

04/05

Transport for London Annual Report



Contents

Message from the Mayor	2
Message from the Commissioner	4
Continued improvement	6
Resources and investment	20
People and partnerships	28
Financial review	32
Appendices	38



Message from the Mayor

London is on the move as never before, resilient, thriving and optimistic. In July 2005, the world watched as Londoners lived out triumph and grief in a way that should fill us all with deepest pride. We went from rejoicing at London's Olympic win to the horror of terrorist bombings in less than 24 hours. On both occasions, London's irrepressible spirit was to the fore. And London's transport system played a central role in both stories.

‘TfL is revitalising London’s transport system, central to the continuing prosperity of our great world city.’

Ken Livingstone, Mayor of London

Our great world city totally depends on transport. Achievements during the year covered by this report show Transport for London’s (TfL’s) continued and impressive progress towards meeting my transport strategy targets. These are targets such as better access for everyone, increased personal safety right across the system, reduced congestion, cleaner air and greater efficiency. Londoners and everyone who travels around or visits our great city deserve the best.

TfL is recognised as a ‘can-do’ organisation, delivering improvements across the board. One example of this will be the transport supporting the 2012 Olympic Games. Hosting the Olympics will benefit all Londoners as the city undergoes a dramatic facelift. Even before the Olympic preparations start, London’s bid added vital momentum in securing an unprecedented £10 billion 5-Year Investment Programme for TfL to deliver long-term improvements.

The legacy of the Games will bring new homes, leisure facilities and parklands benefiting thousands of Londoners for years to come. Thousands of jobs will be created as investment pours in. TfL is happy to be accountable to the city it serves. It values London’s diverse lifestyles and cherishes its global reputation.

All of us - whether we drive, walk, cycle, travel by Underground, catch the bus, use the railways, taxis or the river - can be secure in knowing TfL is improving London’s transport system, which is a cornerstone of the city’s continuing prosperity and quality of life.

I should like to congratulate transport staff in London for everything they do, week in, week out, to keep our city on the move.



Ken Livingstone, Mayor of London



Message from the Commissioner

On 7 July 2005 London's transport system suffered a series of terrible terrorist attacks resulting in loss of life, injury and damage to the Underground's infrastructure. On behalf of everyone at TfL, I offer the sincerest condolences to the families of our passengers who lost their lives or were injured in these attacks. I thank every member of staff, the police and emergency services who risked their own safety to rescue the injured and trapped. I also want to thank the staff and our contractors for their outstanding efforts in ensuring that London's transport network was up and running again as quickly as possible.

‘We have the people, the drive, the expertise and now – thanks to the 5-Year Investment Programme – the resources.’

Bob Kiley, Transport for London Commissioner

These terrorist attacks came less than 24 hours after the euphoria of winning the bid to host the 2012 Olympic and Paralympic Games. TfL played a pivotal role in persuading the International Olympic Committee’s inspection teams and, ultimately, the voting members, that London can and will deliver the world-class transport systems required.

Those two contrasting days in July confirmed to the world what we achieved in 2004/05. We have the people, the drive, the expertise and now – thanks to the 5-Year Investment Programme – the resources.

Since its creation five years ago, TfL has earned an enviable reputation. It’s an organisation that delivers. Obtaining Government agreement for a groundbreaking five-year funding package was crucial. The settlement has given TfL the certainty to plan ahead.

After decades of under-investment, this agreement and the new ability to borrow money to pay for major projects is welcome news. TfL can now invest £10 billion over the next five years and provide London with the transport it needs and deserves.

Improvements continued through 2004/05. Among them, the Underground network met all of the Government’s seven performance targets.

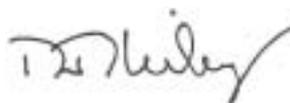
Passengers registered the highest satisfaction level yet recorded. Bus use rose substantially again thanks to better management, improved frequency and reliability. Congestion Charging continued to reduce congestion in central London. The number

of people killed or seriously injured on London’s roads was down by 19.3 per cent, significantly ahead of target. Passenger numbers on the Docklands Light Railway grew by 9 per cent. The continuing development of the Oyster card took TfL to the forefront of smartcard ticketing. Efficiency savings grew to £119 million, £12 million above target. The unparalleled 4 per cent shift from cars to public transport over the last five years helped deliver environmental improvements.

Not everything went smoothly during the year. For example, concerns about the progress made by the companies charged with maintaining and renewing the London Underground (LU) through the Public Private Partnership (PPP) revealed some worrying trends. But overall, 2004/05 was a good year for TfL.

We couldn’t have done this alone. Our partners across London – the boroughs, the business community, voluntary organisations, our contractors – supported us throughout. It is with great satisfaction I report the official recognition we won for our work to deliver efficient and cost-effective services for London’s travelling public. The Audit Commission gave TfL its highest possible rating of ‘excellent’ and judged TfL as a ‘highly capable and well-managed organisation’.

My thanks go to all the people who together made that accolade possible, including TfL staff, passengers, contractors, other public officials and board members. Whatever challenges we faced, TfL’s people rose to meet them.



Bob Kiley, Transport for London Commissioner



Continued improvement

Significant and sustained improvements in services across London's transport system made 2004/05 a memorable year. London Underground, London Buses and Docklands Light Railway all set new records. Development of the Oyster card maintained TfL's leading role in smartcard ticketing technology. Londoners continued their welcome shift away from using cars to public transport. Passenger satisfaction rose as travel across the network became safer, more reliable and accessible.

London Underground: A record-setting year

Passenger satisfaction reached the highest levels in the Underground's history, more train kilometres were run than ever and passenger time lost through delays was reduced. All seven Government performance targets were met (see chart below). All this was achieved against the background of a sharp increase in the amount of essential engineering work carried out throughout the network.

The improved performance results reflect the continued vigilance and focus exerted by the Line General Managers, who are now responsible for the day-to-day performance of each Underground line.

Improvement continued across the network in achieving step-free accessibility at stations for all passengers. Projects at Earl's Court, Hounslow East and East Ham were completed, bringing the number of step-free stations on the Underground to 44, in line with our target of having a quarter of the Underground network easily accessible by 2010.

Ongoing work to improve journey quality included refurbishing stations, providing more information and improving journey planning facilities.

Cleaner, safer trips

Standards of cleanliness on both trains and stations rose following campaigns to crack down on graffiti, which were later extended to include trackside graffiti on the District and Central lines.

Tackling crime and disorder remained a major priority, based on reassurance policing. During the year, 200 extra British Transport Police (BTP) officers were recruited and the number of installed CCTV cameras rose to 6,000 – scheduled to rise to 12,000 over the next five years. Combining this with a tough anti-social behaviour policy led to the formation of the Crime and Disorder Partnership, a joint initiative with the BTP. This resulted in more than 80 Anti-Social Behaviour Orders (ASBOs) being served by courts, leading to a reduction in delays caused by vandalism on the system.

London Underground operational performance	Units	2002/03	2003/04	2004/05	Govt target 2004/05
Passenger journeys	millions	942	948	976	n/a
Kilometres operated	millions	66	68	69	69
Percentage of schedule operated	%	92.2	93.1	95.3	94.0
Excess journey time (un-weighted)	mins	4.2	3.4	3.2	3.3
Passenger satisfaction	Score out of 100	75	76	78	76
Excess train journey time (un-weighted)	mins	2.2	2.0	1.8	2.0
Percentage of peak train cancellations due to Operator not available (ONA)	%	0.6	0.3	0.1	0.6
Lost passengers' hours attributable to Infracos	millions	n/a	17.90	14.11	17.22

‘The combination of better management, the elimination of train cancellations caused by attendance problems and infraco improvements to rolling stock meant we pumped out more service than ever before.’

Tim O’Toole, Managing Director, London Underground

Industrial relations

Overall, 2004/05 was a positive year for industrial relations, though it was frustrating that some services were disrupted for a day by industrial action taken by RMT members. Real strides were made during the year toward stable industrial relations, with a two-year agreement on pay. Agreement was also reached on the principle of a shorter working week and modernisation of the terms and conditions of line control and signal staff. Key to both these was the principle that the new arrangements were self-financing and involved no additional cost to fare payers.

Public Private Partnership

The greatest concerns during the year related to the performance of Tube Lines and Metronet, the infrastructure companies (infracos) contracted to deliver the PPP. Details are set out in *London Underground and the PPP: the second year 2004/2005* (www.tfl.gov.uk/pppreport).

TfL has acknowledged the improvements made by the infracos in some areas during 2004/05. But it is TfL’s firm view that in order to step up the rate at which improvements are being delivered, both companies need to increase the amount of



resources being directed to the renewal of the Underground's ageing infrastructure. TfL's further concerns regard the delivery of major renewal work, especially by Metronet, which has already fallen well behind schedule.

The work to renew the Underground's infrastructure is increasingly more evident to our passengers who are becoming used to the disruption generated by this scale of work. For example, there were numerous weekend closures on the District and Circle lines in the central area during 2004/05. TfL worked hard to ensure passengers were kept informed about these closures in advance and that alternative transport services were available. An important principle is that the effect of these planned closures must not be exacerbated by 'unplanned closures', caused by engineering overruns. These increased by 35 per cent during the year.

Despite the progress that has been made overall, there has been a shortfall compared with the expectations created by the private sector infrastructure companies' bids. In short, performance is not good enough and is less than what was promised.

The addition of a seventh car to every train on the Jubilee line and a new station for the redeveloped Wembley Stadium are the most notable of the first significant renewal projects promised for the coming year.



Susan Jackman, Group Station Manager

Susan is responsible for the day-to-day running of seven Tube stations. 'The best bit about the job is the variety. No two days are the same,' she says. 'If you say, I'm going to do this today' you can guarantee something will happen. You have to be very flexible.

'You have to explain to the public why the station is shut and give them alternative routes to travel but you also have to deal with the incident at the same time. One of my handiest tools is to treat everybody the same. I am always calm. I think being a woman and a mother gives you a better understanding sometimes - you do have to go into mother mode.

'What I like to do is to lead staff to finding their own solutions rather than fixing everything for them.

'TfL has changed the structure: it's a flatter organisation now. I believe change is a challenge. 'No, you can't achieve it,' is not in my vocabulary. Some people might say I'm obstinate or stubborn but that's just me.'

Surface Transport: Improved service, reliability and safety

Right across London, TfL delivered increasingly accessible, more reliable and safer transport during 2004/05. The most significant increase in activity was on London's buses, which have experienced the longest period of sustained passenger growth since records began.

London Buses

The number of bus services provided under Quality Incentive Contracts rose during the year. These contracts, combined with improved route control, bus priority and enforcement and the effects of Congestion Charging, led to a marked improvement

in service reliability. Excess waiting time on high frequency routes dropped to 1.1 minutes for the year; 77.1 per cent of low frequency services ran on time, up from 74.6 per cent the previous year. These represent the best service quality results since records began over 25 years ago.

In 2004/05 the number of passenger journeys reached 1,793 million, a 40 per cent increase since 1999/2000, the highest since 1965. More bus kilometres were run and services were more frequent. Accessibility is a key factor in bus use and 95 per cent of the network now runs



‘London’s buses have achieved the highest numbers of passenger journeys since 1965 and the best levels of service and reliability since records began.’

Peter Hendy, Managing Director, Surface Transport

accessible buses. The entire fleet will be accessible by the end of 2005 and 100 per cent fitted with CCTV. All these factors led to greater passenger satisfaction.

London Buses’ improved service was recognised by three awards. It won the Government’s Beacon Scheme Award in the ‘Better Local Public Transport’ category in 2004. Two more prestigious awards followed in April 2005. First, the ‘Local Government Team of the Year’ and second, joint winners of the overall award for ‘Outstanding Team of the Year’.

Streets

Reducing congestion is a key element of the Mayor’s Transport Strategy. This was reinforced by the passage of the Traffic Management Act 2004, which places a new duty on TfL and the London

boroughs to keep cars, buses, bikes, pedestrians and all other forms of traffic moving on their network of roads and streets. TfL had already set up the Pinch Point Programme in 2003 to identify and target current areas of chronic network congestion. The 12 worst areas already identified were reviewed during the year and 157 potential causes were identified. In February 2005 a Pinch Point Working Group, set up to address and resolve the key issues, agreed to review a further 12 pinch points.

Installation of the COMET system to improve traffic control was completed by the Directorate of Traffic Operations. COMET provides real-time visibility of selected major London road arteries. Along with the London Traffic Control Centre and the online Traffic Alert service, it forms the basis for incident and congestion detection.

Surface Transport operational performance	Units	2002/03	2003/04	2004/05
Passenger journeys: London Buses	millions	1,534	1,702	1,793
Kilometres operated: London Buses	millions	397	437	450
Excess wait time (high frequency): London Buses	minutes	1.8	1.4	1.1
Percentage scheduled service operated: London Buses	%	96.1	97.2	97.7
Passenger satisfaction: London Buses	Score out of 100	76	77	78
Major injuries & fatalities: TLRN (Transport for London Road Network)	No.	1,586	1,418	1,093
Major injuries & fatalities (London-wide)	No.	5,650	5,164	4,169
Cycling on TLRN (March 03 = 100)	Index	107	117	141

‘We’ve been recognised by the business-led campaign Opportunity Now as an organisation totally committed to equality and diversity. That public recognition is worth a lot.’

Valerie Todd, Director of Group Equality & Inclusion

TfL’s London Traffic Systems Vision 2016 will ensure the systems and technology are put in place to manage future traffic operations to 2016 and beyond. It will also support the 2012 Olympic and Paralympic Games, with the London Traffic Control Centre forming the operational foundation of the Olympic Traffic Operations Centre.

Roadside cameras continue to be used to enforce traffic regulations and deter dangerous drivers. More than 1,040 buses are now fitted with external cameras to aid bus lane enforcement and 300 warning notices were issued during the first two

weeks of the Red Route camera enforcement project covering moving traffic offences.

The smooth and efficient movement of freight is essential for a world city. Work on the London Freight Plan during 2004/05 resulted in a five year programme designed to improve freight efficiency while minimising environmental and social impacts. Work continued to ensure improved service and reduced congestion involving lorries, vans and other vehicles.

TfL’s contribution to urban design through improving London’s streets and public spaces



was recognised when it won the National Transport Street Environment award for its highly praised £25 million 'World Squares for All' project in Trafalgar Square.

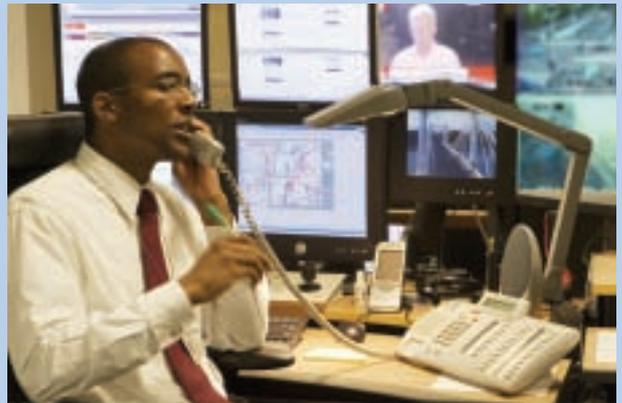
Walking and cycling

In the five years to April 2005, the number of cyclists using London's streets rose 50 per cent, significantly exceeding TfL's 22 per cent forecast. London-wide cycling schemes completed during the year totalled £14 million. These included projects on borough roads, the Transport for London Road Network (TLRN) and others run directly within schools. More than 70 kilometres of the London Cycling Network Plus came into use, bringing the total to 420 kilometres, now offering green routes through parks and alongside canals.

During the year, over £6 million was invested in a wide range of walking projects. Initiatives included new crossings, wider footways, better street lighting and improved links to stations. The southern section of the Capital Ring Walk, a 34-mile section running from the Woolwich Foot Tunnel to Richmond Bridge, was completed in September 2004.

Safety, policing and enforcement

Improving the safety of London's streets and public spaces is vital. The number of people killed or seriously injured on London's roads in 2004/05 dropped by 19.3 per cent over the previous year, from 5,164 to 4,169. This is significantly ahead of the target of reducing the number by 40 per cent by 2010 due to close working of TfL, the boroughs, police and other agencies.



Jonathan Bart works at the London Traffic Control Centre

Jonathan monitors CCTV and IT systems showing how traffic is moving London-wide. Using IT systems he passes up-to-the-minute details to TV and radio stations. 'Presenters come straight to us for all the right information. I think it's an invaluable service we provide to all London's commuters, tourists and anyone who visits the capital.'

All the training and experience of his past two years with TfL came into play on 7/7. 'Being part of the effort to help get London back to normal was amazing. Everyone knew what to do. We all worked so well as a team and in a matter of hours we had London's streets moving again. There also was a strong sense of everyone looking out for each other, making sure everyone had a decent break and could get home okay.'

He sometimes wonders if TfL is fully recognised for what it does. 'Maybe not,' he says, 'but what matters most is that public transport passengers and all other road users get to where they are going.'

Policing for Surface Transport is delivered by the Metropolitan Police Transport Operational Command Unit. With £50 million annual funding from TfL, this now has over 1,300 police officers, Community Support Officers and Traffic Wardens, dedicated to policing buses and bus corridors, improving traffic flow, congestion reduction and private hire vehicle enforcement.

As well as licensing London's taxis and drivers, the Public Carriage Office (PCO) is concluding a huge job of improving public safety by licensing

the private hire trade. All private hire operators are now licensed. Private hire vehicle licensing was completed just after the year ended and driver licensing is more than half-way complete.

All this contributed to the Mayor's Safer Travel at Night campaign, designed to reduce the amount of illegal touting and the number of assaults, especially on women travelling home late at night. In two years, reported serious sexual assaults have dropped by a third. Around 1,500 arrests have been made for touting.



‘We now have a mechanism in place that means we are responding quickly and accurately to requests TfL receives for information covered by the Freedom of Information Act.’

Fiona Smith, General Counsel

Congestion Charging

Congestion Charging continued to provide significant benefits in central London. Congestion stabilised at 30 per cent below pre-charging levels. This helped bus services in the zone achieve significantly improved reliability and journey times, accommodating former car trips.

Other valuable benefits in and around the zone were: the welcome reductions in road traffic accidents; lowered air pollutants; and net revenues of over £90 million, which have been principally reinvested into improving bus services as well as road safety, walking and cycling.

There was a positive reaction to the suspension of charges over Christmas. Work on the development of a western extension to the zone continued with publication of a preferred scheme for public consultation.

Taxicard and Capital Call

Taxicard is a door-to-door transport service for people with serious mobility problems who have difficulty in using public transport. It is available in all London boroughs including the City of London. The scheme is managed under contract to Computer Cab by the Association of London Government (ALG) and jointly funded by the boroughs and TfL. The boroughs' contribution is fixed at approximately £6m and TfL has committed £7.4m of funding in 2004/05. Taxicard trips doubled from 0.5m in 2001/02 to 1.0m in 2004/05.

Capital Call complements Taxicard in the nine boroughs where there is an acknowledged shortage of taxis. Total membership and trips increased significantly during 2004/05 and are presently 3,000 and 15,000 respectively.

Trams, coaches, river services and Dial-a-Ride

Though passenger journeys were up on the Croydon Tramlink, TfL still has concerns about the performance of our concessionaire company and has increased monitoring of the asset condition and maintenance of the Tramlink system.

Victoria Coach Station was significantly busier, with coach and bus movements up from 392,000 to 420,000 year on year. Throughout the year, organisational changes and staff redeployment improved passenger care with better information points and uniformed patrols throughout the terminal.

Westminster Pier re-opened in late February after work on Westminster Bridge was completed earlier than expected. Diagrammatic route maps (spider maps) have been produced for London River Services piers and those used by Thames Clippers multi-stop service, subsidised by TfL.

The first 15 new generation Dial-a-Ride (DaR) vehicles fitted with reduced emission Euro 4 engines have been delivered. They give easier access for disabled people and, combined with a computerised-bookings and scheduling system, will provide better service to passengers once in use.

‘DLR’s operational performance this year was first-class, with the highest reliability figures ever achieved as well as record numbers of passengers using the system.’

Ian Brown, Managing Director, London Rail

London Rail: Expanding fast

The overground and Docklands Light Railway (DLR) rail networks play a key part in the life of commuters and shoppers London-wide. Steady and significant progress marked 2004/05 for London Rail, now preparing for its demanding 2012 Olympics and Paralympics role.

Passenger growth was strong on the DLR, the result of improved services and investment in infrastructure. A record 50 million journeys were made without compromising performance levels, though there was a slight drop in the total number of kilometres run. This was due to scheduled network closures for DLR extension works. As development continues in Docklands and east London, expanding the DLR network remains a priority. Work on the £150 million, 4.4km London City Airport extension remained on schedule to open in December 2005. This will add four new stations to the DLR network.

During the year TfL took over responsibility of the £900 million project to extend the East London Line between Dalston Junction in the north to New Cross, Crystal Palace and West Croydon in the south. The project was transferred from the Strategic Rail Authority to TfL in November 2004. The project is due to be delivered by June 2010.

Passenger safety remains paramount, reflected in the £9.87 million invested in passenger security and improving social inclusion. The work was financed by TfL in partnership with the train operating companies. These improvements included the installation of CCTV, passenger Help points, enhanced lighting, information systems and anti-vandal shelters. A total of £1.7 million of the total £9.87 million was invested in improving on-board train security, reducing overcrowding and bolstering New Year, weekend and late night trains.

DLR operational performance	Units	2002/03	2003/04	2004/05
Passenger journeys	millions	45.7	48.5	50.1
Kilometres operated	millions	3.2	3.4	3.3
Percentage of schedule operated	%	98.1	98.2	98.5
On time performance	%	96.4	96.6	97.1
Passenger satisfaction	Score out of 100	92.0	94.0	95.0

Environment

London's transport system directly affects the environment, both within the city itself and beyond. TfL seeks to minimise its environmental impact whether in terms of air pollution, traffic noise, the quality and safety of public spaces, or greenhouse gas emissions from cars, lorries and buses.

TfL works to implement five environmental strategies relating to air quality, ambient noise, biodiversity, energy and municipal waste. There were notable successes during the year. Nitrogen oxide emissions in the Congestion Charging zone dropped by 12 per cent as a result of fewer cars.

Carbon dioxide emissions were reduced by a variety of initiatives including the purchase of 'green' electricity, now representing 20 per cent of total consumption, from renewable sources. Euro II engines fitted in 97 per cent of buses and particulate traps in 93 per cent of buses reduced both carbon dioxide and nitrogen oxide emissions.

Cycling and walking trips increased from 5.9 million to 6.1 million per day, aided by the provision of 5,000 cycle parking spaces at schools. Life became easier and safer for pedestrians as crossing times at key junctions were increased. Noise reduction strategies included extra maintenance of tracks



‘Journey Planner’s excellence was recognised when it won the Technology Award in the fifth National Transport Awards.’

Chris Townsend, Director of Group Marketing

and trains. More than 85 per cent of Underground track waste and 25 per cent of station waste was recycled. Growth in the use of Oyster cards meant that 100,000 fewer paper tickets were issued each day.

Oyster

The Oyster card has established a leading role for TfL in smartcard ticketing. There are 16,000 smartcard devices at 370 stations (London Underground, train, tram and DLR), on 8,000 buses and at 2,500 agency sales outlets. By the end of 2004/05 there were more

than 2.5 million Oyster cards in use and around 3 million journeys made each weekday. A new daily price capping scheme was added to save Oyster card users money. This ensures that no matter how many Oyster card journeys are made in one day, the amount deducted from the card will never exceed the price of a one-day Travelcard.

Passenger information

In a city as large and complex as London, with such a diversity of passengers and so wide a choice of routes and carriers, travel information



must be accurate, up-to-the-minute and easy to find, which is what TfL has aimed to supply during the year.

The re-launched Journey Planner was used by nearly one in five Londoners during 2004/05. It is accessible via multiple channels including mobile (WAP and SMS) and digital television. Research indicated that there were over 800,000 unique users per month and over 12 million page views by March 2005. Journey Planner's excellence was recognised when it won the Technology Award in the fifth National Transport Awards.

London's Transport Museum

More than 250,000 visitors, an increase of 25 per cent over the previous year, helped London's Transport Museum celebrate its silver jubilee. The Museum will be closed for a major £18.5 million re-fit from September 2005 to early 2007. Exhibitions will be transformed and visitor and learning facilities improved. More of the Museum's collections of transport past, present and future - including historic wooden, horse-drawn buses - will be displayed to meet the public's growing interest in all things mobile.

Audit Commission rating

Welcome confirmation of the progress TfL made in 2004/05 came from the Audit Commission, the independent watchdog responsible for ensuring that public money is well spent in local government. The Commission described TfL as 'a highly capable and well-managed organisation', awarding it the highest possible rating: 'excellent'.



Pauline Forbes is a Licensing Officer with the Public Carriage Office

Pauline inspects would-be and existing private-hire operators to make sure they, their drivers and vehicles comply with the law. 'It's all about ensuring passengers can travel safely by booking through reliable, licensed operators,' she says. 'We're taking the touts, the illegal drivers and their vehicles off the road.'

'This year I set a precedent and successfully prosecuted a controller - the person who takes the bookings and allocates jobs to drivers. I'd warned her she was breaking the law by taking bookings for an unlicensed operator but she carried on and ended up in court with a heavy fine. I want to make life harder for illegal operators by putting people off working for them.'

'There have been instances of illegal vehicles stopping outside legitimate operators' premises and conning waiting customers that it's their car. I advise operators to have a waiting room inside to keep customers safe until their licensed vehicle arrives.'

'I'd love to kill off the illegal private hire trade altogether. I don't know if that's possible but we're going a long way towards it.'



Resources and investment

London's transport system has suffered from decades of under-investment. In 2004/05, TfL reached an historic funding agreement with the Government, following the 2004 Spending Review (SR2004). This provided an additional Government grant and gave TfL the authority to borrow for long-term capital investment. The SR2004 settlement also gave TfL unprecedented certainty over its financial position for five years – essential for the management of large, complex projects that can take many years to complete.

‘TfL’s unprecedented settlement with Government reflects our track record of achievement and commitment to shared objectives. The success of our first bond issue shows confidence in TfL’s ability to deliver.’

Jay Walder, Managing Director, Finance and Planning

This settlement meant TfL was able to start planning with confidence to meet some key challenges: making good long-term neglect; supporting the 2012 Olympic and Paralympic Games; and meeting the increase in demand on the transport system arising from the growth in population and jobs forecast in the London Plan. The challenges are long-term - the work has just begun.

Investment Programme and Prudential Borrowing

The historic funding settlement with Government enables £10 billion to be invested through TfL’s 5-Year Investment Programme. Under new legislation, effective from April 2004, TfL used the funding agreement to establish a £3.3 billion borrowing programme for 2004/05 to 2009/10. A Medium Term Note programme was established in November 2004 giving access to capital market funding. Both Standard & Poor’s and Fitch rating agencies re-iterated their ‘AA’ credit rating of TfL, demonstrating the very strong credit-worthiness of TfL’s business plans within the international financial community.

In December 2004, TfL launched the first ever UK municipal Eurobond issue for £200 million through joint lead arrangers HSBC and Morgan Stanley.

One of the issue’s key aims was to establish a transparent and visible benchmark for TfL debt, enabling effective comparison with other forms of financing such as Private Finance Initiative (PFI) projects. The bond was seven times oversubscribed.

Efficiency savings

TfL’s commitment to providing value for money produced exceptional results. Efficiency gains rose from £42 million in 2003/04 to £119 million in 2004/05. There were a number of reasons. A common back office IT system was introduced. Oyster was rolled out and the Business Procurement Efficiency Programme - developed to optimise TfL’s considerable buying power - delivered a £99 million saving across the business. This was achieved in 18 months instead of the original three year target.

The HR sections of the 15 businesses, which united to form TfL, combined into a single HR Service. Economies of scale and shared best practice meant that in 2004/05 this initiative delivered savings across the organisation of around £1.9 million, which was £0.4 million ahead of target. This initiative will deliver future savings of £8.1 million per annum.

Investment

London 2012 Olympic and Paralympic Games

Success in London's Olympic bid rewarded almost three years of dedicated work by the Mayor, the London Development Agency and TfL. The International Olympic Committee's (IOC) first report was critical of London's transport system. After eight months tireless work, buoyed by knowledge of the funds available as a result of the SR2004, and drawing on long experience of organising transport for major events, the TfL and London 2012 bid team delivered a comprehensive transport strategy that changed minds and secured IOC votes.

The result: in good time for the Games, London's transport system will have benefited from TfL's £10 billion 5-Year Investment Programme.

Communities in east London will benefit and the Stratford development is a good example. Services will be transformed. Stratford will become a major international transport hub. The new International Eurostar Terminal will link to Paris and Brussels via the upgraded Channel Tunnel Rail Link.

The extended DLR will connect south and east London and the Olympic Javelin train service will take spectators from King's Cross St Pancras to the



Olympic Park and village in just seven minutes. Improved bus and Underground services plus walking and cycling initiatives will support an unprecedented building programme.

London Underground

The maintenance and upgrading of the Underground's assets is delivered by a mixture of PPP and Private Finance Initiative (PFI) contracts, together with additional work directly funded and specified by TfL. Comments on the delivery of routine maintenance were set out earlier on page nine. Concerns continue about the level of resources directed to renewal of the Underground's ageing infrastructure by the PPP infracos (Metronet and Tube Lines).

The upgrade of the Underground under the PPP is now well underway. Tube Lines has delivered the first tranche of station modernisation. Refurbishments incorporate new facilities such as digital CCTV, Help points at all stations and improvements to passenger service information. Regrettably the first Metronet station projects are late and were not completed by the year-end.

Major line upgrades are due to be delivered from 2009 onwards. Early milestones have been achieved, but such projects have very long programmes and there is a lot to do to deliver the upgrades. LU's PPP report reviews progress in more detail.

The Underground's power is provided under a PFI agreement. Suppliers EDF Energy Powerlink delivered the Northern line power upgrade and refurbished the Power Control Centre. By contrast the Connect PFI, under which CityLink



Sarah Kerby-Eaton is a site engineer on the East London Line project

Sarah ensures contractors deliver their work on time and to TfL standards. 'When you learn engineering,' she says, 'all of a sudden the world just opens up for you and you understand what's beneath the pavements, where things go and how they fit together. To be an engineer in a city like London means all of that is multiplied a thousand times.'

'Because this is a public organisation, I am personally more interested in the outcome. I want to see it happen more effectively and efficiently, making sure the public get value for money with minimum inconvenience.'

'Working on railways appeals to me because it is so multi-disciplinary. You come into contact with so many different people to sort out complex issues. We're a great team and we're all from different backgrounds.'

'Since TfL took over the project it has moved at great pace. It's particularly exciting because we will be a catalyst for significant regeneration and will support the Olympics in 2012.'

‘We’re moving ahead with the immediate delivery of phase one of the extension of the East London Line. Along with the DLR extensions, it is London Rail’s key contribution to the Olympic preparations and the largest single component of TfL’s 5-Year Investment Programme.’

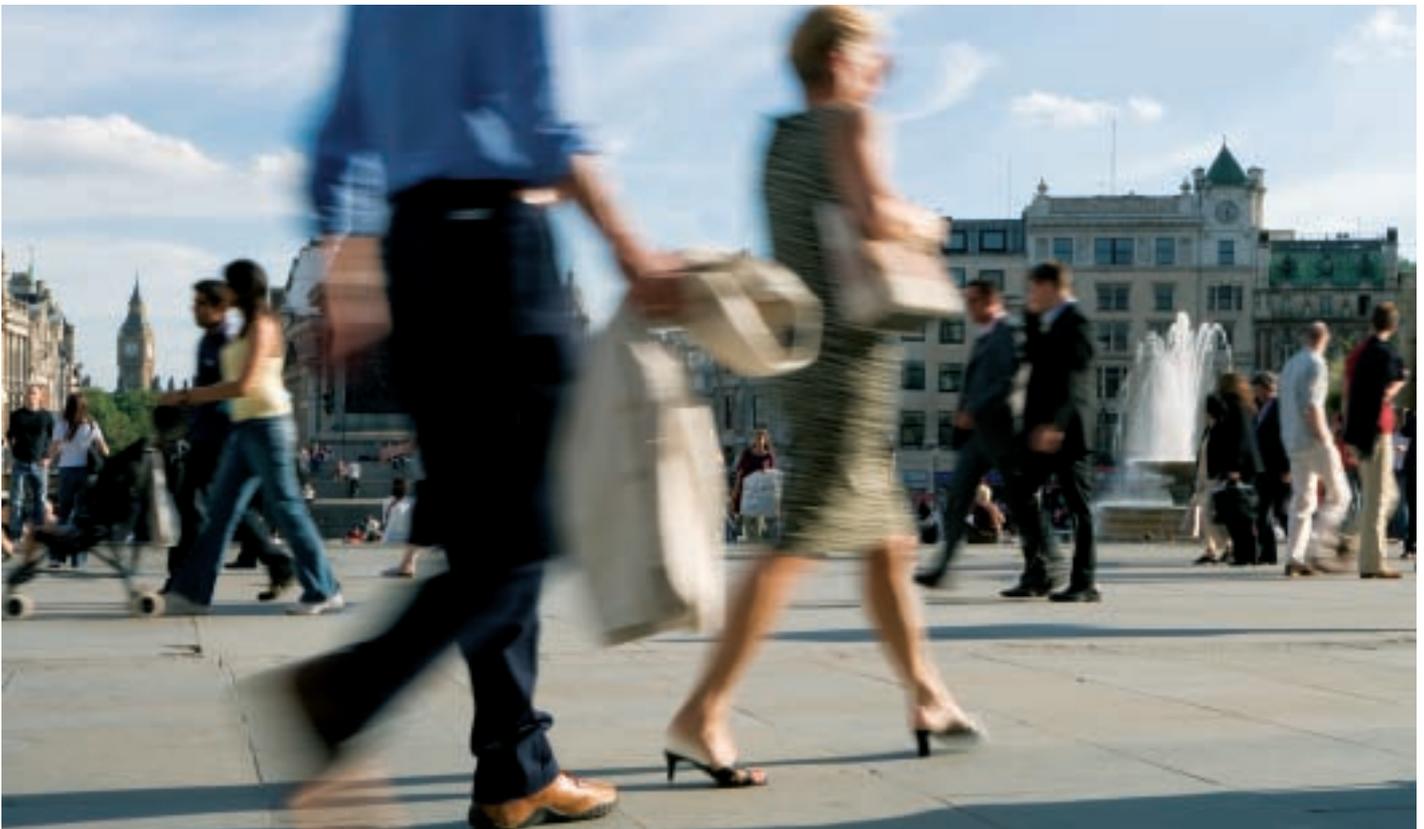
Ian Brown, Managing Director London Rail

is responsible for delivering a new communications network for the Underground, is running seriously behind schedule. When completed, Connect will mean new radio systems for the Tube, with the rollout now scheduled to start in 2006.

Progress on investment projects during 2004/05 gave a foretaste of the scale of improvements to flow from TfL’s 5-Year Investment Programme from 2005/06 onwards. The east end of Canary Wharf station was opened, within budget and two months ahead of schedule. This key project delivered improved passenger access and increased capacity for this fast-expanding area.

Work on the first phase of redevelopment of King’s Cross St Pancras station progressed while more than 120,000 passengers still used the station daily. In February the Department for Transport granted approval to start phase two which will deliver step-free access from the deep level Underground and a new northern ticket hall serving passengers transferring from the Channel Tunnel Rail Link.

Work continued on the construction of an extension of the Piccadilly line to serve the new Terminal 5 at Heathrow Airport, scheduled to open in 2008. The Underground loop to Heathrow Terminal 4 closed in January 2005 so that a



junction to the new line can be built. Until it reopens in September 2006, passengers travelling to Terminal 4 are using a dedicated shuttle bus link from Hatton Cross station. The major upgrade of Wembley Park station is on schedule to meet the opening of the new stadium in 2006.

London Buses

As well as the virtual completion of the renewal and upgrade of the bus fleet, funded through contract payments, five major facilities greatly improved during 2004/05. Walthamstow Central bus station was refurbished at a cost of £6 million (June 2004). The Waterloo bus interchange was completed during summer 2004 and Putney Bridge bus station received a £450,000 makeover.

The TfL owned Walworth garage became fully operational in September 2004 and the new Vauxhall Cross bus station came into use in December 2004, encouraging greater use of public transport, walking and cycling. A contract for the renewal of TfL's bus radio, Countdown and Automatic Vehicle Location (AVL) systems was agreed during the year.

A Business & Technology Education Council (BTEC) qualification and training course was rolled out for bus drivers who work for TfL contractors. This will improve passenger care and driving standards. During the year, the number of in-service drivers with the BTEC award reached 10,320. The target is for all established bus drivers to be BTEC qualified by December 2005. Bus operator's supervisors are also now qualified to BTEC standard.



Chris Nix is TfL Education Liaison Manager

Chris runs TfL's Safety and Citizenship initiative for children and young people. 'Plenty of organisations try to engage with schools but TfL does more than send out packs to teachers. We get uniformed staff out to schools. We get children comfortable talking to them so they understand that this is someone who will help them and who deserves their respect. We've even got a mock-up of part of a station on the back of a van.'

'Last year we met over 50,000 children. This year it will be 100,000. We talk with children about responsible use of public transport. We show them how to plan their journeys and access tickets or passes. Above all, we show them how to be safe. But we also say: 'You must appreciate everyone else has the right to feel safe and untroubled too.'

'This goes way beyond showing them how to use buses and Tubes. It's about forming the citizens of the future. That's a huge responsibility and a major undertaking. One TfL can be proud it takes on.'

‘TfL has invested over £16 million to make London’s streets better places to walk. Initiatives include improving crossings, street lighting, footways and links to stations.’

Peter Hendy, Managing Director, Surface Transport

Streets

Work to maintain and renew London’s streets continued. TfL resurfaced 95 lane kilometres and reconstructed 75 lane kilometres of carriageway on its own Transport for London Road Network (TLRN). The boroughs resurfaced and reconstructed 265 lane kilometres of their principal roads, supported with funding through TfL’s Borough Spending Plan (BSP) programme. All were left safer to use and in a good state of repair.

Phase one of the Coulsdon Town Centre Scheme to improve access and traffic flow continued on target for completion in 2006, returning the existing road to a normal high street. Work continued on making the southbound lanes of the Blackwall Tunnel safer.

London Rail

The East London Line (ELL) extension played a key role in the Olympic bid. Completed, the ELL project will help regenerate some of London’s most deprived areas. TfL formally took responsibility for the £900 million project to extend the line between Dalston and West Croydon/Crystal Palace.

TfL also worked closely with Government and the business community to maintain the momentum behind Crossrail, a key element of London’s future transport infrastructure. In July 2004 the Government accepted the Crossrail business case and a Hybrid Bill, seeking the powers to construct Crossrail, was submitted to Parliament in February 2005. The bill was later ‘carried over’ to the next session following the dissolution of Parliament because of the May General Election. It achieved its Second Reading in July.

Major projects

The funding agreement reached with the Government paved the way for much needed schemes to strengthen London’s transport infrastructure. These include the Thames Gateway Bridge (TGB) project and the East London Transit scheme. Long-term aims include local regeneration, quicker interchange and safer, faster and more convenient services.

Subject to the outcome of the Public Inquiry, the TGB will stand between Thamesmead in Greenwich and Beckton in Newham. When completed it will cut cross-river journey times and play a key part in the revitalisation of London’s East End. TfL estimates that 35,000 jobs will be created in addition to the 1.4 million jobs that will become accessible within 45 minutes journey time from Thamesmead. The TGB inquiry illustrates the challenges TfL faces in the coming years in gaining consent for the many projects in its investment programme.

Local improvements and travel awareness

Alongside the progress in major projects in 2004/05, TfL continued to devote significant resources to smaller-scale local schemes, both on its own TLRN roads and on borough roads through the Borough Spending Plan (BSP) programme. Over £157 million of BSP funding was allocated to the boroughs for a range of schemes designed to improve the quality, safety and accessibility of London’s streets and public spaces. These included bus priority, bridge and principal road renewal, cycle networks, road safety schemes and measures to

improve access for all users. Boroughs delivered over 97 per cent of their allocations from TfL.

TfL worked with the Greater London Authority (GLA), the Mayor's Architecture and Urbanism Unit (AUU) and boroughs on an urban design agenda to take forward a number of projects in the Mayor's '100 Public Spaces' programme. These included development work on Sloane Square, Coulsdon Town Centre and Euston Road.

TfL continued to work closely with boroughs, schools and businesses on raising travel awareness in order to encourage modal shift. Safer Routes to School projects included more than 600 school journey plans. Along with local safety improvements, these will help tackle problems caused by the school run. Workplace journey plans were developed with employers to help encourage their employees to walk, cycle and use public transport.

TfL demonstrated its continuing commitment to substantial investment in borough transport schemes by allocating £781 million BSP funding in the 5-Year Investment Programme. In July 2004, the Mayor issued guidance to the boroughs on the preparation of their Local Implementation Plans (LIPs). These are statutory plans in which the boroughs set out how they propose to deliver the Mayor's Transport Strategy. Once approved, LIPs will provide the local framework for future BSP bids and wider investment in London's transport network.



Colin Mann is Property Services Manager, Docklands Light Railway

With his team, Colin negotiates with landowners and occupiers affected by construction of new extensions and other works on the railway. He acquires land through statutory powers or through agreement and negotiates compensation where applicable.

'By the nature of what the property team does - imposing ourselves on occupiers through statutory acquisition powers - we must deal with initial ill-feeling and resistance from those directly affected.

'With each owner or occupier, it's a matter of exploring what needs to be done, what the likely impacts are, and then how we can reduce these by working with them. DLR has a reputation for dealing with people well and that credibility and track record is extremely important to us. I don't think there is anybody out there who feels we have misled them.

'I am very proud of DLR's record. We have an ethos to tell it like it is. This is vitally important because if you don't, it will come back to haunt you.'



People and partnerships

TfL is only as good as the people who work for it and with it. This was starkly apparent on July 7 when TfL's staff and those of its contractors responded immediately and unhesitatingly to the terrorist attacks. The July 7 response was only one example of the importance of TfL's frontline staff to the successful operation of its business. The outcome of the Spending Review (SR2004) funding bid – supported by key external stakeholders – demonstrated the crucial importance of working together with a range of London partners.

‘People are our business. Investing in our people is every bit as important as investing in buses, trains or stations.’

Maggie Bellis, Managing Director, Group Services

TfL people

TfL’s success depends on the excellence of its 19,400 employees and those employed by its partners and contractors. Whether at an Underground station, on a bus or providing advice and information by phone, these staff are at the heart of TfL’s business. Having the right people is not only essential to the continuing improvements in TfL’s bus, Tube and train services, it is also key to delivering the investments necessary for a transport system fit for the 21st century.

At the heart of TfL’s approach is its strategic focus on human resources. This is integral to the cultural, process and business integration of TfL as a whole. This positions TfL to ensure it attracts, retains and rewards the right people: people who work in an organisation which has the right structures and people policies, ready to approach challenges such as preparation for the 2012 Olympics.

HR Services is a good example of the practical differences the new HR function is making to the business. This ‘one stop shop’ went live in January 2005, developed and delivered in 12 months - from design to implementation - and is delivering efficiencies and best practice more often seen in the private sector.

Diversity, equality and inclusion

TfL is proud of progress made in equality and inclusion, providing better services and increasing workforce diversity. Thirty two per cent of the workforce is from London’s black and minority

ethnic communities, well above the 25 per cent target that reflects London’s demographic make-up. People from minority ethnic backgrounds are less well represented at senior management level. The aim is to double representation in senior management from seven to 14 per cent by 2008. TfL has worked hard to increase the numbers of women employees, particularly at operational level. At 21 per cent of the workforce, this was up on 2003/04 but below the 25.4 per cent target.

Together with the bus contractors and the Transport & General Workers Union, TfL is working to increase the number of women in the bus industry, running special women’s open days, developing best practice guidelines and monitoring recruitment and retention figures for each of the bus companies. London Underground succeeded in raising the numbers of women train operators from 2.6 per cent in 2002 to 6.6 per cent in 2004. LU also continues its Managing Diversity Competence Programme, key to its efforts to end harassment and ensure fair opportunities for all.

TfL plans to increase the number of disabled people in its workforce over the next three years. The current figure of 244 disabled people equates to 1.4 per cent and is unacceptable. A high rate of change is needed and TfL intends to achieve a rate of 4 per cent by 2008. These targets are ambitious but achievable. They are also necessary in ensuring that TfL meets the Mayor’s objectives for equality and inclusion throughout GLA workforces.

‘TfL’s pro-active spirit of partnership and joint working is particularly encouraging. It contributes to the future success of achieving joint authority objectives for the improvement of transport in the borough.’

Chris Hamshar, Head of Highways and Transport,
Royal Borough of Kingston upon Thames

Health and safety

Major injury rates for TfL Corporate, Rail and London Underground were below 65 per 100,000 employees, significantly lower than the average of 239 for the UK transport sector. Surface Transport, with 225 major injuries per 100,000, was also below the UK average. TfL deeply regrets that a member of London Buses staff died of natural causes as a result of medical complications following an injury sustained at work. This is the first employee fatality since TfL was established in 2000. Physical assaults on LU staff dropped 8 per cent but concern remains as verbal abuse rose steadily.

TfL is committed to improving staff health, reducing the number of days staff are absent for illness. Overall average sickness absence per staff member rose slightly to 12 days a year. The main causes were stress-related, colds and influenza and musculoskeletal injuries. TfL’s 5 Year Occupational Health Plan addresses stress and musculoskeletal injuries as a priority. The Health Plan used on the Underground meant that stress-related absences fell by 5 per cent and musculoskeletal-related absences dropped by 4 per cent.

General Counsel directorate

There were major changes to the General Counsel directorate during the year. The Legal department was restructured and an Information Access and Compliance team was established to meet the requirements of the Freedom of Information Act. The directorate includes Legal, the Company

Secretariat, Group Health, Safety and Environment, Internal Audit and the Information Access and Compliance team. Staff within General Counsel are responsible for the key processes providing assurance for the Board and the Commissioner, as well as acting as key advisors to support the whole of the TfL Group.

Transport for London Board

The TfL Board is made up of individuals with a broad range of experience in areas such as transport, finance, government and trade unions as well as an interest in transport for women and those individuals with mobility problems. The Board and its Committees play a key role in the strategic development of TfL as well as in monitoring its performance.

Working in partnership

The achievements set out in this Annual Report would not have come about from TfL working on its own. Delivery of the transport network London needs and deserves depends on a close working relationship between TfL and London’s boroughs, businesses, voluntary organisations and local communities.

TfL continued to develop its positive partnership with London’s boroughs during 2004/05. The boroughs are statutory local planning and highway authorities, so they are particularly important for successful delivery, whether installing new bus lanes on borough roads, developing transport to support major developments such as Stratford City or discussing London’s strategic challenges.

High-level engagement continued with the Commissioner's and Chief Officers' programme of visits to individual boroughs. This programme will be on-going in 2005/06. The Commissioner also met regularly with borough Chief Executives and officers of the Association of London Government Transport and Environment Committee (ALG/TEC).

There was regular engagement at a senior level between TfL and London's business community through the London Business Board, London CBI, London First and the London Chamber of Commerce and Industry. Good working relationships continued with user organisations such as the London Transport Users Committee (LTUC) and voluntary and community bodies.

TfL also engaged directly with local communities through consultation and dialogue on projects and programmes, including the West London Tram, Greenwich Waterfront Transit and the westward extension of the central London Congestion Charging Scheme.

The importance of positive working with TfL's stakeholders was clearly demonstrated by the outcome of SR2004. TfL's bid for additional resources was strongly supported by boroughs, business and voluntary organisations. The fact that London was so united behind the case for funding to improve London's transport system was a crucial factor in the successful outcome of TfL's bid.



Joyce Mamode is Passenger Liaison and Marketing Manager for Dial-a-Ride

Without Joyce and Dial-a-Ride – TfL's door-to-door service – many Londoners who cannot use mainstream public transport because of a disability might be confined to their homes, unable to go out shopping or meet friends.

'I started work at Dial-a-Ride when TfL took the scheme over from several separate charities,' she says. 'A major part of my job is ensuring that disabled Londoners' views on how they want the service improved are being heard, even though everything is now organised centrally.'

'This year, Dial-a-Ride customers and potential customers have begun to see their wishes become reality. A new fleet of vehicles custom-built to passengers' requirements – more comfortable and easier to use – has been delivered.'

Joyce is very proud of her part in the new vehicle project. 'It's symbolic of changes at Dial-a-Ride. The new fleet is starting to change the image of the whole service.'



Financial review 2004/05

During 2004/05 TfL continued to experience a strong increase in demand for its services across all transport modes. This increase was reflected in the 2004/05 revenue result which was up 10 per cent on the previous year to £2,555 million. TfL successfully met this growth in demand by operating more services and delivering improved service to its customers. Consequently, its operational spend increased by some 6 per cent to £4,190 million reflecting increased running and staff costs.

‘The historic funding settlement with Government enables £10 billion to be invested through TfL’s 5-Year Investment Programme.’

Jay Walder, Managing Director, Finance and Planning

There was a marked increase in the level of capital works being undertaken during 2004/05 as TfL started works on its landmark £10 billion 5-Year Investment Programme. Capital expenditure during the year was up 34 per cent to £1,157 million and reflected the commencement of enabling works for a number of key programmes and the increase in infrastructure works undertaken by the infracos through the PPP.

TfL continued its commitment to borough schemes that improved the quality, safety and accessibility

of the local travelling environment by providing £157 million of financial support.

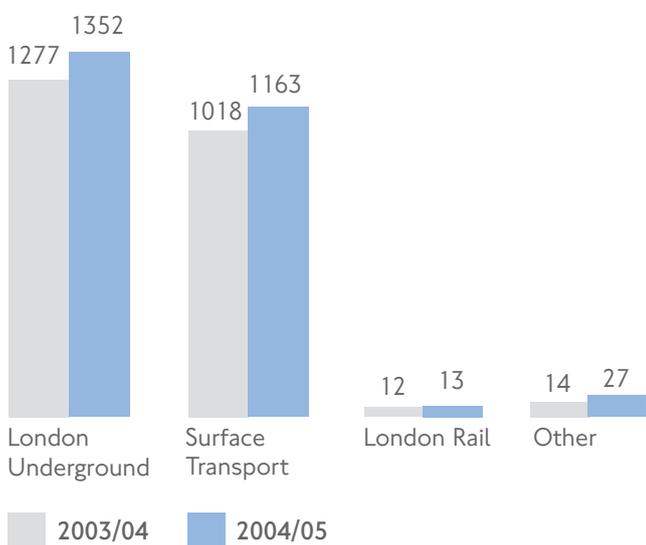
In addition, over £200 million was spent through PFI contracts in 2004/05. These included a contract relating to the rollout of Oyster card ticketing and price capping, a contract with EDF Energy Powerlink Ltd to maintain and upgrade London Underground’s power requirements and a contract with CityLink to deliver a new communications network for the London Underground.

£m	2003/04	2004/05	Change %
Expenditure	3,937.2	4,189.9	6
Revenue	(2,320.9)	(2,554.5)	10
Net cost of services before depreciation	1,616.3	1,635.4	1
Depreciation net of release of deferred grants	198.4	213.8	8
Share of the operating result of joint venture company (Crossrail)	15.6	22.1	42
Net cost of services	1,830.3	1,871.3	2
Net financing charges	36.5	24.2	(34)
(Profit)/loss from fixed assets	(20.5)	5.5	-
Net operating expenditure	1,846.3	1,901.0	3
Grants and contributions to/(from) reserves	(1,951.8)	(1,925.5)	(1)
(Surplus)	(105.5)	(24.5)	(77)
Capital expenditure	863.1	1,157.4	34

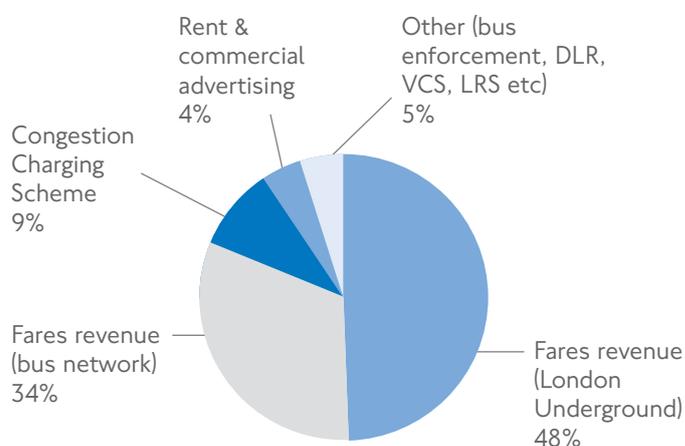
Note: The financial information is extracted from the audited Statement of Accounts for TfL for the year ended 31 March 2005, copies of which are available on our website (www.tfl.gov.uk/annualreport)

Revenue

Revenue by mode (£m)



Revenue breakdown (2004/05)



Fares on the London Underground and bus network continued to be TfL's main sources of revenue, making up some 82 per cent of all revenue generated in 2004/05. The continued increase in passenger demand across the network contributed to a 7 per cent increase in fares revenue on the London Underground to £1,240 million and a 13 per cent increase in fares revenue on the bus network to £871 million. The introduction of a fares revision in the final quarter of the year was in line with the Mayor's funding strategy for TfL's Business Plan. Fare increases of around 4 per cent (RPI + 1 per cent) on Travelcards and around 13 per

cent (RPI + 10 per cent) on bus only tickets have also contributed to the revenue result. These fare increases were necessary to help secure TfL's unprecedented funding settlement through the 5-Year Investment Programme.

The DLR raised some £43 million of fares revenue during 2004/05. However, of this, around £30 million is collected by franchise operators who manage the DLR network. The remaining £13 million collected by TfL, which relates to the Lewisham extension, was up 8 per cent on the previous year and reflected increased passenger demand for the service.

Congestion Charging

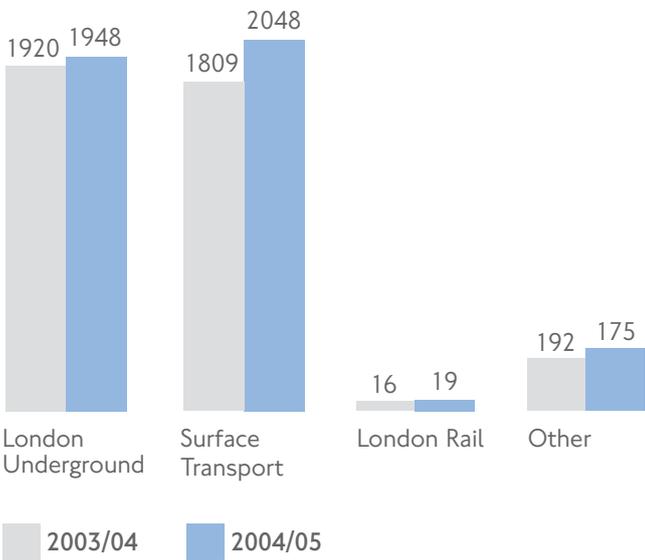
Congestion Charging was introduced on 17 February 2003 in central London at a daily rate of £5 per car or goods vehicle. The daily rate increased to £8 from 4 July 2005.

The net revenues from the Congestion Charge are spent on improving transport within London in line with the Mayor's Transport Strategy.

£m	Group and Corporation 2003/04	Group and Corporation 2004/05
Revenue	186.7	218.1
Expenditure		
Charging operations	(120.9)	(120.8)
Traffic Management	(2.0)	(0.6)
Deferred charges	(17.2)	1.7
Depreciation	(1.1)	(1.6)
Capital Financing Charges	(0.2)	(0.4)
Net income/ (Expenditure)	45.3	96.4

Operational expenditure

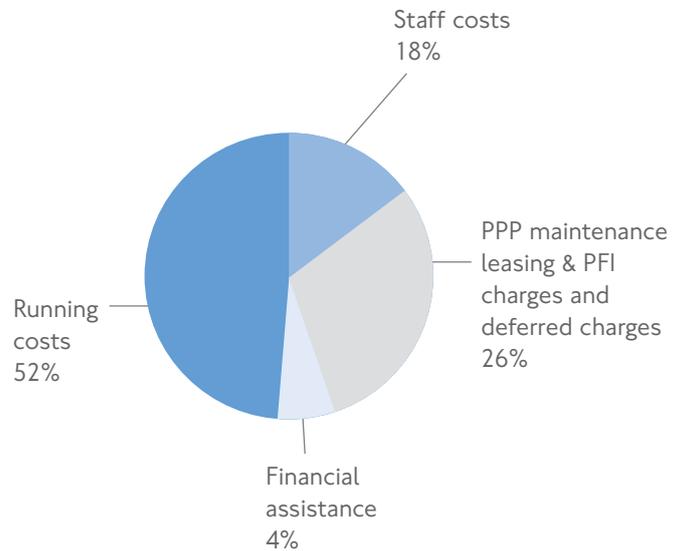
Expenditure by mode (£m)



TfL's expenditure in 2004/05 reflected the group's increased level of activity during the year. The rise was most evident within the bus network where expenditure was up 12 per cent on the previous year to £1,426 million. This increase principally reflects the continued updating of quality standards across all aspects of the network through the contracting system (Quality Incentive Contracts). This contributed to the best service quality and service reliability seen on the network since records began in 1977, with passenger volumes not seen since the 1960s.

Operating expenditure on the London Underground remained largely unchanged on the previous year, increasing around 1 per cent to £1,948 million.

Operational expenditure breakdown (2004/05)



An increase in staff costs reflected both the recruitment of additional resources during the year to support the commencement of the investment programme and a change in funding to the staff pension scheme, up 15 per cent at the start of the year.

During 2004/05 TfL continued its commitment to provide value for money and ensure that public resources were used efficiently by achieving efficiency gains of £119 million in 2004/05 up from £42 million achieved during the first year of the programme in 2003/04.

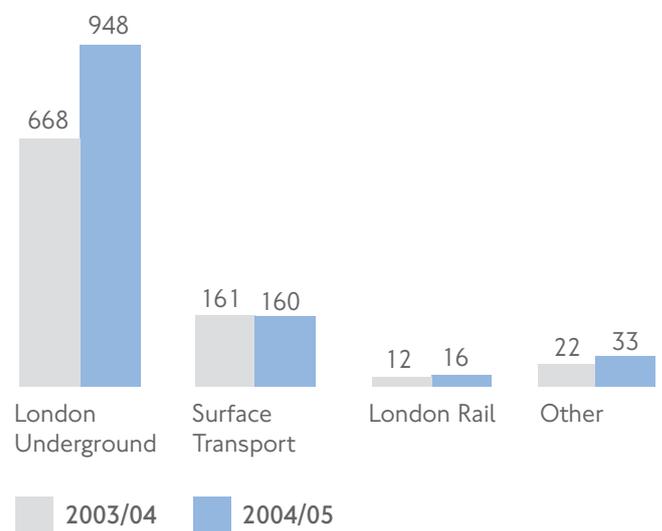
Capital expenditure

Over 80 per cent of TfL's capital expenditure during 2004/05 related to capital works being undertaken on London Underground's infrastructure. In turn, the expenditure of £948 million included some £712 million of capital works undertaken by the infracos through PPP contracts.

Capital works undertaken by the infracos included: the refurbishment of five stations (Northfields, South Harrow, Arnos Grove, Kilburn and West Hampstead); the modernisation of three stations (Burnt Oak, Borough and Tufnell Park); modernisation works at Wembley Park station to reduce congestion; lengthening Jubilee line trains from six to seven cars which will be seen in service in 2006; the renewal of 24 kilometres of track; and the refurbishment or replacement of 26 escalators. Additional refurbishment and modernisation works at a further nine stations that were due for completion in the contractual year are ongoing. Refurbishment works also commenced on the District line rolling stock (D Stock). Other works undertaken by London Underground during the year included station planning works, station upgrades, congestion relief works and accessibility improvements.

In addition, extensive works at King's Cross which included enlarging the main ticket hall and constructing of the new western ticket hall, were undertaken in preparation for the Channel Tunnel Rail Link (CTRL).

Capital expenditure by mode (£m)



In other areas of the group, £160 million spent on capital works by Surface Transport included renewal works on the Transport for London Road Network (TLRN), developing the Bus Priority Scheme and implementing walking and cycling initiatives and improvements to road safety. £16 million spent on DLR related to capital programmes included funding for railcar refurbishment, the introduction of 23 refurbished vehicles due in service at the end of 2004/05 and an extension to the London City Airport, due to be opened at the end of 2005.

Appendices

Financial assistance

Section 159 of the GLA Act 1999 allows TfL to give financial assistance to any body or person in respect of expenditure incurred or to be incurred by that body or person in doing anything which,

in the opinion of TfL, is conducive to the provision of safe, integrated, efficient and economic transport facilities of services to, from or within Greater London.

Financial assistance given under section 159 of the GLA Act 1999 is outlined below:

£m	2003/04	2004/05
Financial assistance to subsidiaries and joint venture		
Transport Trading Limited	6.5	30.5
London Underground Limited	143.5	807.0
London Bus Services Limited	503.0	549.9
Docklands Light Railway Limited	31.5	43.0
London River Services Limited	1.0	0.8
Cross London Rail Links Limited	15.6	30.9
	701.1	1,462.1
Other financial assistance		
Borough Spending Plan (Note 1)	175.9	154.8
Other Street Management schemes	7.0	-
Taxicard	4.6	4.3
Congestion Charging (Note 2)	17.2	(1.7)
Trafalgar Square	6.3	(0.5)
Southern Railway Ltd	-	1.6
Thameslink	-	0.6
First Great Western	-	0.3
London Eastern Railway Ltd	-	0.2
South Eastern Trains	0.1	0.5
Silverlink	0.1	-
WAGN	0.7	0.1
Strategic Rail Authority	0.9	0.2
South West Trains	2.0	3.0
Other (Note 3)	2.2	0.9
	217.0	164.3

Note 1: TfL makes financial assistance to London local authorities on an annual basis for programmes such as principal road maintenance and local road safety schemes. Full details of the funding provided in 2004/05 can be found at www.tfl.gov.uk/boroughs

2003/04 other financial assistance expenditures reflect the inclusion of additional cost due to introducing an accruals basis in 2003/04 from a cash basis in 2002/03. This substantially accounts for the apparent charge in BSP funding between 2003/04 and 2004/05.

Note 2: The Congestion Charging and Trafalgar Square 2004/05 figures reflect savings against accrued expenditures in 2003/04.

Note 3: Small sums of money have also been paid to other parties for miscellaneous transport purposes.

Guarantees

Section 160 of the GLA Act 1999 sets out the conditions under which TfL may give guarantees, indemnities or similar arrangements.

TfL gave a guarantee in favour of HSBC Bank plc, under section 160(1) of the GLA Act 1999.

TfL has given guarantees in respect of some of its subsidiary company's contracts. The amount that could be payable by TfL under the guarantees (as described below) varies depending on a number of factors, including, inter alia, responsibility for termination of the underlying contract, when

termination occurs during the life of the contract, breakage cost and other contractual costs which are not known before the event. For information only, the approximate maximum amounts of debt that were envisaged to be drawn by the counterparty at the signing of the agreements are disclosed. For the avoidance of doubt, these amounts may not represent the amounts that could be payable by TfL under the guarantees but are shown here to give an indication of the relative size of each contract.

Approximate maximum amount of debt envisaged to be drawn under the relevant debt facilities as part of the:

Agreement with Tube Lines	£1,803 million
Agreement with Metronet BCV	£1,325 million
Agreement with Metronet SSL	£1,325 million
Agreement with CityLink	£ 502 million
Agreement with PADCo and Seeboard Powerlink Ltd	£ 168 million
Agreement with TranSys	£ 197 million
Agreement with CARE	£ 164 million

While the guarantees in relation to the PPP Contracts noted above are the significant guarantees issued on behalf of LUL, it should also be noted that TfL guarantees LUL termination obligations under a further two contracts relating to the Northern Line Train Service Contracts and the Jubilee Line Agreement. Unlike the agreements listed above, the contracts are not based on an initial amount of debt and so cannot be quantified in a similar manner.

No arrangements were entered into with another person under which that person gives a guarantee which TfL has power to give under section 160 (4) and no indemnities associated with the guarantees were given by virtue of section 160 (5) of the GLA Act 1999.

Remuneration

Introduction

This report outlines TfL's policy regarding the remuneration of its Board members, the Commissioner for Transport and Chief Officers, who are responsible for directing the affairs of the organisation.

Policy for Board Members

Board Members are appointed by the Mayor and are independent of the organisation's management. Board Members are not required to devote the whole of their time to TfL's affairs. Remuneration for each Board Member (with the exception of the Deputy Chair) is based on a published formula. It directly relates to, in addition to Board activities, the number of Panels and Committees on which each Member serves. Remuneration also takes into account those Members who serve as Chair of the Panels and Committees up to a capped maximum.

Remuneration levels are set for each Mayoral term but are reviewed periodically in line with comparable markets to reflect the responsibilities and accountabilities of the role. With effect from 1 August 2004, the basic fee was £18,000 per annum. Board Members who act as Chair or a member of a Committee or Panel receive additional fees of £4,000 per annum (as a Chair) and £2,000 per annum (as a member) for each appointment. The maximum payment in aggregate is £24,000 per annum, except for the position of Deputy Chair of the Board, where the annual fee is £60,000 per annum in total. The Terms and Conditions of Appointment of Board Members are published on the TfL website (www.tfl.gov.uk).

Policy for Chief Officers

The Remuneration Committee is chaired by the Chair of TfL, the Mayor of London. Two Board Members constitute the remaining Committee Members.

The term of reference of the Remuneration Committee is to review the remuneration of the Commissioner and Chief Officers on behalf of the Board.

Chief Officers are employed by TfL or its subsidiary companies and are required to devote substantially the whole of their time to the organisation's affairs.

The policy of TfL is to recruit and retain the highest calibre Chief Officers and to provide remuneration packages that reflect their responsibilities, experience and performance. The Remuneration Committee has established a reward structure commensurate with this policy and comparable talent markets.

The constituent parts of Commissioner and Chief Officer remuneration are:

a) Basic salary

TfL's reward strategy aims to pay competitive market salaries whilst recognising individual progress and development through the annual performance reviews.

Annual increases in base pay are contained within an inflation based budget. However, in setting individual salary levels the Remuneration Committee takes into account the median position of relevant markets, the remuneration for other Chief Officers, the individual contribution to the role and any pay parity issues across the organisation.

b) Performance related bonus

The Commissioner and Chief Officers are entitled to an annual performance bonus, assessed against a range of business measures.

The Commissioner's bonus maximum is £285,000 in any year. The Chief Officer bonus maximum is currently at least 30 per cent of base salary.

Payments under the scheme, as approved by the Remuneration Committee, are not pensionable.

A review is currently under way regarding the detailed structure of the bonus scheme.

c) Pension arrangements

Chief Officers are eligible to join the defined benefit Transport for London Pension Fund. The provisions for Chief Officers are designed to give a pension of up to two thirds of final pensionable pay, part of which can be exchanged for a tax free retirement lump sum (under current legislation).

There is a death in service benefit of four times pensionable pay. Employee contribution is 5 per cent of pensionable pay.

Further benefits are provided through the TfL Supplementary Pension Scheme. Only base salary is pensionable.

d) Other benefits

A private medical insurance scheme is provided.

As with all TfL employees, the Commissioner and Chief Officers are provided with a free travel pass for themselves and a nominee valid on TfL transport modes. For a one-year period from 1 April 2004, Chief Officers who joined after 1 April 1996 were eligible to receive reimbursement of 75 per cent of the cost of an annual season ticket on National Rail. Chief Officers employed by predecessor organisations prior to April 1996 receive National Rail discounts in line with the policy of the predecessor organisation.

The Commissioner for Transport's remuneration for 2004/05 was made up as follows:

	2003/04	2004/05
Salary	312,500	312,027
Bonus	275,000	275,000
Other benefits	113,425	111,644
	700,925	698,671

Bonus is reported in the year in which it is paid. That reported for 2004/05 represents bonus in respect of the Commissioner's performance in the 2003 calendar year.

Summary of TfL's progress towards the implementation of the Mayor's Transport Strategy

TfL is required to report its progress in implementing the Mayor's Transport Strategy (MTS). This information is found throughout the main body of the report. The following summary identifies the contribution TfL and its subsidiaries have made towards specific MTS priorities over the last year.

There are a number of developments that will need to be reflected in any future revisions of the Mayor's Transport Strategy and London Plan. The forecast growth in jobs and population, and continuing growth of the Thames Gateway will place increasing demands on London's transport system. There are also developments in Government policy, particularly on road pricing, that TfL is well placed to contribute to and benefit from. Looking further into the future, work is already underway to help understand some of the long-term pressures beyond 2016 being placed on the transport system by continued population and employment growth.

TfL will continue to work closely with the Greater London Authority (GLA), sharing analysis and helping to develop policy solutions. Many of the policy issues that will need to be considered, such as land use planning, are cross-cutting and extend beyond transport. Within transport, policies for optimising use of the road network and a long-term vision for integrating rail services with the rest of London's transport network are already being developed. On current projects, TfL is also working closely with other parts of the GLA group to ensure wider benefits from transport schemes, such as the regeneration benefits from the East London Line extension, are maximised.

Priority A: Reducing traffic congestion

During 2004/05 there has been a continuation of the benefits provided by Congestion Charging in central London, with traffic levels down by 15 per cent and congestion stabilised at 30 per cent below pre-charging levels in the area. Work has continued throughout the year on the development of a western extension to the scheme, and a preferred scheme has been identified. Public consultation concluded on 15 July 2005.

Taking congestion in inner and outer London, and following on from TfL's Pinch Point Programme established in 2003, 12 of the worst areas of congestion on the road network have been reviewed, and a working group set up to address and resolve issues.

There have also been several improvements to systems to increase control of real time traffic and incident management. These include signal timing reviews at 1,000 sites across London, development of the COMET traffic control system to form the basis for incident and congestion detection on major roads.

In July 2004 the Traffic Management Act received Royal Assent, placing a new duty on all local traffic authorities (including TfL) to keep all forms of traffic moving on their network. To support its new duty TfL has been developing the LondonWorks information system to improve the management of road and street works.

Priority B: Overcoming the backlog of investment on the Underground so as to safely increase capacity, reduce overcrowding and increase both reliability and frequency of service

This has been the key objective for LU over the last year, with a sharp increase in the amount of essential engineering work being undertaken throughout the year on the Underground network. Specific developments include:

- Station refurbishment works at Northfields, South Harrow, Arnos Grove, Kilburn and West Hampstead and modernisation works at Burnt Oak, Tufnell Park and Borough
- The opening of the eastern entrance of Canary Wharf station providing improved access, and increased capacity at the station
- More than 23.5 kilometres of track renewed, and 27 escalators refurbished or replaced
- New timetables on the Central and Victoria lines providing enhanced off-peak and weekend services, and revisions to services on other lines
- Work on first phase of King's Cross St Pancras redevelopment has been progressing to plan
- Construction work is continuing on the Piccadilly line extension to serve the new Heathrow Terminal 5.

LU entered into PFI contracts prior to the instigation of the PPP to address four specific aspects of LU operations. Key milestones over the last year include:

Power supply: Completion of the Northern line power upgrade, replacement of the power network control system in addition to ongoing development of works to support line upgrades.

Communications network: Progress on the Connect project to deliver a new communications network for the Underground remains behind

schedule, but work continues to push towards delivery of the East London Line radio system by March 2006 and the new Northern line radio system by June 2007.

As a result of TfL's 5-Year Investment Programme, progress is being made towards increasing capacity to reduce overcrowding. Plans have been developed for Victoria and Tottenham Court Road stations to provide congestion relief in these areas. Agreement has been reached for a seventh car on the Jubilee line, providing a 16 per cent increase in capacity to be introduced over the coming year, alongside a new station for the Wembley Stadium redevelopment.

Priority C: Making radical improvements to bus services across London, including increasing the bus system's capacity, improving reliability and increasing the frequency of services

There has been a continued increase in service frequencies, bus kilometres operated and passenger journeys over the last year, resulting in the longest period of sustained passenger growth since records began in 1933.

Service reliability has increased following a rise in the number of services operated under quality incentive contracts combined with improved route control, bus priority and enforcement and the effects of Congestion Charging.

Significant improvements to key bus stations and interchange points have been completed, including: Walthamstow Central bus station rebuilding; Waterloo bus interchange, a makeover of Putney Bridge bus station, and the official opening of Vauxhall Cross bus station. The TfL-owned Walworth garage also became fully operational during 2004/05.

Priority D: Better integration of the National Rail system with London's other transport systems to facilitate commuting, reduce overcrowding, increase safety and move towards a London-wide high frequency 'turn up and go' Metro service

TfL has been working with the Mayor to seek greater influence over national rail operations to help deliver greater efficiency within the national rail network, and enable better integration with bus and Underground services.

TfL continued to work in partnership with National Rail to reduce overcrowding by supporting improved levels of service on the North London Line, North Kent Line and Barking to Gospel Oak services, as well as late night New Year's Eve services on 12 routes.

During 2004/05, TfL invested £9.87 million in partnership with the train operating companies on passenger security improvements at stations and on trains within the GLA area, including:

- £3.1 million on a package of passenger safety and security improvements covering 38 London stations in the Southern franchise area which went towards a new CCTV control centre at Streatham Hill and the installation of CCTV cameras, Help points with induction loops, canopy lighting, customer information systems and vandal-proof shelters at selected stations
- A contribution towards station upgrades
- Investment in on-train CCTV on Southern and SouthWest trains
- A major security initiative in partnership with Silverlink Metro and the British Transport Police (BTP) providing the equivalent of 30 extra full-time police officers

Priority E: Increasing overall capacity of London's transport system by promoting major new cross-London rail links, including access to international transport facilities, improved orbital rail links in inner London and new Thames river crossing in East London

TfL has been working to assist the delivery of several key projects in line with this priority. Progress on specific projects is as follows:

East London Line – TfL has taken over responsibility for the extension project. Work has started on the project and significant procurement activity for further works is underway. The extended East London Line is expected to open for service in 2010.

Crossrail – A Hybrid Bill to seek powers for the project was deposited in Parliament and received its Second Reading in July 2005. Further development activity and discussions on funding are ongoing.

Thames Gateway Bridge – TfL announced that it would be progressing with the scheme to link Thamesmead and Beckton to cut cross-river journey times and play a key part in regenerating the area. A public inquiry into the bridge is ongoing.

Tramlink extensions – Funds have been allocated in the 5-Year Investment Programme to develop the potential Beckenham Junction to Crystal Palace Tramlink extension to the next stage in its development.

DLR and extensions – The City Airport extension of the DLR is expected to open in December 2005. Work has started on extending this line further to Woolwich. A planning application has been submitted for the DLR extension to Stratford Regional and International Stations.

This extension will convert the North London Line into a DLR service south of Stratford. During the past year an order for purchase of 24 rail cars has also been placed.

Tram and light transit schemes – Work has progressed on the West London Tram (where TfL expects to seek powers in 2006), Cross-River Tram, East London Transit and Greenwich Waterfront Transit.

Priority F: Improving journey time reliability for car users, which will particularly benefit outer London where car use dominates, whilst reducing car dependency by increasing travel choice

TfL's on-going attention to congestion relief initiatives, discussed in Priority A, aims to improve journey time reliability for both car and other road users in the capital. The continued modal shift from car to public transport reached 4 per cent over the last five years. Whilst the total number of trips in London has increased by 8 per cent over the last five years, car vehicle kilometres have remained stable. This recent growth in bus use and a decline in the proportion of travel by car in London, is in marked contrast to the historic trend of increasing car use and decreasing bus use, which is still very evident in the UK outside London.

TfL allocated a record £157 million of funding in 2004/05 to the Borough Spending Plan (BSP) programme for a range of schemes designed to improve the quality, safety and accessibility of London's streets and public spaces.

TfL continued to work closely with boroughs, schools and businesses on raising travel awareness in order to encourage modal shift.

Priority G: Supporting local initiatives including improved access to town centres, regeneration, walking and cycling, Safer Routes to Schools, road safety improvements, better maintenance of roads/bridges and improved co-ordination of street works

Many initiatives supporting this priority have been funded via the BSP programme, discussed under Priority F. These include:

- Continued investment in a range of walking projects, providing improved town centre access, new crossing facilities and wider footways
- The implementation of London-wide cycling schemes and an increase in London Cycle Network Plus, accompanied by growth in cycle trips significantly exceeding forecasts

Progress on other local initiatives includes:

- The A406 North Circular Road Bounds Green scheme was agreed
- Continuing work on the Coulsdon Town Centre Improvement Scheme Relief Road, to improve access and traffic flow for those in the local area
- Continuation of hard hitting campaigns to raise awareness of road safety concerns, specifically for teenagers and motorcyclists

Priority H: Making the distribution of goods and services in London more reliable, sustainable and efficient whilst minimising negative environmental impacts

Work to develop a London Freight and Servicing Plan started in 2004/05, with several pilot initiatives and agreement to a five-year programme of works for improving freight efficiency. TfL's plans for the Silverlink Metro make substantial infrastructure provision to ensure that freight capacity is maintained when passenger services are enhanced.

In parallel with this, TfL and the LDA have commissioned advice on strategic issues facing the development of rail freight terminals in the Thames Gateway in order to help foster a shift of freight from road to more sustainable modes.

Looking towards environmental emissions, there have been decreases in NO₂ emissions in the Congestion Charging area, and reductions in CO₂ emissions throughout London through a variety of initiatives including the purchase of 'green electricity' for the Underground at levels of 20 per cent of total consumption. A taxi emissions strategy with the aim of reducing harmful emissions from all London taxi engines was announced by the Mayor in December 2004. Euro II engines have now been fitted in 97 per cent of buses, and particulate traps on 93 per cent of buses.

Additional environmental improvements have resulted from noise reduction strategies and increases in waste recycling.

Priority I: Improving the accessibility of London's transport system so that everyone, regardless of disability can enjoy other benefits of living in, working in and visiting the capital, thus improving social inclusion

TfL remains committed to making London's transport network accessible to all its customers, and 2004/05 has seen further improvements to the network.

- The number of accessible buses has increased, with 95 per cent of the network now run with accessible vehicles. All vehicles will be accessible by the end of 2005

- There has been an increase in availability of Countdown at bus stops
- The first 15 new generation Dial-a-Ride (DaR) vehicles with easier access have been delivered. These, combined with the planned computerised bookings system, will provide a more comprehensive service to customers when they start operation in the near future
- Additionally, in late 2004 TfL launched a new multi-lingual booking facility for DaR users, enabling non-English speaking disabled people or carers to make enquiries or arrange bookings in their mother tongue
- On the Underground network six new passenger lifts were installed and projects to introduce step-free access were completed at Earl's Court, Hounslow East and East Ham.

The development of London's bus network continues to particularly benefit social inclusion in London. The East London Line and East London Transit projects, and subject to the outcome of statutory processes, the Thames Gateway Bridge, (see Priority E) together with works planned for the London 2012 Olympics, will play a key role in helping to regenerate some of London's poorest areas.

Priority J: Bringing forward new integration initiatives to: provide integrated, simple and affordable public transport fares; improve key interchanges; enhance safety and security across all means of travel; ensure that taxis and private hire vehicles are improved and fully incorporated into London's transport system; and provide much better information and waiting environments

Oyster card

- Development of the Pre Pay Oyster card scheme continued to provide benefits such as reduced queuing at London Underground stations and time spent by buses at stops, alongside simplifying use of public transport and allowing for the future roll-out of cashless bus operations.

Safety and security

- The Transport Police and Enforcement Directorate (TPED) continued to play a key role in the area. The Metropolitan Police Service Transport Operational Command Unit which is dedicated to transport policing reached full strength in April 2005 with over 400 police officers, 400 Traffic Police Community Support Officers and over 300 Traffic Wardens. The Mayor funded an additional 200 British Transport Police officers for the Underground and Docklands Light Railway taking the total to over 650. CCTV coverage of buses and Underground stations also increased significantly
- The Public Carriage Office (PCO) has made progress on several initiatives to integrate private hire into the London transport system and in enhancing the safety and security of the travelling public including further progress in

the licensing of private hire vehicles (completed just after year end) and of private hire drivers (completion in 2006) and a six-month trial of a marshalled taxi rank – all aimed at improving safety and security for passengers

- Increased investment in passenger security on the national rail network, financed by TfL in partnership with train operating companies, including CCTV installation, Help points, enhanced lighting, information systems and anti-vandal shelters
- Continued roll-out of CCTV on buses. Every London bus will be fitted with CCTV by the end of 2005.

Information provision / waiting environments

- Journey Planner was relaunched, via multiple channels including mobile and digital television. There were also improvements in information provision at LU stations, and bus journey planning facilities
- Cleanliness levels on LU trains and stations continued to improve following the anti-graffiti programmes, and trackside zero-tolerance approaches trialled
- TfL has been working to develop a set of guides for people with learning difficulties and for people supporting them. The guides are available in a variety of formats and on the TfL website
- A contract has been awarded for iBus, a new GPS based fleet wide automatic vehicle location and radio replacement project. This is to be rolled out to the entire bus fleet over the next four years and will include new on-bus 'next stop' visual and audible information. In addition real-time passenger information will be available on mobile phones.

Membership of Boards/Panels/ Committees/Chief Officers

TfL Board	
Ken Livingstone (Chair) Dave Wetzel (Vice Chair) Professor David Begg Honor Chapman (from 01.08.04) Bob Crow (until 31.07.04) Professor Stephen Glaister Kirsten Hearn Meg Hillier (from 01.08.04) Sir Mike Hodgkinson	Sir Gulam Noon Oli Jackson (until 31.07.04) Susan Kramer Paul Moore Patrick O’Keefe (from 01.08.04) John Ormerod (from 24.09.04) Murziline Parchment (until 31.07.04) David Quarmby (until 31.07.04) Tony West
Special advisors to the Board:	
Bryan Heiser Lynn Sloman	Murziline Parchment (from 01.08.04) Lord Toby Harris (from 13.10.04)

Committees of the Board			
Remuneration Committee	Safety, Health & Environment Committee (SHEC)	Finance Committee	Audit Committee
Ken Livingstone (Chair) Sir Mike Hodgkinson Sir Gulam Noon (from 01.12.04)	David Quarmby (Chair) (until 31.07.04) Dave Wetzel (Chair) (from 24.09.04) Kirsten Hearn Dave Wetzel (member) (until 23.09.04) Murziline Parchment (until 31.07.04) Paul Moore (from 24.09.04) Tony West Special advisor: Lord Toby Harris (from 01.12.04) External advisors: Professor Richard Booth Professor Stuart Nattrass	Sir Mike Hodgkinson (Chair) Honor Chapman (from 24.09.04) Stephen Glaister Kirsten Hearn (until 19.11.04) Susan Kramer John Ormerod (from 24.09.04) Dave Wetzel (until 23.09.04)	Sir Mike Hodgkinson (Chair) (until 23.09.04) John Ormerod (Chair) (from 24.09.04) Sir Mike Hodgkinson (Member) (from 24.09.04) Oli Jackson (until 31.07.04) Patrick O’Keefe (from 24.09.04) Murziline Parchment (until 31.07.04) David Quarmby (until 31.07.04) Dave Wetzel (from 24.09.04) Special advisors: Bryan Heiser (from 24.09.04) Murziline Parchment from 24.09.04)

Advisory panels		
Rail advisory transport panel Bob Kiley (Chair) Susan Kramer (Vice chair) Professor David Begg Ian Brown Bob Crow (until 31.07.04) Kirsten Hearn Paul Moore Patrick O’Keefe (from 24.09.04) David Quarmby (until 31.07.04) Jay Walder Tony West	Surface advisory panel Bob Kiley (Chair) Paul Moore (Vice Chair) Professor David Begg Bob Crow (until 31.07.04) Professor Stephen Glaister Kirsten Hearn Meg Hillier (from 24.09.04) Oli Jackson (until 31.07.04) Peter Hendy Patrick O’Keefe (from 24.09.04) David Quarmby (until 31.07.04) Jay Walder Tony West Dave Wetzel	Underground advisory panel Bob Kiley (Chair) Professor Stephen Glaister (Vice chair) Honor Chapman (from 24.09.04) Bob Crow (until 31.07.04) Kirsten Hearn Susan Kramer Tim O’Toole Murziline Parchment (until 31.07.04) David Quarmby (until 31.07.04) Jay Walder Tony West Dave Wetzel (until 23.09.04)
Special advisor normally in attendance: Bryan Heiser	Special advisors normally in attendance: Bryan Heiser (from 24.09.04) Lynn Sloman (from 24.09.04) Lord Toby Harris (from 01.12.04)	Special advisor normally in attendance: Bryan Heiser Toby Harris (from 13.10.04)

Commissioner and Chief Officers	
Bob Kiley, Commissioner Fiona Smith, General Counsel Locksley Ryan, Managing Director, Group Communications (until 6.07.04) Ben Plowden, Managing Director, Group Communications (from 1.02.05)	Maggie Bellis, Managing Director, Group Services Jay Walder, Managing Director, Finance and Planning Peter Hendy, Managing Director, Surface Transport Tim O’Toole, Managing Director, London Underground Ian Brown, Managing Director, London Rail

Image references

Page 2	Olympic announcement, Trafalgar Square
Page 4	One World, Trafalgar Square
Page 6	BTP staff with passengers at Earl's Court Station
Page 8	Oyster cards, Canary Wharf
Page 9	Case study: Susan Jackman, Group Station Manager, LU
Page 10	Mao Opponog, Revenue Inspector on a bendy bus
Page 12	Cyclists on road, Embankment, central London
Page 13	Case study: Jonathan Bart, LTCC Operator
Page 14	Minicab at night, Chiswick, West London
Page 17	Family at Heron Quay, DLR
Page 18	London Traffic Control Centre, central London
Page 19	Case study: Pauline Forbes, Licensing Officer, PCO
Page 20	Kingsland Road Bridge, East London Line
Page 22	Passengers at Mill Bank Pier, River Services
Page 23	Case study: Sarah Kerby-Eason, Site Engineer, East London Line
Page 24	Pedestrians, Trafalgar Square
Page 25	Case study: Chris Nix, TfL Education Liaison Manager, LT Museum
Page 27	Case study: Colin Mann, Property Services Manager, DLR
Page 28	Passenger on a new DaR vehicle
Page 31	Case study: Joyce Mamode, Passenger Liaison and Marketing Manager, DaR
Page 32	Interchanges at Canning Town

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

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Audio (English)

Arabic

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Bengali

যদি আপনি বাংলা ভাষায় এই তথ্যসূত্র একটি কপি চান, তাহলে এই খালি ঘরে টিক চিহ্ন দিন এবং নিজের নাম এবং ঠিকানার সংশ্লিষ্ট পূরণ করে নিয়ে এই ফর্মটি আমাদের কাছে নিম্নলিখিত ঠিকানায় পাঠিয়ে দিন। ধন্যবাদ।

Chinese

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Greek

Εάν θέλετε να λάβετε αντίγραφο των πληροφοριών αυτών στα ΕΛΛΗΝΙΚΑ, παρακαλούμε σημειώστε σ' αυτό το τετραγωνάκι, συμπληρώστε την παρακάτω ενότητα με όνομα και διεύθυνση και επιστρέψτε το παρόν έντυπο σε μας στην παρακάτω διεύθυνση. Ευχαριστούμε πολύ.

Gujarati

જો તમને આ માહિતીની નકલ ગુજરાતી ભાષામાં મેળવવી હોય તો, કૃપા કરી શ્રેણીમાં નિશાની કરી, નીચેના વિભાગમાં તમારું નામ અને સરનામું પૂરું કરી, અને નીચે જણાવેલ સરનામે આ ફોર્મ અમને મોકલો. તમારો આભાર.

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Address: _____

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

Braille

Hindi

यदि आपको इस जानकारी की एक कॉपी हिन्दी में चाहिए तो कृपया इस बॉक्स में टिक करें, नाम और पता नीचे दिए गए भाग में भरें, और इस फॉर्म को हमें नीचे दिए गए पते पर वापिस भेजें। धन्यवाद।

Punjabi

ਜੇ ਕਰ ਤੁਹਾਨੂੰ ਇਸ ਜਾਣਕਾਰੀ ਦੀ ਇਕ ਕਾਪੀ ਪੰਜਾਬੀ ਵਿਚ ਚਾਹੀਦੀ ਹੈ ਤਾਂ ਕਿਰਪਾ ਕਰ ਕੇ ਇਸ ਬਾਕਸ ਵਿਚ ਟਿੱਕ ਕਰੋ, ਨਾਮ ਅਤੇ ਪਤਾ ਹੇਠ ਦਿੱਤੇ ਭਾਗ ਵਿਚ ਭਰੋ, ਅਤੇ ਇਸ ਫਾਰਮ ਨੂੰ ਹੇਠ ਦਿੱਤੇ ਕਠੇ ਪਤੇ ਤੇ ਜਫ਼ੇ ਕੋਲ ਵਾਪਸ ਭੇਜੋ। ਧੰਨਵਾਦ।

Spanish

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Urdu

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Vietnamese

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Phone: 020 7126 4500
Email: alexrobertson@tfl.gov.uk



