnes by 2025. However, this will only be achieved by increasing the relative attractiveness of these more sustainable modes, by providing more pleasant, reliable and sometimes faster journeys, by making the most of travel demand management policies, by improving the quality of urban design and environment, and by taking steps to ensure that the cost of each transport mode reflects its true cost in terms of carbon emissions.

Public Transport

The Mayor intends to deliver key public transport projects, in large part through continued implementation of TfL's £13.1 billion investment programme. This is a programme of unprecedented scale and scope for London. Key Investment Programme and other infrastructure projects include:

- continued improvements to the Underground, including an increase in capacity of 28.5 per cent by 2025
- rejuvenation of London's overground rail network, including the Thameslink upgrade and longer, more frequent trains to southern areas of London and the Lea Valley. This will increase rail capacity by 25-30 per cent
- extension and upgrade of the existing East London Underground Line, converting it into a new heavy rail metro train service. The East London Line will be critical in bringing £10 billion worth of economic regeneration benefits to some of London's neediest areas, and will play a pivotal role in increasing capacity on key routes serving the 2012 Olympics
- Docklands Light Railway capacity enhancement (between Poplar and Stratford and an extension to Dagenham Dock)
- continued upgrade and expansion of London's bus network, resulting in a capacity increase of 40 per cent by 2025.

In addition the bill to build Crossrail is going through parliament. Crossrail would deliver an additional 10 per cent boost to the overall capacity of the public transport network and increase peak capacity by an additional 5.8 million passenger kilometres.

All of these projects will require continued funding support from government. The Mayor and TfL will continue to work closely with Government to ensure this funding is available.

Cycling

In addition to these significant public transport improvements, further enhancement of cycling infrastructure in London, together with creating a greater level of awareness of the benefits associated with this mode, will continue to be a focus for the Mayor.

London has targeted an increase in cycling trips of 400 per cent by 2025. To help make this a reality, TfL is committed to a range of measures designed to increase cycling levels, including:

- completing the 900km LCN+ cycle network by 2010
- installing secure cycle parking at schools and London Rail, Underground and DLR stations
- school travel plans for all schools, including making cycle training available to every primary school, including training for parents and carers.

Generating greater interest in cycling and its many benefits is also critical. Hosting Le Grand Départ of this year's Tour de France will bring cycling to the attention of many more Londoners. A Mass Participation Bike Ride in September 2007 will feed off the excitement generated by this world-famous event and momentum will be maintained by several other Tour de France legacy events. Existing cycling programmes will be repackaged and re-launched over this period to take full advantage of heightened levels of interest.



Walking

The Mayor also aims to make London one of the world's most walking-friendly cities over the next decade. An increase in walking of 10 per cent is targeted by 2015, with a longer-term aim of more than one million additional walking trips by 2025. Improvements to the city's streetscape and information to get Londoners using their feet will include:

- improvements to pavements, lighting and green spaces to create more attractive environments for pedestrians
- more permanent and temporary pedestrianised areas
- new and upgraded road crossings
- easy to read and consistently styled walking maps.

A key objective of planned public transport and walking and cycling improvements is to accommodate projected demand growth of four million additional trips a day to 2025 without an increase in car trips. This will avoid additional CO₂ emissions of up to 1.7 million tonnes per year.

Private vehicle transport

Travel Demand Management

The Mayor will continue to increase the use of travel demand management (TDM) policies. TDM refers to a range of tools designed to make most efficient use of available capacity, both on the roads and on public transport. These include:

- work, school and personalised travel plans - making people aware of the full range of travel options and helping them select the most appropriate one. This requires direct contact with Londoners and businesses to understand specific needs and options
- promotion of teleworking and video conferencing by highlighting cost and environmental benefits to business
- support of car sharing to increase passenger occupancy
- promotion and support of car clubs, for example by providing funding to boroughs to provide on-street car spaces
- promoting greater general awareness of public transport, walking and cycling through information campaigns.

Travel demand management is a relatively new policy and as such its effects continue to be tested and proven. To this end, TfL is currently conducting the first fully integrated pilot in collaboration with the borough of Sutton to determine the real impact of a holistic, properly funded TDM programme. £5 million has already been set aside to fund the full three years of the pilot. Measures being employed in Sutton are projected to reduce vehicle kilometres by up to five per cent. Preparation

for a second town centre pilot will commence in 2008/09, with roll out to other metropolitan town centres as soon as possible afterwards. In the interim, best practice from the Sutton pilot will be applied to other boroughs through the ongoing travel demand management programme. If the expected five per cent reduction in car kilometres can be delivered across London, this would reduce 2025 emissions by 0.25 million tonnes annually (about two per cent). The Mayor will also encourage boroughs to utilise the most CO₂ effective ways of calming traffic, for example using camera enforcement rather than speed humps.

Ensuring transport reflects the true cost of carbon

Encouraging a significant shift to more sustainable transport modes will remain challenging whilst the climate change impact associated with a particular mode is not fully incorporated into its cost. Ways the Mayor can ensure transport better reflects the cost of carbon include:

Extending and modifying the congestion charging scheme

Building on the success of the existing central London scheme, a western extension of the scheme, covering Kensington, Chelsea and Westminster, came into effect on 19 February 2007. As well as bringing traffic reduction to these areas, CO₂ savings on a similar relative scale to those realised by the current scheme are expected.

In an attempt to incentivise the purchase of lower CO₂ emitting cars, the Mayor has proposed the incorporation of emissions-influenced charging into the congestion charging scheme. Under the proposal, individuals would be encouraged to buy the most fuel efficient cars through a 100 per cent discount (cars emitting <120g CO₂ per km and meeting Euro IV air quality standards) and dissuaded from purchasing the most polluting vehicles by a higher than standard charge (£25 for cars emitting >225g CO₂ per km). On the current profile of vehicles entering the central London congestion charge zone, around 16,000 vehicles per day would be required to pay the £25 charge. This proposal will undergo a public consultation over the next year.

Supporting complementary national and local government policies

The Mayor will lobby the national government to make more radical changes to the charges on vehicles falling into different Vehicle Excise Duty (VED) bands. The tax levied on the most polluting categories must be increased further if car purchasers are to be influenced to select lower-carbon cars. Similarly, those driving cars in bands A and B must be rewarded. At £210 per year, the current maximum differential in VED is not substantial enough to change many people's purchasing decision. But the potential CO₂ saving is worth the change; even conservative

assumptions indicate that low-carbon vehicles would reduce CO₂ emissions by at least 0.8m tonnes annually by 2025.

The Mayor will also support borough-based “carbon-pricing” initiatives, such as Richmond upon Thames’s plan to revise permit-parking charges on the basis of CO₂ emissions.

More widespread carbon pricing is clearly going to be necessary to achieve behavioural change in a number of areas, including the use of road vehicles and the uptake of low-carbon vehicles. Ideally, this would be implemented on a national or even European level. The government has indicated that it wishes to trial national road pricing, perhaps charging vehicles on the basis of mileage. The Mayor has stated that he would support the government in this.

London-wide road pricing is likely to be necessary before 2025 if London is to achieve its carbon emissions targets. However, it is difficult to predict precisely when this measure will become cost effective compared with other carbon reduction measures. At present it would have high costs relative to the carbon reduction benefits, although there would be wider economic benefits in the form of time savings from decongestion. This action plan prioritises other, more affordable, methods of reducing carbon emissions from transport over the next decade.

b Operating vehicles more efficiently

As discussed in previous sections, small and painless changes to driving practices can substantially reduce fuel or electricity consumption (and CO₂ emissions) across all modes.

Cars

Starting later this year, TfL will work with the DfT and other stakeholders to promote fuel-efficient motoring in London. The campaign will link in to national eco-driving campaigns and target both individuals and businesses.

For car drivers, eco-driving measures would include:

- accelerating and decelerating smoothly (5-10 per cent saving)
- keeping tyres inflated to the right level (2-4 per cent saving)
- removing roof racks when not in use (up to a 10 per cent saving)
- turning off engine when idling (allowing the car to idle for longer than 10 seconds uses more fuel than restarting)
- taking the car for regular inspection and servicing (about 4 per cent saving)
- not speeding: driving at 85 mph uses 25 per cent more fuel than driving at 70 mph.

Underground

The Underground will promote behavioural change amongst its staff and contractors to deliver energy savings. Smoother driving of trains in particular can deliver savings of ~5 per cent of the Underground's emissions.

Buses

Bus drivers will also be encouraged to drive their vehicles in ways that are more efficient. The existing BTEC training programme (which all London bus drivers go through) already highlights good practices but with greater emphasis it will be possible to reduce fuel consumption by 5-10 per cent. Bus priority measures, such as bus lanes, are another way of ensuring smoother bus travel and lower fuel consumption. Lower fuel costs mean cheaper fares for Londoners - not to mention a more comfortable and safer ride.

Taxis and private hire vehicles

The Mayor and the Public Carriage Office will work with the taxi and private hire industry to help reduce fuel costs. Fuel consumption can be reduced by more than 10 per cent through eco-driving practices. This will save the average black cab more than £400 per year in fuel costs - savings that will result in Londoner's paying lower taxi fares in the future.

Freight

Road freight is expected to experience dramatic growth - up to 30 per cent increase in vehicle kilometres by 2025. Collaboration with industry will be essential for two schemes targeting behavioural change that can cut fuel consumption:

- A new "Freight Training Initiative". Training will focus on drivers, but will also cover freight load planners and managers. Benchmarks will be used to help individual operators target parts of their operations where greatest fuel savings are possible

- Freight Operator Recognition Scheme (FORS) to reward operators for achieving fuel efficiency, environmental performance and safety objectives.

TfL will work with the freight industry to further develop shared consolidation centres to make freight movements more efficient, and will continue to encourage the use of rail and water for freight. Delivering CO₂ efficiencies is very much in the economic interests of freight operators: fuel typically represents 20–30 per cent of operating costs. Simple changes to delivery planning, vehicle maintenance and driving behaviour can deliver fuel efficiency improvements in excess of 10 per cent. Over the medium term, more substantial changes such as shifting to lower-carbon vehicles will deliver further, even more substantial fuel savings for freight operators. The benefits of this shift will also flow on to all Londoners in the form of improved air quality, quieter lorries and lower prices for food and other goods⁶.

c **Promote the uptake of lower-carbon infrastructure, vehicle and fuel types**

The third key area of action is reducing CO₂ emissions across all public and private modes through the uptake of lower-carbon infrastructure, vehicles and fuels. Within TfL, rapid adoption of low CO₂ vehicles, infrastructure and fuels is being pursued through a range of investment decisions and policies. In addition to existing funding streams, many of these initiatives will be supported by the new £25 million TfL Climate Change Mitigation Fund.

Underground

The Underground is London's largest single user of electricity, accounting for 3.5 per cent of total electricity usage in the capital. Although it represents only four per cent of transport sector emissions, the underground is essentially under Mayoral control, making it possible to deliver real and sustained energy savings through energy-efficiency measures and the "greening" of energy supply.

Achieving these reductions will also benefit the Underground (and hence Londoners) financially. In 2006, the Underground's bill for traction electricity was £55 million, up 80 per cent from the previous year. Putting in the CO₂ savings initiatives described below would reduce this bill by as much as £15–10 million each year⁷. So how will these reductions be delivered?

- **Energy-efficient operations.** The Underground will seek to consistently define its operational specifications to prioritise energy-

efficiency. This could deliver emissions and energy savings of 10-30 per cent. This does not require significant infrastructure replacement. Rather, it involves introducing energy usage minimisation as a key parameter in all operating specifications, and in some cases introducing specific energy-savings measures. These measures – such as intelligent coasting, which reduce traction energy consumption by 20 per cent – are often justified from a railway engineering standpoint anyway, in this case because they reduce wear and tear on trains and track.

- **New infrastructure.** Energy-efficient equipment will be specified as standard during regular upgrade and repair cycles wherever possible and feasible. For example, specifying low-loss conductor rail can deliver 10 per cent savings in energy and emissions. Specifying trains that use regenerative braking, where the train's braking power is fed back into the traction network, can deliver energy savings of 25 per cent. Inverting substations that maximise the benefits of regenerative braking would increase this by a further 10-20 per cent. London Underground will work with the London Climate Change Agency and others to develop combined cooling, heat and power opportunities, including projects associated with cooling the tube. Changes to the power supply voltage are also being investigated, which have the potential to reduce energy losses due to resistance in the electricity supply network.
- **Renewables.** Simply increasing the amount of electricity procured through green tariff contracts may not necessarily result in a reduction in UK CO₂ emissions⁸. With electricity generators already obliged to supply a proportion of their electricity from renewable sources, paying for green tariff electricity may not be the best way to promote additional renewable supply in the long term. The Underground will look to make use of its market power by ensuring that it catalyses new investment in renewable or good quality CCHP infrastructure. Micro-renewables should be explored for station applications, but are not capable of contributing significantly to traction demand.

Buses

Buses are responsible for the emission of 680,000 tonnes of CO₂ annually, making them the largest transport sector emitter over which the Mayor has direct control. London represents one-third of the market for new buses in England due to the Mayor's commitment to continued improvement to the bus fleet and network. As such, London can exert significant influence on the UK bus market as a whole. As demonstrated over the past few years with the introduction of low-floor buses, it is possible to deliver rapid changes in fleet composition when there is a clear mandate to do so. A further benefit is that retired London buses are often sold on to other regions, so improvements to the fleet will have knock-on benefits to the UK's carbon footprint.

- **Hybrid buses:** the Mayor has announced that all new buses will be diesel-electric hybrids as soon as there is volume production available, which appears likely in the next few years. These buses emit between 30–40 per cent less CO₂ than comparably sized diesel buses. This sends a clear signal to manufacturers designed to result in increased production and decreased costs of hybrids. Whilst the initial purchase cost of a hybrid bus will remain higher than diesels for the immediate future, much of this premium is recouped over the operating life of the bus due to lower fuel consumption. In fact, fuel price increases of as little as 15 per cent would make hybrids a more attractive technology than standard diesels solely on financial grounds. TfL already operates six single-deck diesel-electric hybrid buses on route 360, and will trial the world's first double-deck hybrid bus on route 149.
- **Hydrogen fuel cell buses:** in parallel, TfL will also continue its support of hydrogen-powered buses on specific routes to accelerate development and eventual commercialisation of this technology. It will introduce 10 hydrogen fuelled buses as part of the London Hydrogen Partnership Transport Action Plan by 2010.



Hydrogen - potential CO₂-free transport in the future

Many people consider that hydrogen fuel cells will be able to provide CO₂-free energy in the future. The London Hydrogen Partnership, which was launched in April 2002, is working to make this technology a reality.

Producing energy using hydrogen fuel cells has many benefits including:

- reduced CO₂ emissions and noise
- improved air quality
- greater energy security.

The partnership comprises both public and private sector partners and is chaired by the Deputy Mayor. Its members include Air Products, Baxi-SenerTec UK, BP, BMW, BOC, Carbon Trust, DTI, Energy Saving Trust, Fuel Cell Europe, Greater London Authority, Health and Safety Executive, Imperial College, Intelligent Energy, Johnson Matthey, London Development Agency, London First, Rolls-Royce, Thames Water and Transport for London. It aims to develop London's hydrogen economy by:

- producing and implementing a London Hydrogen Action Plan
- establishing and maintaining dialogue among all sectors/actors relevant to the hydrogen economy
- disseminating relevant materials
- providing a platform for funding bids and initiation of projects - creating conditions where these technologies can thrive.

Further details on the activities of the partnership can be found at www.lhp.org.uk

National Rail

With the exception of the North London Railway where TfL takes responsibility for overseeing operations from November 2007, the Mayor does not have direct control over rail CO₂ emissions. However TfL works closely with the Department for Transport and Network Rail and is collaborating with Rail Safety and Standards Board in efforts to reduce traction energy use.

In general, many of the CO₂ reduction opportunities associated with the Underground are also applicable to the National Rail network.

- **Regenerative braking:** Britain has Europe's youngest fleet of rolling stock, almost all of which is already equipped with regenerative braking functionality. TfL will encourage the Department for Transport



and Network Rail to make the necessary upgrades to power supply infrastructure to make sure it can use the energy produced by regenerative braking on the trains.

- **Renewables:** TfL will also encourage Train Operating Companies to source the energy used on electrified sections of track increasingly from renewable sources. TfL is also keen to explore opportunities to use biofuels on the diesel-powered North London Railway, which runs between Gospel Oak and Barking, once TfL controls the concession after November 2007. TfL has also offered use of this line to the DfT for any trials that could reduce CO₂ emissions from local or suburban diesel trains
- **Electrification:** In the longer term, TfL is committed to pursuing the electrification of the North London Line, which would yield a 25-30 per cent CO₂ saving compared to diesel

Taxis

- **New engine technologies:** TfL has already had productive conversations with London Taxis International (LTI) the main supplier of taxis in London, regarding potential opportunities to develop a London taxi that employs engine technology capable of achieving significant improvements in fuel economy. New low-carbon technologies will also help to realise increasingly stringent air quality standards, such as Euro V. TfL's licensing powers and control over fare structures provide practical ways of encouraging uptake of these vehicles

Cars and Freight Vehicles

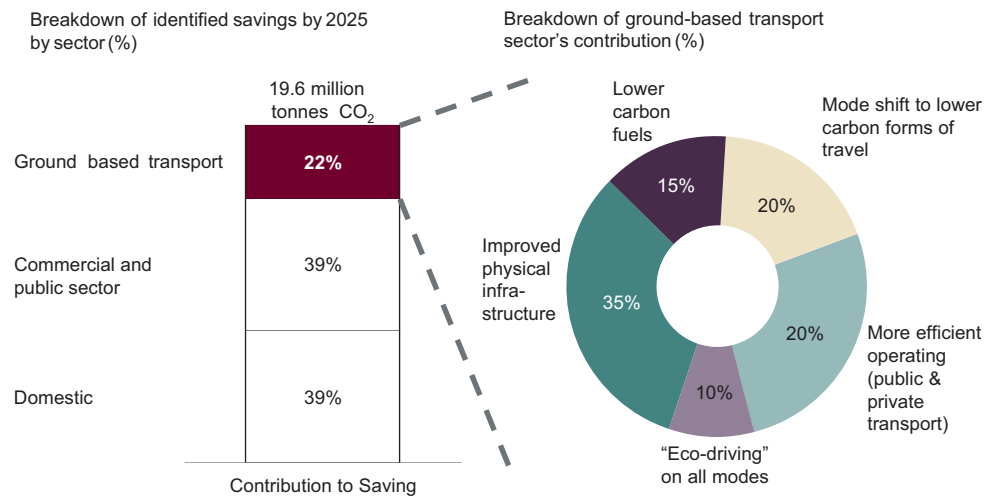
There are very few direct opportunities for the Mayor to directly promote the development and adoption of low carbon technologies and fuels.

Proposed changes to the congestion charging scheme (discussed above) will encourage Londoners to purchase greener cars and implementation of the London Low Emission Zone will over time promote the adoption of newer, cleaner freight vehicles. Beyond these measures, the Mayor will use all indirect channels available to him to promote these technologies and fuels including the following:

- **Passenger car CO₂ targets:** the Mayor will lobby the UK government and EU to establish mandatory reduction targets for car manufacturers to replace existing voluntary agreements that expire in 2008. Association based targets have proven to be ineffective. Manufacturers must be held directly accountable for the delivery of much lower CO₂ emitting cars in the future. A combination of mandatory targets, carbon pricing and carbon trading will be required to catalyse the rapid uptake of low emission vehicles.
- **Greater public awareness:** there is generally poor awareness regarding the wide-ranging CO₂ performance of makes and models across and within vehicle classes. Added to this, fuel efficiency and CO₂ emissions particularly, do not feature prominently amongst the criteria considered when buying a new car. The Mayor and TfL will develop campaigns to make motorists more aware of the climate change impact of their car purchases. It has been estimated that the total amount of CO₂ emitted from private vehicles in the UK could be reduced by as much as 30 per cent if buyers simply chose the most fuel efficient model in their desired vehicle category.
- **Biofuels:** the Mayor will lobby for the establishment of an EU accreditation system for biofuels to ensure sustainable production and guarantee minimum levels of CO₂ reduction. TfL will work with the Low Carbon Vehicle Partnership to help where it can in establishing a robust accreditation system for biofuels to be introduced in conjunction with the UK Renewable Transport Fuel Obligation. The Mayoral group will work with its fuel suppliers to ensure the biofuel it uses (in both low and high blend fuels) are from high quality, approved sources.

Successfully implemented, these mayoral initiatives will facilitate the delivery of CO₂ savings of 4.3 million tonnes annually by 2025.

Figure 60 Ground based transport sector's contribution to CO₂ savings by 2025



References

- 1 Smaller public transport modes including the DLR, Croydon Tramlink, river services and Dial-a-Ride contribute less than one per cent of total transport CO₂ emissions. Emissions from minor modes are estimated as follows: DLR - 19,350 tonnes, Croydon Tramlink - 5,515 tonnes, Woolwich Ferry (the only river service controlled by TfL) - 2,426 tonnes and Dial-a-Ride - 2,399 tonnes.
- 2 Percentage savings are not additive. They refer to the potential saving associated with a single initiative type.
- 3 Clearly low/zero-carbon fuels could deliver massively greater emissions reductions if
 - a) the rate of technological advance were accelerated, and
 - b) national and international pricing mechanisms and regulations were in place to incentivise or require faster take-up of these technologies.
- 4 This is set to change somewhat in 2007, when TfL will take over responsibility for the North London Line.
- 5 Achieving emissions reductions from ground-based aviation movements will be addressed in the aviation chapter. Smaller modes that represent <1 per cent of transport emissions are not addressed in this document, although emissions reduction programmes are being pursued.
- 6 The proposed London Low Emissions Zone will also be critical to improving London's air quality.
- 7 Based on current electricity consumption. Increases in absolute levels of consumption due to imminent line upgrades will increase overall energy costs and the size of potential savings.
- 8 A green tariff contract requires the energy supplier to obtain an amount of electricity equal to the customer's usage from existing renewable energy sources.

TRANSPORT FOR LONDON

BOARD

SUBJECT: Woolwich Ferry Transfer

MEETING DATE: 28 March 2007

1. PURPOSE

- 1.1. This paper seeks the Board's approval to transfer the assets of the Woolwich Ferry from TfL to its subsidiary London River Services Limited (LRS). This is a matter reserved to the Board. The Mayor's approval is also required and will be sought if the Board approves the transfer.

2. BACKGROUND

- 2.1. On TfL's creation, the responsibility to run the Woolwich Ferry was transferred from the Secretary of State for Transport to TfL under the Greater London Authority (GLA) Act 1999. In practice the ferry was operated on behalf of the Secretary of State (and then on behalf of TfL) by the London Borough of Greenwich (LBG) under an agency agreement.
- 2.2. The day to day operational management of the Woolwich Ferry has been carried out by London River Services since 1 June 2006. The transfer of the assets of the Woolwich Ferry to London River Services will align the legal ownership and financial reporting with the operational responsibility and will significantly simplify the administration of the expanded London River Services activities.
- 2.3. The statutory duty to run a ferry across the Thames is contained in the GLA Act 1999 and is to remain with TfL.
- 2.4. The Finance Committee has considered the matter and recommends the transfer of these assets from TfL to London River Services.

3. THE ASSETS

- 3.1. The assets comprise the three ferry boats 'Ernest Bevin', 'John Burns' and 'James Newman', two workboats, the North and South terminals, land, engineering and office facilities and the vehicle stacking area on the south side. The current book value is £1,170,000 which is the value of the land; all other assets are totally written down.

4. THE SCHEME

- 4.1 The Woolwich Ferry transfer scheme is a document that is entered into pursuant to Section 165 of the GLA Act 1999. It permits Transport for

London to transfer the property, rights and liabilities listed in that scheme to a subsidiary, in this case London River Services.

- 4.2 The Woolwich Ferry is described in the transfer scheme as the Designated Undertaking. The scheme lists all the property, rights and liabilities that are to transfer to London River Services and all of these, bar the land to be transferred, which is described by way of a plan, are listed in the schedules to the scheme.
- 4.3 Excepted from the transfer are: (a) any liabilities (howsoever arising) in respect of the Woolwich Ferry and which relate to the period prior to the transfer date; (b) any rights in respect of taxation which relate to the period prior to the transfer date; and (c) any rights and liabilities under the contracts that are transferred which relate to the period prior to the transfer date.
- 4.4 If the Board approve the transfer and the approval of the Mayor is obtained, the property, rights and liabilities of the Woolwich Ferry will be transferred from TfL to London River Services on the date appointed by the scheme.
- 4.5 Details of the scheme and a detailed list of the assets are contained in the draft transfer scheme at Appendix 1 to the paper.

5. RECOMMENDATION

- 5.1. The Board is asked to **APPROVE**:
 - (a) the transfer of the Woolwich Ferry assets from TfL to London River Services;
 - (b) delegation to finalise the details of the Transfer Scheme to the Managing Director of Surface Transport; and
 - (c) for the matter to be sent to the Mayor for his final approval in accordance with the GLA Act 1999.

TRANSFER SCHEME

OF

TRANSPORT FOR LONDON

MADE PURSUANT TO SECTION 165 OF THE GREATER LONDON AUTHORITY ACT
1999

IN FAVOUR OF

LONDON RIVER SERVICES LIMITED

IN RESPECT OF

CERTAIN PROPERTY, RIGHTS AND LIABILITIES

COMPRISED IN THE

WOOLWICH FERRY

DATED [*] 200[*]**

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WHEREAS:

- (A) London River Services Limited ("**LRS**") being a private company limited by share, having its registered office at 172 Buckingham Palace Road London SW1W 9TN and incorporated in England and Wales with registered number 3485723 is a wholly owned subsidiary of Transport for London ("**TfL**");
- (B) TfL after consultation with LRS has decided for LRS to undertake on its behalf the duty transferred to TfL by the Secretary of State for Transport under Section 257 of the Greater London Authority Act 1999 ("**GLA Act**") to work a ferry boat across the River Thames;
- (C) For the purposes of undertaking on behalf of TfL the duty mentioned in Recital B above certain property, rights and liabilities will need to be transferred from TfL to LRS;
- (D) Pursuant to Section 165 of the GLA Act TfL has the power to make schemes for the transfer of property, rights and liabilities between itself and any of its subsidiaries;
- (E) TfL in exercise of the powers conferred on it by Section 165 of the GLA Act hereby makes the following scheme for the purposes of facilitating the transfer of those property, rights and liabilities.

1. **Definitions and Interpretations**

1.1 In this Transfer Scheme, except to the extent the context otherwise requires, the following definitions and interpretations will apply:

“Designated Undertaking” means, only in respect of the TfL duty under Section 257 of the GLA Act, all that part of the undertaking of TfL in respect of the Woolwich Ferry carried on immediately prior to the Transfer Date which consists of:

- (a) the establishment, maintenance and regulation of the Woolwich Ferry pursuant to Sections 14, 19, 21 and 22 of the Metropolitan Board of Works (Various Powers) Act 1885 (“Metropolitan Board of Works Act”);
- (b) the construction and maintenance of other landing spaces stages works as prescribed in Section 15 of the Metropolitan Board of Works Act; and
- (c) the working of a ferry boat across the river each way as prescribed in Section 16 of the Metropolitan Board of Works Act;

“Intellectual Property” means any patent, know-how, trade mark or name, service marks, design right (in each case whether registered or unregistered), copyright, rights in passing off, database right, rights in commercial or technical information, any other rights in any invention, discovery or process and any other intellectual property rights, whether registered or unregistered and including applications for the grant of any such rights and all rights or forms of protection having equivalent or similar effect in each case in the United Kingdom and anywhere else in the world;

“Land” means all land shown edged red on the plan attached and shall include all buildings, structures and works in, on under or over such land together with fixed plant equipment and machinery;

“Records” means information recorded in any form including information recorded in writing or drawn on paper or sheet material or recorded in any electronic or electromagnetic form (including databases stored on computer tapes or disks);

“Taxation” means all forms of taxation whether direct or indirect and whether levied by reference to income, profits, gains, net wealth, asset values, turnover, added value or other reference and statutory, governmental, state, provincial, local governmental or municipal impositions, duties, contributions, rates and levies (including without limitation social security contributions and any other payroll taxes), whenever and wherever imposed (whether imposed by way of a withholding or deduction for or on account of tax or otherwise) and in respect of any person and all penalties, charges, costs and interest relating thereto.

“Transfer Date” means the day on which this Transfer Scheme comes into force; and

“Woolwich Ferry” means the ferry in Woolwich established, maintained, operated and regulated pursuant to the Metropolitan Board of Works Act.

- 1.2 the words “include”, “including” and “in particular” are to be construed without limitation;
- 1.3 references to any person include its successors, transferees or assignees;
- 1.4 the words “subsidiary”, “wholly owned subsidiary” have the same meaning in this Transfer Scheme as in Sections 258 and 736 of the Companies Act 1985;
- 1.5 a reference to a particular property, right or liability being included in the property, rights and liabilities comprised in the Designated Undertaking is for the avoidance of doubt;
- 1.6 headings and references to headings shall be disregarded in construing this Transfer Scheme; and
- 1.7 except as otherwise stated, a reference to a “paragraph”, “sub-paragraph” or “Schedule” means a paragraph or sub-paragraph of, or a schedule to, this Transfer Scheme.

2. Transfer of Property, Rights and Liabilities

- 2.1 There shall be transferred to, and vest in, LRS on the Transfer Date all the property, rights and liabilities of TfL comprised in the Designated Undertaking except as provided in paragraph 2.2.
- 2.2 There shall be excepted from the transfer to LRS pursuant to paragraph 2.1:
 - 2.2.1 any liabilities in relation to any property, rights and liabilities comprised in the Designated Undertaking howsoever arising (whether in contract, tort (including negligence) or breach of statutory duty or otherwise) to the extent they relate to the period prior to the Transfer Date;
 - 2.2.2 any rights and liabilities in respect of Taxation which relate exclusively to the Designated Undertaking and to the extent they relate to the period prior to the Transfer Date;
 - 2.2.3 any rights liabilities under any contract, agreement, lease, licence or other equivalent arrangement to the extent they relate to the period prior to the Transfer Date; and

2.2.4 [Any others?]

3. **Land**

3.1 There shall be transferred to, and vest in, LRS on the Transfer Date all the property, rights and liabilities of TfL in the Land.

4. **Furniture, Fittings, Plant, Equipment and Machinery**

4.1 The property, rights and liabilities of TfL in the furniture, fittings, plant, equipment and machinery specified or described in Schedule 1.

5. **Contracts, Licences and Agreements**

5.1 The property, rights and liabilities of TfL in the contracts, licences and agreements which relate exclusively to the Designated Undertaking including those specified and described in part 1 of Schedule 2.

6. **Intellectual Property and Records**

6.1 The property, rights and liabilities of TfL in the Intellectual Property and Records which relate exclusively to the Designated Undertaking are included in the property, rights and liabilities comprised in the Designated Undertaking and transferred to LRS pursuant to paragraph 2.1 including, without limitation, the Records set out in Schedule 3.

7. **Transfer of Insurance**

There shall be transferred to, and vest in, LRS on the Transfer Date all the rights and liabilities of TfL under any of the insurance policies to the extent that they relate wholly to the Designated Undertaking and/or any of the Property, Rights and Liabilities transferred to LRS under this Transfer Scheme.

8. **Value of assets and amount of liabilities transferred**

8.1 Any asset or liability transferred to LRS by virtue of this Transfer Scheme shall be entered in the statutory accounts prepared by LRS for the accounting year next ending after the Transfer Date at the same value or amount at which such assets or liabilities appear in the balance sheet of TfL as at the date preceding the Transfer Date.

This Transfer Scheme is made by Transport for London on [***] 200[*]**

THE SEAL of Transport for London)
was hereunto affixed) [corporate seal affixed]
in the presence of:)
)

Authorised by Transport for London

SCHEDULE 1

Furniture, Fittings, Plant, Equipment and Machinery

1. The three ferry boats described as follows:

- (a) "John Burns";
- (b) "Ernest Bevin"; and
- (c) "James Newman".

2. Two work boats described as follows:

- (d) "Ensign"; and
- (e) "Ferryman".

3. Furniture, Fittings, Plant Equipment and Machinery:

Location	Description	Serial No.
<u>Main Office Block</u>		
Administration office, 1st floor:	4 desks	N/A
	4 Chairs	N/A
	1 desktop and monitor	GRN15303
	1 desktop and monitor	GRN8488
	1 desktop and monitor	GRN14297
	1 desktop and monitor	GRN11817
	Printer, HP LaserJet 2200DN	GRN14299
	Printer, HP LaserJet 5P	GRN14294
	Fax machine	None
	CCTV colour monitor (for front door)	None
Filing cabinets x 7	N/A	
Room adjoining administration room, 1st floor:	IT server / modem hub	None
	Tea & Coffee facilities, fridge etc	None
Room 13, 1st floor:	2 x CCTV monitors	No serial numbers
	Fibre optic server for CCTV	No serial numbers
	Camera monitor	No serial numbers
	Video recording device	No serial numbers
	BBV 1500 camera controller device	No serial numbers
	2 desks	N/A
	2 chairs	N/A

Location	Description	Serial No.
	1 desktop and monitor	GRN16044
	Printer, HP printer 894CX1	GRN11819
	2 filing cabinets	N/A
Room 14, 1st floor:	2 desks	N/A
	1 chair	N/A
	1 desktop and monitor	GRN16080
	1 filing cabinet	N/A
	1 boardroom style table	N/A
	6 chairs	N/A
	One large set of drawers with plans	N/A
Engineering office, 1st floor:	2 desks	N/A
	2 chairs	N/A
	5 filing cabinets	N/A
	Gestetner Photocopier DSM627	DSM627TLBR - J8444700008
1st floor:	Male toilets	N/A
Room 18, 1st floor:	1 desk	N/A
	4 chairs	N/A
Room opposite 18, 1st floor:	3 desks	N/A
	1 desktop and monitor	No serial number
Room 16, 1st floor:	Disused CCTV equipment	N/A
	Disused desktop and monitor	N/A
	Disused office equipment & archiving	N/A
Room opposite 16, 1st floor:	1 desk	N/A
	2 chairs	N/A
	2 filing cabinets and drawers	N/A
	1 desktop and monitor (unused)	GRN14295
Social hall, ground floor:	80 chairs, 16 tables, kitchen	N/A
Records room, ground floor:	Archiving	N/A
Tunnel staff restroom, ground floor:	(locked)	N/A
Empty office, ground floor:		N/A
Ground floor:	Male toilets	N/A
Ground floor:	Female toilets	N/A
<u>Workshop, 1st floor</u>		
Managers office, 1st floor:	4 desks	N/A
	3 chairs	N/A
	1 desktop and monitor (Compaq)	GRN14307
	1 desktop and monitor (Compaq)	GRN14308
	2 sets of drawers (large)	N/A
	2 filing cabinets	N/A
	Portable TV	N/A

Location	Description	Serial No.
Office no2, 1st floor:	2 desks 4 chairs 1 desktop and monitor Printer: HP laserJet 5550	N/A N/A GRN22439 GRN14305
Engineers office, 1st floor:	1 desk 2 chairs Fridge	N/A N/A N/A
Workshop locker room, 1st floor:	Lockers x 30	N/A
Electricians locker room, 1st floor:	Lockers x 5	N/A
1st floor:	Male toilet	N/A
1st floor:	Cleaning cupboard	N/A
Charge hands office, 1st floor	3 desks 3 chairs 2 small filing cabinets 1 set drawers (small)	N/A N/A N/A N/A
<u>Workshop, Ground Floor</u>		
Main workshop, ground floor:	General overview workshop area Air compressor Lifting area (prop shaft on top!) Karcher high pressure washer Weldmaker 300SSD Welder ARG Gen Limited Startrite H280N4 Superflex blades Bansaw Cutter Kitchen Walker radial drill Keetona Guillotine 44 Laylock Air Compressor 45 Over head crane (drops to lifting area) Elliot Sharper 48 Colchester Truimph 2000 lathe Myford Super 7 smaller lathe Elliot 22 inch super lathe (very large) Elliot milling machine Dominion 24 boardsaw type AKA Dominion combination machine Woodwork "workshop" area consumables Main workshop "working" area consumables Chris Marine AB Valve Grinding Machine Rigid 1233 thread cutting machine	N/A N/A N/A HDS745 AG1300315 42HC3 Illegible Could not be found TG516077 PAT46524 Could not be found BEC120688/131 Could not be found Could not be found Could not be found Serial 668 226 896 N/A N/A 3X380V50-2 AB058869501
Plumbing workroom,	Overview plumbers "Workshop" -	N/A

Location	Description	Serial No.
ground floor:	consumables	
Welders workroom, ground floor:	Overview Welders Room - few consumables	N/A
Electricians room, ground floor:	Electricians workshop and consumables	N/A
LBG stock room, ground floor:	1 IBM Desktop and monitor	CGO2444
	Printer IBM Infoprint 1532	SCO0676
<u>Workshop Yard</u>		
Workshop:	Overview - skip, Oil drums, pallets, salt grit, scaffolding, dumped equipment Maniscope Manitor (fork lift) Atlas Copco XAS67 Air Compressor	N/A T79BGX XAS67FBGBJWS RTB2
<u>Riggers Workshop</u>		
Riggers workshop attached to office block:	Ropes, steel cabling , refreshment facilites, consumables	N/A

SCHEDULE 2

Part 1 - Contracts, Licences and Agreements that relate exclusively to the Designated Undertaking

1. Agreement dated 27 of March 1986 and made between the Secretary of State for Transport and the Council of the London Borough of Greenwich;
2. A lease for the Lower Ground Level being part of Woolwich Ferry Ambulance Station lying to the North West of Woolwich High Street, Woolwich dated 21st March 1994 for a term of 99 years made between (1) The Secretary of State for Health and (2) The Secretary of State for Transport.

SCHEDULE 3

Records - Woolwich Ferry - Greenwich 16-00

No	File Ref No.	Date Closed
Operational Matters 16-01		
1	Woolwich Ferry - Operational Matters T4.GRN.16-01.001	Transferred to TfL River Services 31 May 2006
2	Annual Cruise for person with Special Need T4.GRN.16-01.002	Transferred to TfL River Services 31 May 2006
3	Woolwich Ferry Advanced Warning Signs T4.GRN.16-01.003	Transferred to TfL River Services 31 May 2006
4	Woolwich Ferry Publicity Issues T4.GRN.16-01.004	Transferred to TfL River Services 31 May 2006
5	Reportable Incident T4.GRN.16-01.005	Transferred to TfL River Services 31 May 2006
6	Woolwich Ferry - Insurance T4.GRN.16-01.006	Transferred to TfL River Services 31 May 2006
7	Woolwich Ferry - Fire on James Newman (13 July 2003) T4.GRN.16-01.007	Transferred to TfL River Services 31 May 2006
8	Security Issues at Woolwich Ferry T4.GRN.16-01.008	Transferred to TfL River Services 31 May 2006
9	Woolwich Ferry Safety Issues T4.GRN.16-01.009	Transferred to TfL River Services 31 May 2006
10	Woolwich Ferry Staffing Matters T4.GRN.16-01.0010	Transferred to TfL River Services 31 May 2006
11	Woolwich Ferry John Burns Collision (22 June 2004) T4.GRN.16-01.0011	Transferred to TfL River Services 31 May 2006
12	Woolwich Ferry - AIG Inspection T4.GRN.16-01.0012	Transferred to TfL River Services 31 May 2006
13	Port of London Act 1968 (Section 67) Woolwich Ferry Licences T4.GRN.16-01.0013	Transferred to TfL River Services 31 May 2006
14	Woolwich Ferry Met Police Marine Division at Wapping T4.GRN.16-01.0014	Transferred to TfL River Services 31 May 2006
15	Woolwich Ferry Next Step Meetings T4.GRN.16-01.0015	Transferred to TfL River Services 31 May 2006
16	Woolwich Ferry Emergency Response Contingency Plans T4.GRN.16-01.0016	Transferred to TfL River Services 31 May 2006
Logos 16-02		
1	TfL Logo and Ferries and Ramp Towers T4.GRN.16-02.001	Transferred to TfL River Services 31 May 2006
Third Party Claims 16-03		
1	Ferry Incident (12-07-01) Claimant: Ms Paula McCrath T4.GRN.16-03.001	Transferred to TfL River Services 31 May 2006
2	Ferry Incident (12-07-01) Claimant: Mr Aspinal T4.GRN.16-03.002	Transferred to TfL River Services 31 May 2006
3	Third Party Claims (06-12-00) Claimant: Mr Patel T4.GRN.16-03.003	Transferred to TfL River Services 31 May 2006

No	File Ref No.	Date Closed
4	Incident (28-05-01) Claimant:T4.GRN.16-03.004 Ms Daisy Saguguit Vehicle Reg. W382 ATW	Transferred to TfL River Services 31 May 2006
5	Damage only Incident (11-07-01) Claimant:T4.GRN.16-03.005 Mrs Howson	Transferred to TfL River Services 31 May 2006
6	Incident (10-09-01) Claimant: Ms Dowding T4.GRN.16-03.006	Transferred to TfL River Services 31 May 2006
7	Damage to Lorry Reg. J3 KEU Accident date:T4.GRN.16-03.007 (21-06-01) Claimant: Mr White	Transferred to TfL River Services 31 May 2006
8	Woolwich Ferry - Motor Accident (11-07-01)T4.GRN.16-03.008 Claimant: Paul Clancy	Transferred to TfL River Services 31 May 2006
9	Incident Woolwich Ferry (05-09-02) ClaimaintT4.GRN.16-03.009 Mrs YC Tse	Transferred to TfL River Services 31 May 2006
10	Incident Woolwich Ferry (05-09-02) ClaimantT4.GRN.16-03.010 Mr Robinson (Shenely Glassworks)	Transferred to TfL River Services 31 May 2006
11	Mr J O'Donnell 20-10-02 - Damage Claim T4.GRN.16-03.011	Transferred to TfL River Services 31 May 2006
12	Regency Contract Services - Accident Claim T4.GRN.16-03.012	Transferred to TfL River Services 31 May 2006
13	Incident (21-03-03) Claimant Mr Steven Storer T4.GRN.16-03.013	Transferred to TfL River Services 31 May 2006
14	Woolwich Ferry - Claim by United FreightT4.GRN.16-03.014 Distribution (06-06-03)	Transferred to TfL River Services 31 May 2006
15	Mr B C Rose - Ford Probe (P978 LNV) DamageT4.GRN.16-03.015 to Vehicle and Loss of Earnings	Transferred to TfL River Services 31 May 2006
16	Woolwich Ferry Third Party Claims sent toT4.GRN.16-03.016 Gallagher Bassett (09-08-05)	Transferred to TfL River Services 31 May 2006
Maintenance 16-04		
1	Maintenance Procedures T4.GRN.16-04.001	Transferred to TfL River Services 31 May 2006
2	Woolwich Ferry Linkspans T4.GRN.16-04.002	Transferred to TfL River Services 31 May 2006
3	Asbestos Issues T4.GRN.16-04.003	Transferred to TfL River Services 31 May 2006
4	Ferry Boat Repairs T4.GRN.16-04.004	Transferred to TfL River Services 31 May 2006
Comments, Suggestions and Enquiries from Third Parties 16-05		
1	Woolwich Ferry - Comments, Suggestions,T4.GRN.16-05.001 Complaints & Enquiries from Third Parties	Transferred to TfL River Services 31 May 2006
2	Burger Van Applications to Trade T4.GRN.16-05.002	Transferred to TfL River Services 31 May 2006
3	Filming at the Woolwich Ferry T4.GRN.16-05.003	Transferred to TfL River Services 31 May 2006
Performance Measures 16-06		
1	Woolwich Ferry Financial Issues T4.GRN.16-06.001	Transferred to TfL River Services 31 May 2006
2	Tendering of Woolwich Ferry T4.GRN.16-06.002	Transferred to TfL River Services 31 May 2006
3	Customers Service Issues - Performance FiguresT4.GRN.16-06.003	Transferred to TfL River

No	File Ref No.	Date Closed
		Services 31 May 2006
4	Woolwich Ferry Operating Hours T4.GRN.16-06.004	Transferred to TfL River Services 31 May 2006
5	File Non-Existent T4.GRN.16-06.005	Transferred to TfL River Services 31 May 2006
6	Woolwich Ferry Agency Agreement T4.GRN.16-06.006	Transferred to TfL River Services 31 May 2006
Inspections 16-07		
1	Principal Inspections and Structural Assessment Part 1 T4.GRN.16-07.001	Transferred to TfL River Services 31 May 2006
2	Structural - Mechanical and Electrical Reports 2003 T4.GRN.16-07.002	Transferred to TfL River Services 31 May 2006
Improvements Scheme 16-08		
1	North Terminal Improvement Scheme (Part I & II) T4-GRN.16-08.001	Transferred to TfL River Services 31 May 2006
2	Thames Gateway River Crossings - Proposed Study of Woolwich Ferry Option T4-GRN.16-08.002	Transferred to TfL River Services 31 May 2006
3	Royal Pavilion Site, Pier Road (A117), North Woolwich, E16 T4-GRN.16-08.003	Transferred to TfL River Services 31 May 2006
4	Woolwich Ferry Environmental Improvements T4-GRN.16-08.004	Transferred to TfL River Services 31 May 2006
Traffic Orders - Land Issues - Ship Registration 16-09		
1	Woolwich Ferry : GLA Bill / Traffic Orders / Land Issues / Ship Registration T4-GRN.16-09.001	Transferred to TfL River Services 31 May 2006
2	Woolwich Ferry Registration of Vessels John Burns, James Newman T4-GRN.16-09.002	Transferred to TfL River Services 31 May 2006



KEY:
 LAND SUBJECT TO TRANSFER SCHEME

WOOLWICH FERRY TRANSFER PLAN
 Transport for London Date: 1 Mar 2016
 Title: Woolwich Ferry Transfer Plan
 Project Name: Woolwich Ferry Transfer Plan
 Drawn: J. K. S. / J. K. S.
 Scale: 1:1000 at A1
 Based upon the Ordnance Survey 1:2500 map
 1000 000 000 000 000 000 000 000 000 000 000
 for the purposes of the Transport for London
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TRANSPORT FOR LONDON

BOARD

SUBJECT: Revision of Standing Orders and Appointments

MEETING DATE: 28 March 2007

1. PURPOSE

- 1.1 This paper proposes amendments to TfL's Standing Orders including changes to facilitate changes to TfL's senior management structure and the allocation of recently appointed Board Members and Advisors to TfL Committees and Advisory Panels.

2. DECISION REQUIRED

- 2.1 Approval of the proposed changes to TfL's Standing Orders and changes to Panel and Committee membership.

3. BACKGROUND TO STANDING ORDER CHANGES

- 3.1 TfL's decision making structure is set out in TfL's Standing Orders as approved by the Board. These provide, amongst other things, for the composition of TfL's Committees and Panels and also financial and other authorities to staff in order to undertake TfL's day to day business. Most of the proposed changes to Standing Orders outlined in this paper are matters reserved to the TfL Board under paragraph 4.2(g) of Standing Order 2.
- 3.2 The Commissioner has recently reviewed TfL's senior management structure as outlined in the Commissioner's Report. As a consequence of this review, Standing Orders need to be revised so that they properly reflect the new senior management structure.
- 3.3 In addition, as a consequence of the appointments of new Board Members and Advisors the allocation to Committees and Panels requires Board approval.
- 3.4 Lastly, on 14 March 2007 the Audit Committee examined its compliance with the CIPFA Guidance on Audit Committees in Local Authorities. The Audit Committee advised that its Terms of Reference as set out in Standing Order 1 should be amended to bring them into line with the CIPFA Guidance.

4. CHANGES TO STANDING ORDERS

4.1 Executive Management Changes

4.1.1 The Standing Order changes that are required relate to the delegated authorities of the new postholders and the consequent change of membership to the Panels. In general those functions of the MD Finance and Planning which are of a financial character are allocated to the MD Finance and those which relate to planning are allocated to the MD Planning. Where the function is applicable to both, both the MD Finance and MD Planning are proposed to have delegated authority.

4.1.2 Detailed Changes to Standing Order 2 to reflect changes in delegated authority are set out in Appendix 1 to this Paper.

4.1.3 The former MD Finance and Planning role is removed from all panels and the Interim MD Finance and, when he/she is appointed, the MD Finance is substituted. In addition, it is requested that the post of MD Group Communications be removed from both the Corporate and Equalities and the Strategic Planning Advisory Panels and the Interim MD Marketing and Communications and, when appointed, MD for Planning and MD for Marketing and Communications be added to both the Corporate and Equalities and Strategic Planning Advisory Panels.

4.2 Changes of Membership and Advisors to Committees and Panels

4.2.1 The Commissioner's Report to this meeting notes the appointment of further members and Advisors to the TfL Board. The role of Board Members and Advisors includes participation in TfL's governance through membership of TfL's Committees and Panels. Following discussions with the Members and Advisors concerned, the Board is recommended to make the following appointments:

- Christopher Garnett as a member of the Audit Committee, the Rail Transport Advisory Panel, the Underground Advisory Panel and the Surface Advisory Panel;
- Dr Rana Roy as a member of the Finance Committee, the Corporate and Equalities Advisory Panel and the Strategic Planning Advisory Panel;
- Shiria Khatun as an advisor to the Surface Advisory Panel and the Corporate and Equalities Advisory Panel; and,
- Peter Anderson as an advisor to the Finance Committee, the Underground Advisory Panel and the Strategic Planning Advisory Panel.

4.3 Changes to the Audit Committee's Terms of Reference

4.3.1 The Board is also asked to agree that the Audit Committee's Terms of Reference as set out in Standing Order 1 be amended to include the following activities:

- To maintain an overview of the TfL's Standing Orders in respect of contract procedure rules, financial regulation and codes of conduct and behaviour; and
- To recommend the adoption of the Statement of Assurance on Corporate Governance.

4.4 Further Changes

4.4.1 We have attempted to identify all the changes required in Standing Orders to facilitate the above structures. However, the Board should note that any additional, consequential or further changes to reflect changes in post holders, titles or responsibilities or changes in membership or to reflect decisions of the Board may be made by the General Counsel under paragraph 74 of Standing Order 1 to both Standing Orders.

5. APPOINTMENT TO THE LONDON COUNCILS' TRANSPORT AND ENVIRONMENT COMMITTEE

5.1 Appointment to the London Councils' Transport and Environment Committee is a matter reserved to the TfL Board under paragraph 4.2(m) of Standing Order 2.

5.2 The former MD Group Communications is currently TfL's representative on the London Councils' Transport and Environment Committee. The Board is requested to approve the appointment of the MD Planning and in his absence the Director of Borough Partnerships to this role.

5.3 However, prior to permanent appointments being made to the MD Planning and Director of Borough Partnerships posts it is proposed that the Programme Director of Travel Demand Management will be TfL's representative on the London Councils' Transport and Environment Committee.

6. IMPLICATIONS FOR EQUALITIES AND INCLUSION

6.1 The new management structure will provide a more focused senior management team. This is intended, amongst other matters, to facilitate progress with TfL's Equalities and Inclusion agenda. The individual experience of the additional Board members and advisors is

such that all are expected to provide valuable contributions to discussions around Equalities and Inclusion.

7. IMPLICATIONS FOR CRIME AND DISORDER

- 7.1 The new management structure is intended, amongst other matters, to facilitate the development of TfL's Crime and Disorder agenda. The individual experience of the additional Board members and advisors is such that all are expected to provide valuable contributions to discussions around Crime and Disorder.

8. IMPLICATIONS FOR SUSTAINABILITY

- 8.1 The new management structure is intended, amongst other matters, to facilitate the development of TfL's Sustainability agenda. The individual experience of the additional Board members and advisors is such that all are expected to provide valuable contributions to discussions around Sustainability.

9. RECOMMENDATIONS

- 9.1 The Board is asked to:
- **APPROVE** the changes to TfL's Standing Orders as outlined in this paper;
 - **APPROVE** the additional appointments of Board Members and Advisors to the Panels and Committees as outlined in this paper;
 - **APPROVE** the appointment of the MD Planning and in his/her absence the Director of Borough Partnerships as TfL's representative on the London Councils' Transport and Environment Committee. Prior to permanent appointments being made to these roles, to appoint the Programme Manager of Travel Demand Management as TfL's representative; and,
 - **NOTE** that TfL's General Counsel will make any additional, consequential or further changes to Standing Orders which may be necessary in order to facilitate the changes set out in this paper.

Appendix 1

Proposed Changes to Standing Order 2

Provision	Change
Page 1 table of contents	Replace Specific Delegation to MD, Finance and Planning with MD Finance
Paragraph 25 – authority to enter into revenue agreements	Replace Specific Delegation to MD, Finance and Planning with MD Finance
Paragraph 28 – Authorisation in relation to Mayor’s Opinion in relation to land	Replace Specific Delegation to MD, Finance and Planning with MD Finance and MD Planning
Paragraph 7 of Appendix 1 – Scheme for Authorities (authority to issue guidance in relation to unbudgeted expenditure and Financial Procedures in relation to virement, Standards and Instructions)	Replace Specific Delegation to MD, Finance and Planning with MD Finance
Paragraph 10 of Appendix 1 – Scheme for Authorities (authority to issue guidance in relation to tolerance levels for funding authorities)	Replace Specific Delegation to MD, Finance and Planning with MD Finance
Paragraph 11 of Appendix 1 – Scheme for Authorities (issue of report to Finance Committee about project approvals)	Replace Specific Delegation to MD, Finance and Planning with MD Finance
Paragraph 19 of Appendix 1 – Scheme for Authorities (table of authorising bodies and postholders)	Replace Specific Delegation to MD, Finance and Planning with MD Finance
Paragraph 22 of Appendix 1 – Scheme for Authorities (authority to unbudgeted expenditure in an emergency)	Replace Specific Delegation to MD, Finance and Planning with MD Finance
Paragraph 33 of Appendix 1 – (transactions over £500,000 awarded other than through a competitive process)	Replace Specific Delegation to MD, Finance and Planning with MD Finance
Definition of Managing Director	Replace Finance and Planning with Finance, Planning and replace Group Communications with “Marketing and Communications”

Title: Revision of Standing Orders and Appointments

Version: 1

Author	Ellen Howard
Sponsor	Howard Carter
For queries please contact	Ellen Howard:

TRANSPORT for LONDON

BOARD

SUBJECT: Report from the Finance Committee

MEETING DATE: 28 March 2007

1. PURPOSE

To report to the Board on matters discussed at the Finance Committee meeting on 8 March 2007.

2. BACKGROUND

The Committee received a report setting out the details of the 2007/8 Budget and the detailed deliverables associated with that Budget. The discussion focussed on the changes to the budget that had occurred since it was considered as part of the Business Plan last October and the risks associated with the delivery of the budget. A more detailed paper on these risks will be considered at the next meeting of the Committee to enable us to consider these in more depth. It will also assist with our work in monitoring actual performance during 2007/8. The Finance Committee agreed to recommend approval of the 2007/8 Budget to the Board and a paper for this purpose appears elsewhere on the agenda.

A paper was considered covering a wide range of issues relating to TfL's Treasury Management activities. This included proposals for an updated Treasury Management Strategy and the borrowing limit and Prudential Indicators for 2007/8. The Committee recommended Board approval of the updated Treasury Management Strategy, borrowing limit (which in turn is subject to Mayoral approval) and Prudential Indicators. These items are also being considered elsewhere on the agenda.

The Finance Committee receives reports on approvals given by the Commissioner (or in his absence, the Managing Director, Finance and Planning) for projects budgeted to cost between £25m and £100m. Three projects had been approved since the Committee's last meeting. These related to the roll out of Selective Vehicle Detection of buses at traffic junctions across London enabled by the iBus system, the Customer Services Integration Programme (CSIP, a project to enable the replacement and enhancement of the systems supporting customer service activity across the TfL Group), and a project to provide train capacity improvements through the implementation of auto-reversing at selected sites across the Piccadilly line. The Committee asked for future project approvals reports to make clear when approvals are being sought for the early stages of projects whose whole life cost is anticipated to exceed £100m, so the Board can be involved in that approval process where the Committee considers this appropriate.

Finally, the Committee received a paper requesting approval for the transfer of the assets supporting the Woolwich Ferry operation from TfL to London River Services Limited. Under the GLA Act, this needs to be approved by the Board and the Mayor and a paper for this purpose appears elsewhere on the agenda.

The next regular meeting of the Finance Committee will take place on 16 May 2007.

3. RECOMMENDATION

The Board is asked to NOTE the contents of this report.

TRANSPORT for LONDON

BOARD

SUBJECT: Report from Safety Health and Environment Committee Meeting of 6 March 2007

MEETING DATE: 28 March 2007

1. PURPOSE

To report to the Board from the 6 March 2007 Safety, Health and Environment Committee.

2. DECISION REQUIRED

The Board is asked to NOTE the report.

3. BACKGROUND

The main matters at the SHEC meeting of 6 March 2007 were the draft Business Planning Guidelines in relation to sustainability, including equality and inclusion, health and safety, environment and resilience, the work plan of the recently established Sustainability Unit and climate change matters, including the recently announced London Climate Change Action Plan.

A closed session, for reasons of confidentiality and security, was also held following the open session.

4. INFORMATION

4.1 Cumbria Train Crash

Dave Wetzel asked whether there were any lessons to be learnt from the recent train crash in Cumbria. Mike Strzelecki advised that he was waiting to hear on the official formal report. It was noted that following the preliminary findings LUL had taken the precaution of checking similar points in their system and no issues had been identified.

4.2 Draft Business Planning Guidelines – Health and Safety, Resilience and Sustainability

Richard Stephenson advised that the Guidelines were currently in draft form and open for comments.

In addition to the communities already mentioned Dave Wetzel drew the Committee's attention to the need to consider adding social class, poverty and the role of small businesses in the equalities and inclusion section.

It was agreed that these matters should be included in the appropriate TfL policies (e.g. small businesses in the procurement policy).

4.3 Sustainability Unit Work Plan

Jeanette Baartman presented a report on the Sustainability Unit Work Plan to the Committee.

The Committee were advised that the TfL Group Sustainability Unit had been set up in September 2006 with the overall objective of supporting the process of mainstreaming sustainability across the organisation. Jeanette Baartman explained that the Unit had developed a Work Plan with three work streams:

1. To develop a sustainability framework and strategy and raise awareness across TfL;
2. To enhance sustainability in the wider business planning processes and develop tools to support this; and
3. To co-ordinate climate change mitigation and adaptation at Group level.

Jeanette Baartman advised that the development of a sustainability framework for TfL would require the engagement of senior management at the outset of the project with subsequent communication to staff.

Dave Wetzel suggested that senior officers should be engaged in sustainability policy on a regular on-going basis.

4.4 Climate Change

4.4.1 Mark Evers presented the report on the Transport section of the Mayor's Climate Change Action Plan.

Mark Evers advised that the Mayor had launched a Climate Change Action Plan on 27th February 2007 which focused on what contribution London should make and what actions need to be taken by London. It was noted that the Plan sets out where London's CO₂ emissions come from, how they are projected to grow under a 'business as usual' scenario and how London can deliver substantial CO₂ savings if the right timely actions are taken. Further, it sets out programmes that will put London on course to achieve 60% reductions in CO₂ emissions by 2025. It was noted that London is already pursuing opportunities to reduce CO₂ emissions on a greater scale than most other cities, but that efforts would have to increase dramatically if reduction targets are to be met.

To achieve targets, it was noted that CO₂ emissions would need to be cut by 4% every year. This will be challenging and will likely require the establishment of a carbon pricing system and further EU and UK legislation.

Mark Evers advised that cutting emissions will not necessarily cost London as some emissions are the result of wastage which could be stopped and so ease the situation.

It was noted that an initial £78m (for the full scope of the Action Plan not just transport) had been set aside to tackle this issue and that a key part of the Action Plan was to make the best use of money that is already being invested in this area.

Tony West questioned whether the Freight Industry had responded to the proposals in the plan. It was agreed that Mark Evers would consult with the Freight Unit and revert back.

In response to the suggestion, in the Action Plan, of selecting lighter, more fuel efficient vehicles, the safety aspect was questioned in light of the recent train crash in Cumbria in which lives had been saved due to the structure of the new train. Mike Strzelecki advised that the new tube stock were lighter than the old stock, but safer due to their construction.

4.4.2 Helen Woolston presented the report on TfL's Climate Change Fund to the Committee.

The Committee was advised that TfL had established a Climate Change Fund to help deliver initiatives which contribute to the Mayor's objectives as set out in his Climate Change Action Plan. Helen Woolston explained that the fund is £25m over 3 years and is managed by Group HSE. The fund will be aimed at assisting with climate change mitigation. The types of projects which could be funded were described and it was noted that bids would be assessed by a cross business Approvals Group.

Helen Woolston advised that two projects had already been approved relating to Eco-Driving and Hydrogen Cars and Vans. It was anticipated that other projects considered by the Fund would include the funding of hybrid buses, renewable energy 'flagship stations' for LUL and DLR, Freight Unit fuel efficiency programmes and decentralised energy supply for the Palestra Building.

Richard Stephenson commented that the focus brought to bear on climate change was a good example of TfL acting quickly in a co-ordinated and comprehensive way to a major challenge.

It was agreed that these actions should be commended.

4.5 Influenza Pandemic Update

Richard Stephenson presented an oral update on influenza pandemic planning to the Committee.

It was noted that a GLA exercise on 11th January 2007 had tested the GLA Pandemic Response Plan. A report on this exercise had identified certain lessons learnt but had generally demonstrated a good state of preparation. The Mayor had been in attendance throughout the exercise and had been satisfied with the results.

Richard Stephenson advised that a Government exercise, Winter Willow, had taken place between 30th January 2007 and 19/20 February 2007 and that TfL had played a low key role in this exercise. It was noted that an element of this exercise had been to test an updated draft Cabinet Office/Department of Health Contingency Plan. He pointed out that some elements of the draft Plan, if retained, might require TfL to review its own plans.

Richard Stephenson reported that TfL continued to work on Health and HR issues and that consultation with Trade Unions would continue.

4.6 Quarterly Business HSE Reports

LU, Surface Transport, London Rail and the Corporate Directorates submitted quarterly summaries of HSE performance which were discussed.

4.7 Appointment of SHEC Advisors

Richard Stephenson updated the Committee by way of an oral report. It was noted that interviews have been scheduled.

5. FINANCIAL IMPLICATIONS

The £25 million for the Climate Change Fund is held by Group HSE. Other activities conducted in support of sustainability and climate change will be supported via recognised and established business processes, some of these will result in savings others costs.

6. EQUALITIES IMPLICATIONS

There are equalities implications that will need consideration under various of the elements of this report and these will be addressed on a case by case basis.

7. CRIME AND DISORDER IMPLICATIONS

These will, where relevant, be addressed on a case by case basis.

8. SUSTAINABILITY

The report addresses key aspects of sustainability and in particular aspects of climate change. The report indicates areas where TfL action will be required on sustainability and climate change, both in relation to decision making and the development of programmes and projects.

9. RECOMMENDATIONS

The Board is recommended to NOTE the contents of the report.

Further details on the content of the report can be obtained from:
Richard Stephenson Director Group HSE (Tel: 0207 126 4905).

Meeting: TfL Board Meeting

Date: 28 March 2007

Title: Report from Safety Health and Environment Committee Meeting of 6th March 2007

Authors	Richard Stephenson
Sponsor	Dave Wetzel
For queries please contact	Richard Stephenson

TRANSPORT FOR LONDON

BOARD

SUBJECT: Report from the Audit Committee

MEETING DATE: 28 March 2007

1. Purpose

- 1.1 The purpose of this paper is to report to the Board on the meeting of the Audit Committee held on 14 March 2007.
- 1.2 The Committee noted the Strategic Risk Management Progress Report.
- 1.3 As a result of the revision of CIPFA's Code of Practice for Internal Audit in Local Government in the United Kingdom, the Director of Internal Audit presented a number of items for consideration. The Committee approved the revised Internal Audit Charter; noted the approach being taken to address the requirement for an Internal Audit Strategy and also noted the self assessment completed against the Code which constitutes the review of the effectiveness of the system of internal audit required by the Accounts and Audit regulations [Amendment] 2006.
- 1.4 The Committee discussed and approved the proposed Internal Audit plan for 2007/08 and the resources required to deliver it.
- 1.5 The external auditors presented their indicative audit plan for the year ended 31 March 2008 for TfL, Street Management and the Public Carriage Office which the Committee noted. The external auditors and Chief Finance Officer are still discussing the proposed fee for this work.
- 1.6 Ken Davis from the Audit Commission attended the meeting for the above item and to provide an update on Commission matters. The Continuous Performance Assessment (CPA) process for local authorities is being replaced by a Comprehensive Area Assessment. The CPA was adapted for the GLA and became the Initial Performance Assessment (IPA). The Board may recall that TfL achieved the top rating of 'excellent' from this review. The Audit Commission is considering how the new process should apply to the GLA group and plan to consult on this in the summer. The Committee requested that an outline of the proposal should be available at its June meeting if at all possible.

- 1.7 The Committee also noted the update on the position regarding Best Value Reviews and the proposed actions to be taken to improve the data quality score achieved in the recent work carried out by KPMG.
- 1.8 CIPFA produced Guidance for Local Authority Audit Committees last year which was reported to the Committee at its last meeting. At this meeting, the Committee considered its self assessment of compliance with this guidance. As a result, amendments are proposed to the Committee's Terms of Reference, incorporated in the Standing Orders paper at item 9 on the Board meeting agenda. The self assessment also confirmed the need to provide training for Audit Committee members which was identified last year, but deferred until new members had joined.
- 1.9 The training proposal presented to the Committee was approved and will be arranged for the summer. Once the date has been agreed with Committee members, the training will be offered to all Board members who may wish to participate.
- 1.10 The Committee noted the proposal to produce a full version of the Annual Report and Financial Statements as well as a shortened version which would contain only financial highlights and such information as required by the GLA Act. It also noted that, in order to meet publication deadlines, the Public Inspection period would need to commence before the Audit Committee meeting at which the accounts are reviewed.
- 1.11 The Committee noted the process proposed for carrying out and reporting on post-implementation reviews of projects.

3. Recommendation

- 3.1 The Board is requested to **NOTE** the content of this report.

TRANSPORT for LONDON

BOARD

SUBJECT: **Mayoral Delegation and Direction to TfL to Revise the Transport Strategy**

MEETING DATE: **28 March 2007**

1. Purpose

- 1.1 To inform the Board of a Delegation and Direction from the Mayor to TfL to undertake a revision of the Transport Strategy.

2. The Mayor's Delegation and Direction

- 2.1 Under TfL's Standing Order No. 1 paragraph 18, TfL is required to report any Directions from the Mayor to a Board meeting as soon as reasonably practicable.
- 2.2 The Mayor published his first Transport Strategy in July 2001. A limited revision of the Transport Strategy was undertaken in 2004 to provide an updated policy framework for the implementation of a western extension to the Central London Congestion Charging Zone. A second limited revision to provide the policy framework for the introduction of a Low Emission Zone was completed in July 2006.
- 2.3 Under section 41(2) of the Greater London Authority Act 1999 (the GLA Act) the Mayor must keep each of his strategies under review and shall make such revisions of the strategies as he considers necessary. Having regard to the factors identified in section 41 of the GLA Act, the Mayor considers that a variety of developments relevant to London's transport have occurred since the publication of the Transport Strategy (and recent revisions of it) which are significant in relation to its relevance and implementation and he, therefore, considers it necessary to revise the Transport Strategy.
- 2.4 On 6 February 2006 the Mayor issued a Delegation and Direction to TfL to undertake the revision of the Transport Strategy. A copy of the Delegation and Direction is attached to this paper.
- 2.5 The effect of the Delegation and Direction is that TfL will take responsibility for preparing a revised Transport Strategy. This includes taking responsibility for consultation required in connection with the preparation of the revised Transport Strategy, for preparing and consulting on a strategic environmental assessment of the revised Transport Strategy, and for the printing and distribution of the revised Transport Strategy and its accompanying environmental report.

2.6 Board Members will note that the Delegation and Direction refers to a Form. This is a reference to the Mayoral Approval Form that accompanied the Delegation and Direction. A copy of the Mayoral Approval Form is available from Company Secretariat.

3. Recommendation

3.1 The Board is requested to NOTE the receipt of the Delegation and Direction from the Mayor.

TRANSPORT for LONDON

BOARD

SUBJECT: Mayoral Guidance and Direction in relation to Road User Charging Schemes

MEETING DATE: 28 March 2007

1. Purpose

- 1.1 To inform the Board of Mayoral guidance and direction received in relation to road user charging schemes.

2. The Mayor's guidance and direction

- 2.1 Under TfL's Standing Order No. 1 paragraph 18, TfL is required to report any guidance or directions from the Mayor to a Board meeting as soon as reasonably practicable.
- 2.2 Under the Greater London Authority Act 1999 ("the GLA Act") the Mayor may give TfL guidance on procedures to be followed when making and confirming a road user charging scheme. The GLA Act also provides that the Mayor may issue directions as to the form of any such charging scheme.
- 2.3 The Mayor has previously issued guidance to TfL in 2001 and 2003 on procedures to be followed when making and confirming road user charging schemes.
- 2.4 On 16 February 2007 the Mayor issued new guidance to TfL in a document entitled '*Guidance from the Mayor of London to Transport for London on Charging Schemes pursuant to Schedule 23 of the Greater London Authority Act 1999 – 16 February 2007*'.
- 2.5 The guidance is a lengthy technical document which details procedures to be followed when making new charging schemes, making variations to charging schemes, undertaking urgent suspensions of charging schemes on a temporary basis, revoking charging schemes and undertaking a consolidation of charging scheme orders. The guidance contains a direction from the Mayor as to the form of charging schemes made by TfL. A copy of the guidance is available from Secretariat upon request.
- 2.6 The GLA Act requires TfL to have regard to such guidance when exercising its functions in relation to road user charging schemes.

3. Recommendation

- 3.1 The Board is requested to **NOTE** the receipt of the Mayoral guidance and direction.