

TRANSPORT FOR LONDON

BOARD

SUBJECT: TFL BUDGET 2012/13

DATE: 15 MARCH 2012

1 PURPOSE AND DECISION REQUIRED

- 1.1 The draft TfL Budget 2012/13, attached in Appendix 1, represents the first year of the Business Plan to 2014/15. It will be used as the basis for reporting operating and financial performance during 2012/13.
- 1.2 The Board is asked to approve the TfL Budget 2012/13, which will be published on the TfL website.
- 1.3 At its meeting on 1 March 2012, the Finance and Policy Committee considered the TfL Budget 2012/13 and supported the recommendations.

2 BACKGROUND AND UPDATE SINCE THE PUBLISHED BUSINESS PLAN UPDATE TO 2014/15

- 2.1 The Board approved the Business Plan Update and Mayor's Budget submissions to 2014/15 in December 2011, which were based on the Quarter 2 forecast.
- 2.2 The 2012/13 Budget is based on the Quarter 3 financial forecast. There were no significant changes since the Business Plan update.

3 RECOMMENDATIONS

- 3.1 The Board is asked to
 - (a) APPROVE the draft TfL Budget 2012/13
 - (b) DELEGATE to the Managing Director, Finance the authority to make any editorial or other minor changes prior to its publication.

4 CONTACT

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Budget 2012/13

Subject to Board approval



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Note that totals in tables may appear to be incorrect due to rounding

Note that Transport for London's 2012/13 year begins on 1 April 2012 and ends 31 March 2013

Introduction

This paper outlines Transport for London's (TfL's) budget for 2012/13. It covers the first year of the new Business Plan to 2014/15, which was published in December 2011.

London Olympic and Paralympic Games

When London hosts the Olympic and Paralympic Games this summer, it will become the only city to do so three times in the modern era. For the transport system the challenge will be immense. Eleven million spectators will all be using public transport, walking or cycling to reach their events, and more than 300,000 athletes, officials, media and workforce, will also be travelling to and from the venues. The Games has been likened to hosting 26 world championships at once, across multiple venues, over several weeks.

On London Underground, trains will run later each night and earlier on Sunday mornings across the network. Lines serving the Olympic Park will also run extra evening services to cater for crowds leaving venues. Upgrade works have been rescheduled and preventive maintenance is being carried out in advance so the best and most reliable service possible can be operated.

The Docklands Light Railway is expected to carry an extra three million passengers during the Games and will be the only rail link for some competition venues. To support these demands, there will be extra services throughout the day. Three-car trains (rather than two) will be deployed and services will run later each night.

The London Overground network connects spectators to the Olympic Park and other venues without travelling through central London. During the Games trains will run later each night and earlier on Sunday mornings, and there will be extra off-peak services on the former North and West London lines.

On the Capital's bus network, TfL will adapt a number of services to accommodate the demands of the Games and run some 200 additional buses to provide extra capacity where needed.

TfL has invested in improvements to walking and cycling routes to the Olympic Park and across London, and is extending Barclays Cycle Hire to the east.

With the aim to make the 2012 Games the most accessible ever, TfL will install humps at 76 platform as part of its on-going accessibility strategy. That will be supplemented at key locations during the Games with 53 portable ramps on the Tube and Overground. People going to the Games will be able to identify accessible travel routes using the 2012 Spectator Journey Planner, and TfL is also accelerating accessibility training for volunteers and operational staff.

TfL is responsible for implementing the Olympic Route Network and Paralympic Route Network in London, a 175km system of roads designed to ensure athletes, officials and broadcasters arrive at venues safely and on time.

It is also preparing the 'field of play' for road events such as the cycling road races and time trials, marathons, race walks and elements of the triathlon. In the heart of the Capital TfL will implement a 'Central London Zone' to handle spectator movements and crowd management throughout the Olympic Games.

TfL is committed to easing the flow of passengers and other users of the network during the Games. Its comprehensive travel demand management programme will influence where, when and how people and goods move around. The Road Freight Management and Travel Advice to Business programmes will ensure business and commercial activity can continue with minimal disruption. Both Games spectators and other users will have access to improved online journey planning tools.

Across the TfL network of rail, Underground and buses, performance levels during the Games will be at least maintained, if not improved. Increased demand from the Games has been included within the overall passenger journey numbers budgeted for 2012/13. This demand will be met by a planned increase in train services for key Olympic lines and by running additional buses. The Games cover a four-week period between July and September 2012 and will therefore have some impact on overall performance in 2012/13, but this will be minor when averaged out across the year.

The 2012 Games represents TfL's greatest ever transport challenge. However, the prior investment and continuing operational measures will help ensure that the Games are a great sporting event and that London keeps moving and working.

Operational delivery

This section outlines the key areas and projects TfL will undertake in 2012/13 to improve operations and meet the Mayor's Transport Strategy requirements.

Rebuilding London's railways

- **More trains and trams**
- **Better reliability**
- **Fewer delays**

During 2012/13, the TfL Reliability Programme will be a key driver of improved performance. This strategic programme targets three main opportunities to improve reliability: predicting and preventing failures; response and recovery; and the introduction of new assets.

Prior to the Games, TfL is investing in preventive maintenance on assets that are possible causes of service disruption and focusing operational teams on avoiding smaller disruptions that can develop into significant delays. This includes work to improve train door reliability, increasing the speed in which emergency response teams can attend incidents and installing equipment to prevent accidental activation of passenger emergency alarms.

Operated train kilometres during 2012/13 are forecast to increase from 72.4 million to 75.3 million, reflecting the substantial increase in service resulting from completion of the Jubilee and Victoria line upgrades. Full upgrade timetables will be introduced during the year, with faster journeys, increased capacity and reduced crowding for all passengers. On the Jubilee line, peak capacity will be 33 per cent higher; on the Victoria line, there will be 21 per cent more peak capacity.

The total time passengers lose through service disruptions will reduce by more than 400,000 hours in 2012/13 compared with the 2011/12 forecast. This is supported by continual improvements to the new trains and signalling systems installed through the line upgrades.

London Overground: As well as providing new transport links, the New South London line to Clapham Junction will improve service for existing users by adding four trains an hour between Surrey Quays and Dalston Junction. In 2011/12, London Overground was recognised as Britain's most punctual railway and this high quality of service will be maintained with the passenger performance measure budgeted at 95.8 per cent.

DLR: Demand is forecast to grow by 14 per cent in 2012/13 to 93.3 million journeys. The introduction of three-car service, completed in 2011/12, allows 50 per cent more passengers to travel per train and ensures that in 2012/13 the DLR will be able to grow while achieving 97 per cent on-time performance.

Tramlink: The new trams being introduced in early 2012 will allow a higher service frequency on much of the network, including the busiest part from Therapia Lane to Elmers End, which will be served by an extra four trams an hour. The investment in reliability supports a budget of 98 per cent of scheduled services to be operated in 2012/13.

Keeping London moving

- **2.3bn journeys on London's buses**
- **Smoothing traffic flow**
- **Making cycling safer**

London Buses: London's bus service carries around half of all bus passengers in England on a network of some 700 routes. A further 17 million passengers journeys are expected on the buses in 2012/13, bringing the number to more than 2.3 billion, a level not seen since the 1950s. The network remains under regular review to take account of changing travel needs and maintain reliability. This includes making temporary changes to deal with roadworks. As a result, the level of excess waiting time is expected to remain at 1.1 minutes in 2012/13.

New Bus for London: The first prototype New Bus for London was unveiled to the media by the Mayor in December 2011. The fuel-efficient bus uses cutting-edge hybrid technology and will be the most environmentally friendly of its kind when it enters service. Eight vehicles will be introduced for trials on route 38 from February 2012 with the roll-out completed by the end of May.

London's road network: TfL will continue to focus on maximising the efficiency, safety and reliability of the road network, with a view to improving the journey experience and journey-time reliability, and reducing the amount of serious disruption caused by planned and unplanned events. This will be achieved through effective highway maintenance and improvements, along with real-time traffic management at incidents and events by the London Streets Traffic Control Centre. Other measures include modernising and upgrading around 6,000 sets of traffic signals to ensure they operate optimally for all road users, and improving traffic flow and journey-time reliability by dedicated 'corridor managers' on 23 key routes on the TfL Road Network (TLRN).

TfL will also seek to further minimise the impact of roadworks on the TLRN. This will be achieved through the continued operation of the London Permit Scheme and a cap on the number of works permitted. TfL is also working with utilities and the London boroughs to act in accordance with the Mayor's Roadworks Pledge and the updated Code of Conduct for Roadworks. It is seeking approval from the Department for Transport (DfT) for a targeted and avoidable 'lane rental' scheme to change the behaviour of those seeking to dig up the busiest roads at the busiest times. Revenue from such a scheme will be used to meet its running costs and any surplus will fund research into new techniques to minimise roadwork disruption.

Road maintenance: To minimise disruption during the Games there will be a much lower level of maintenance activity this summer. The overall State of Good Repair and investment in road maintenance which began in April 2011 will remain constant to March 2014. TfL continues to prioritise, plan and carry out maintenance that maximises value for money and improves the journey experience. In particular, appropriate use is made of night working, combining highway and utility works.

Improving Safety for Cyclists: TfL is taking action to increase safety for cyclists through infrastructure improvements, education campaigns, enforcement activity and by working with the freight industry to reduce the number of people killed and seriously injured involving heavy goods vehicles. Delivery will include training drivers of heavy goods vehicles to be more aware of cyclists.

The supporting measures for the Barclays Cycle Superhighways will provide training and safety checks for both businesses and residents within a 1.5km buffer of each superhighway. TfL is also reviewing cycle safety at junctions in the Capital, including schemes planned for TLRN junctions and all superhighway junctions.

Walking: TfL will encourage an increase in walking in 2012 by making London more 'walkable' through its Better Streets Programme. With its partners it will also continue with Legible London, harnessing the excitement of the Games, and promoting the Walk London Network.

Active Travel: TfL's education and training programme encourages people to walk and cycle and supports reduced car use. Ninety-three per cent of London's schools now have a travel plan, resulting in an average 6.5 per cent drop in car journeys to schools.

Biking Boroughs: TfL is supporting the locally led Mayor's Biking Boroughs programme, which seeks to unlock the potential to increase cycle trips in Outer London, where car use is traditionally higher. TfL is providing funding and working with 13 boroughs and local stakeholders to provide investment in infrastructure, community cycling initiatives and promotion.

Cycling promotion: TfL will continue to promote cycling through events and communications, and will engage with all 3,000 schools in London and the Capital's business community to encourage more people to cycle more often.

Cycle parking: TfL is working to increase the number of cycle parking spaces in the Capital by 80,000 by 2016. This will be achieved in partnership with the London boroughs, Network Rail, the private sector and other partners, and through the planning process.

Making your journey easier and safer

Future ticketing: TfL continues to develop ways of making payment for travel faster and more convenient on its network through simplified ticketing systems. The next step will be the acceptance of contactless (debit and credit) payment cards. From spring 2012, passengers will be able to pay for their single bus fares by touching a contactless enabled card on to the readers on London's 8,000 buses. The cost of the journey will be directly debited from their credit or debit card so they will no longer need to top up a pay as you go Oyster card.

Congestion Charge (CC) AutoPay: There are expected to be 200,000 CC AutoPay customers by May 2012. Customers registering for CC AutoPay will not receive a Penalty Charge Notice or be required to pay the Congestion Charge in advance of travel.

Making public transport safer: TfL will maintain its investment in police officers on the Tube, rail and buses and at suburban stations while continuing to seek efficiencies from policing budgets. The focus during 2012/13 will be on maintaining the record low crime levels on the transport system while deploying officers to support a safe and secure transport system during the 2012 Games. TfL will also continue to improve the effectiveness of funding police resources by combining safety and security activities with those that reduce congestion and collisions on London's roads.

Road safety: TfL continues to work to reduce collisions in London. A particular focus is on vulnerable road users such as pedestrians, cyclists and motorcyclists. During 2012, TfL will consult on the new Road Safety Plan for London, which sets the strategic direction for road safety in London for the next decade.

A comprehensive programme of road safety work continues in London. Measures involving engineering, education and enforcement will be employed to tackle the root causes of collisions and help reduce casualties on London's roads. These measures will work by creating better-designed streets, encouraging safer behaviour from all road users and increasing levels of compliance with the law.

A cleaner, greener London

Hybrid buses: Engine emission standards in the bus fleet will be further improved by the continued introduction of diesel-electric hybrid buses. The 200th hybrid diesel-electric bus was added to the London bus fleet in January 2012. Commitments have been made for a further 131 hybrid buses, with support from the DfT's Green Bus Fund, and 107 of these will be delivered by October 2012 to enable TfL to achieve its target of introducing 300 diesel-electric buses by the end of 2012.

Cleaner diesel buses: The DfT and TfL have committed to reduce nitrogen oxide (NOx) emissions from the bus fleet. Together they will fund the fitting of newly developed equipment to 900 buses, cutting NOx emissions by around 400 tonnes a year. The trial of this equipment has started and the first buses will be fitted from summer 2012 with the roll-out scheduled for completion by the end of 2013/14. Fitting this equipment to older buses has been shown to reduce emissions by 65 per cent on a typical bus route.

Hydrogen buses: The UK's first bus route operated entirely with 'zero emission' buses will be established in 2012. A further three hydrogen fuel-cell hybrid buses will be added to the five in operation on route RV1, which runs from Covent Garden to the Tower of London. The route passes through some of London's more polluted areas so its conversion to hydrogen power will help to improve London's air quality.

Source London: Six hundred charge points for electric vehicles will be installed in London by April 2012. This includes 100 Olympic charge points to support the Games fleet of electric vehicles, which will be available to Source London by October 2012.

Low Emission Zone: The aim of the Low Emission Zone is to improve quality of life by reducing harmful traffic emissions in Greater London. In January 2012, a number of key changes to the scheme were introduced, including tightening the emission standards for lorries, buses and coaches and, for the first time, emission standards for larger vans, minibuses and other specialist vehicles.

It is estimated that around 80 tonnes of particulates will be saved between 2010 and 2015. The scheme is expected to be cost neutral in 2012/13.

Clean Air Fund Programme: The DfT provided TfL with £5m to introduce a range of local transport and environmental measures targeted at particulate matter pollution hotspots. Measures delivered include expanding the dust suppressant trial to reduce pollution on some of London's busiest roads, installing diesel particulate filters to reduce emissions from buses on selected routes and business support to increase sustainable transport and travel schemes. Some elements of the programme will continue to be delivered up to autumn 2012.

Investment delivery

This section outlines the key investment projects that TfL will undertake in 2012/13 to meet the Mayor's Transport Strategy.

The largest upgrade in the Tube's history

London Underground will continue the biggest transformation – including improvements to track, trains, signals and stations – in its history.

Sub-surface railway upgrade: TfL's programme to upgrade the Circle, District, Hammersmith & City and Metropolitan lines continues to make strong progress and benefit passengers, with almost £570m being invested in 2012/13. Approximately every two weeks, throughout 2012/13, a 50-year-old Metropolitan line train will be replaced with a new spacious, accessible, walk-through, air-conditioned train. In March 2013 the last old train will be removed from service. Work to replace the signalling system, which will allow faster and more frequent services, is on schedule. During 2012/13, the new signalling system will begin installation on a test track, allowing its performance and reliability to be developed without affecting passengers' journeys.

Northern line upgrade: With the completion of physical works on the Jubilee line, upgrade work has transferred to the Northern line. When complete in 2014, the upgrade will increase peak capacity by 20 per cent within central London. During 2012/13, £168m will be invested and works will ensure all trains are equipped to operate under the new signalling system and roll-out of track and station-based equipment will continue.

Victoria station upgrade: This major station upgrade will ease overcrowding and remove the need for passengers to be held behind the ticket barriers. It will provide a new ticket hall at Bressenden Place and open up the station with step-free access throughout. In 2012/13 a new staircase between Victoria National Rail station and London Underground will open. After the Games, hoardings will be erected in the southern ticket hall, enabling piling to begin for the extension of the hall. During 2012/13 the demolition required for the new ticket hall will be completed. Work shafts will be constructed during the winter to enable the new tunnels linking the ticket halls and platforms to be constructed. In 2012/13, £100m will be invested in this project.

Tottenham Court Road station upgrade: The reconstruction of this key interchange between the Northern and Central lines, and from 2018 Crossrail, is well under way. In 2012/13 just over £50m will be invested, allowing new bridges over the Central line platforms to be constructed to create two new access points to the platforms. Excavation of the ticket hall at the foot of the Centre Point tower will also be completed, allowing fit-out to begin.

Bond Street station upgrade: The upgrade of Bond Street, a key Crossrail interchange, is under way. In 2012/13, escalators that lead from the ticket hall to the intermediate interchange level will be replaced. This allows future tunnelling to take place including the step-free access route. Demolition of the buildings at 354-358 Oxford Street will be completed, allowing access to the work site where shafts will be sunk for passageway tunnelling. Overall, £31m will be invested in this scheme in 2012/13.

Paddington (Hammersmith & City lines) station upgrade: A major upgrade to reduce congestion at the Hammersmith & City line platforms at Paddington is under way. Step-free access and a new ticket hall and staircase will also be provided. The final fitting out of the new ticket hall, stairwell and ticket barriers will begin during 2012/13, with the scheme due to be completed later in 2013. This work reflects the final £22m of investment in this scheme.

Station cooling: The Victoria line station cooling scheme at Green Park is being accelerated and aiming for completion before the Games. At Green Park, boreholes have been dug so that groundwater can be used to cool the station – a method requiring less energy than typical air-conditioning systems. Air-handling units, which cool air using the cold water, will be installed and brought into operation on the Victoria and Piccadilly line platforms.

Core asset replacement: The Tube upgrade requires investment of more than £230m to replace and renew track, embankments, bridges, stations, lifts and escalators to ensure they are reliable and fit for purpose, and cause fewer delays. In 2012/13, track renewal and refurbishment work across the network will be undertaken, including extensive work around Ealing on the District line and near Harrow on the Metropolitan line. Points will be replaced at several sites including Hainault and Hounslow. Lifts and escalators will be renewed or refurbished at many stations, including Baker Street, Canary Wharf, Charing Cross, Leicester Square and Waterloo.

The programme to improve the condition of the Central line trains continues in 2012/13. By the 2012 Games, all seats and windows will have been replaced and anti-graffiti film applied to every train. After the Games, work will continue to replace all drivers' cabs to prevent water ingress and improve reliability.

World-beating, iconic infrastructure

Crossrail: The Crossrail programme will reach a major milestone early in 2012 when tunnelling for the new railway begins on the western tunnel. This will begin from Royal Oak Portal. Later in 2012, a second pair of tunnel boring machines will be introduced to begin the eastern tunnel drive from Limmo Peninsula, near Canning Town.

In 2012, Crossrail plans to award contracts for Tottenham Court Road and Bond Street stations as well as the contract for the central section signalling supplier. Wallasea Island will be opened to receive excavated material from Crossrail construction, and progress will be made to procure the new Crossrail rolling stock.

Emirates Air Line: London's new cable car service connecting Greenwich Peninsula to the Royal Victoria Dock will open in 2012/13. All towers will be completed by spring 2012, with around £15m of investment in 2012/13. Operations are expected to begin in summer 2012. It is estimated that around two million people will make use of the crossing each year.

New South London line to Clapham Junction: Works on the new link to complete the London Overground's orbital route are under way and will be completed during 2012/13. The service will provide a new route from Dalston to Clapham Junction via Surrey Quays, providing passengers with links to key locations in London without transferring in the centre of the Capital. Having invested £21m in this project in 2012/13, testing of the new infrastructure and trial running of new trains will take place between summer and autumn 2012, with services due to start in December 2012.

Barclays Cycle Hire: There are now more than 550 Barclays Cycle Hire docking stations around London and more than 10 million journeys have been undertaken. Upgrades will follow the eastward expansion of the scheme in March 2012, improving the terminals and efficiency in on-street operations. Work will continue towards a potential expansion westwards in Phase 3. Overall, £11m will be spent in 2012/13.

Barclays Cycle Superhighways: Barclays Cycle Superhighways are a set of 12 cycle routes that provide cyclists with safer, faster, direct, comfortable and continuous trips from Outer to Inner London along recognised commuter routes. Four routes have now opened and a further eight, subject to review, are planned for completion by 2015. The next two routes will be ready by 2013. Overall, £23m will be invested in 2012/13.

New design, smarter junctions, better journeys

Traffic signals: A total of £6m is being invested to improve and upgrade the operation of London's traffic signals, including reviewing the timings at 1,000 sets of traffic signals, rolling out Pedestrian Countdown technology to 200 sites across London, and by installing SCOOT (Split Cycle Offset Optimisation Technique) technology at a further 115 sets of traffic signals. SCOOT technology will be operating at more than 44 per cent of London's 6,000 sets of traffic signals by the end of 2012/13.

Hammersmith flyover: Water ingress, including salt water from de-icing salts, has caused serious structural defects to this 1960s flyover by corroding the main pre-stressed cables. Detailed investigations in December 2011 identified that the damage was more extensive than the 2009 inspections and subsequent monitoring had indicated. Two phases of work are planned. The first will be implemented ahead of the 2012 Games, allowing the structure to be open fully to traffic. Phase 2 works will provide strengthening for the remaining spans on the structure, ensuring continuity of service for many years to come.

East London Transit (ELT) Phase 1b: The East London Transit will improve transport links in Ilford, Dagenham and Barking. There are two phases; the first covers services from Ilford to Dagenham Dock via Barking town centre, which was completed in February 2010; the second phase, providing improved bus priority between Barking town centre and Barking Riverside, is due to be completed in 2013. In 2012/13, £7m will be invested in the scheme.

Tottenham Hale Gyrotory: This project will change the existing one-way gyrotory system at Tottenham Hale to two-way working, simplifying access for local residents and businesses, and improving the interchange between public transport modes. Better facilities for pedestrians and cyclists will be installed, and a larger bus station and new public square created at Tottenham Hale station to open the area up further to residents and local businesses. The full scheme will be completed by 2014.

Euston Circus: This is the name given to the junction of Tottenham Court Road, Hampstead Road and Euston Road in the London Borough of Camden. Euston Road runs underneath the junction through the Euston Underpass. The platform above the underpass is dominated by vehicular traffic and the complex crossing arrangements act as a significant obstacle to pedestrians and cyclists. The scheme will transform this disjointed junction into a unified public space which achieves a more equitable balance between users.

Woolwich Ferry: A programme of major infrastructure works is under way to extend the life of Woolwich Ferry until 2017, with an £8m investment in 2012/13. By January 2013, the north and south-side link spans will have been strengthened, new berthing piles installed and the workboat pontoon replaced.

Legible London: This is a map-based pedestrian wayfinding and information system that provides high quality and consistent information to help people navigate the Capital on foot. It is being used to help sign the 2012 Games Walking and Cycling Routes and is being installed in the four host Games boroughs. Major new town-centre installations are planned in Croydon, Wembley, Fulham, Enfield and Uxbridge during 2012/13.

Public realm: A number of public realm schemes have been completed this year with TfL's support, including – Piccadilly two-way working, Exhibition Road and Kingsland High Street. TfL will continue this support by investing £28m in 2012/13 to fund a number of new public realm projects, which include Aldgate Gyratory, Bethnal Green, Shepherds Bush Town Centre and Harlesden Town Centre. In addition, TfL will continue to de-clutter streets by removing unnecessary street furniture.

Improving the journey experience

Bus passenger information: There will be further improvements in information provided to bus passengers. Following the successful launch of online services (web, mobile internet and SMS) at all 19,000 bus stops in October 2011, these are being improved during 2012 to provide a secure interface for the development of third-party applications and smart-phone apps using TfL data. The programme to upgrade Countdown signs is under way and these will be provided at 2,500 key bus stops by the middle of 2012. The investment in 2012/13 will be £10m.

London Overground stations: TfL is improving facilities at stations across the London Overground network, investing almost £1m in 2012/13. Kensington (Olympia) will be gated to reduce ticketless travel and additional ticket barriers will be installed at Hackney Central to reduce congestion. New cycle parking will also be provided at stations where feasible. Before the Games, passenger information will be improved by installing service information screens at key National Rail stations including Blackheath and Greenwich.

Accessible rail services: There will be extensive work to provide step-free access across London Overground stations, with £2m invested in 2012/13, funded through the DfT's Access for All scheme. Schemes at Camden Road, Gospel Oak, Hackney Central and Wembley Central stations will be completed ahead of the Games. Wembley Central will also become step-free for London Underground. Work will continue this year at Kew Gardens and New Cross Gate stations. In addition, recently approved step-free schemes at Blackhorse Road, Crystal Palace, Hampstead Heath, Kensal Rise, South Tottenham and West Hampstead stations will begin construction in 2012/13.

Performance outcomes in 2012/13

The performance outcomes in this section build on TfL's operational and investment programmes outlined above. The performance indicators take into account the impact of the 2012 Games and progress of the Mayor's Transport Strategy. Where the final outcome for the year exceeds the forecast, the Budget will be amended to maintain the level of improvement.

Supporting economic development and growth

Performance indicator	Unit	Budget	Forecast	Forecast 2011/12 vs Budget 2012/13	Budget
		2011/12	2011/12		2012/13
Service volume (kilometres)					
London Underground	Millions	72.4	72.4	2.9 million higher	75.3
London Buses	Millions	489.0	489.0	2.0 million higher	491.0
Docklands Light Railway	Millions	5.3	4.9	0.1 million higher	5.0
London Overground	Millions	4.9	6.6	0.3 million higher	6.9
London Tramlink	Millions	2.7	2.7	0.3 million higher	3.0
Passenger journeys					
London Underground	Millions	1,133.0	1,147.0	30.0 million higher	1,177.0
London Buses	Millions	2,304.0	2,339.0	17.0 million higher	2,356.0
Docklands Light Railway	Millions	82.1	85.8	7.5 million higher	93.3
London Overground	Millions	77.7	102.2	4.0 million higher	106.2
London Tramlink	Millions	28.1	28.6	1.2 million higher	29.8
Dial-a-Ride	Millions	1.4	1.4	Maintain	1.4

Supporting economic development and growth – continued

Performance indicator	Unit	Budget	Forecast	Forecast 2011/12 vs Budget 2012/13	Budget
		2011/12	2011/12		2012/13
Scheduled services operated					
London Underground	Per cent	96.7	96.8	0.2 point better	97.0
London Buses	Per cent	97.3	97.6	Maintain	97.6
Docklands Light Railway	Per cent	98.0	97.8	0.2 point better	98.0
London Tramlink	Per cent	98.0	98.0	Maintain	98.0
Reliability					
Lost customer hours – London Underground*	Millions	17.7	16.0	0.4 million better	15.6
Excess journey time – London Underground	Minutes	6.2	6.1	0.2 minute better	5.9
Excess wait time – London Buses	Minutes	1.1	1.1	Maintain	1.1
On-time performance – Docklands Light Railway	Per cent	97.0	97.2	Maintain	97.2
Passenger performance measure – London Overground	Per cent	94.0	95.8	Maintain	95.8
TfL road network – journey time reliability (am)	Per cent	89.0	89.2	Maintain	89.2
TfL road network – serious and severe disruption	Hours	2,110	2,110	Maintain	2,110
TfL road network – carriageways in state of good repair	Per cent	90.0	90.0	Maintain	90.0
Taxi inspection – first time pass rate	Per cent	50	46	4.0 points better	50

*Refers to disruption caused by maintenance and renewal activity

Quality of life

Performance indicator	Unit	Budget	Forecast	Forecast 2011/12 vs Budget 2012/13	Budget
		2011/12	2011/12		2012/13
Customer Satisfaction Survey					
London Underground	Score	79	79	1.0 point better	80
London Buses	Score	79	80	Maintain	80
Docklands Light Railway	Score	81	82	Maintain	82
London Overground	Score	78	80	0.2 point better	80
London Tramlink	Score	86	86**	Maintain	86
Dial-a-Ride service	Score	93	92	Maintain	92
Congestion Charge scheme	Score	84	82	Maintain	82
Barclays Cycle Hire	Score	74	63	4.0 points better	67
TfL Road Network	Score	72	72	1.0 point better	73
London River Service	Score	n/a	87	Maintain	87
Victoria Coach Station	Score	n/a	80	Maintain	80
Cycling					
TfL Road Network – cycling Index	Index	262	277	11 better	288
Air quality					
Low Emission Zone: phase 3 compliant vehicles***	Per cent	n/a	n/a	n/a	91
Low Emission Zone: phase 4 compliant vehicles***	Per cent	n/a	n/a	n/a	90

**The latest data indicates a forecast of 85.

***Low Emission Zone phases 1 and 2 have now been superseded by phases 3 and 4, which were delivered in January 2012 and which broaden the scope and tighten the standards of the scheme respectively.

Safety and security

Performance indicator	Unit	Budget	Forecast	Forecast 2011/12 vs Budget 2012/13	Budget
		2011/12	2011/12		2012/13
Safety and security					
London Underground and Docklands Light Railway: recorded crime per million passenger journeys	Number	11.5	11.0	Maintain	11.0
London Buses: recorded crime per million passenger journeys	Number	10.2	9.9	Maintain	9.9
Londoners whose use of public transport is significantly affected by crime and disorder concerns	Per cent	29.0	31.0	2.0 points better	29.0
Cumulative reduction in killed and seriously injured London wide (from 2005-09 base)	Per cent	-22.4	-31.9	0.9 point better	-32.8
Dangerous road defects repaired in 24 hours	Per cent	99.0	99.0	Maintain	99.0

Operating and capital financial budget 2012/13

TfL's overall budget of operating and capital expenditures is shown in the tables below. A detailed breakdown of the budget by business unit is provided in Appendix 1 and by activity with detailed descriptions of deliverables in Appendix 4.

The 2012/13 Budget is based on the first year of the Business Plan update published in December 2011. The organisation has completed another forecast since then, on which this Budget is based.

Table 1: Operating budget

(£m)	Forecast 2011/12	2012/13 Business Plan Update (Dec 2011)	Changes	Budget 2012/13
Fares	(3,533)	(3,762)	(39)	(3,800)
Congestion charge, Low Emission Zone and enforcement income	(295)	(284)	(11)	(295)
Other operating income	(292)	(329)	(0)	(330)
Interest income	(12)	(16)	4	(11)
Total income	(4,133)	(4,391)	(46)	(4,436)
Operating costs (net of third- party contributions)	5,432	5,784	(6)	5,778
Exceptional items	277	-	-	-
Debt interest	270	312	15	326
Group items	45	150	31	181
Total operating expenditure	6,025	6,246	40	6,286
Net operating expenditure	1,894	1,855	(14)	1,849
General grant	(1,943)	(1,948)	-	(1,948)
Overground grant	(26)	(26)	-	(26)
GLA precept	(6)	(6)	-	(6)
Other revenue grants	(60)	(105)	2	(103)
Total revenue grants	(2,035)	(2,086)	2	(2,083)
(Surplus)/ deficit to fund	(142)	(231)	(3)	(234)

Table 2: Capital budget

(£m)	Forecast 2011/12	2012/13 Business Plan Update (Dec 2011)	Changes	Budget 2012/13
Capital expenditure	1,754	1,890	99	1,988
Third-party contributions - capital	(83)	(46)	(7)	(53)
Net capital expenditure	1,671	1,844	91	1,935
Crossrail	966	1,366	101	1,467
Net capital expenditure incl. Crossrail	2,637	3,209	192	3,401
Funded by:				
(Surplus)/ deficit from the operating budget	(142)	(231)	(3)	(234)
Crossrail funding sources	(1,560)	(2,058)	-	(2,058)
Investment grant	(861)	(881)	-	(881)
Metronet grant	(424)	(352)	-	(352)
Other capital grants	(27)	(24)	(31)	(55)
Sales of property and other assets	(37)	(113)	(9)	(122)
Working capital	830	101	(30)	71
Net borrowing and reserve movements	(416)	348	(119)	229
Total	(2,637)	(3,209)	(192)	(3,401)

The Crossrail expenditure included above is the direct expenditure of the project. This differs from the presentation in the Business Plan, which is based on the agreed funding to the Crossrail project.

The working capital figure above is also calculated on a different basis to that in the published Business Plan. It includes Crossrail working capital movements. It also includes other items that are excluded from the Business Plan as they relate to amounts outside the definition of TfL cash used in the Business Plan (which excludes amounts not available to fund TfL's general expenditure). These also result in a different figure compared with the Business Plan for reserve movements included within net borrowing and reserve movements.

Balance sheet and cash

Table 3: Balance sheet

(£ m)	Forecast 31 March 2012	Budget 31 March 2013
Non-current assets	25,558	27,960
Current assets	2,854	3,434
Liabilities	(11,779)	(12,001)
Total net assets	16,633	19,393
General fund	(154)	(154)
Earmarked reserve	(1,774)	(2,371)
Other reserves	(14,705)	(16,868)
Total capital employed	(16,633)	(19,393)

The increase in fixed assets from the 31 March 2012 forecast position primarily consists of additions net of depreciation and disposals. Earmarked reserves are anticipated to increase by £597m during the year primarily in respect of the Crossrail project. A more detailed balance sheet is included as Appendix 2.

Table 4: Cash summary

(£ m)	Forecast 2011/12	Budget 2012/13
Net revenue expenditure	(1,892)	(1,849)
Net capital expenditure	(2,600)	(3,280)
Working capital movements	(830)	(71)
Cash spend	(5,322)	(5,200)
Funded by:		
Transport and other grants	3,339	3,365
Precept funding	6	6
Net borrowing and other financing	786	425
Crossrail funding sources	1,560	2,058
Total funding	5,691	5,854
Net movement in cash	368	654
Crossrail sponsors funding account	1,010	1,043
Other TfL cash balances	1,057	1,391
Opening cash	2,067	2,435
Crossrail sponsors funding account	1,043	1,382
Other TfL cash balances	1,391	1,706
Closing cash	2,435	3,088

Budgeted cash balances of £3,088m at 31 March 2013 represent an increase of £654m from those forecast to be held at 31 March 2012 (based on the Quarter 3 forecast). The closing balance includes £1,382m held on behalf of the Crossrail project; this amount is ringfenced and not available for use on any other TfL expenditure.

TfL's policy is to hold a minimum of £250m at all times to ensure liquidity, allowing for fluctuations in income and expenditure. The budgeted cash balance at 31 March 2013 of £3,088m includes £1,706m of non-Crossrail cash. This cash has either been fully applied in the Business Plan to 2014/15 or is committed to the Crossrail project in future years; otherwise, it is not available to fund general expenditure (eg cash held by London Transport Insurance (Guernsey)).

The balance sheet and opening cash will be adjusted in light of TfL's actual closing position as reported in the 2011/12 statutory accounts. This will impact the closing balance sheet and closing cash, with expenditure remaining as budgeted.

Efficiencies

In 2012/13, savings of £1,127m (net of implementation costs) will be made.

Following the successful Continuous Savings Exercise (CSE) undertaken in 2009 and 2010, a third CSE was undertaken in 2011 as part of TfL's planning process. All budget holders were asked to identify opportunities to meet a savings target, through further efficiencies, generating additional secondary revenue, or by identifying or cutting out the lowest priority areas of expenditure, without affecting frontline services. The resulting savings formed part of TfL's response to the spending review.

Table 5: Overall Savings Targets in 2012/13 Budget

(£m)	Forecast 2011/12	Budget 2012/13
Corporate and group-wide	176	246
London Underground and London Rail	557	599
Surface Transport	275	299
Total gross saving	1,008	1,144
Implementation cost	(44)	(17)
Total net savings	964	1,127

Project Horizon, a fundamental review of TfL's back office and corporate functions, is designed to protect investment in front-line services and reduce support staff costs by 20 per cent. The new organisation (including a 25 per cent cut in director posts) went live in January 2012.

The updated savings programme comprises a substantial number of initiatives, ranging from small-scale local savings projects yielding a few thousand pounds to high-value programmes worth in excess of £100m. Specific examples across TfL that will produce savings in 2012/13 include:

- London Underground capital programme savings through improved contract arrangements, simplified technical standards and process improvements
- Carrying out maintenance in a more efficient manner and negotiating better maintenance contracts
- Initiatives to increase secondary revenue on London Overground and London Underground
- Further bus network contract price savings, while maintaining current overall levels of bus service provision
- Increased advertising revenues from sites on the TLRN
- Enhancement of Oyster website to enable customer self service options, managing demand on call centres

- Replacement of current software platform for call centres, with a cost effective alternative
- Driving secondary revenue streams from the use of Oyster technology by transport companies outside of London

Staff

Within TfL's support services areas, in excess of 450 full-time equivalents (FTEs) have been removed as part of Project Horizon. The impact of the reorganisation is reflected in the 2011/12 forecast, with the exception of Crossrail and Tube Lines, which were out of scope for this project. The support services have been rationalised to meet the operational challenges in the years ahead. Corporate now encompasses more streamlined Finance, Marketing and Communications, HR and Planning support service areas.

Overall, by March 2013 staff numbers are budgeted to fall by a further 272 FTEs. As the table below illustrates, this reduction is across almost every operating and non-operating business unit, the most significant changes being within Surface Transport and London Underground.

Table 6: Total staff

Full Time Equivalent (FTE) staff at 31 March	Budget 2011/12	Forecast at quarter 3 2011/12*	Budget 2012/13	Forecast 2011/12 vs Budget 2012/13
London Underground	18,851	18,173	18,017	(155)
London Rail	226	183	161	(22)
Tube Lines	2,226	2,597	2,541	(56)
Surface Transport	3,662	3,516	3,329	(186)
Corporate directorates	2,609	2,974	2,957	(16)
Crossrail	376	411	574	163
Total staff employed (FTE)	27,950	27,853	27,580	(272)

* Restated to reflect the Project Horizon reorganisation.

- The staffing decrease to Quarter 3 within London Underground is mainly due to roles moving as a result of Project Horizon, with a further 155 FTE reduction in 2012/13 from continuing controls on vacancies
- The staffing decrease to Quarter 3 within Surface Transport is primarily due to reductions and transfers as a result of Project Horizon and other efficiency programmes. Staff numbers are forecast to decrease by a further 186 FTEs. This is largely attributable to the release of the 119 project posts created in 2012 for the Games within the Streets directorate, with a further 67 reduced as part of Project Horizon and other efficiency programmes
- The staffing decrease to Quarter 3 within London Rail is chiefly due to roles moving as a result of Project Horizon, with a reduction of a further 22 FTE reduction due to the

anticipated completion of infrastructure investment work on London Overground during 2012/13

- Tube Lines is projecting a decrease of 56 FTEs. This is largely due to a reduction of 41 agency staff in the Projects directorate and the release of 12 consultants currently engaged in the upgrade of the Maximo asset management system
- The staffing increase to Quarter 3 within the Corporate directorates is mostly due to the incorporation of additional activities as a result of Project Horizon. The budgeted decrease of 16 FTEs is in line with the closeout of Project Horizon
- Crossrail staff numbers are budgeted to increase by 163 FTEs. This is mainly due to the re-programming of the first two years of the on-site plan. This has been partly offset by a reduction in specialist contracts in line with the project programme.

Risks and opportunities

To assure delivery of the 2012/13 Budget, TfL senior management identifies and evaluates possible risks that may have a material impact.

A number of key risks have been identified, including the impact of the economic slowdown, greater contributions to TfL's Pension Fund caused by the volatility in global asset values and higher than expected cost inflation. Although some of these risks have crystallised over the past year and are provided for, the following risks remain:

- The future performance of the economy and its effect on fares and secondary income. Weaker economic growth could have a significant impact on passenger demand
- A sustained period of high inflation or marked increase in the cost of borrowing
- A total of £7.6bn of efficiencies and other cost savings that are assumed in the Business Plan. This relates to significant underlying initiatives involving organisational change and restructuring, and are subject to the industrial relations climate
- Delivery of milestones set out in TfL's Spending Review settlement to cost and time
- TfL's plans to sell property and other assets. These are dependent on market conditions and may have legislative requirements which would be subject to securing appropriate Parliamentary time
- Unexpected events or acts of terrorism which could have a larger impact than the available reserves included in the Business Plan to cover such attacks

TfL will manage these and other risks by continuously reviewing assumptions and updating risk-specific mitigation strategies that address any negative impacts.

TfL seeks to maintain a general reserve balance of at least £150m, to protect it from short-term effects that may arise from the crystallisation of specific risks, and to ensure sufficient liquidity. Should there be a significant call on the fund, provision would be made in future years' budgets to restore the reserve to this target level.

Appendix 1: Operating and capital budget by business unit

(£m)	Operating budget		
	Income	Operating expenditure	Net operating expenditure
London Underground, Tube Lines and London Rail			
London Underground traffic revenue	(2,133)	-	(2,133)
London Underground secondary revenue	(162)	-	(162)
London Underground operating expenditure	-	1,832	1,832
Tube Lines	(11)	361	350
Docklands Light Railway	(113)	122	9
London Overground	(113)	164	52
London Tramlink	(24)	25	2
Other	(12)	31	19
Total London Underground, Tube Lines and London Rail	(2,568)	2,535	(33)
Surface Transport			
Bus network	(1,423)	1,797	374
Congestion charge, Low Emission Zone and enforcement	(295)	271	(24)
Bus network operations and support	(25)	94	70
Dial-a-Ride and Assisted Transport Services	-	49	49
London Streets	(13)	251	238
Surface Planning	(0)	166	166
Other	(39)	78	39
Total Surface Transport	(1,795)	2,706	911
Group directorates			
Group directorates	(62)	538	475
Net operating expenditure before group items	(4,425)	5,779	1,353
Debt service	(11)	326	315
Other group items	-	181	181
Net service expenditure	(4,436)	6,286	1,849

(£m)	Capital budget		
	Capital expenditure	Third party contributions and capital income	Net capital expenditure
London Underground, Tube Lines and London Rail			
London Underground	1,189	(37)	1,153
Tube Lines	282	-	282
Docklands Light Railway	24	(1)	23
London Overground	100	(4)	97
London Tramlink	15	-	15
Other	15	-	15
Total London Underground, Tube Lines and London Rail	1,625	(41)	1,584
Surface Transport			
London Streets	143	(12)	132
Surface Planning	6	-	6
Congestion charge, Low Emission Zone and enforcement	1	-	1
Other	57	-	57
Total Surface Transport	208	(12)	196
Crossrail	1,467	-	1,467
Group directorates	156	(122)	34
Net service expenditure	3,455	(175)	3,280

Appendix 2: Balance sheet

(£m)	Forecast 31 March 2012	Budget 31 March 2013
Long-term assets		
Tangible assets	25,424	27,854
Intangible assets	116	88
Long-term debtors and derivatives	18	18
Total long-term assets	25,558	27,960
Current assets		
Stocks	43	43
Debtors	376	303
Cash and investments	2,435	3,088
Total current assets	2,854	3,434
Liabilities		
Creditors	(1,711)	(1,686)
Finance lease creditors	(1,059)	(991)
Borrowings	(7,125)	(7,550)
Provisions	(271)	(161)
Pensions	(1,613)	(1,613)
Total liabilities	(11,779)	(12,001)
Total net assets	16,633	19,393
Capital and reserves		
General fund	(154)	(154)
Earmarked reserves	(1,774)	(2,371)
Other reserves	(14,705)	(16,868)
Total capital employed	(16,633)	(19,393)
Cash and investments		
Crossrail sponsor funding account	1,043	1,382
Other cash and investments	1,391	1,706
Total as above	2,435	3,088

Appendix 3: Operational and financial report summary

(£m)	Budget 2012/13
Fares	3,800
Other income	625
Total operating income	4,425
Operating costs (net of third party contributions)	(5,779)
Operating margin	(1,353)
Interest income and debt servicing	(315)
Contingency/other group items	(181)
Total group items	(496)
Margin	(1,850)
Capital income (incl. property sales)	122
Capital expenditure	(1,988)
Third party contributions	53
Net capital expenditure (excl. Crossrail)	(1,813)
Net service expenditure (excl. Crossrail)	(3,663)
Capital expenditure: Crossrail	(1,467)
Net service expenditure: TfL	(5,130)

Appendix 4: Key deliverables and milestones

London Underground – milestones

Programme	Project	Milestone description	Date
Bakerloo, Central and Victoria (BCV) upgrade	Victoria Line Upgrade (VLU) strategic programme	Delivery of Victoria line upgrade capability	Jul 2012
		Victoria line capacity Increase - Introduction of working time table 35 (33 trains per hour) (DfT Annex B Milestone)	Mar 2013
	Tunnel-cleaning train	Approval of concept submission – tunnel-cleaning train motive power unit	Oct 2012
	Central line train refresh	Central line train refresh complete – (windows and seats)	Sep 2012
	BCV automatic track monitoring system	Completion of Victoria line automatic track monitoring system (unit 1)	Dec 2012
	Life extension of 28 battery locomotives	Engineers loco 3 – life extension	Nov 2012
Sub-surface railway (SSR) upgrade	SSR upgrade strategic programme – S7	Paddington Hammersmith & City line (H&C) infrastructure ready for integration testing	Jul 2012
		Paddington (H&C) infrastructure complete	Dec 2012
		Stepney Green to Bromley-by-Bow infrastructure ready for integration testing	Feb 2013
		Stepney Green to Bromley-by-Bow infrastructure complete	Mar 2013
		Tower Hill infrastructure ready for integration testing	Feb 2013
		Extra low loss conductor composite rail (ELLCCR) – installation completed	Feb 2013
		Completion of the signalling immunisation	Nov 2012
	SSR upgrade strategic programme – rolling stock	57th S8 stock available for delivery to London	Oct 2012
		1st S7 train available for delivery to London	Oct 2012
		S-Stock preview service on Hammersmith & City line	Jul 2012
		S-Stock in timetabled Hammersmith & City service	Dec 2012
		Roll-out of new air conditioned trains on Metropolitan line complete (DfT Annex B)	Mar 2013
		All A-Stock removed from service	Mar 2013

Programme	Project	Milestone description	Date
Sub-surface railway (SSR) upgrade	SSR upgrade strategic programme – depots	Upminster depot – S7 test train permanent berthing enabled	Oct 2012
		Ealing Common depot – S7 test train permanent berthing enabled	Jan 2013
		Neasden depot – rail access into new lifting maintenance facility enabled	Dec 2012
		Neasden depot – phase 2 signalling commissioned	Mar 2013
		Neasden depot – ability to lift s-stock in new lifting maintenance facility	Mar 2013
	Automatic Train Control (ATC) strategic schedule	End state track layout delivery programme in place	Sep 2012
		Stable design data for end state track layout north of Baker Street	Jan 2013
		Uxbridge stabling detail design complete	Mar 2013
		Approval of the signal equipment rooms premises conceptual design statement	Mar 2013
		Location identified and agreed for ATC train fit bay	Jul 2012
		System level requirements approved by ATC Supplier	Jul 2012
	Cooling the Tube	Cooling the Tube out of service fans	Out-of-service fans – phase 4 – all fans – available for beneficial use
Power	Main power supplies for SSR signalling upgrade	SSR signalling power package 1 – contract award (new transformer rooms - 6 Metropolitan line plus 1 H&C line)	Feb 2013
	SSR power upgrade – packages 4, 6 & 7 – bulk supply points	SSR – full power capacity available from new bulk supply point (Griffiths House)	Dec 2012
	SSR power upgrade – package 2	SSR – power available to support Metropolitan line (x53 S8), Circle line (x48 S7C) and District line (x23 S7D) trains in service	Oct 2012
	SSR power upgrade – package 3	SSR power upgrade – package 3b contract award for seven substations (five upgrades and two new builds)	Mar 2013
Communications	CCTV improvements	British Transport Police – CCTV Phase 1-3: x110 stations viewable	Jul 2012
	Upgrade EBTS to new airwave components	AIRWAVE phase 2 completion of tunnel works	May 2012

Programme	Project	Milestone description	Date
Stations	Paddington (Hammersmith & City line)	LU start-on-site – station fit out final scheme	May 2012
		Lifts manufacture complete (at factory)	Sep 2012
Stations	Victoria Station upgrade	Completion and bring into use of Network Rail to LU ticket hall stairs (Sussex stairs)	Jun 2012
		Northern ticket hall piling of box west completed	Oct 2012
		Commence south ticket hall main works	Nov 2012
	Tottenham Court Road	Central line overbridges complete (possession works)	Jul 2012
		Commence ticket hall fit out	Feb 2013
		Start New Oxford Street entrance fit out	Feb 2013
	Bank Station Northern line Congestion Relief	Client phase outline design (RIBA D lite) complete	May 2012
	Bond Street station upgrade project	Demolition to ground level complete	May 2012
		Demolition of sub-structure complete	Feb 2013
		Bring escalators 1&2 into use after replacement	Jun 2012
	Highbury & Islington event mitigation	Highbury & Islington event mitigation works available for beneficial use	Jul 2012
	Station cooling	Platform cooling at Green Park station	Jul 2012
	Rail Vehicle Accessibility Regulations (RVAR) District, Circle and Hammersmith & City lines design and implementation	Tranche 08 platforms practical completion (PC)	Jul 2012
	Charing Cross escalator 1 and 3	Escalator 1 and 3 return to service	Apr 2012
	Baker Street escalators 3,5 and 6	Escalator 3 completion of works and return to service	Jun 2012
Crossrail and third-parties	Crossrail	Liverpool Street enabling works bring into use station operations room	Dec 2012
		Work package plan agreed for Moorgate ticket hall sterilisation (stage 1)	Apr 2012
		Agreement of Crossrail system integration user requirement statement	Apr 2012

Programme	Project	Milestone description	Date
Track	Track programme general management	Deep Tube class 1 renewal (expected trackform life of 40 years) – achieve 2,640m	Mar 2013
		Points and crossings – achieve 13 units	Mar 2013
		Ballasted track replacement and re-ballast metres – achieve 6,908m	Mar 2013
		Track drainage – replace 8,104m replaced	Mar 2013
		Completion of Central line blockade (11 points and crossing and 500m BTR achieved)	Jan 2013
Civils	BCV civils earth structures 2011/13 Wimbledon Park to Southfields	Practical completion (PRC) Wimbledon Park to Southfields – earth structures works	May 2012
	Bridge painting and strengthening works	Project completion – Northwood – Northwood Hills	May 2012
	Detailed design complete Harrow-on-the-Hill to North Harrow	Earth structure works	Jul 2012
	BCV civils earth structures 2011/13 – Northwood	Start on site Northwood to Pinner – earth structures works	Nov 2012
	BCV civils bridges and structures 2011/13 Bayswater area bridge strengthening	Practical completion (CW57, G20 & CW55) strengthening three bridges in Bayswater area	Feb 2013
	BCV civils bridges and structures 2011/13 Perivale area bridge impact protection	Practical completion (R17 & R16) bridge impact protection - Perivale area	Mar 2013
LU information management	Station wi-fi installations	Station wi-fi service brought into beneficial use	Jul 2012
		Station wi-fi project complete	Mar 2013
	Customer information	Electronic status Update Board Phase 2 software changes delivered (release 4)	Dec 2012

Programme	Project	Milestone description	Date
Rail and Underground Games programme	Olympic service delivery	Jubilee line Olympic train timetable available for release	Apr 2012
		Required level of ICSAs trained and available for Olympic duties	Jun 2012
		Operational and maintenance readiness statements signed off	Jun 2012
Customer service improvement	Wide -aisle gates Phase III	60 wide-aisle gates delivered	Jan 2013
	Ticketing OSP Support	Passenger operated ticket machine screen design change roll-out commences	Mar 2013
LU reliability improvements	LU reliability improvements	TBC	TBC
		TBC	TBC
Deep Tube programme	Deep Tube upgrade	DTP strategic objectives defined (outcome definition)	May 2012
		TBC	TBC

London Rail – milestones

Programme	Project	Milestone description	Date
London Rail	Emirates Air Line	Commencement of trial operations	Summer 2012
		Revenue operation commences	Summer 2012
	New South London line (East London line phase 2)	Complete integration testing	Jul 2012
		Commencement of trial operations	Nov 2012
		Commence passenger service	Dec 2012
	Additional Trams	All six new trams in service	Jul 2012

Tube Lines – milestones

Programme	Project	Milestone description	Date
Tube Lines	Civils	Completion of 740m of earth structure renewal	Mar 2013
		Completion of 4,000m of drainage renewal	Mar 2013
	Escalators	Hyde Park Corner E3 mod C refurbishment – BIU	May 2012
		Westminster E6 mod 3 refurbishment – BIU	Jun 2012
		West Ham E6 mod 3 refurbishment – BIU	Jul 2012
		Leicester Square E4 mod C plus refurbishment - BIU	Mar 2013
		Highgate E1 mod C plus refurbishment – BIU	Mar 2013

Programme	Project	Milestone description	Date
Tube Lines	Escalators	Canary Wharf E8 mod 3 refurbishment – BIU	Mar 2013
		Clapham South E1 mod C refurbishment - BIU	Mar 2013
		Waterloo E21 mod 3 refurbishment - BIU	Mar 2013
	Lifts	Bermondsey secondary passenger lift 1 – BIU	Jul 2012
		Canada Water secondary passenger lift 4 – BIU	Jul 2012
	Track	Completion of 4,000m of re-rail	Mar 2013
		Completion of 1,200m of Tube reconditioning	Mar 2013
	Northern line upgrade	Installation complete; NMA1 (High Barnet to West Finchley) and NMA2 (Mill Hill East to Highgate)	Jul 2012
	Northern line upgrade	Installation complete; NMA3 (Archway/Chalk Farm to Angel/Euston)	Jan 2013
		Installation complete; NMA4 (Old Street/Euston to Oval)	Nov 2012
		Installation complete; NMA5 (Stockwell to Morden)	Sep 2012
		Installation complete; NMA6 (Edgware to Belsize Park)	Oct 2012
		106 Trains ready for revenue automatic train operation service	Dec 2012
		Start system testing; NMA1 (High Barnet to West Finchley)	Aug 2012
		Start system testing; NMA2 (Mill Hill East to Highgate)	Feb 2013

Surface Transport – milestones

Directorate	Project	Milestone description	Date
Congestion Charging and Traffic Enforcement (CC&TE)	Electric vehicles	600 charge points installed	Apr 2012
		100 Olympic Charge points available to Source London	Oct 2012
	Taxi & Private Hire : Re Let and Market Test	System design complete	Aug 2012
		System build complete	Dec 2012
Cycle Hire	Barclays Cycle Hire scheme	Phase 2 - JCB/Amex card acceptance and authentication available	Sep 2012
Operations	Woolwich ferry life extension	Completion of dolphins, walkways, north and south monopiles	Jun 2012
		Completion of workboat pontoon replacement	Jan 2013
	New Bus for London	Delivery of vehicle No 8	Jun 2012
		Completion of 60,000 miles in operational service by the prototype fleet	Oct 2012
Bus Performance	Countdown project	Final acceptance	Jul 2012
Roads	East London Transit Phase 1b	Start of culvert widening works	Apr 2012
		Works on land under licence complete	Jan 2013
	Olympic Route Network (ORN) ODA funded junctions and carriageways	ORN build completed on site	Jul 2012
		ORN decommissioning substantially completed on site	Sep 2012
	Tottenham Hale Gyratory	Contract awarded	Jun 2012
		Construction started	Nov 2012
	10 Barclays Cycle Superhighways	Phase 2 (routes 5 and 12) detailed design completed	Feb 2013
	Euston Circus	Contract award for main works	Sep 2012
		Construction started (post Olympics)	Oct 2012
	Hammersmith Flyover	Installation of strengthening measures at critical piers	Jun 2012
	Ardleigh Green railway bridge	Award of framework agreement or contract	Mar 2013
	Upper Holloway bridge	Award of framework agreement or contract	Mar 2013
	Highbury Corner Bridge	Award of framework agreement or contract	Mar 2013

Directorate	Project	Milestone description	Date
Roads	Power road bridge	Award of framework agreement or contract	Mar 2013
	Woodlands retaining wall	Award of framework agreement or contract	Mar 2013
	Fore Street tunnel	Award of framework agreement or contract	Mar 2013
	Energy efficient street lighting	Feasibility study complete	Jun 2012
		Contract awarded	Nov 2012
Traffic	TLRN signals modernisation	TLRN and borough programme design complete	Dec 2012
		TLRN and borough programme signal installations commissioned	Mar 2013
	Transport Coordination Centre (TCC)	TCC Go-Live 24/7	Jul 2012
		Complete Games times operations	Sep 2012
	System relocation	Migration of a cumulative total of 75 CCTV roadside sites to new Communications Network complete	Jul 2012
		Migration of a cumulative total of 95 CCTV roadside sites to new Communications Network complete	Mar 2013
	21st Century traffic signal communications	Procurement Strategy issued for full street trials	May 012
		Software integration testing starts	Feb 2013
	Pedestrian countdown	Delivery of units for implementation	Jun 2012
		55 Pedestrian Countdown at Traffic Signal Sites on Street	Mar 2013
	New investment SCOOT	115 urban traffic control (UTC) design briefs complete (FY 12/13)	Dec 2012
		115 sites commissioned on to UTC (FY 12/13) 528 cumulative (spending review annex B: equivalent to 1,000 sites)	Mar 2013

Surface Transport – deliverables

Directorate	Programme name	Deliverable description	Unit	Target
Roads	TLRN capital development programme	Number of studies completed	No.	20
		Detailed design and implementation of top 20 (value and benefits) projects scheduled to complete in 2012/13	No.	14
	TLRN capital renewal programme	Area of carriageway resurfaced	m ²	450,000
		Area of footways resurfaced	m ²	44,000

Corporate Directorates

Customer Experience – milestones

Project	Milestone description	Date
Future Ticket Programme (FTP)	Go live of contactless payment cards (credit or debit cards) on London Buses. (The Initial Bus Launch FTP phase 1).	May 2012
	FTP phase 2 start of integration of the internally developed TfL payment systems with the 3rd party supplier (Cubic) systems	Dec 2012
ITSO	ITSO on Prestige Stage 2 – ITSO functionality installed at limited Train Operating Companies stations within London	Dec 2012

Marketing and Communications – milestones

Milestone description	Date
Provide Marketing support to major events including the Olympic and Paralympic Games	Oct 2012

Marketing and Communications – deliverables

Deliverable description	Unit	Target
Maintain London Underground ticket system availability	Per cent	98
Maintain bus ticket system availability	Per cent	98
Delivery of agreed outcomes and objectives on Marketing campaigns	Per cent	75
Delivery of key messages on Press Office campaigns	Per cent	50
Customer correspondence responded to within SLA	Per cent	80
Assembly Member correspondence responded to within SLA	Per cent	85

General Counsel – milestones

Milestone description	Date
Effectively manage the transition of TfL's Board and committee arrangements to the requirements of the Local Government Act	May 2012
Effectively manage the governance arrangements for the pre-election period and changes following mayoral elections	Mar 2013
Coordinate a programme of activities to implement the Department for Communities and Local Government Transparency code	Jun 2012
Deliver the 2012/13 Integrated Assurance Plan	Mar 2013
Establish and implement new panel arrangements with external Law firms	Mar 2013
Undertake a review of TfL's Board effectiveness and benchmark TfL's governance with the Financial Reporting Council Corporate Governance Code	Mar 2013
Provide legal and governance support to facilitate effective non-operational activities during the Olympic and Paralympic Games	Sept 2012

General Counsel – deliverables

Deliverable description	Unit	Target
Provide a framework to ensure that TfL replies to Freedom of Information requests with statutory deadlines	Per cent	85

Finance – milestones

Milestone description	Date
Provide IM support to major events including the Olympic and Paralympic Games	Oct 2012
Establish successful commercial arrangements with third parties to support the Olympic and Paralympic Games	Jul 2012
Commercial to agree and implement the integration of Housing and Communities Agency, London Development Agency and Olympic Park Legacy Company as defined with the GLA and identify efficiencies	Mar 2013
Undertake a complete refresh of the accommodation strategy	Jul 2012

Finance – deliverables

Deliverable description	Unit	Target
Customer satisfaction levels (currently 82 per cent and 37 per cent for LU IM and ex-Your IM respectively) achieved in Your Say	Per cent	65 overall
Achieve project delivery maturity (P3M3) (currently 2.53 and 1.92 for LU IM and ex-Your IM respectively)	Maturity Assessment Index	2.6 - 3.0 range
Deliver the Commercial Development gross income target	£ millions	299
Undisputed invoices paid within supplier terms (excl.GLA)	Per cent	96
Deliver the carbon reduction target*	Per cent	3

* The carbon reduction is on a like-for-like basis and is in line with the 60 per cent reduction by 2025 first set out in the Mayor's Climate Change Action Plan in 2006

HR – deliverables

Deliverable description	Unit	Target
Develop and implement an effective workforce demand planning process to ensure future business demand and skills requirements are met	Per cent	20 - variation

HR – milestones

Milestone description	Date
Develop and deliver the TfL People Strategy and Programme	Mar 2013
Deliver and implement the pan-TfL Recognition scheme	Mar 2013
Develop and deliver the HR customer satisfaction survey	Oct 2012
Develop a talent management framework for specialist business areas	Mar 2013

Planning – deliverables

Deliverable description	Unit	Target
Responses to strategy consultations by due date	Per cent	100
Referred applications responded to within 21 days	Per cent	92
Issue pre-application advice to the applicant on 75 per cent of cases no later than 10 working days (14 days) after the date of the meeting	Per cent	75
Crossrail contribution negotiated as percentage of the full amount set out in the Supplementary Planning Guidance	Per cent	90

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