

TRANSPORT FOR LONDON

AGENDA

BOARD MEETING

**TO BE HELD ON WEDNESDAY 24 MARCH 2004
IN THE CHAMBER, CITY HALL, THE QUEEN'S WALK, LONDON SE1 2AA
COMMENCING AT 10.00AM**

A meeting of the Board will be held to deal with the following business. The public are welcome to attend this meeting, which has disabled access.

Procedural business

- 1.1 Apologies for absence
- 1.2 Minutes of the previous meeting held on 11 February 2004
- 1.3 Matters arising, not covered elsewhere

Business Items

2. Commissioner's Report
3. PPP Contract Performance
4. Approval of 2004/05 Revenue and Capital Budgets
5. Treasury Management Policy Statement and Treasury Management Strategy
6. Thames Gateway Bridge – Approval to submit Application for Powers
7. Moving to Civil Enforcement of Parking Controls on the TLRN

Procedural Items

8. Audit Committee Report
9. Safety, Health and Environment Committee Reports
10. Finance Committee Report

Items for Noting

11. Piloting the Enforcement of Moving Vehicle Offences
12. Documents Sealed on behalf of TfL

Other Items

13. Any Other Business

Date of next meeting: Wednesday 23 June 2004 at 10.00am

Transport for London

Minutes of a meeting of the Board
held on Wednesday 11 February 2004, commencing at 10.00 a.m.
in the Chamber, City Hall, the Queen's Walk, London, SE1 2AA

Present:

Board Members: Ken Livingstone (in the Chair)
David Begg (for min Nos 77/02/04 – 85/02/04)
Stephen Glaister
Kirsten Hearn
Sir Mike Hodgkinson
Oli Jackson
Susan Kramer
Paul Moore
Murziline Parchment
David Quarmby
Tony West
Dave Wetzel

In attendance:

Special Advisors: Bryan Heiser
Lynn Sloman

TfL Officers: Maggie Bellis
Barry Broe
Ian Brown (for min Nos 77/02/04 – 81/02/04)
Stephen Critchley
Isabel Dedring
Roy Ellis
Mary Hardy
Peter Hendy
Pip Hesketh
Robert Kiley
Locksley Ryan
Fiona Smith
Ed Thompson
Tim O'Toole
Jay Walder

Secretary: Jacqui Gregory

77/02/04 APOLOGIES FOR ABSENCE

An apology for absence was received from Bob Crow.

78/02/04 MINUTES OF THE PREVIOUS MEETING HELD ON 3 DECEMBER 2003

The minutes of the meeting held on 3 December 2003 were **agreed** and signed as a true record.

79/02/04 MATTERS ARISING

Declaration of Interests

The Chair reminded Board Members of the requirement to declare any interests in the matters under discussion. No interests were declared.

Matters Arising

NOTED that all actions agreed at the last meeting had either been completed or were being progressed.

80/02/04 COMMISSIONER'S REPORT

In response to questions raised by Board Members on the Commissioner's Report, the following issues were discussed: -

- Walking and Cycling – Peter Hendy advised that the Walking Plan, which was put out to consultation in 2003, had been finalised and would be published the following week. The Cycling Plan, which had also been consulted upon last year, was in the process of being finalised with a view to it being published at the end of February 2004.
- The Camden Town and Hammersmith Derailments – Tim O'Toole advised that the final report on the Camden Town derailment had now been published and the conclusions drawn were no different from those indicated in the interim report. The final report on the Hammersmith derailment had been published on 27 November 2003. The Board noted that as soon as LUL received the necessary safety clearance, the original operational timetable on the Northern line would be restored.
- Spending Review 2004 – the Chair advised that since the launch of the SR 2004 Campaign at the end of October 2003, meetings had also taken place with the TUC, in addition to the individuals and stakeholder groups referred to in the Commissioner's Report.
- Crossrail – the Mayor advised that funding requirements were currently being discussed with the Government and Treasury.

- Major Projects and Initiatives – the Board noted that whilst there was no TfL Board meeting scheduled between 25 March 2004 and 22 June 2004, special Board meetings would be convened, if necessary, to discuss developments on major projects.
- Disruption from Adverse Weather Conditions – Tim O’Toole advised that on 28 and 29 January 2004, the Tube experienced severe disruption due to icy conditions; the infrastructure companies were taking appropriate action to ensure that adverse weather did not affect performance to such an extent in the future. Peter Hendy advised that on borough roads, the London Boroughs had adopted different standards for the gritting of roads during the adverse weather. Peter Hendy undertook to consider setting standards for gritting by the Boroughs. Jay Walder advised that this was something which could be reinforced via the Local Implementation Plans which set out the transport objectives for London.

The Commissioner’s Report was **noted** by the Board.

81/02/04 FINANCE AND PERFORMANCE REPORT

Jay Walder reported on operational and financial performance against budget and target for the third quarter of 2003/04, covering the period from 14 September 2003 to 6 December 2003. In response to questions raised by Board Members, the following issues were discussed: -

- Station Projects – the Board noted that the Tottenham Court Road planning application had been delayed, pending determination of the Crossrail route.
- Road Safety – progress continued towards reducing the number of major injuries and fatalities on London’s roads to the 10-year target. Peter Hendy advised that the revised Road Safety Plan would address motor cyclists’ safety.
- Oyster Pre-Pay – Jay Walder advised that there were now 55,000 trips per day being made on the Underground, using Oyster pre-pay. It was envisaged that pre-pay on buses would be introduced in early March 2004 and TfL was in the process of trying to increase the number of ticket retailers/agencies through which Oyster pre-pay cards could be obtained.
- Workforce Composition – Pip Hesketh advised that the figures received for period 11 of 2003/04, indicated that black and minority ethnic people in senior management positions in LUL had increased (from 2.8% in October 2003) to 4.9%.

The Board **noted** the third quarter Finance and Performance Report.

82/02/04 CHANGES TO TfL PENALTY FARES

The Board **noted** the proposed increases in the penalty fares on London buses and the Docklands Light Railway.

83/02/04 PPP CONTRACT PERFORMANCE

Tim O'Toole reported on PPP contractual performance (including PPP Infrastructure Service Charges) and on the measures used to assess performance of the PPP contract. He highlighted the following, in particular:-

- A new team had been set up to deal with the Central line cars, with a view to a more reliable service being provided on the Central line. Tim O'Toole advised that the team had made good progress to date.
- Metronet SSL – there had been flooding on the northern side of the Circle line, with up to 4 times the amount of usual water needing to be pumped out on a daily basis. Tim O'Toole advised that meetings would be taking place with Thames Water to address this matter.
- Tube Lines – Tube Lines had disputed the Infrastructure Service Charge attribution resulting from the Camden Town derailment; this matter would be dealt with via the dispute resolution process.
- Graffiti – the programme to remove graffiti from trains was progressing well, although consideration needed to be given to the removal of trackside graffiti, which would involve enlisting the help of the Boroughs and the Metropolitan Police.
- Performance Summary – agreement had been reached with Metronet on the supporting information to be provided by them on maintenance and projects performance. It was hoped that agreement with Tube Lines would follow shortly.

The Board **noted** Tim O'Toole report on PPP Performance.

84/02/04 MODAL SHARE TRENDS

Barry Broe reported on recent and current trends in mode shares in London and outlined how mode shares were likely to change in the future, given the assumptions in TfL's current business plan and long-term expectations regarding the development of London.

In response to suggestions made by Board Members, Barry Broe undertook to give consideration to the following and, where required, submit a further report to the Board in due course: -

- Future reports to show: -
 - car and taxi use separately;
 - a breakdown of modal usage in inner and outer London areas and between the inner and middle London regions;

- a breakdown of the types of customers travelling and causing the modal shift and how this compared with the social inclusion figures;
- the impact on different communities and, in particular, those outside of London; and
- road space and fees charged for car parking, together with an indication of whether this was encouraging more people to use public transport.
- Communication of the increase in public transport usage, which was dramatic when compared with other world cities and, in particular, the growth in bus usage which was considered to be attributable to increased reliability.
- Whether the LTS strategic model was the most up-to-date means of providing travel trend projections and account to be taken of the 'soft-factors'.
- Whether there were more up-to-date means of projecting car ownership (i.e. the Travel Report 2003 referred to five yearly figures, whereas the National Census of Population figures used in the written report were based on 10-yearly projections).
- Sharing the figures with the Strategic Rail Authority, to establish the reasons why there had been no improvement in modal share on the train network, despite increased investment.
- Discussions taking place with large event organisers, with a view to their publicising in their event literature the local transport links to and from their events.

Jay Walder further undertook to include modal share trends in the revised transport strategy.

The Board **noted** the report on Modal Share Trends.

85/02/04 IPA SELF-ASSESSMENT

The Board: -

- **agreed** to submit detailed comments on the self-assessment process to the Chief Finance Officer by 20 February 2004; and
- subject to the above, **approved** the TfL self-assessment and delegated authority to the Managing Director, Finance and Planning, to make any final changes to the self-assessment, prior to its publication on 5 March 2004.

86/02/04 RISK MANAGEMENT PROCESS

The Board: -

- **noted** the content of the written report;
- **noted** that the Audit Committee would continue to monitor both the

risk management process and the mitigation of identified risk on an ongoing basis; and

- **noted** that regular updates on the above would be submitted to the Board.

87/02/04 PRIVATE VEHICLE HIRE LICENSING – FINAL REGULATIONS AND ADMINISTRATIVE FRAMEWORK

Peter Hendy outlined the proposals for introducing public hire vehicle licensing in London from March 2004 and the proposals for managing the implementation of the new licensing regime.

The Board noted that once a vehicle had successfully passed the licensing inspection, a paper licence would be issued to the vehicle owner and a licence disc would be affixed to the upper corner of the front windscreen on the passenger side and the rear windscreen on the off-side or the near-side. Peter Hendy undertook to review the design of the licence disc to ensure it was immediately identifiable and to circulate this to Board Members.

Peter Hendy advised the Board of a proposal by the Driving Vehicle Licensing Agency to issue number plates which would be immediately identifiable to users of private hire vehicles and local authorities, which he fully supported; Board Members noted that the proposal, if accepted, would require an amendment to the National Vehicle Licensing Regulations.

The Board: -

- **noted** the key features of the private hire vehicle licensing proposals as described in the written report;
- **authorised** the Commissioner of Transport for London to sign the following proposed regulations: -
 - Private Hire Vehicle (London PHV Licences) Regulations 2004
 - Private Hire Vehicles (Operators' Licences) (Amendment) Regulations 2004; and
- **noted** that the Department for Transport was responsible for bringing into effect the following instruments and TfL was working closely with them to harmonise the necessary actions, to ensure that the necessary legislative powers were made in time for an implementation start date of March 2004: -
 - Private Hire Vehicles (London) (Transitional Provisions) (No 2) Regulations 2004
 - Private Hire Vehicles (London) at 1998 (Commencement Number 3) Order 2004.

88/02/04 TAXI FARES AND TAXI AND PRIVATE HIRE LICENCE FEES

Peter Hendy reported on the proposed changes in April 2004 to taxi fares and licence fees for taxis, taxi drivers, private hire drivers and private hire operators. He advised that a number of meetings had been held with taxi trade organisations, the majority of whom continued to support, in principle, the use of the cost index to determine the change in average fare. The Public Carriage Office believed it provided a fair balance between the interests of the trade and the travelling public. Peter Hendy further advised that the views of the London Cab Drivers Club had been fully considered in the proposal.

The Board: -

- **approved** the proposed taxi fares as set out in the written report;
- **approved** the making of a London Cab Order to implement the new fares with effect from Saturday 3 April 2004, to be signed by the Commissioner of Transport for London on behalf of TfL;
- **approved** the proposed licence fee revisions for implementation with effect from Thursday 1 April 2004; and
- **approved** the making of regulations to implement the new private hire operator five year (standard) licence fee and application fee, and private hire driver three year licence fee and application fee, with effect from Thursday 1 April 2004, to be signed by the Commissioner of Transport for London on behalf of TfL.

89/02/04 REPORT FROM THE AUDIT COMMITTEE

The Board **noted** the report on the proceedings of the Audit Committee Meeting held on 28 January 2004.

90/02/04 PROPOSED AMENDMENTS TO TfL STANDING ORDERS

The Board **approved** the revisions to TfL Standing Order No 2 relating to procurement and disposal transactions and compulsory purchase powers, as set out in Annexes 1 and 2 of the written report.

91/02/04 DOCUMENTS SEALED ON BEHALF OF TfL

The Board **noted** the documents sealed on behalf of TfL from 20 November 2003 to 27 January 2004.

92/02/04 ANY OTHER BUSINESS

Safety, Health and Environment Committee

The Board **noted** that the report on the Safety, Health and Environment

Committee held in December 2003 would be submitted to the next TfL Board meeting and that future reports would be submitted to the TfL Board immediately following the Safety, Health and Environment Committee Meeting.

Format of Board Papers

The Board welcomed the new format for the presentation of Board papers.

There being no further business, the meeting closed at 12.10 hours.

Chair

COMMISSIONER'S REPORT FOR MARCH 2004

1. PURPOSE

This is the Commissioner's written report for March 2004. This report provides an overview of major issues and developments since the last Board meeting and updates the Board on significant projects and initiatives.

2. TfL BUDGET AND BUSINESS PLAN / SPENDING REVIEW 2004

2.1 Budget and Business Plan

TfL's final Budget for 2004/05 is included in your papers and will be discussed at this Board meeting. Since the budget was submitted to the GLA, TfL's precept has been reduced by £32m as against the current year. In addition, TfL has increased its annual savings target by £18m per year, or £72m of gross efficiencies. As promised, the budget will also include an addendum focusing on TfL's safety, health and environment action plan. Jay will discuss the Budget in more detail when we meet.

TfL has also now prepared its value for money supporting documentation for the Business Plan. The draft has been sent to the DfT and we expect to publish it before the TfL March Board meeting. The document explains and quantifies in detail why TfL's business plan offers value for money.

2.2 Spending Review 2004 (SR 2004)

We continue to meet and work with businesses, MPs, Government, the boroughs, the voluntary sector, and others to build support for TfL's SR 2004 campaign. Since we last met, we have focused on building coalitions and turning promises of support into concrete actions. Peaks in activity will be focused in April and June/July of this year. Meetings with key decision-makers in Government are being scheduled to tie in with this timing.

A pack of information is being prepared to send to around 3,000 stakeholders across London. This will contain information about our bid and a Q and A on some of the key issues. It will also include Fact Sheets that outline the implications of reduced funding at a local Borough level.

Editors of national broadsheets have been briefed on TfL's Spending Review submission, with the result that there has been considerable national and regional coverage this month of what would happen to London if transport investment is not increased.

3. TfL OPERATIONS

There are some operational issues to draw to your attention.

3.1 Surface Transport

3.1.1 London Buses

London Buses continues to deliver good results on service quality, exceeding targets in many areas. Highlights include: Excess Waiting Time at 1.20 minutes, down from 1.74 minutes a year ago, and mileage losses due to traffic delays down by almost half compared with a year ago. Losses due to staffing were very low this period, down from 0.59% a year ago to 0.23%.

Year on year passenger growth on the bus network for Period 10 was 14.5%, but returned to normal growth levels of 11.5% in Period 11, despite a real fare increase of 3.5%. London Buses is reviewing the elasticities for buses at the new fare levels.

3.1.2 Congestion Charging

A report on the results from the congestion charging impacts monitoring programme was published on 17 February; this coincided with the first anniversary of the central London charging scheme and the start of consultation on a western extension. The report concludes that the scheme continues to be effective in reducing congestion, which is its primary objective. It has therefore also improved journey time and reliability for buses and general traffic. The report also presents some initial social and business impacts and highlights improvements in the payments and enforcement systems since the Supplemental Agreement with Capita came into effect in August 2003 (with further improvements in the pipeline).

A revision of the Mayor's Transport Strategy has been proposed that would enable a western extension to the central London congestion charging scheme to cover most of Kensington and Chelsea and Westminster. The Mayor decided to proceed with the public consultation on the extension; this commenced on 16 February and will run for 10 weeks. On the basis of the consultation, TfL will prepare a report for the Mayor to decide whether or not to publish a revised strategy after the June mayoral elections.

3.1.3. Transport Policing and Enforcement

A two-year survey programme of compliance on London's road network has been commissioned which will enable the examination of the effectiveness of different tactics on compliance with parking regulations. On-street survey work will start in February/March 2004, and initial results should be available in early summer 2004.

Competitive tendering has been completed for the contract to deliver Penalty Charge Notice (PCN) processing for bus lane enforcement. The contract will be awarded to NCP Limited. They will take over this service from the London Borough of Croydon in June 2004. The contract extends to all PCNs issued in relation to bus lane and moving vehicle contraventions identified by TfL. NCP has elected to work with LB Islington on the appeals and representation aspects of this service.

Papers on a pilot of enforcement of new moving vehicle offences (primarily yellow box and banned turns) and plans to decriminalise parking enforcement on the TLRN are submitted to this board meeting.

3.1.4. Traffic Management

The first phase of remodelling the London Traffic Control Centre (LTCC) is substantially complete. The new layout is already delivering real benefits in helping information flow and effectiveness. The business case for co-location of Metrocomm, CentreComm and LTCC and their key support teams at Eccleston Place has now been approved. Project and design managers have been appointed and have started work to deliver a stable co-located operation by the end of 2004/05.

The Traffic Management Bill has completed its Commons Committee Stage. All non-government-initiated amendments were dismissed. TfL will continue to work with the Department for Transport through the parliamentary process. TfL's position continues to be that the Bill would be strengthened by enabling the Mayor to create London-wide guidance for the effective cooperative management of a London-wide Network of Interest, which would cover London's principal road network.

3.1.5. Taxi and Private Hire

The private hire driver and vehicle licensing process is continuing. There are currently 38,635 drivers registered with TfL; all have been issued with temporary permits and TfL have already issued over 3,000 private hire driver licences. The third batch of a further 5,000 applications was issued on 2 February. Vehicle licensing starts in April and will take about a year to complete.

3.1.6. Walking and Cycling

'Making London a Walkable City: The Walking Plan for London' was launched by the Mayor on 23 February 2004. Two days later, 'Creating a Chain Reaction: the London Cycling Action Plan' was launched by the Deputy Mayor.

Both plans reflect comments received from stakeholders during the consultation processes, which took place during 2003. Half-day conferences to communicate the plans to stakeholders are being developed.

3.2 London Underground

3.2.1 Customer service and performance

Peak train and customer satisfaction targets for the year currently appear to be achievable, with journey time remaining extremely close. The target for percentage of schedule operated appears to be unachievable for the year. Currently, the total lost customer hours (where attribution to the Infracos has already been agreed) is within benchmark for the year, but performance across the Infracos and across lines has been variable.

Overall customer satisfaction results remained steady in the most recent quarter; suggesting that the high score in Quarter 1 was a temporary aberration caused by adjustments in expectations most likely resulting from the reopening of the Central Line. Satisfaction scores improved from the previous period for information and staff helpfulness and availability. Scores for train service and safety & security fell from the previous period; these are the groups where customers' perceptions and experiences

are most likely to have been influenced by the derailments and subsequent service disruption.

3.2.2 Cleanliness & Graffiti

The 'new look' Bakerloo line trains are being rolled out, including deep cleaning, new seat covers and no graffiti. This is the first phase of a £1.4 million ambience improvement programme addressing general cleanliness and the condition of the travelling environment on the trains. As part of this programme all non-scratch graffiti is removed within 24 hours. The whole fleet is deep cleaned every six days. This entails all 268 seats on each train being vacuumed, panels and windows cleaned and floors scrubbed.

A target agreed with Metronet for zero tolerance of graffiti on C stock trains by 16 January was met. This means no train will enter service with internal or external graffiti. The programme has since moved on to prevention and mitigation such as larger line maps and closer monitoring of trains in service to detect and remove new graffiti. Trains that are hit by graffiti criminals whilst in service will be withdrawn if the damage is extensive or offensive.

LUL has also secured successful convictions against several graffiti vandals, with punishments ranging from fines and community service to a 2-year jail sentence.

3.2.3 Industrial Relations

Discussions opened on 14 January with the trade unions with a view to achieving a long-term settlement on pay and conditions in order to bring greater stability to London Underground's employee relations. All parties are currently developing their ideas on what they would wish to see in such a settlement.

A strike planned by Metronet employees for 12 March was averted when the parties agreed to go to employment tribunal. The Mayor has requested that the tribunal process be speeded up as much as possible but the process has not yet taken place.

3.2.4 Update on Power and Connect Contracts

The tempo of enabling works to deliver the Connect communications contract continued to increase during the period. Seven additional stations were enabled, bringing the total to 124; this is still below the 144 stations planned to have been enabled. New build works are underway at 69 sites and subcontractors are mobilising to start work at seven additional ones. The contractor has released a revised integrated programme for both enabling works and new build, but completion dates for the project remain unchanged: March 2005 for enabling works and December 2006 for go-live.

On the Power contract, Control Centre refurbishment works are now complete. Staff training on the new Supervisory Control and Data Acquisition (SCADA) equipment was done in preparation for commissioning of the control desks, which began in February. New equipment necessary to provide increased traction power to the Northern line at Camden Town and Elephant and Castle has been installed. Arrangements are now in hand to commence commissioning works. The achievement of the commissioning programmes is however dependent on critical resources being made available by the Infracos to support the commissioning works. Although some problems have previously

been experienced in this area, the service provided by Tube Lines has now improved, as have those provided by the Metronet Infracos. Completion of the work remains scheduled for April 2006.

3.2.5 Northern Line: Restoration of Service

The full, integrated Northern Line service was restored on 7 March. This was made possible by the completion of extensive engineering work and safety tests at Camden Town, where the derailment occurred on 19 October 2003.

Since 5 January 2004, the Northern Line has been running a full complement of trains, but the service had remained 'split' to avoid trains crossing the points where the derailment had occurred.

3.2.6 Vigilance campaign

Police have stepped up patrols on the London Underground system as part of the continuing Government campaign against the threat from terrorism. This is a joint operation between the British Transport Police, the Metropolitan Police, City of London Police and Transport for London. The initiative includes, for the first time, deploying plain clothes counter-terrorist patrols to key locations. These measures were taken before the tragic events in Madrid on March 11 and are not in response to any specific threat; however, they should nevertheless provide heightened levels of vigilance, supported by a public information campaign on vigilance on the Tube.

3.3 Docklands Light Railway (DLR)

All DLR performance targets were exceeded in the last period. The reliability figure of 97.57% was the highest ever recorded. Customer satisfaction results for the quarter to December 2003 were higher than the same quarter last year and remain well above target. DLR passenger numbers for the year to date were 5.7% up on the previous year.

3.4 National Rail Overground network

Investment in the development of the Overground network continues. A funding deal has been concluded with WAGN to introduce further on-train CCTV to improve security. Schemes for further improvements on information and security are being developed with South Central and business cases are currently under review with potential implementation in 2004/5. Feasibility studies for developing similar improvements on the North London Line (NLL) are also now taking place. Finally, the TfL investment in services and on-train CCTV on the North London Line will be launched at a special joint TfL/National Express event on 17 March.

4. MAJOR PROJECTS AND INITIATIVES

4.1 London Regional Rail Authority

The Secretary of State has asked the Mayor to contribute to his Rail Review through TfL. I met with David Rowlands of the DfT who has confirmed his interest in receiving a proposition to devolve control of National Rail in London, with TfL as the management

agent for a tightly-drawn network (i.e. to the operational termini of inner-suburban services beyond the GLA area).

TfL has been asked to submit this proposal by the end of March. The governance structure of such an authority is being considered and discussed with the SRA. The key elements under discussion include the funding of franchises, the management and planning of interchanges, the specification of suburban train services and the reallocation of revenue risk (e.g., extending the London zonal fares and Oystercard systems to National Rail throughout the greater London area).

4.2 Crossrail

The DfT review led by Adrian Montague reported at the beginning of February, but there is as yet no indication of when the report to the Secretary of State will be published or a decision taken based on the recommendations made. Timing is now critical as the Hybrid Bill preparation requires a decision no later than April in order to meet deadlines for the next session of parliament beginning in November this year.

Project definition has been completed in the west. This includes provision for Crossrail to service intermediate stations in the Thames Valley, confirms Heathrow and Maidenhead, and optimises capacity with longer distance trains on that route and retaining the existing Heathrow Express service to Paddington in addition to 4 trains per hour running from Heathrow onto Crossrail.

In the east, there is still debate with the SRA regarding the SRA intention to run freight on Crossrail. There is also a discussion regarding running North London Line trains onto Crossrail both at Richmond and at Custom House. The effect on Crossrail reliability is being evaluated.

4.3 East London Line

The Mayor met with the Minister for London and proposed that we should examine phasing for the East London Line project within the context of the full business case for a Metro service running from Highbury to Croydon / Clapham Junction. The SRA have now confirmed that the project team will examine this on the basis of reducing risk using the financial structure of the overall project.

4.4 DLR Capacity Upgrades and Extensions

The Transport and Works Act Order to construct a further extension beyond London City Airport and King George V to Woolwich Arsenal was received on 26 February. Procurement is now underway with Invitation to Tender documents anticipated to be issued around the end of March.

The London City Airport Project remains on schedule for opening 15 November 2005. The viaduct construction is now well under way and is very visible in the Silvertown area.

The submission of the 3-car TWA has been delayed pending final approvals for associated arrangements at Bank Station. DLR and LUL are working to resolve this matter. Planning and feasibility for the further extensions to Stratford International and to Barking Reach and Dagenham continue.

The vehicle refurbishment project continues to run behind schedule. The first two vehicles are now undergoing final tests at Alstom. Both TfL and Alstom are working to minimise the risk of any further slippage on the programme.

4.4 Thames Gateway Bridge (TGB)

A detailed paper is being presented at this Board meeting requesting authority to make applications for planning permission and a variety of orders and applications under the Highways Act and other Acts.

The overall benefit-cost ratio has been estimated at 5.1:1 using DfT guidelines and was submitted to Government to support the decision whether to provide financial support for the scheme. TfL's financial advisers have also confirmed, on preliminary evaluation, that an off-balance sheet solution is achievable.

Further detail on these issues is within the Board paper together with a summary of the interim environmental impact assessment.

4.5 West London Tram

Significant progress has been made with this project and it is proposed to bring a detailed paper to a special meeting of the TfL Board in April. Subject to TfL Board approval, the project would then go through a full public consultation during July and August 2004.

Working closely with the Boroughs, local people and businesses, the project team have identified and evaluated a number of options that address local concerns. The Mayor announced the emergence of a pre-consultation design as a front runner on 8 March and a further round of consultation with local groups commenced on 10 March. This design aims to provide an optimum compromise between road closures, property impacts and segregation between the tram and other road users.

A detailed brochure setting out the case for the tram has been produced by TfL and is being distributed to key stakeholders.

5. STRATEGIC ISSUES AND CORPORATE GOVERNANCE

5.1 The London Plan

The Mayor launched the final London Plan on 10 February 2004. The Plan identifies a number of forces driving rapid change in London, including a growth in population of 800,000 and growth in employment of 636,000 by 2016.

TfL worked closely with the GLA to ensure that the transport programme in the London Plan reflected TfL's latest view and was consistent with the TfL Business Plan. The London Plan includes the additional transport capacity needed to accommodate expected growth and TfL's programme of proposed schemes. This programme will be kept under review in light of decisions on specific schemes; the detail of specific projects will be reviewed and fine-tuned as part of the sub-regional development frameworks and the annual review of the Plan.

5.2 Jubilee Line Impact Study

The independent economic assessment of the Jubilee Line extension, commissioned by TfL, has been completed. The report finds that up to £8.4bn will accrue to the Treasury in tax over a 60-year period from user benefits (£1.1bn), additional employment agglomeration benefits (£5.8bn) and employment density agglomeration (£1.5bn). The additional output from employment density agglomerations alone is estimated to total up to £3.8bn.

Further work by Jones Lang La Salle found that the estimated uplift in land values as a result of the JLE is in the order of £2bn at Canary Wharf and £800m at Southwark.

5.3 Business Ethics

A guidance note on business ethics has been developed and is currently being circulated to all TfL staff, contractors and temporary employees. It sets out the behaviour that is expected of all staff and summarises those areas of policies that are relevant to the conduct of business in order to avoid both actual and perceived conflicts of interest. It also encourages people to speak out if they see behaviour falling below the required standard.

A dedicated telephone line has been set up to deal with questions and whistle blowing. The guidance note has been developed as part of the on-going development of a comprehensive Code of Conduct underpinned by an appropriate portfolio of TfL policies which is scheduled to be completed by late summer.

6. ORGANISATIONAL ISSUES

Following Pip Hesketh's resignation as head of Equality and Inclusion, I am pleased to announce that Valerie Todd, Director of Business Services for TfL Surface, has agreed to take on the additional role of heading up the E&I team on an interim basis. Valerie will report to me on all E&I business until a successor to Pip has been found. I would like to take this opportunity to thank Pip for her enthusiasm and commitment in championing equality and inclusion across TfL during her tenure.

I am also pleased to announce that Charles Stafford has joined TfL as Director of Group Property and Facilities in Maggie Bellis' group as of 1 March. Charles' main focus in leading this function will be to maximise the productivity of TfL's property portfolio. He brings 20 years of property experience to the role.

Robert R. Kiley
Commissioner for Transport
March 2004

London Underground
PPP Performance Report
To TfL Board
on 24th March 2004

Period 11 2003/2004
(04/01/04 to 31/01/04)



PERIODS

Performance figures are based on LUL's reporting cycle of thirteen four week periods, starting on 1 April of each year and ending 31 March each year

PPP PERFORMANCE - EXECUTIVE SUMMARY

BCV	JNP	SSL
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Measure

Availability	All Lines better than benchmark	↓ Worse than Benchmark	Better than benchmark
Capability	Victoria Line Upgrade progressing	Notable progress on Jubilee and Northern Upgrades and Jubilee 7th car	As expected
Service Points - Faults	↓ Good Response Times	Good Response Times. Trend continues better than Threshold	
Service Points - Facilities	↓ PA, CCTV & Toilets Poor	↑ Worse than Threshold	MR SSL is now achieving better than threshold
Ambience	Better than benchmark	↑ Slightly worse than Benchmark but remains on an improving trend.	Work on depot security and graffiti removal is seeing improvements in this area.
Minor Works	Better than target completion	Completion on Target	5% of MW projects completed in Period 11 were late.
Access	↑ Utilisation Poor - 17% B/loo, 14% Central, 21% Vic	↓ 22% Utilisation, but includes Xmas	Take-up rate has risen from 10% in Period 10 to 13% in Period 11.
Maintenance			
Projects			

	Total to 31/03/2003	YTD Period 11			Year 2003/04		Total to 31/03/2004	
	Actual £M	Actual £M	Budget £M	Variance £M	Forecast £M	Budget £M	Variance £M	Forecast £M
Metronet BCV	♦	292	323	31	333	371	38	333
Metronet SSL	♦	362	384	22	413	439	26	413
Tube Lines	149	286	346	60	343	407	64	492

Total	149	940	1053	113	1089	1217	128	1238
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PPP PERFORMANCE - EXECUTIVE SUMMARY

Traffic light table (see previous page):- Red =below target, Yellow=OK (on target), Green=Exceeding Target

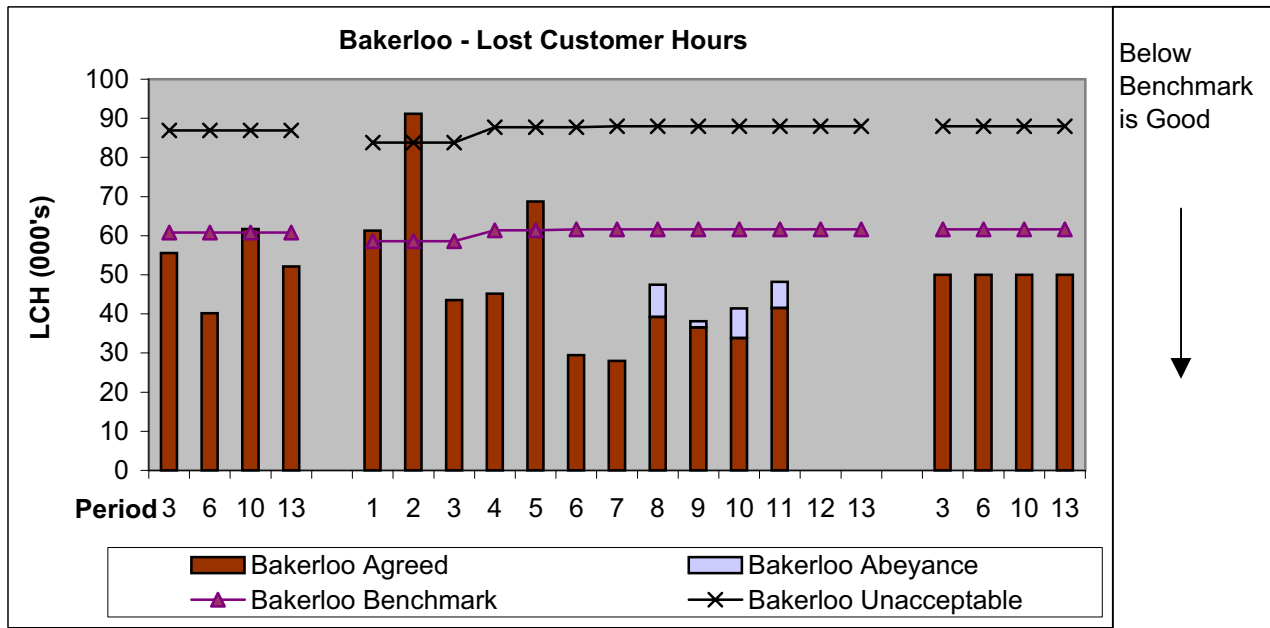
Metronet BCV - year to date ISC is some £31m below budget largely due to 2 key factors: a) risks not materialising or risk being mitigated; b) higher levels of abatements on Infraco for escalator over-runs, trains not available and signal failures. The year end forecast is some £38m below budget largely due to the continuation of the same 2 factors.

Metronet SSL - year to date ISC is some £22m below budget largely due to risks not materialising or risk being mitigated. The year end forecast is some £26m below budget largely due to a continuation of the same underspend on risk.

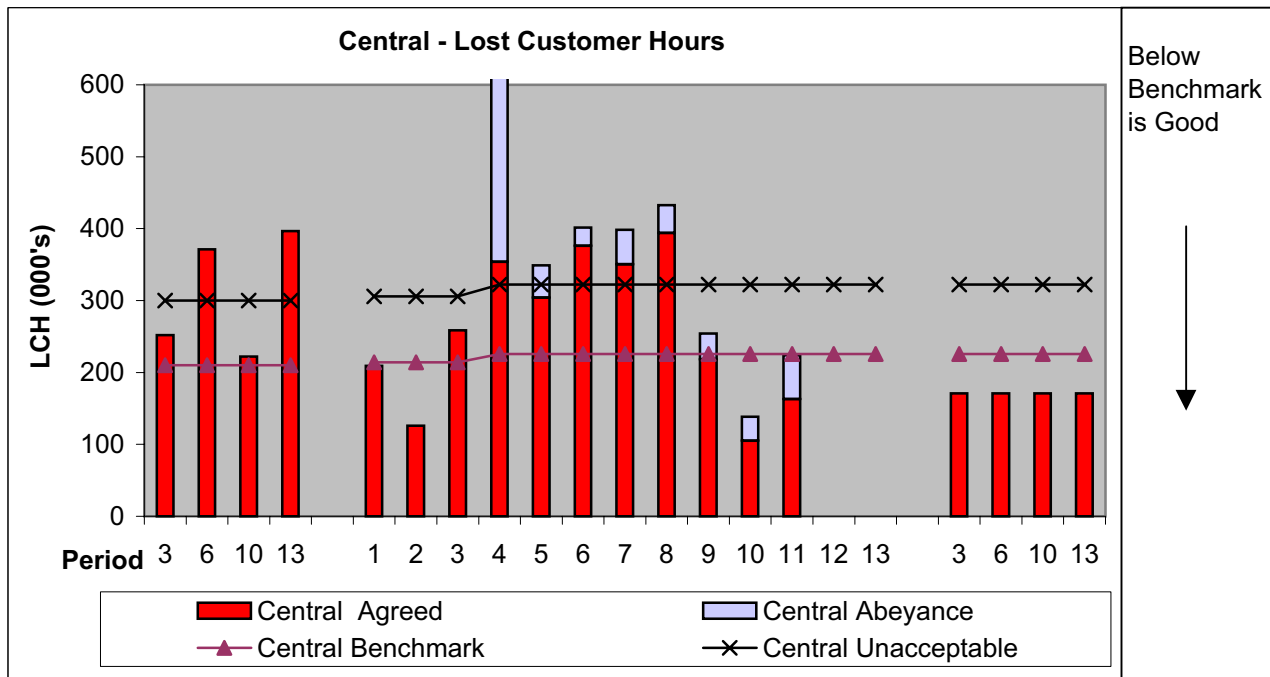
Tube Lines - year to date ISC is some £60m below budget largely due to 3 key factors: a) risks not materialising or risk being mitigated; b) higher levels of abatements on Infraco for trains on the Piccadilly line being taken out of service; c) less spend on special and transition projects. The year end forecast is some £64m below budget largely due to the continuation of the same 3 factors.

YTD = 's year to date, Figures are Profit and Loss Account as provided by LUL Finance
ISC infrastructure service charge is the fee paid every four weeks to the Infracos. It includes performance based bonuses or abatements.

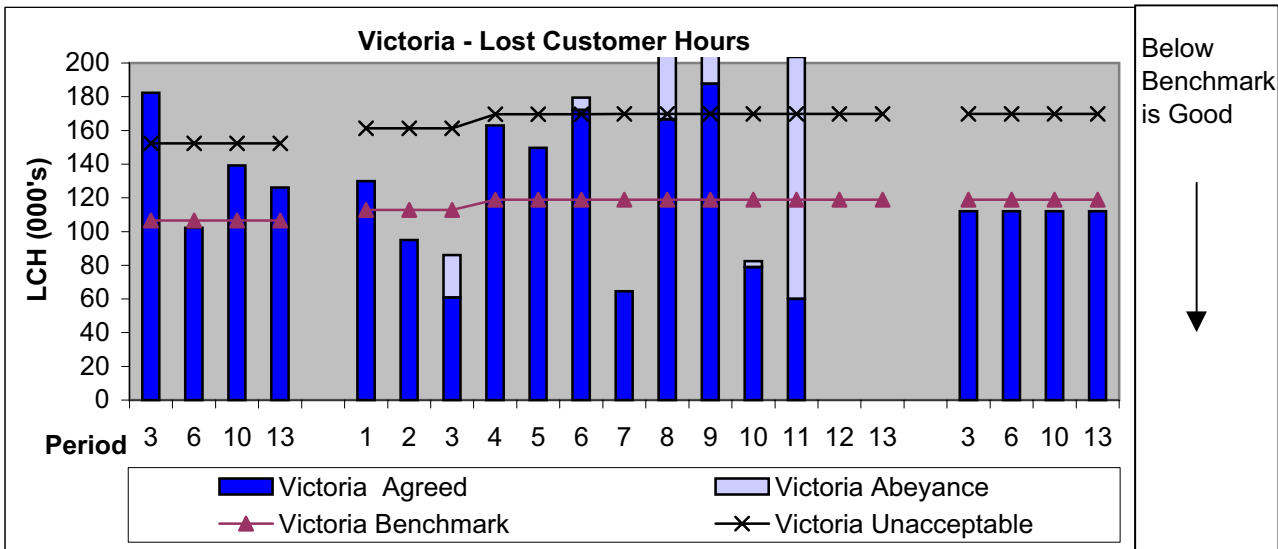
PPP Performance - Availability - Metronet BCV



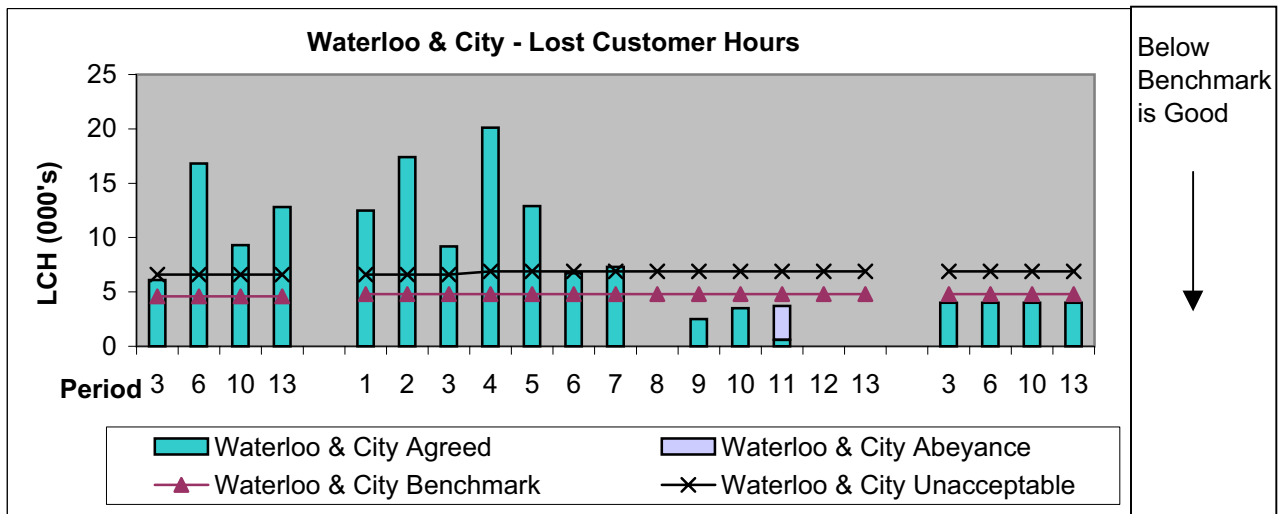
The Availability performance in 2003/4 has a trend better than benchmark. The LCH Peaks in period 2 & 5 were due to two Service Suspensions at Paddington (period 2) and Train Delays at Oxford Circus and Edgware Road. Performance has deteriorated in period 11 partially due to a signal failure south of Queens Park (15/01/04) and a track side fire at Piccadilly Circus - these two incidents are 30% of the period 11 total.



For 6 periods in the year LCH has been worse than benchmark due to a lack of rolling stock availability, although this has improved in recent periods following the introduction of specialist resource from Bombardier. The large LCH peak in period 4 was due to the delay in returning escalators to service at Bond Street after refurbishment - this is still to be attributed. Period 11 has seen a slight deterioration in performance due to train delays at Queensway and Mile End. Snow and ice on 29/1/04. caused a service suspension between North Acton and West Ruislip. Trains were also cancelled due to frozen sidings in Loughton, Hainault and White City - these items are in abeyance.

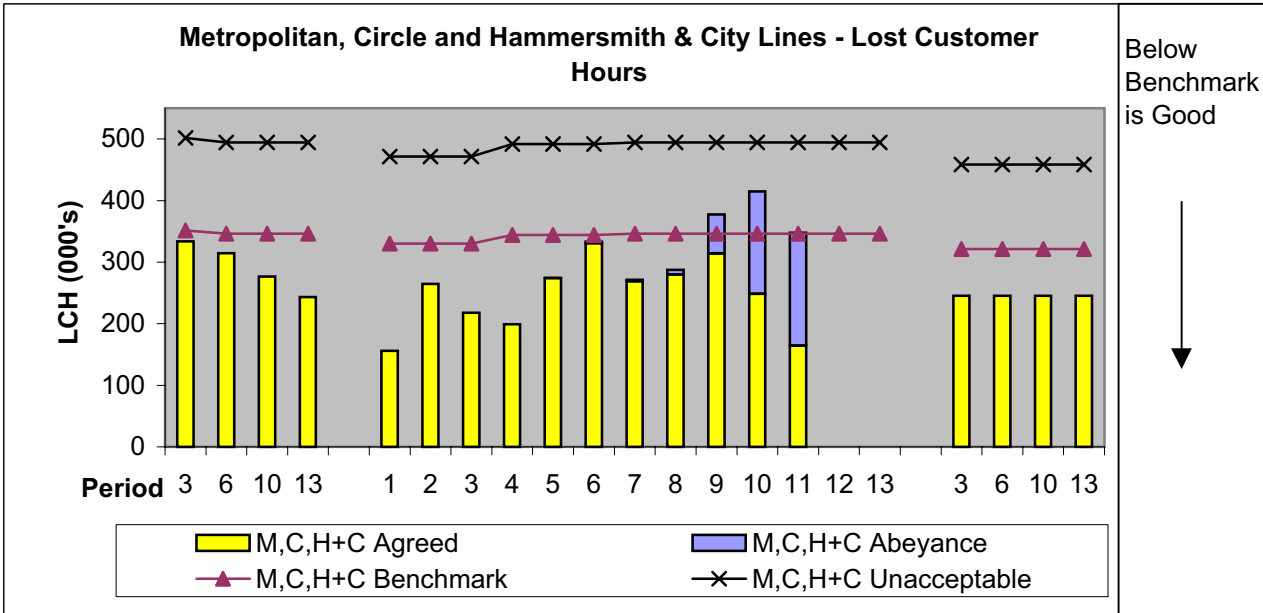


Performance for 7 periods in the year has been worse than benchmark due to signal and train failures. Work is in progress to reduce signalling faults through track wire replacement and train failures by replacing door components. The performance in the latest period has improved but with a large amount in abeyance. This is due to a signalling fault at Finsbury Park on 20/21st January extended by flooding caused by a Network Rail pump failure which contributed 104,000 LCHs. If agreed this will cost MRBCV £936,000. Additional staff were deployed overnight at Northumberland Park depot on 28/29th January to keep it operative during the adverse weather.

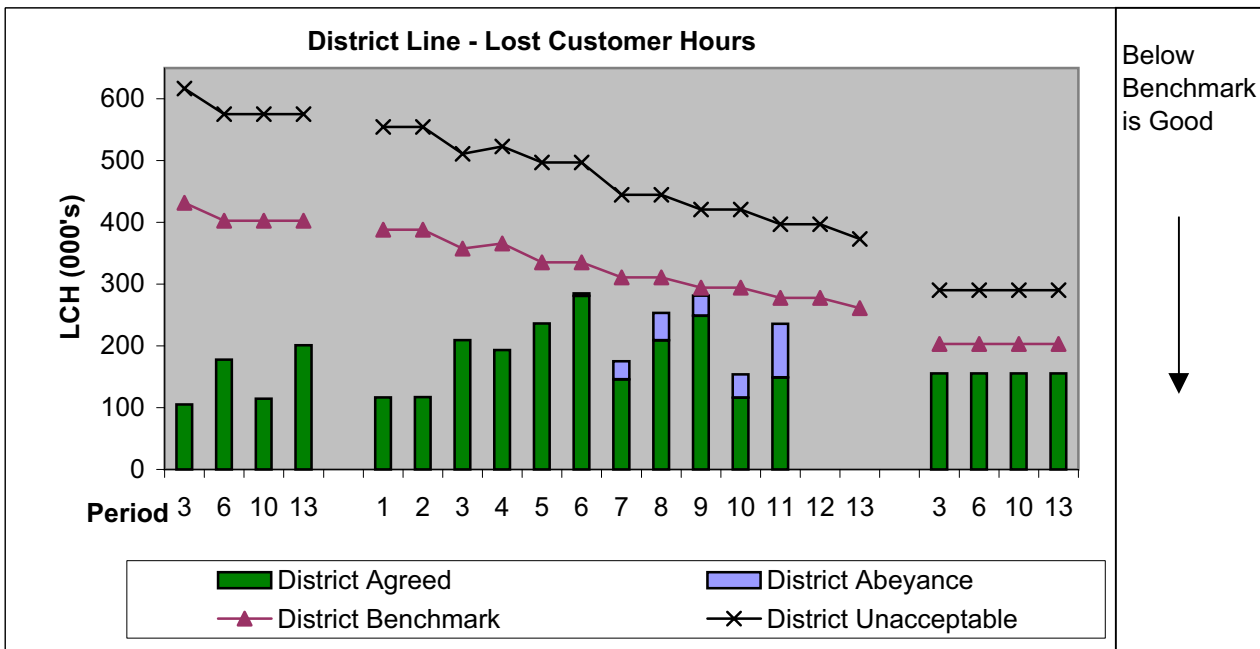


Waterloo & City has an improving trend with the most recent four periods being better than benchmark. The poor performance at the start of the year was due to track defect issues. Performance during this period has improved and is better than benchmark. There are currently two incidents in abeyance involving reported smoke coming from the track, these are being investigated

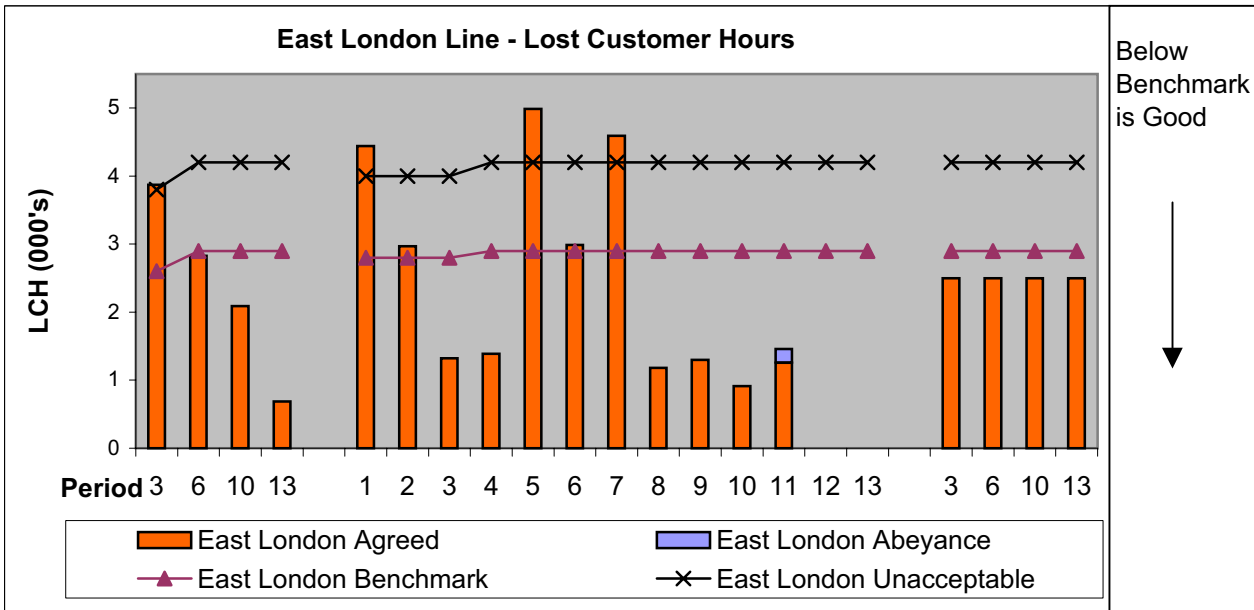
PPP PERFORMANCE - AVAILABILITY - SSL



Performance for 2003/04 so far has been better than Benchmark due to improvements to rolling stock and track block joints. Performance in periods 9 and 10 has been poor due in part to a number of Signal Failures between Baker Street and Liverpool Street. Performance in period 11 is expected to be close to Benchmark. On 29/1/04 most of the north end of the Metropolitan Line was suspended due to snow and ice, this resulted in losses of 75,000 LCH which are currently in abeyance. If they remain attributed to MRSSL then the cost to them will be £230,000



Performance for 2003/04 so far has been better than Benchmark due to reliability improvements to D Stock performance and the removal of TSRs. Performance in period 9 was close to Benchmark due to a number of faults, the most significant of which was a failure on a flood gate at South Kensington that caused a signal failure. Performance for period 11 is expected to be better Benchmark due to the continuing improvements in D stock reliability.

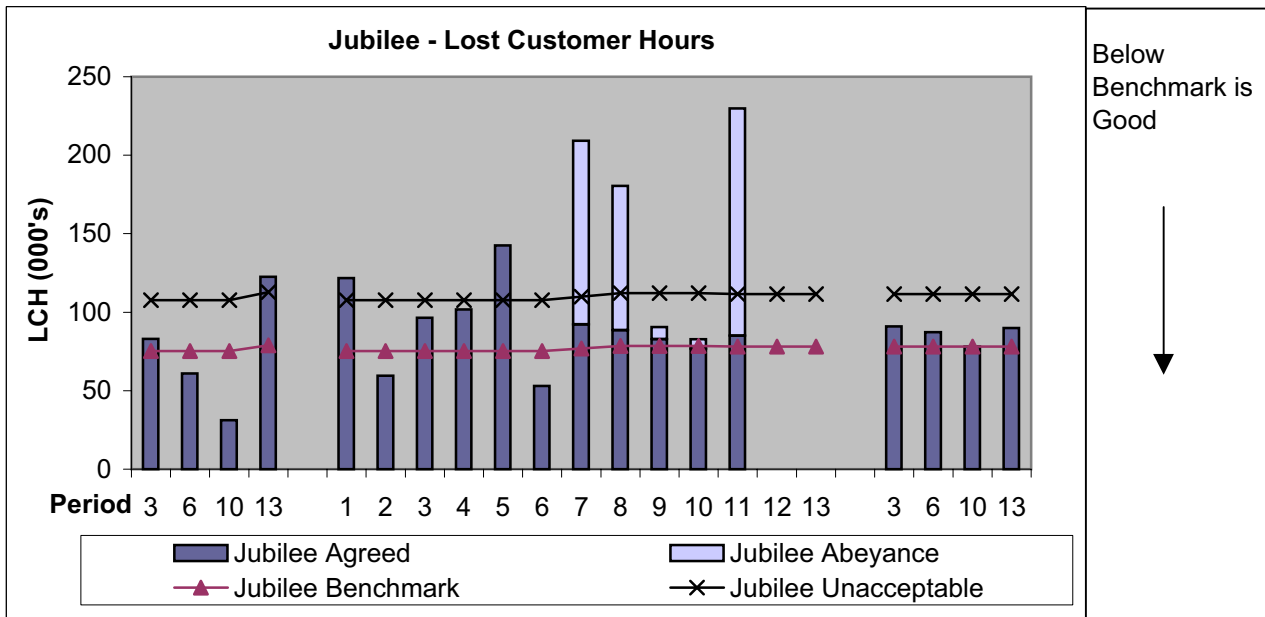


Performance in period 1 was worse than Benchmark primarily due to a line suspension caused by a faulty set of points. Performance in period 5 was worse than Benchmark primarily due to a faulty central signaling computer. Performance in period 7 was worse than Benchmark primarily due to a faulty insulating pot.

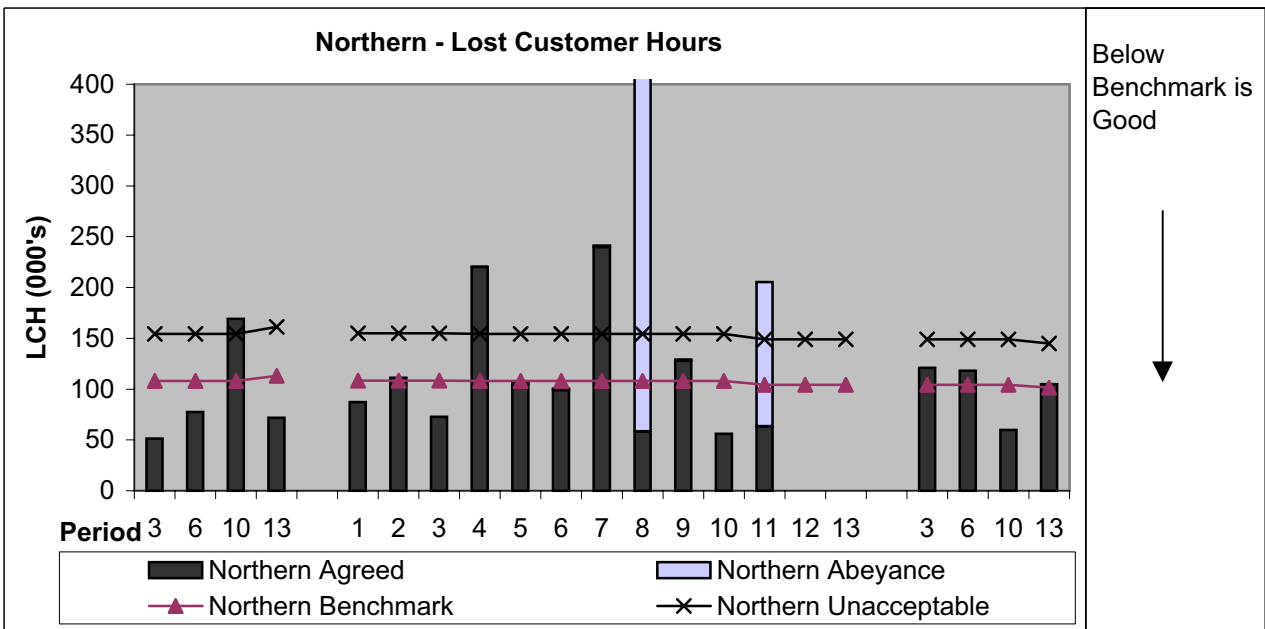
Metronet SSL incidents that affect Tubelines

On 29/1/04 all Jubilee Line trains stabled at Neasden Depot were unable to enter Service due to the affects of ice. This disruption lead to losses of over 54,000 customer hours that have been intially attributed to MRSSL as they maintain Neasden depot. If the attribution to MRSSL remains unchanged this will cost them £320,000

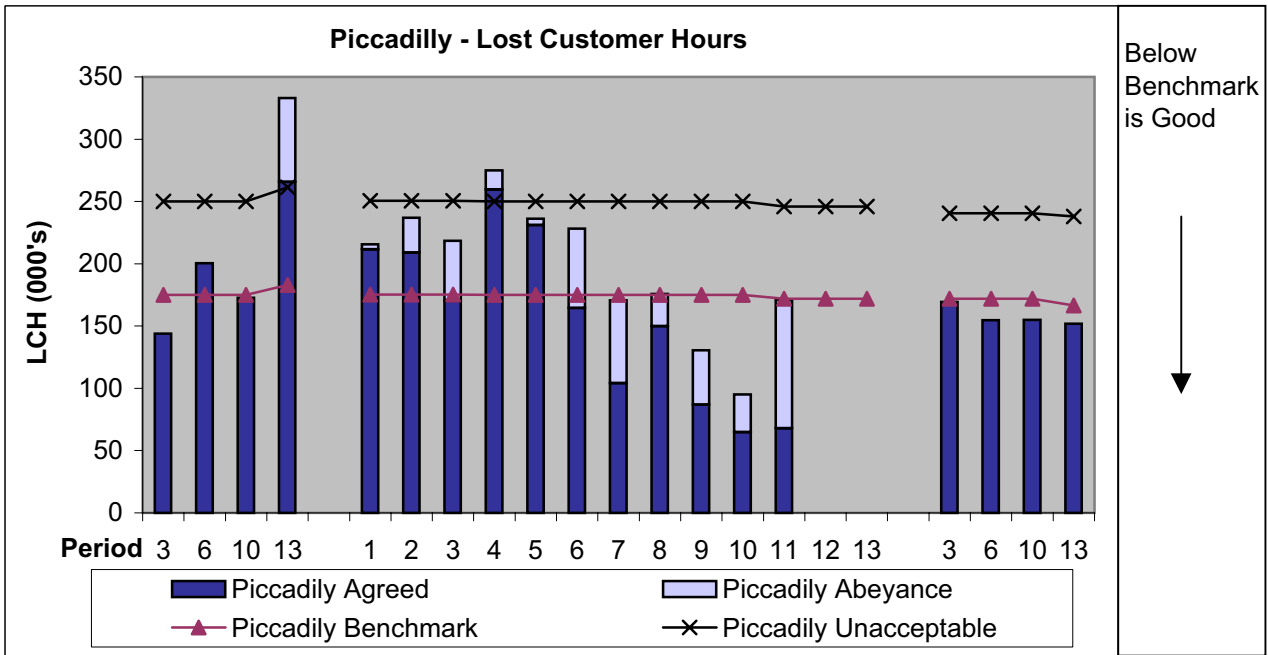
PPP PERFORMANCE - AVAILABILITY - JNP



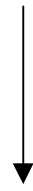
Performance for 2003/04 so far has been erratic with 5 periods worse than unacceptable. This is attributable to a number of signal and control system failures. The high value of LCHs in abeyance for periods 7 and 8 is due to signal failures in the Green Park area. Period 11 performance is worse than benchmark with a large number of LCH still in abeyance and is likely to be worse than unacceptable. This is mainly attributable to signal failures. Snow and ice on the 29/1/04. caused train cancellations resulting from the loss of Stanmore Sidings. 11,971 Customer hours were lost. the LCH are currently in abeyance, if agreed this will cost Tube Lines £108,000



Performance for 2003/04 so far has, with the exception of periods 4, 7 9 and 11 has been better than benchmark. Poor performance in periods 4 and 7 was due to signal failures. The large value of LCH in abeyance in period 8 relates to Camden Town. For period 11 there remain a large number of LCH in abeyance, the largest incident of which is a Partial Line Suspension at Angel (52,000 LCH). Snow and ice caused train cancellations out of Edgware and High Barnet Sidings. 42,300 customer hours were lost. If agreed this will cost Tube Lines £378,000

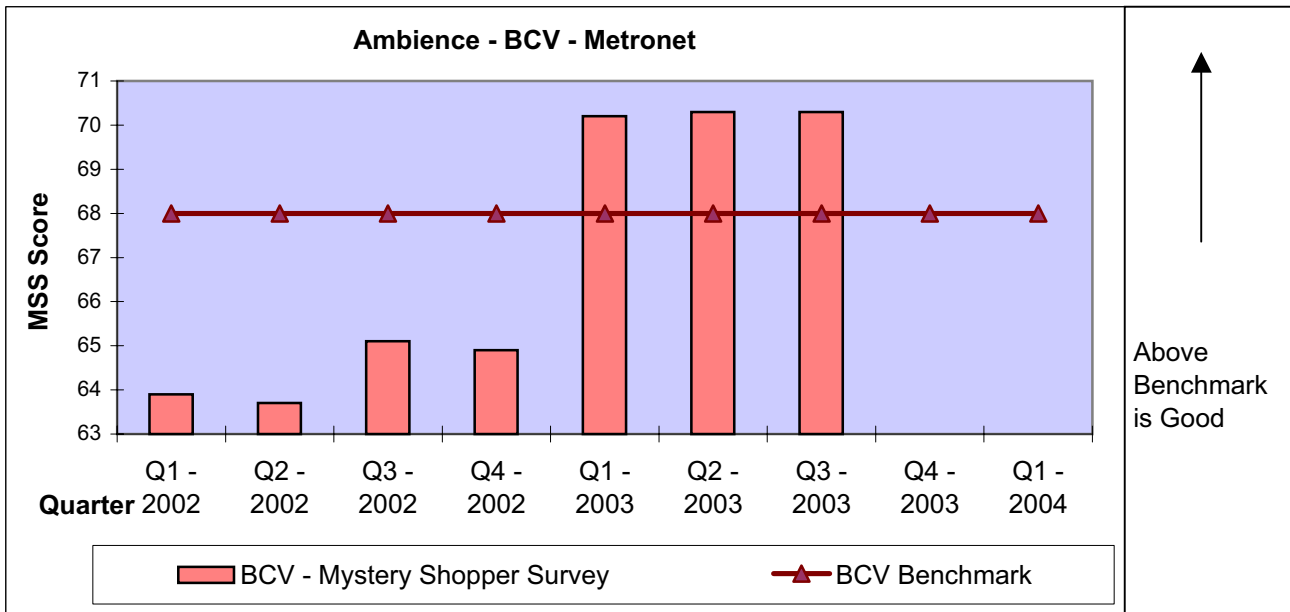


Below
Benchmark
is Good

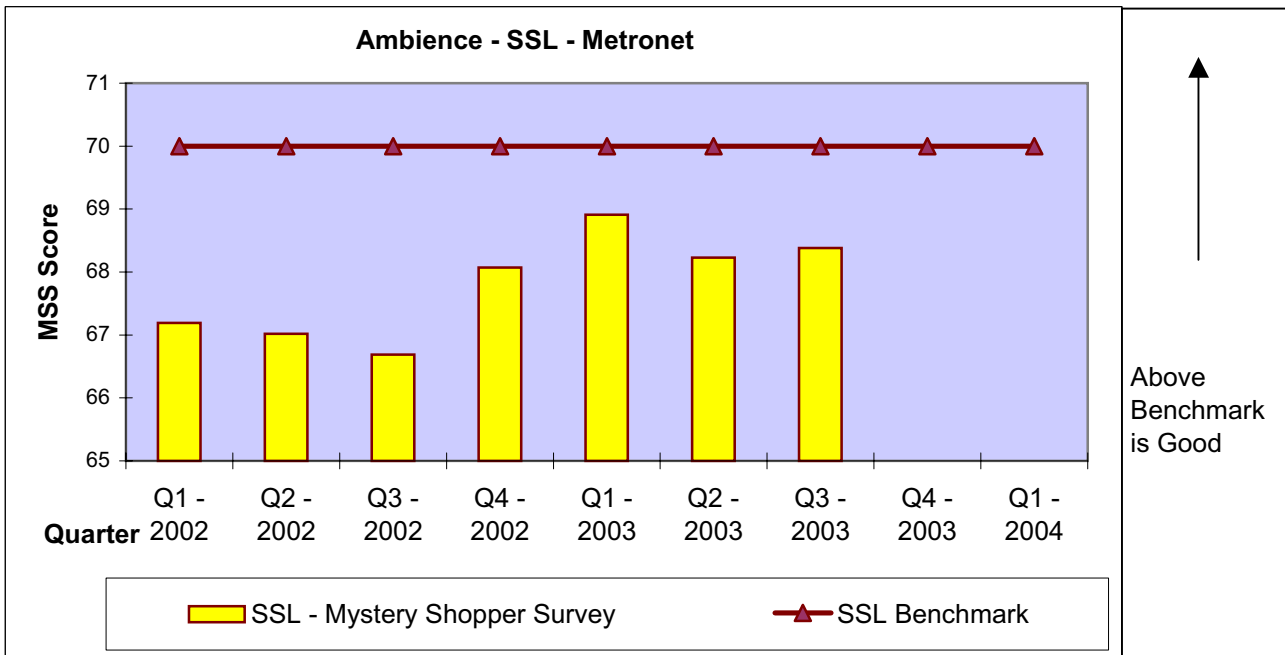


Performance for the first half of 2003/04 is worse than benchmark, continuing the trend from Periods 11-13 (2002/03). This is attributable to the Smell of Burning/Hot Axle problems. The performance trend is improving, with the last 5 periods likely to be better than benchmark. This is due to joint LUL/Tube Line mitigation of the Smell of Burning disruptions. Performance for period 11 is better than benchmark, however there are a large number of LCH in abeyance. Snow and ice on 29/1/04. caused train cancellations. 8,107 customer hours were lost. If agreed this will cost Tube Lines £25,000

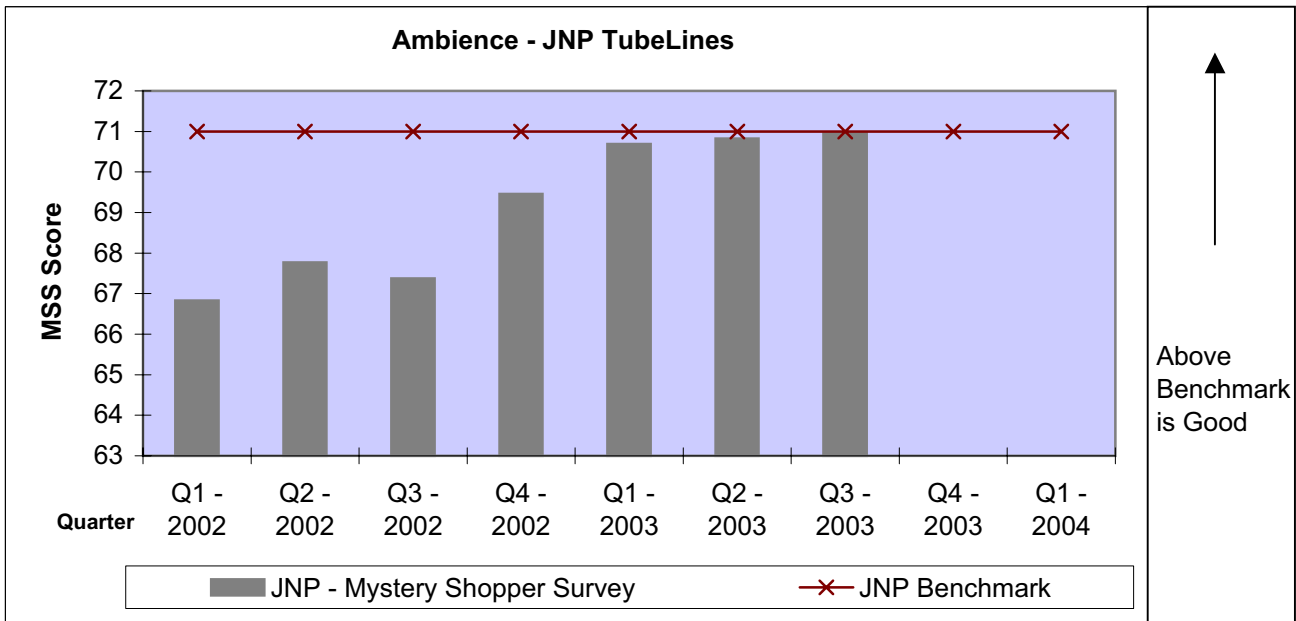
PPP PERFORMANCE - AMBIENCE



The performance for 2003/2004 has been better than benchmark. Metronet took advantage of the Central Line closure early in 2003 to improve the station ambience. We expect the scores to fall slightly going forward as major works at Stations get underway.

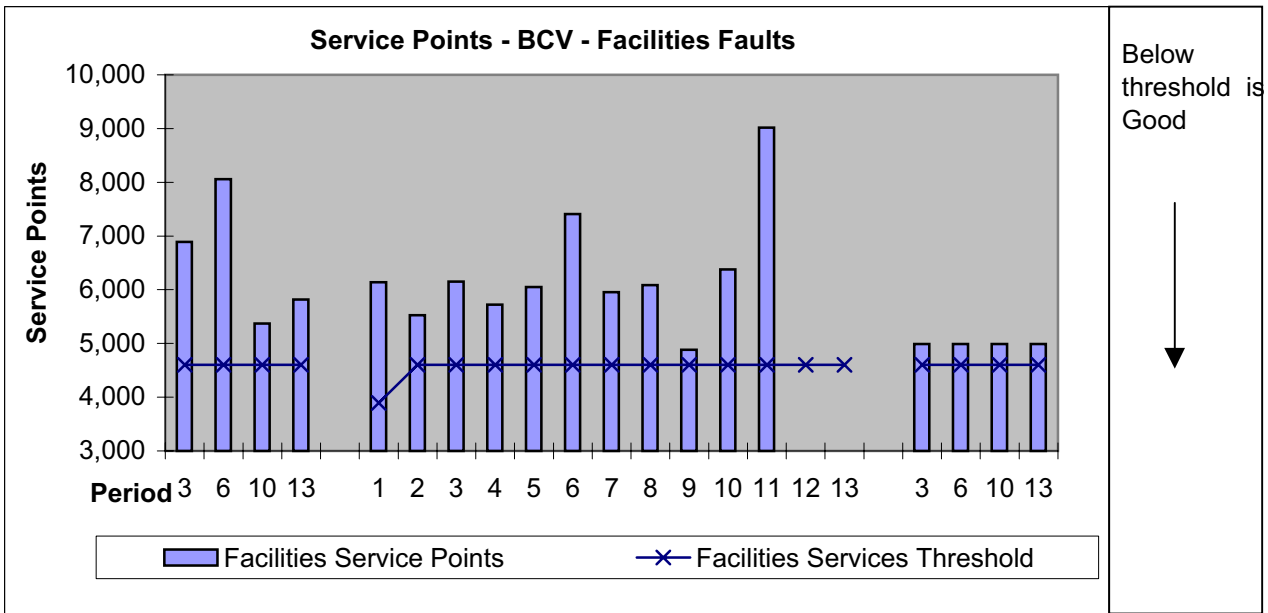


Performance for 2003/04 so far has been worse than benchmark. This is attributable to District and Metropolitan Line Train Ambience scores worse than benchmark, although since transfer there have been some improvements. The worsening performance in Quarter 2 is in part due to increased levels of graffiti on trains. The Quarter 4 results are not available as yet, but early indications show that the graffiti removal and cleaning programmes will result in improvements on Quarter 3 performance.

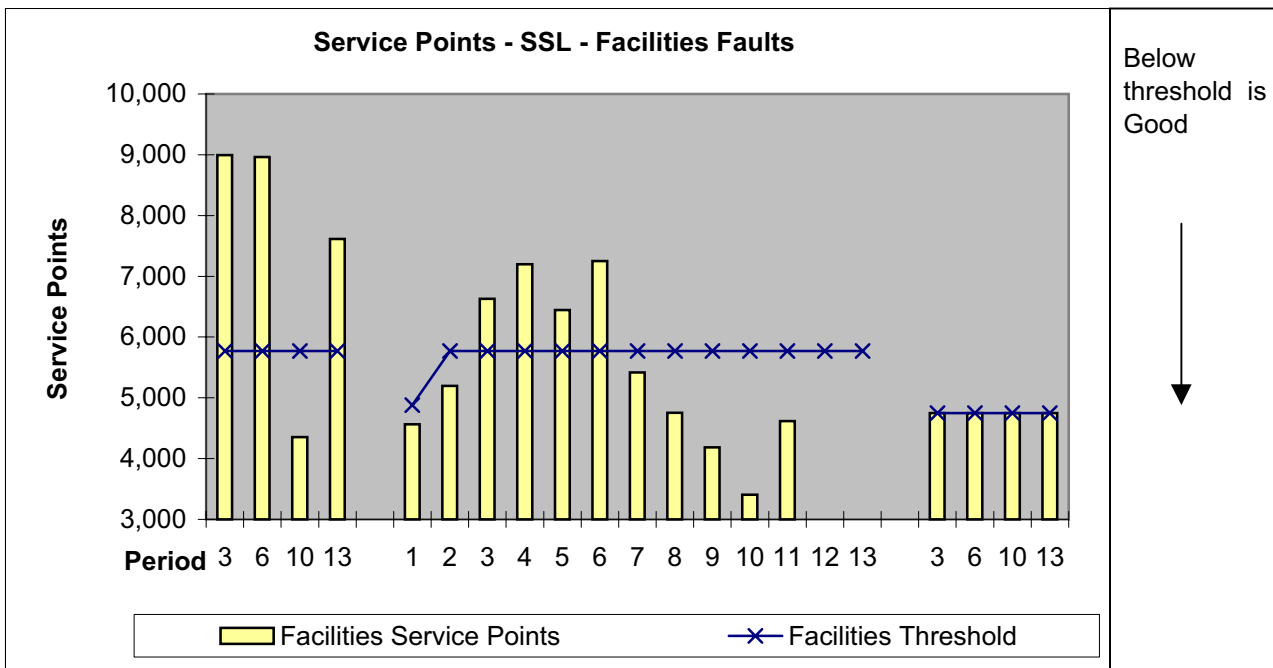


Performance for 2003/04 so far has been worse than benchmark, but with a steadily improving trend. Improvements are due to Operation Clean Sweep, involving dedicated graffiti removal teams, improved train cleaning regimes, more frequent cleans and the use of new technology. Q4 MSS scores are forecast to be better than benchmark.

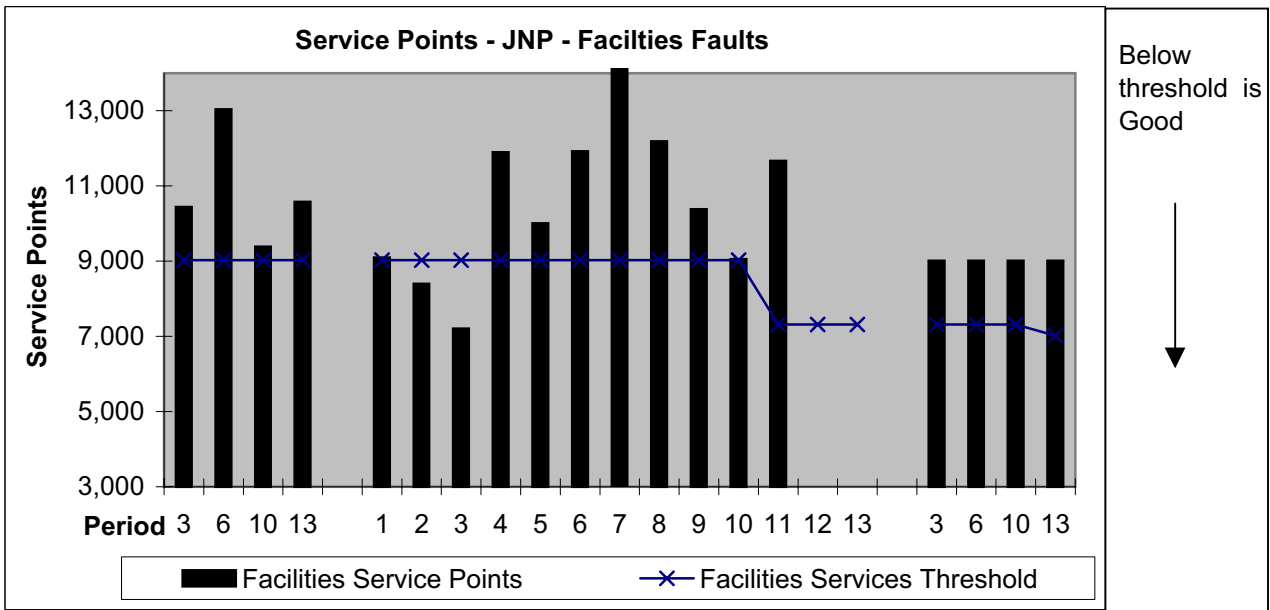
PPP PERFORMANCE - SERVICE POINTS ON FACILITIES



Performance throughout the year has been worse than threshold. The continuing poor performance on CCTV and Public Address systems (PA) accounts for the majority of the service points. Performance has deteriorated in the last period due to an increase of faults on toilets, PA & CCTV. This is expected to get better as improved maintenance has been introduced on toilets and Metronet are making additional investment in CCTV equipment.



Performance in 2003/04 has been better than threshold since period 7 due to ongoing improvements to fault management particularly around DMI's and PA systems. Periods 3, 4, 5 and 6 were worse than Threshold due to poor DMI and PA performance.



Apart from the first 3 periods Performance for 2003/04 has been worse than threshold. This is attributable to MIP Lifts, CCTV, DMIs and PA faults. Final numbers are still subject to agreement for a number of periods due to coding and IT system issues.

TRANSPORT FOR LONDON

TfL BOARD

SUBJECT : 2004/05 BUDGET

MEETING DATE : 24 MARCH 2004

1. PURPOSE

- 1.1 The 2004/05 Business Plan was approved at the TfL Board Meeting on 29 October 2003. Since Government are presently carrying out their Comprehensive Spending Review (SR2004) for the years 2005/06 to 2007/08, this Business Plan also forms part of TfL's funding request in that Review. Accordingly, on the same day it was officially launched publicly at City Hall to inform interested stakeholders of TfL's plans and consequent funding requirements.
- 1.2 The first year of this plan therefore formed the basis of TfL's budget requirement that, on 18 February 2004, was subsequently agreed by the GLA Assembly as part of its final approval of the Mayor's 2004/05 Budget. The Finance Committee considered the 2004/05 Budget at its meeting on 11 March 2004 and recommended its approval by the TfL Board. The Committee recognise that following the implementation of Prudential Borrowing and the SR2004 settlement, it may be necessary to revise the budget during 2004/05.
- 1.3 This paper outlines TfL's budget for 2004/05 reflecting any amendments arising from TfL's 2003/04 results as forecast at Period 9 (December 2003) and the finally agreed Mayor's budget requirement for the TfL Board to approve.

2. CURRENT POSITION

- 2.1 TfL's 2004/05 Budget has been compiled by bringing together TfL's Operational and Capital Plans to clearly distinguish between an operational budget, to support the delivery and running of transport services, and TfL's planned capital investment on transport infrastructure. This reflects the approach taken for the first time in the 2004/05 Business Plan that was issued on 29 October 2003.
- 2.2 It should also be noted that this is the first TfL budget to fully integrate London Underground which became part of TfL with effect from 15 July 2003.
- 2.3 Since the core Plan remains the same and there has not yet been any further indication of any likely settlement of SR2004, it is not intended to update the current Business Plan in March as has been the case in the past. As a result of this:
 - an addendum to the Business Plan is attached in **Annex 1**, to include the important areas of Health, Safety, and Environment and Equality and Inclusion.

- the Best Value Performance Plan (BVPP) will now be presented to the TfL Board in May 2004 to allow for the inclusion of outturn performance information. In the meantime we are obliged to publish a summary by 31 March.

2.4 Although SR 2004 has not yet been decided there is a need to progress with the 2005/06 Business Planning Cycle. It is proposed to send out guidelines at the end of March as information gathered may assist in determining action consequent upon the announcement of any SR2004 settlement.

3. KEY HIGHLIGHTS AND ISSUES

3.1 The full 2004/05 Budget deliverables as signed off by the Managing Directors are included in **Annex 6**. The principal highlights are as follows:-

The 2004/05 **Operational Budget**:

- includes provision for continuing improvements to the quality, capacity and accessibility of London's bus network, including catering for passenger growth. Bus passenger journeys are expected to reach 1,800m in 2004/05, an increase of over 30% since 2000/01.
- includes the payments to the Infracos for the maintenance and improvement of the Underground network under the Public Private Partnership ("PPP") contracts towards a programme of station refurbishment and modernisation, and significant upgrade of train systems, coupled with improved routine and preventative maintenance. Together these will deliver a better environment, a more reliable service and shorter journey times.
- reflects the impacts of the fares policy approved by the Mayor and the TfL Board which was introduced in January 2004. TfL are promoting a more effective use of public transport capacity by encouraging weekend travel. Prepaid weekend tube fares were greatly reduced, being more than halved in some cases and children can travel free as part of family travelcard packages at weekends. Children under 11 can travel free on the bus and Tramlink. In addition there were incentives, by using the Oystercard, to encourage passengers to prepay to speed up operations and reduce administrative and running costs.
- incorporates gross efficiency savings of some £72m, through maximising economies of scale, the Business Improvement Programme and full integration of LUL into TfL. This raises the target set in the 2004/05 Business Plan by a further £18m.
- sees preparatory work for the proposed western extension to the current charging scheme subject to the outcome of the current consultation on the Transport Strategy and Mayoral decision, following the election, on whether or not and when to progress the western extension.
- supports and responds to the Traffic Management Bill currently passing through Parliament. TfL's directorate of Traffic Management will be enlarged to monitor and manage the road network in real time and to facilitate the co-ordination of street works to reduce their impact on traffic in London.

- provides support, in conjunction with SRA, for the formal approval processes for Crossrail through the CLRL Corporation.
- will continue to implement its inclusion and equality policies and, in particular, the TfL's Women's Action Plan. This will ensure that the needs of women are fully integrated into the planning and delivery of transport services in London.
- seeks to achieve improvements in the quality of London's environment. This includes continuing to implement a Health Safety and Environment System that is aligned with the LUL HSE management System, in so far as it meets the business needs. TfL will also seek to improve the quality of the natural and built environment in line with the Mayor's Transport and Environment Strategies. Further details are set out in the addendum to the Business Plan in **Annex 1**.
- includes further progress in Transport Policing and Enforcement, including decriminalising offences on the TLRN to enforce certain moving vehicle offences (such as illegal use of yellow box junctions and the making of banned turns) by civil enforcement measures, Year 3 of the Transport Policing Initiative, and employing an additional 100 British Transport Police on London's transport network over and above the increase in 2003/04.

The 2004/05 **Capital Budget** includes:

- delivery of Underground station improvements including the Wembley Park development and holding the public enquiry for the Camden Town congestion relief scheme.
- increased spend in the boroughs, complying with the Mayor's commitment, consisting of the agreed Borough Spend of £140m as well progressing improvements in respect of cycling and walking schemes.
- taking forward the Thames Gateway Bridge project.
- progressing the DLR extension to Woolwich Arsenal to the award of the concession contract .
- completing the refurbishment of rail cars on the DLR

3.2 The **principal issues** arising from the 2004/05 budget are as follows:

- Until the results of the Government's SR 2004 are known, TfL and its subsidiaries must be mindful of making commitments in 2004/05 that will impact upon the very restricted funding that is presently available in 2005/06. Accordingly, until additional funding is confirmed through the SR2004 process, TfL will manage expenditure within the indicative funding levels from 2005/06 onwards. This, of course, may result in some services, projects and programmes being curtailed or deferred.
- Strict commitment control processes have already been put in place to ensure indicative funding limits are not exceeded for 2005/06 and future years and these will continue at least until the results of SR2004 are known.
- The new prudential borrowing regime potentially offers TfL significantly increased financing flexibility, but the budget presented here does not include borrowing

beyond the financing associated with the London Underground PPPs and PFIs. By the end of March, the Mayor will have set an authorised borrowing limit for TfL, which is expected to include the potential for use of direct borrowing. The Mayor will consult TfL as part of this process, and the TfL Board will have the opportunity to feed into this consultation. TfL anticipates returning to the Board in April for approval of a borrowing plan working within the limit set by the Mayor.

4. CHANGES TO THE BUDGET SINCE 29 OCTOBER 2003

- 4.1 After the TfL Board approved the Business Plan on 29 October, the 2004/05 budget was submitted to the GLA who incorporated TfL's proposals into the Mayor's overall budget. This was then formally consulted upon and put to the Assembly. The Mayor's budget proposals were approved by the Assembly at its meeting on 18 February 2004 providing for precept funding of £25.8m for TfL, a decrease of £32m from 2003/04. This was funded by the release of funds held for 2005/06 for the DLR London City Airport extension and by a small increase in working capital.
- 4.2 This precept was, however, some £40m lower than TfL's expectations. The additional £8m was expected to cover the 100 additional police that the Mayor had requested. This is now therefore being funded by the additional efficiency savings that are being targeted.
- 4.3 The shortfall in the Business Plan for the year 2004/05 of £45m represented the additional monies, not already provided for in the budget, that were required to fund the LRT Pension Fund. Whilst DfT acknowledges that this is an unavoidable commitment under the funding agreement with TfL in February 2003, they informed us that they will take it into account only within the SR2004 settlement.
- 4.4 In addition, programmes and projects included in the Business Plan have been the subject of further development, with detailed deliverables identified to be achieved during the 2004/05 budget year and indicators that will measure the success of these proposals. The budget also now reflects the consequences of progress of projects in 2003/04 since October, including the carry forward of earmarked reserves for obligations incurred in 2003/04 but where the expenditure is now phased in later years.
- 4.5 The 2004/05 budget consists of gross expenditure on revenue and capital of £5,251m and income of £2,485m. This consists of a separately identifiable operational budget with gross operating costs of £4,379m and income of £2,485m as shown in the table below. There is a separate capital budget consisting of £724m, which results in total net expenditure to be funded of £2,618m. The table also shows the level of changes made since the TfL Board approved the Business Plan on 29 October 2003 and these are summarised in **Annex 2**.

2004/05 Budget

	Plan 29 October £m	Changes £m	Budget 24 March £m	2003/04 Forecast £m
Income	(2,420)	(65)	(2,485)	(2,315)
Operating Expenditure	4,176	203	4,379	4,160
Cost of Operations	1,756	138	1,894	1,845
Capital Expenditure	951	(79)	872	391
Capital Receipts/Contributions	(155)	7	(148)	(182)
Capital Programme	796	(72)	724	209
TfL Net Expenditure	2,552	66	2,618	2,054
Funded by:				
Government Grants	2,293	(60)	2,233	2,560
GLA precept	66	(40)	26	58
City Airport set-aside	72	55	127	(127)
Working Capital Movements	-	(85)	(85)	121
Reserves	76	241	317	(558)
Total funding	2,507	111	2,618	2,054
Funding Requirement	45	(45)	-	-

- 4.6 The gross expenditure in the 2004/05 budget of £5,251m represents an increase of 15% compared to the 2003/04 forecast of £4,551m. The major components of this increase are as follows :-
- Increase in the cost of the Bus Network (£199m) for increasing the total bus kilometres operated
 - Increase in the gross cost of London Underground central services (£138m)
 - Increase in London Underground station projects (£46m)
- 4.7 Around half of the Bus Network cost increase (£101m) is the full year impact in 2004/05 of tender price increases and additional services introduced in 2003/04. The cost of additional services being re-tendered in 2004/05 to the 'restore service levels' volume is £36m, with the balance being increased commission, inflation and increased payments for the TfL Bonus and performance under Quality Incentive Contract (QIC) contracts.
- 4.8 **Annex 3** shows an analysis of this gross expenditure total by Business Unit. **Annex 4** summarises each of the 2004/05 resource budgets by activity.
- 4.9 There was a misallocation of third party funding as Government Grant included in the Business Plan. The movement in the above table reflects the correction of the misallocation as the Transport Grant settlement was as expected.

5. THE 2004/05 BUDGET

- 5.1 The TfL budget is explained in sections 5 and 6. However, it should be noted that TfL is continuing to maintain strict control of commitments being made that impact 2005/06 and future years, until the results of SR2004 are known. TfL are restricting such commitments to those that can be funded from within indicative funding, especially as Treasury has indicated that the 2005/06 settlement to Governments departments will not be re-opened. As a result London Underground has reinstated its 'contract release' control process which ensures that contracts are only entered into if all the commitments can be wholly paid for within current indicative funding without jeopardising other works. London Buses, for their part, are maintaining flexibility in future years by limiting tenders awarded for 2004/05 and beyond to the 'restoration of bus service levels' cost profile as defined in the TfL Business Plan.

6. OPERATING BUDGET

6.1 The proposed 2004/05 budget has income which totals £2,484.6m and revenue expenditure of £4,379.3m which is made up as shown in the following table

2004/05 Operating Budget

	Income £m	Revenue Expenditure £m	Total £m
London Underground			
Traffic Income	(1,227.0)		(1,227.0)
Customer Services		455.9	455.9
PPP/PFI Programmes		1,285.1	1,285.1
Initiatives		76.7	76.7
Other Central Services	(80.8)	333.9	253.1
	(1,307.8)	2,151.6	843.8
Surface Transport			
London Buses	(847.0)	1,453.8	606.8
Congestion Charging – Existing scheme	(178.9)	96.1	(82.8)
Congestion Charging – Western extn and trials		22.3	22.3
Road Network Operations	(9.9)	191.5	181.6
Transport Policing & Enforcement	(23.1)	105.3	82.2
Bus Priority		6.8	6.8
Walking, Cycling & Accessibility		1.5	1.5
Director of Traffic Management		9.6	9.6
Public Carriage Office	(12.4)	12.5	0.1
East Thames Buses	(18.7)	18.6	(0.1)
Dial-a-Ride	(1.0)	19.9	18.9
London River Services	(1.4)	1.8	0.4
Victoria Coach Station	(7.5)	6.1	(1.4)
Management, Support & Strategy		42.2	42.2
	(1,099.9)	1,988.0	888.1
London Rail			
Docklands Light Railway	(43.6)	67.3	23.7
Other London Rail	(2.9)	42.0	39.1
	(46.5)	109.3	62.8
Corporate Directorates			
Office of the Commissioner		7.9	7.9
General Council		10.9	10.9
Group Communications	(3.3)	14.0	10.7
Finance & Planning	(21.1)	92.7	71.6
LT Insurance (Guernsey)	(4.3)		(4.3)
Corporate Services	(1.7)	48.9	47.2
	(30.4)	174.4	144.0
General Contingency		20.0	20.0
Overprogramming		(64.0)	(64.0)
Total	(2,484.6)	4,379.3	1,894.7

Revenue Expenditure

6.2 The main deliverables of the revenue expenditure are shown below:

London Underground

- **Trains and Stations** – providing the staffing, control and operations of the trains and stations. This will include provision of buses, as necessary, when there are station closures in support of major PPP works. In addition, there will be 100 extra police to aid customer safety and security.
- **PPP contracts** – continuing to work within the Infrastructure companies to improve reliability of the infrastructure and to meet the target set by Metronet for no non-scratch graffiti on the sub surface stock and the Bakerloo line. Asset registers will be brought together to maintain a single complete record and ensure over time that there is full knowledge of the condition of all assets.

Surface Transport

- **Bus Network** – Continuing improvements to the quality, capacity and accessibility of London's bus network, including catering for passenger growth. Bus passenger journeys are expected to reach 1,800m in 2004/05, an increase of over 30% since 2000/01.
- **Enforcement of moving vehicle offences** – TfL is working with six London Boroughs to enforce certain moving vehicle offences (such as illegal use of yellow box junctions and the making of banned turns) by civil enforcement measures. This will enable more effective traffic management of the TLRN.
- **Improved policing of bus services, major interchanges and taxi market** – Phase 2 of the joint TfL/MPS Transport Operational Command Unit will have rolled out by April 2004. This will enable increased focus on tackling crime and disorder across the TfL transport modes as well as proactive traffic and transport policing to create a safer and more reliable travelling environment.
- **Private Hire Licensing** - Continuing the programme of private hire licensing, with the all vehicles licensed by March 2005.
- **TLRN** – revenue maintenance, relating to day to day maintenance of footways, carriageways, street lighting and furniture to maintain the TLRN in a safe condition fit for purpose and the operation of the Woolwich Ferry including its maintenance.
- **Road Safety** – A programme of specifically targeted Road Safety Campaigns to raise awareness of road safety issues with the public and those identified as being vulnerable road users i.e. teenage pedestrians, cyclists, powered two wheeled vehicles and older road users.
- **Traffic Signals and Controls** - The traffic control system maintenance and management programme ensures traffic systems are maintained to a high standard. This maximises availability of the systems to control the road network allowing rapid identification of any congestion or problem areas, thereby minimising delays and ensuring systems operate in a safe and effective manner.

London Rail

- **Crossrail** - TfL provides 50% of the funding for the current planning and development work being carried out by Cross London Rail Link (CLRL).
- **London City Airport Extension** – 2004/05 deliverables will include the installation and testing of the central hardware for the signalling system, the procurement of the ticket vending machines and automatic passenger counting systems. In addition, TfL will be monitoring the concessionaire's progress with the construction of the extension of the DLR to London City Airport and George V.
- **Woolwich Arsenal** – Completion of the tender process and letting of the PFI contract is expected during 2004/05 for the extension of the railway under the Thames from King George V to Woolwich Arsenal together with the return of the tender documents and commencement of procurement for the additional railcars.
- **DLR Capacity Enhancements** – 2004/05 will see the start of the public inquiry into the three car operation of the DLR between Bank/Tower Gateway and Lewisham.
- **London Rail Authority** - Submit and support a proposal for the establishment of a London Regional Rail Authority to Government.

Corporate Directorates

- **West London Tram** – 2004/05 will see the start of the formal public consultation as well as the submission of the Transport and Works Order application. The West London Tram project will deliver a 20km tram facility that links Shepherd's Bush to Uxbridge. The service is projected to carry approximately 50m passengers per annum.
- **Thames Gateway Bridge** – 2004/05 will see the application for powers under the Highways Act. The Department for Transport has announced financial support for the proposal, which together with toll revenue will cover the construction cost of the bridge. The bridge will be constructed and operated by a private sector company in partnership with TfL, using a PFI structure and is likely to be complete in 2013.
- **Shared Services** – To assist in bringing about the efficiencies budgeted in 2004/05, both HR and Finance will be setting up shared service centres to effect economies of scale.

Risks and Opportunities

- 6.3 The key risk to achieving the budget levels of income is the impact of the underlying economic activity on the level of demand for transport services compared with the assumptions behind the budget. Any significant level of switching by passengers from London Underground to London Buses, while reducing congestion on the Underground, could result in a substantial decrease in income as a result of the differential fare structure.
- 6.4 A specific risk that arises from the uncertainty surrounding the SR2004 settlement and its timing has resulted in bus contracts only presently being renewed to 'restoring bus services level' as defined in the Business Plan to allow flexibility to either raise the level of bus services to those required, or reduce them to the indicative funding level depending upon the outcome of SR2004

6.5 Holding expenditure commitments in 2005/06 to the level of indicative funding until the results of the SR2004 process are known could lead to the deferral of initiatives included in the 2004/05 operating budget and a reduced need for some support services resulting from the deferral of capital projects.

7. CAPITAL BUDGET

7.1 The proposed TfL 2004/05 Budget includes net capital expenditure totalling £724m which is made up as follows

Capital Budget

£ millions	Capital Expenditure	Capital Receipts	Net Capital Expenditure
London Underground			
Customer Services	0.2		0.2
PPP/PFI Programmes	130.7		130.7
Initiatives	259.1	(114.5)	144.6
Other Central Services	144.0	(8.2)	135.8
	534.0	(122.7)	411.3
Surface Transport			
London Buses	37.1		37.1
Congestion Charging – Existing scheme	0.5		0.5
Congestion Charging – Western extn and trials	18.1		18.1
Road Network Operations	161.5	(5.6)	155.9
Transport Policing & Enforcement	2.6		2.6
Bus Priority	44.2		44.2
Walking, Cycling & Accessibility	25.2		25.2
Director of Traffic Management	3.3		3.3
Public Carriage Office	1.8		1.8
London River Services	0.5		0.5
Victoria Coach Service	0.2		0.2
Management, Support & Strategy	0.4		0.4
	295.4	(5.6)	289.8
London Rail			
Docklands Light Railway	28.5		28.5
Corporate Directorates			
Corporate Services	24.7	(19.8)	4.9
General Contingency	5.0		5.0
Overprogramming	(16.0)		(16.0)
Total	871.6	(148.1)	723.5

Capital Expenditure

7.2 Capital expenditure for 2004/05 totals £872m with capital receipts of £148m which result mainly from the capital contributions from the SRA and DfT for East London Line Extension works (£24m) and Channel Tunnel Rail Link works at Kings Cross (£87m), with the majority of the remainder from property sales. The main deliverables included in the 2004/05 capital budget are shown below:

London Underground

- **PPP** – During 2004/05 Tube Lines, Metronet Rail SSL and Metronet Rail BCV will continue to carry out their obligations under the PPP Contract. As well as maintaining the railway they will continue to invest in improvements to the network. In 2004/05, they will complete the modernisation of Burnt Oak, Tufnell Park, Borough, Kennington, and Bow Road Underground stations in addition to the refurbishment of 9 other Underground stations. There will be enhanced refurbishment of a further 6 Underground stations. They will also continue a programme of lift and escalator works as well as making progress towards the line upgrades that will be delivered in later years. Metronet Rail SSL will also carry out significant track replacement works along the southern section of the Circle line at weekends during 2004/05.
- **Prestige** – London Underground will be building on the existing smartcard capability by introducing fare capping to ensure passengers making multiple single journeys on Oyster will only be charged the travelcard rate and introducing child rate oystercards.
- **Power** – Progress during 2004/05 to provide the operation, maintenance and renewal of the Underground Power network will include the development of the power control system (SCADA - Supervisory Control And Data Acquisition Power System).
- **Connect** – The programme to provide and maintain an integrated digital radio communications and a transmission service system will see the completion of enabling works at 324 sites by the end of 2004/05.
- **Jubilee Line Works** – The opening of Canary Wharf east end with new gatelines, and 2 new links to Canary Wharf offices and retail units as well as the delivery of the first car for the 7th car upgrade.
- **East London Line Extension** – Continued enabling works and completion of property acquisition for the future implementation and operation on the northern extension.
- **Other high profile projects** – Examples include Wembley Park Station in support of Wembley Stadium and progressing the design of congestion relief works at Holloway Road Station in support of Arsenal Football Club's new stadium. In addition London Underground is developing a PFI with BAA for extending the network to Heathrow's Terminal 5 and is working to facilitate a major development of a land including the improvement of London Underground infrastructure around White City.

Surface Transport

- **A23 Coulsdon By-Pass** – A major part of the construction works is due to be carried out in 2004/05, with the completion forecast to be 2006.
- **A13 DBFO** – The remaining construction work for this major scheme is due to be completed in June 2004. After this date minor works and maintenance will take place over the remainder of the contract which is due to end in 2030.

- **Bus Priority** – The development and implementation of bus priority schemes to reduce bus journey times and improve service reliability including Route 149 which is being developed as an intensified Bus Priority pilot scheme. Also implementation of beacon based bus priority at 200 junctions will result in reduced delays to buses at signals, providing bus reliability benefits.
- **Prestige** – TfL will be building on the existing smartcard capability by introducing the prepay system to London Buses and fare capping to ensure passengers making multiple bus only journeys will only be charged the daily bus pass rate.
- **Congestion Charging Western Extension** – Starting preparatory work for the proposed extension to the west of the current Central London Congestion Charging zone (subject to consultation during 2004), which will include the setting up of monitoring sites and installation of cameras with links to number plate readers.
- **TLRN/BPRN** – TfL will carry out capital renewal on the TfL Road Network (TLRN), and fund a programme of capital renewal and bridge strengthening on Borough Principal Roads (BPRN).
- **Walking and Cycling** – TfL will deliver a programme of measures that aim to create and promote a connected, safe, convenient and attractive environment that increases the levels of walking in London in accordance with the Mayor's Transport Strategy objectives. TfL has developed proposals for improvements to walking and cycling in partnership with the London boroughs & interest groups (London Cycling Campaign and Living Streets). These include new and upgraded pedestrian crossings, pedestrian signing, installation of dropped kerbs, cycle access and parking upgrades at key interchanges, cycle parking for at least 60 schools in London, and child and adult city cycling skills training.
- **Road Safety** – An ongoing programme of specifically designed and targeted engineering measures and 20mph zones to reduce clusters of crashes on both the TLRN and Borough Roads.
- **Traffic Signals and Controls** – Enhancement of systems ensure the latest technologies and controls maximise safety and availability, particularly in road tunnels within London.

London Rail

- **Rail Car Refurbishment** – The refurbishment of the existing DLR will continue into 2004/05 to improve reliability and include enhancements to contribute to DLR's duties under the Disability Discrimination Act (DDA)1995.
- **Prestige** – TfL will be working with the National Rail and the Rail Settlement Plan to extend smartcard ticketing to some National Rail stations as well as integrating it into designs for the next generation of ticketing equipment.

Corporate Directorates

- **LT Museum Redisplay** - The Museum, having had its bid for Heritage Lottery Funding approved, will be undertaking the £16.9m 'Museum Redisplay' project from 2004/05. The project, which involves refurbishing the roof at the Covent Garden building, will also modernise the exhibits and allow the layout of the museum to be renewed. This project will be completed in 2008/09.

- **Prestige** – TfL will be building on the present prepay system with trials of the use of integrating smartcard capability into mobile phones and co-operation with DfT to migrate the Oystercard to a national smartcard ticketing standard (ITSO).

Borough Spending Plan

7.3 TfL are increasing spend in the boroughs in 2004/05, complying with the Mayor's commitment, consisting of the agreed Borough Spend of £140m as well progressing improvements in respect of cycling and walking schemes. The 2004/05 Borough Spending Plan consists of the following:

£ millions	2004/05 Budget
Principal Road Renewal and Bridge Strengthening	52.3
Road Safety	21.2
Walking	3.0
Cycling	8.5
Traffic Signals	7.8
Bus Stop Accessibility	3.3
Bus Priority	21.3
Area Based Schemes	16.8
Safer Routes to School	6.5
Travel Awareness	1.7
Freight	0.4
Regeneration	1.1
Air quality	1.0
Controlled parking zones	0.9
Area accessibility	1.4
Overprogramming	(7.0)
Total	140.2

Risks and Opportunities

- 7.4 The main risk to achieving a full level of gross expenditure results from the uncertainty surrounding the Spending Review 2004. The later the settlement is known the greater the likely impact through restricting commitments impacting 2005/06 as the TfL budget includes expenditure on some items that cannot be afforded within indicative funding levels after 2004/05. This particularly affects the London Underground congestion relief projects.
- 7.5 London Underground will be undertaking a review of the first year of the PPP contracts following the anniversary of the completion of the last contract. This will assist in an understanding of the impacts that they have on the business, it's operations and it's finances. This may lead to a reassessment of the business risks that London Underground and thereby TfL face.
- 7.6 Risks surrounding the London Underground PPP contract include claims for delayed access from the infrastructure companies in excess of the existing provision as well as

the risk that one contractor will cause London Underground to default on its obligation with another major contractor. A delay by a PFI contractor may result in a claim against London Underground from the PPP contractors, which may not be recoverable from the PFI contractors, for instance.

- 7.7 Major capital projects, such as extensions and other infrastructure changes are subject to the granting of powers through the Transport and Works Act and/or other planning processes. The timing of these processes are difficult to predict and can delay the delivery of a project
- 7.8 Additional flexibility introduced by the new 'Prudential Code' borrowing mechanism could enable capital works to commence earlier than might otherwise be the case.

8. RESERVES

- 8.1 The total year end balance on reserves for TfL in 2004/05 is budgeted at £259m and this is made up as follows:

£ millions	2003/04 Forecast	2004/05 Budget	2005/06 Plan
LU Reserve Provision	130	14	160
LU Earmarked Reserve	298	184	79
TfL Earmarked Reserve	111	-	-
TfL General Reserves	37	61	50
Total	576	259	289

- 8.2 The requirement for a London Underground Reserve provision was established as part of the transfer of the London Underground to TfL. The Secretary of State recognised the desirability of TfL establishing a provision from which to manage London Underground's future business risks. This is due to build up to a level of £170m by 2006/07.
- 8.3 Significant re-phasing of 2003/04 expenditure in London Underground has resulted both from the delayed start of the PPP contracts and from a slower than anticipated build up of the contracts. This has been recognised as a deferral of expected costs, with funds flowing into earmarked reserves to meet obligations that have already been incurred that will be completed and paid for over the next few years.
- 8.4 All of the planned transfers to reserves are allocated for:
- funding obligations that have been incurred but will not materialise until later years,
 - building the Government required "reserve provision," towards the agreed level of £170m and
 - planned London Underground enhancements, including station redevelopment projects, for which reserves will be earmarked in 2003/4 in order that funds are available when the expenditure is actually incurred.

9. DELIVERABLES IN 2004/05

- 9.1 Each activity in the budget has been examined separately and clear sets of deliverables have been established. Against these deliverables a number of indicators of success have been identified. **Annex 6** sets out for each individual activity the deliverables and indicators of success that will be funded by the 2004/05 resource budget.
- 9.2 The deliverables are defined as the outputs from the Business Units. This is distinct from outcomes, which are primarily monitored through the performance indicator framework. The indicators of success will generally monitor that the deliverables are achieved in full and on time. TfL is monitoring the success of each activity using key metrics including cost, milestone dates and Key Performance Indicators (KPIs).
- 9.3 The 2004/05 Budget has been developed as an integral part of the Business Plan, and will continue delivering essential improvements to the capital's transport network. This includes both the continuation of the achievements to date and new initiatives. The full initiatives and deliverables in 2004/05 are included in **Annex 6**.

10. OPERATIONAL PERFORMANCE INDICATORS

- 10.1 This year, during the Business Planning round, performance indicators have been an integral part of the process. The targets that were agreed at the 29 October 2003 meeting as part of the Business Plan were a preliminary view. The targets proposed in this paper have been the subject of further review and discussion with the businesses, with each Managing Director signing performance contracts based on the deliverables included in **Annex 6**.

London Underground

- 10.2 The following indicators for London Underground remain at the same level as included in the 2004/05 Business Plan figures. London Underground passenger journeys remain broadly flat, following the initial poor performance of the underlying economy, a transfer to bus following service improvements, as well as the long term effects of Chancery Lane and Camden Town derailments. This is reflected in the passenger journeys target for 2004/05.

		2003/04 Forecast	2004/05 Budget
London Underground	Units		
Passenger Journeys	Millions	942.0	952.0
Train Kilometres Operated	Millions	67.6	68.9
Excess Journey Time	Minutes	3.38*	3.27

* Actual year to date measure to P9 2003/04

Surface Transport

- 10.3 Following greater than anticipated growth in bus passenger journeys in 2003/04 the 2004/05 budgeted figure has been increased by 94m (6%) from 1,706m and now

represents an 8% increase on the 2003/04 forecast. In addition, bus kilometres operated are budgeted to increase by 5% on forecast 2003/04 levels.

	Units	2003/04 Forecast	2004/05 Budget
London Buses			
Bus Passenger Journeys	Millions	1,672	1,800
Bus Kilometres Operated	Millions	423	457
Excess Wait Time*	Minutes	1.5	1.5

* High Frequency Routes

- 10.4 Included in the TfL budget is a programme of specifically targeted Road Safety Campaigns to raise awareness of road safety issues with the public and those identified as being vulnerable road users. i.e. teenage pedestrians, cyclists, powered two wheeled vehicles, older road users. TfL are also aiming to increase the level of cycling in London by creating and promoting a connected, safe, convenient and attractive cycling environment.

	Units	2003/04 Forecast	2004/05 Budget
Road Network Operations			
Number of Major Injuries and Fatalities (TLRN)	#	1,480	1,414
Maintain Reduction of Congestion in CCS Zone	%	20	20
Cycling on the TLRN	Index	117	122
Traffic Signals Operating Effectively	%	97	97

London Rail

- 10.5 The Docklands Light Railway has seen steady and significant growth both in passenger numbers and in service levels in recent years and this demand growth is expected to continue in 2004/05 with a budgeted increase of 6% in passenger journeys for 2004/05. The service level operated is remaining at a constant level with the marginal fall in kilometres operated resulting from the pattern of bank holidays in the respective years.

	Units	2003/04 Forecast	2004/05 Budget
Docklands Light Railway			
Passenger Journeys	Millions	48.8	51.9
Train Kilometres Operated	Millions	3.37	3.31
Percentage of Scheduled Service Operated	%	98	98

11. PRUDENTIAL BORROWING

- 11.1 The Local Government Act 2003, which received Royal Assent in September, changed the capital finance regulations that apply to local government (and TfL is a local authority for this purpose). The new regime (the “prudential borrowing regime”) comes into force in April 2004.

- 11.2 The cornerstone of the new regime is the CIPFA Prudential Code for Capital Finance, which local authorities must follow, and which ensures that affordability, sustainability and prudence is supported by rigorous reporting and monitoring of defined indicators. These indicators are set out for this meeting in the Treasury Management Strategy.
- 11.3 The indicators in the current Treasury Management Strategy do not reflect the potential use of direct borrowing in 2004/05, though they do reflect the financing associated with the already committed London Underground PPP and on-balance sheet PFIs.
- 11.4 By the end of March, the Mayor will have set an authorised borrowing limit for TfL that is anticipated to include the potential for use of direct borrowing. As part of this process, the Mayor will consult TfL, and the Board will have an opportunity to feed into this consultation.
- 11.5 When the authorised borrowing limit has been set by the Mayor, TfL will develop an affordable borrowing plan making use of direct borrowing and working within the limit set by the Mayor. TfL anticipates returning to the Board with such a plan in April.

12. EFFICIENCIES

- 12.1 During 2003/04 the efficiency targets that TfL was working towards were held centrally and were negotiated and allocated across the modes throughout the year. Although this had the effect of slowing the process down, £21m in gross savings were achieved versus the target of £18m.
- 12.2 As part of the 2004/05 business planning process, efficiencies targets have been built into the modal plans. This has resulted in gross efficiencies of £72m being included in the 2004/05 Budget. This exceeds the original 2004/05 efficiencies target of £54m by 33%.
- 12.3 Taking into account the costs associated to the delivery of these benefits the net efficiencies budgeted for 2004/05 are £57m against a target of £42m, which is an increase of 36%.

£m	2003/04 Original	2003/04 Forecast	2004/05 Original	2004/05 Budget
Procurement		10		37
BIP/Staff Efficiencies		-		18
Marketing		10		11
Other		1		7
Gross Efficiencies	18	21	54	72
One-off costs	(11)	(5)	(12)	(15)
Net Efficiencies	7	17	42	57

- 12.4 The focus during 2004/05 will now be on delivering initiatives to achieve the agreed budget savings. Progress against major milestones will continue to be reported to all Finance Committee meetings.

13. ENVIRONMENT

- 13.1 In 2004/05 TfL is committed to improving the quality of London's environment. This will be achieved by implementing and operating a Health Safety and Environment management system, and delivering a range of environmental improvements in accordance with the Mayor's transport and environmental strategies, and TfL's strategic environmental objectives. (Air quality, Energy and CO2 emissions, Noise, Resource consumption, Built environment, Waste, Natural environment, and Land and Water quality). An action plan is included in the addendum to the Business Plan in **Annex 1**.
- 13.2 During 2004/05 TfL will be engaged in a wide range of activities, which will each make a direct or indirect contribution to the environment of London, some of which are given below.
- To impact on air quality TfL will continue to trial Hydrogen Fuel cell and diesel-electric hybrid vehicles. The fitting of particulate traps and upgrading to a minimum of Euro II standard engines on buses will both be completed by December 2005.
 - Measures will be introduced at Underground stations to achieve a 17.5% reduction in energy consumption by March 2005, which has the direct benefit of reducing emissions.
 - Other activities planned for 2004/05 include encouraging the use of recycled material in highway construction, and developing a waste awareness campaign for TfL staff.
 - Work will continue in 2004/05 to develop performance indicators that will measure the environmental outcomes of TfL's activities.

14. EQUALITY AND INCLUSION

- 14.1 The key objective for 2004/05 will be to continue to level up the workforce to ensure it represents London's communities at all levels. Workforce targets have been developed both across the organisation and for the senior management structure. Particular effort will be concentrated on recruiting and retaining disabled staff, who are poorly represented at all levels of the organisation.
- 14.2 A scorecard of Equality and Inclusion related performance indicators has been developed and is published in the Addendum to the Business Plan.

15. 2005/06 BUSINESS PLAN

- 15.1 Although the current Business Plan will not be updated until after TfL has been advised of the SR2004 outcome and its funding levels (expected between July and late Autumn), the 2005/06 planning round will be starting shortly. This will enable existing financial and other information to be updated, so there is meaningful and robust information in advance of the decisions that will need to be taken after the SR2004 announcement. This will also assist the businesses in focusing on their way forward.
- 15.2 The 2005/06 Business Planning round is also an opportunity to focus on non-financial issues, such as culture, health, safety and environment, and equality and inclusion.

Detailed Business Planning Guidelines will be issued to the Business Units by the end of March

16. RECOMMENDATION

16.1 The TfL Board is requested to NOTE the contents of this report, particularly:

- The changes to the budget since 29 October 2003
- The process being put in place to determine the TfL's borrowing plan by April 2004
- The deliverables resulting from the budget
- The prudent approach being taken in 2004/05 in not committing expenditure with an impact in 2005/06 and beyond pending the outcome of the Government's SR2004
- The Addendum to the Business Plan for Health, Safety, Environment and Equality and Inclusion
- The proposal for commencing the 2005/06 Business Planning Cycle

16.2 The TfL Board is requested to APPROVE the:

- The 2004/05 Budget
- The Addendum to the Business Plan

Addendum to the TfL Business Plan 2004/05 – 2009/10

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This document forms part of, and should be read in conjunction with, the TfL Business Plan 2004/05-2009/10 published in October 2003.

A) HEALTH, SAFETY AND ENVIRONMENT IN TFL

1. BACKGROUND

- 1.1 High performance in Health, Safety and Environment (HSE) has been and remains a cornerstone of success for TfL. During 2003/04 TfL has continued to develop and extend its systematic approach to HSE management. London Underground has completed an extensive review and revision of its HSE Management Systems (HSE MS), and Surface Transport has been improving and aligning its HSE MS with the revised management structure.
- 1.2 An HSE MS for TfL at the Group level and one for the Corporate Directorates have been drafted. In addition, a Group HSE function has been created to establish, maintain and improve assurance processes at the TfL group level and to seek to create alignment on HSE matters across TfL where these are beneficial.

PLANS FOR 2004/05

2. HSE MSs

- 2.1 During 2004/05 work will continue to implement HSE MSs outside of London Underground that are aligned with the London Underground HSE MS, in so far as that meets business needs. In particular, the TfL group level HSE MS and those for corporate directorates and the component parts of Surface Transport will be completed and implemented.

3. HEALTH PLANS

- 3.1 Services and support in relation to occupational health within TfL are delivered through the occupational health team based in London Underground. For 2004/05 the focus will be on maintaining current service delivery with selected improvements in specific areas. There will be action planning to improve the health of staff and sickness absence.
- 3.2 Basic service provision across TfL will continue to encompass general medical advice, physiotherapy for low back pain, stress counselling, trauma counselling, and drug and alcohol advice. In addition, work will continue in relation to policy development, standard setting, and a programme of health promotion.
- 3.3 Specific areas highlighted for improvement in 2004/05 are:
- improving information available about health - analysis across TfL of sickness absence by grade / job type will start in 2004, as information becomes available (currently only provided for London Underground) and lost time injuries and RIDDOR incidents will be included in a Health Report
 - addressing areas of highest risk
 - Stress, anxiety and depression to be addressed through, development of training for managers, including a “toolkit for managers” and some increase in the provision of stress reduction groups

- Musculoskeletal disorders through improved early referral to physiotherapy service
- assessment of fitness to work through extension of use of audiometry assessment to all people working on or near the track

4. SAFETY PLANS

London Underground

- 4.1 London Underground helps over 3 million people to travel around the capital each weekday and about the same number each weekend, resulting in over 950 million customer journeys last year. In recent years, London Underground has invested in substantial safety improvements and has developed and implemented a modern safety management system. The result is one of the safest forms of travel for customers and a very high level of safety for staff working on the network.
- 4.2 The London Underground Board is committed to continuous safety improvement to build upon past success. The Railway Safety Case Regulations 2000 require rail operating companies to submit a safety case demonstrating compliance with sound safety management systems to Her Majesty's Railway Inspectorate (HMRI). The London Underground Railway Safety Case was accepted by HMRI in July 2002. An integral part of the London Underground Safety Case is the strategic and tactical safety improvement programmes elements of which are given here. The statutory independent audit of London Underground being carried out in 2003/04 is expected to result in the identification of further actions for consideration. Technical assurance is an area where there has been considerable improvement activity to date. The independent audit has focused on this topic and it is likely that further areas for improvement will be identified and incorporated within the plan.
- 4.3 In addition to the programme above, London Underground will continue to implement all those recommendations that have not already been completed from the formal investigations into the derailments at Chancery Lane, Hammersmith and Camden Town.
- 4.4 Metronet Rail BCV, Metronet Rail SSL and Tube Lines are London Underground's partner companies within the Public Private Partnership (PPP), and are contracted to maintain and improve London Underground's infrastructure. Each of these companies has its own safety improvement plan detailing improvements designed to support London Underground's safety actions. The safety framework within which all four companies work (London Underground, Metronet Rail BCV, Metronet Rail SSL and Tubelines) is set by London Underground as the Infrastructure Controller. This is done through London Underground's standards regime which is mandated on all four companies.
- 4.5 As in 2003/04 the key element of London Underground's safety plan for 2004/05 is based upon a strategic safety improvement programme to strengthen the management skills and processes underlying safety decision making and compliance with London Underground standards. Additionally a number of "tactical" safety improvements are planned.

Table 1 London Underground Strategic Safety Plan

Objective/Activity	Completion Date	Accountability
1. Improving managers' health and safety knowledge and skills		
Improve the content of health and safety management training given to Centurion managers, Group Station Managers, Train Operation Managers, Service Control Managers and Revenue Control Managers.	April 2004	SQE Strategy and Planning Manager
Complete the delivery of health and safety management training to London Underground Duty Managers – managers who work on shift for Centurion Managers.	Aug 2004	Head of London Underground Learning and Development
2. Improve safety accountability and decision making		
Whilst the methodology for safety decision making was improved in 2003, for the full benefit to accrue more clearly defined accountabilities in safety decision making are required - particularly at middle management level. This is currently under review through audit and appropriate actions will then be developed.	April 2004	SQE Strategy and Planning Manager
The development and use of precursor analysis (identification of technical or safety lapses / incidents which can, in combination with other lapses result in accidents) in safety monitoring.	April 2004	SQE Strategy and Planning Manager
3. Improvement in compliance with procedures		
Working / Reference Manual. (WRM contains working level procedures for the safe operation of the railway). A programme of improvements to the WRM is underway and this will be reviewed to ensure it is adequately focussed on key remedial actions.	Review by Aug 2004	Head of Operational Support
4. Improving assurance of staff competency		
Building upon the completion of programmes to assure the competence of staff in a number of other areas, the competence of Line Controllers is to be assessed / assured.	Dec. 2004	Head of Operational Support
5. Improving organisational learning		
There is a long-term action in respect of the development of safety audit and for London Underground to be able to demonstrate full compliance with the requirements of HSEMS. The safety audit plan for 2004/05 will reflect this long-term objective and be approved by the London Underground Health Safety and Environment Committee.	April 2004	SQE Systems and Assurance Manager

Objective/Activity	Completion Date	Accountability
Improve formal investigation procedure to enhance the quality of accident / incident analysis, and the procedure for development of appropriate remedial actions.	Dec 2004	SQE Strategy and Planning Manager
Railway Safety Case - A programme of improvements to the London Underground Railway Safety Case will lead to extensive improvement in its structure, clarity and understanding.	Dec 2004	SQE Systems and Assurance Manager

Table 2 London Underground Tactical Safety Plan

Objective/Activity	Completion Date	Accountability
1. Platform Train Interface.		
The platform train interface has been identified as the area of highest risk to London Underground's customers. Improvement actions this year are: - Platform and equipment and signage for train operators to be improved. - On sub-surface lines completion of camera and monitor upgrades. Actions and approach taken to reduce incidents at the PTI will be reviewed and a further improvement programme developed.	Dec 2004 Sep 2004 Review Aug 2004	Head of Operational support. Head of Operational Support Head of Operational Support
2. Signals Passed at Danger (SPAD)		
A review will identify whether the actions and approach taken to reduce SPADs is fully adequate and correctly focused. As appropriate following this review an improvement programme will be developed.	Review complete Aug 2004	SQE Strategy and Planning Manager
3. Safety on the Track		
In 2004 / 2005 the following actions are planned: - Introduction of enhanced information for protection masters indicating times of last trains before Engineering Hours. - Implementation of improved standards for possessions. Review whether the actions and approach taken to enhance Safety on the track should continue in its present form or be refocused. As appropriate following this review an improvement programme will be developed.	May 2004 Oct 2004 Aug 2004	Head of Operational Support. Head of Operational Support. Head of Operational Support.

Surface Transport

- 4.6 TfL has a duty to pay close attention to safeguarding the health and safety of every aspect of Surface Transport's activities, from office staff, to design and construction of transport infrastructure, to the end users of this infrastructure and those who live and work in the vicinity of such infrastructure. Travel safety in its totality is a high priority of national transport policy and strategy and for true improvements to take place action needs to be taken across a number of fronts, including awareness, communication between groups and road engineering policies and practices. This safety plan makes a commitment of TfL Surface Transport to continue and further improve its efforts for safer travel in all forms within and around London.

TfL plans, co-ordinates and manages health and safety throughout all stages of its activities and to fulfil this role Surface Transport treats safety under four headings.

- As a highway and traffic authority for the Transport for London Road Network,
- As a provider of public transport in various forms
- As an employer of staff both when employed in buildings owned or leased by TfL and on construction sites or on the highway as a client engaging contractors and consultants, and
- As lead agency for implementing the Mayor's London Road Safety Plan, which has targets for casualty reduction on all roads in London.

- 4.7 Since the formation of TfL in July 2000 work has been progressing to formalise these separate but greatly interlinked safety protocols. These are:

- The London Road Safety Plan
- The Surface Transport Safety Occupational Health, Safety and Welfare Management Systems
- The Road Network Safety Plan
- The Surface Transport Safety Plan

Each of the four plans is part of an evolving process and have a set programme of reviews. This allows recommendations from any audit to be responded to. Part of this process is a benchmarking exercise with other organisations for the collation and dissemination of best practice.

Draft London Road Safety Plan 2004/05

- 4.8 This plan was first published in November 2001 and although setting a framework for action until March 2005, when it will be reviewed and revised, has evolved as situation demand since this time.

This plan fulfils TfL Road Network Operations legislative responsibilities and the London wide strategy is a result of the Mayors Transport Strategy. The plan deals with all road collisions occurring on the public highway resulting in personal injury in London. It sets out proposals for joint working by TfL and the many agencies that have either an interest in or a responsibility for road safety. The plan has been and will continue to be prepared in consultation with key partners. It covers the whole of London and has targets for reducing casualties over a ten-year period. It identifies objectives and procedures for achieving the target reductions by 210 and proposals for the joint working by the various interested agencies. There are also specific

proposals for developing safety measures on the TLRN. Copies of the current London Road Safety Plan are available from the TfL Website.

Table 3

Mode	Objective	Action	Target
RNO Quality Partnerships	Secure a commitment from Police for road safety resources for enforcing speed limits, vehicle defects, seatbelts	Additional police resources to be allocated to traffic work through the Traffic Operational Command Unit.	Dec 2004
RNO Speed Reduction	Work to further reduce speed related accidents	Continue to identify sites with high casualties and install cameras at the most dangerous sites, continue to work with the MPS in targeting mobile cameras. Install digital cameras on difficult tunnel sites. Explore the scope for fitting speed recording/control devices with MPS, Police, London Buses.	March 2005
RNO Vulnerable Road Users – Pedestrians	Review the layout of TLRN junctions and links to identify shortcomings for pedestrians that could lead to accidents	New safety audit procedures have been adopted for the TLRN - include consideration of pedestrians. Complete 04/05 DDA programme on the TLRN - £2.6m	May 2004
RNO Vulnerable Road Users – P2W	Reduce number of P2W incidents on TLRN and BPRN	Continued study of all sites with high accident levels for P2W, introducing remedial schemes where necessary	April 2004 on going
RNO Vulnerable Road Users – Child Pedestrians	RNO to encourage health authorities to provide information about child pedestrian safety to parents of pre-school age children.	Agreement has been reached to purchase and distribute copies of the Children's Traffic Club material to the parents of pre-school children Launched Sept 03.	On going 3 year scheme
RNO Vulnerable Road Users Cyclists	RNO to review the design of TLRN junctions and links design to ensure they provide maximum protection for cyclists.	Review effectiveness of safety audit. Introduce enhanced procedures. Review performance of TLRN re cycling. CCE to in-put to safety schemes	Dec 2004

Mode	Objective	Action	Target
RNO Vulnerable Road Users Cyclists	TfL to contribute to educational and attitudinal campaigns to improve awareness.	Review effectiveness of cycle advance stop lines. Pilot local awareness/enforcement campaigns.	Dec 2004
RNO Managing the TLRN	A programme of local safety schemes for the TLRN to be devised and implemented	Develop and ensure use of ACCSTATS database as key source of information to inform future safety scheme – including extending use of ACCSTATS to Boroughs	March 2005

Draft Surface Transport Occupational Health, Safety and Welfare Safety Management System 2004/05

- 4.9 Surface Transport is responsible for supporting its general business which are Finance, Strategy and Business Services Directorates. Ensuring that the road infrastructure is developed, maintained and managed is the responsibility of Road Network Operations, Directorate of Traffic Management and Congestion Charging. Delivery of a public transport system is the responsibility of the London Bus Services Ltd., the Public Carriage Office, East Thames Buses, Dial-a-Ride, London River Services Ltd., Transport Policing and Enforcement, London Trams and Victoria Coach Station. Surface Transport is also responsible for public road safety and road safety initiatives.

The Occupational Health, Safety and Welfare Safety Management System [SMS] seeks to reduce injuries to staff to the minimum possible by ensuring that working practices comply with best practice and by ensuring that health and safety is properly considered, managed and co-ordinated at every stage of a project from conception, design and preparation through to the execution of the works, subsequent operation/maintenance and finally removal.

The Safety Management System has been developed to fulfil Surface Transport's legislative responsibilities, derived from a number of sources including the Health & Safety at Work etc. Act 1974, the Construction (Design & Management) Regulation 1994, the Management of Health and Safety at Work Regulations 1999 and other occupational health, safety and welfare legislation relevant to its undertakings. The Policies and Guidance documents which form the Occupational Health, Safety and Welfare SMS are under continuous review to reflecting current statutory requirements and best practice.

Table 4

Mode	Objective	Action	Target
RNO	Establish site inspections programme.	Develop an pro-active monitoring programme to ensure compliance with Section 3 responsibilities under HASWA ' 74.	March 2005
Business Services	Provide effective training for managers and staff to enable them to meet their responsibilities under OHS&W Legislation.	External provider for the provision of site safety courses identified and course programme agreed. CDM responsibility training provided for new staff. Induction training for all new staff. Establish training dates with identified provider. Provide training when required.	Dec 2004
Business Services	Develop audit programme to check compliance to SMS	Audit programme capturing compliance with CDM regulations established.	March 2005
Business Services	Produce Occupational Health, Safety and Welfare Policy [General Statement of Intent: Organisational Responsibilities: General Arrangements].	Policy signed and distributed to all employees and placed on Intranet for accessing by all ST employees. Policy to be reviewed to reflect Legislative obligations and current ST structure.	Dec 2004

Draft Road Network Safety Plan 2004/05

- 4.10 Network safety is about the extent to which the fabric of the TLRN, including the road itself, footways, bridges, tunnels, subways, walls, verges, cuttings, embankments, street furniture, etc is fit for purpose. Rigorous survey and inspection regimes and consistent standards for maintenance were introduced in new contracts for Stewards and maintenance contractors in April 2002. A register of assets and their condition was also established in 2002.
- 4.11 Since the formation of TfL in July 2000, a series of risk management studies has also been carried out in order to ensure the ongoing safety of the TLRN. These studies have included examination of fire in tunnels and subways, the risk of explosives being secreted in TLRN structures and street furniture, damage to structures by high or heavy vehicles, unauthorised and unsafe access to bridges, and the safety and effectiveness of drainage pumping stations.

A comprehensive summary of all aspects of Network Safety is being drawn together into a single document – the Network Safety Plan. This document will be updated on a regular basis to provide a useful summary of work completed and initiatives underway.

Table 5

Mode	Objective	Action	Target
RNO	In collaboration with the emergency services ensure that comprehensive emergency plans exist for dealing with major incidents at key points on the TLRN (e.g. tunnels and Thames bridges)	Emergency plans now exist for the principal tunnels on the TLRN. Through the Thames Crossings Co-ordination Group, TfL is also addressing the issue of contingency planning on a broader front. The development of emergency plans for other specific key links on the TLRN is also progressing. Plans to be honed and developed through desktop scenario testing and 'in the field' exercises.	March 2005
RNO	Review adequacy of current requirements for safety inspections and service requirements on the TLRN	An in-depth review of bridge inspection reporting has been completed and new guidelines issued. Existing requirements for other safety inspections are being reviewed as part of the Efficiencies programme. Implement new requirements	June 2004
RNO	Adopt Technical Approval procedures for the design, assessment and modification of TLRN structures	A detailed guidance note and formal procedure are currently in preparation within RNO.	April 2004

Draft Surface Transport Plan 2004/05

- 4.12 Health and Safety is monitored and managed both locally through line managers and Surface Transport staff, ultimately reporting to the TfL Safety Health and Environmental Committee. A number of the services and operations are contracted out, and management of health and safety across this interface is key.

In the past year significant progress has been made in developing the health and safety management systems to ensure that they are consistent across the modes and are in line with systems being developed within TfL as a whole.

Table 6

Mode	Objective	Action	Target
LBSL	Improve bus driving standards across the London bus network	Implement the revised bus Driver Quality Monitoring scoring system. Continue the BTEC training programme for all drivers and service controllers	May 2004
LBSL	Improve Contractor Health and Safety management	Audit all contracted bus operators safety management arrangements Develop and implement a programme of H&S audits for non-operational contractors	March 2005 May 2004
VCS	Improve safety within Victoria Coach Station	Introduce luggage x-ray machine for customer safety and security Implement new ticket printing machines to reduce staff incidents Improve pedestrian/vehicle arrangements through a review of signage, rearranging vehicle movements, providing fixed barriers and relocating customer help point	Nov 2004
DaR/ ETB	Improve Dial – a – Ride and ETB customer safety	Implement an electronic incident database for DaR accidents Commence a programme of engineering quality inspections on the DaR fleet. Train staff in safety management	Sept 2004
Trams	Improve customer safety on trams	Continue roll out of on tram CCTV installation Implement track work to minimise the risk of derailment	Dec 2004
PCO	Improve Customer Safety	Annually examine all taxi drivers in the loading, securing and unloading of a passenger in a wheelchair.	March 2005

Mode	Objective	Action	Target
PCO	Improve private hire operator/driver standards	Continue with programme of licensing all private hire operators/drivers	March 2005
PCO	Improve private hire vehicle standards	Implement regime of private hire vehicle inspections at sites across London	March 2005
TPED	Improve safety and security for TfL staff customers, and the public across the bus network	A new incident reporting system is to be implemented for all bus operators linking computer systems used by operators, LBSL and TPED	March 2005
LRS	Continue managing and monitoring safety relating to licensed boat operators	Continue to audit all boat operators annually using the audit developed in agreement with enforcing bodies	March 2005
LRS	Reduce the likelihood of criminal and anti-social behaviour	Monitor incident reports with ST Group Safety to identify trends and further roll out of CCTV at newest locations	Sept 2004

Docklands Light Railway (DLR)

- 4.13 The following are the safety objectives set by the DLR franchisee and supported by DLR.
- 4.14 The key objectives for 2004/05 have been taken from the November 2003 Railway Operators Audit Rating System (ROARS) audit and issues highlighted by the Senior Management Group. The progress against objectives will be reviewed each month in the Period assurance report and at the Senior Management Group and Safety Management Review meetings held throughout the year.

Table 5 DLR Safety Plan

Objective/Activity	Completion Date	Accountability
<p>Overhaul of Engineering Standards To review and produce Engineering Standards, associated procedures and Work Instructions for all maintenance areas within the Operations Directorate.</p>	Dec 2004	Assurance Director and Operations Director
<p>Track Training To design and implement risk based training modules to address the PICOW, Lookout and Trackside Protection Assistant roles that staff and contractors will undertake in the track environment.</p>	Sept 2004	Operations Director
<p>Safety Culture To implement changes company-wide that promote a positive safety culture amongst all staff.</p>	March 2005	Managing Director
<p>Licensing Framework To review licensing needs throughout the company and develop a framework for ensuring that all internal staff are licensed appropriately.</p>	March 2005	Customer Services Director
<p>Contractor Management To agree procedure for hiring contractor's and implement a process for regularly monitoring and auditing contractor performance.</p>	Dec 2004	Assurance Director and Operations Director
<p>Planned General Inspections To continue work established in 2003 by ensuring PGI actions are relevant and carried out and the process is audited regularly.</p>	March 2005	Operations Director

B) ENVIRONMENT

1. BACKGROUND

- 1.1 TfL makes a significant contribution to improving the quality of London's environment. TfL will continually improve this contribution across all its operations within the resources available to it.

2. MANAGING AND MEASURING ENVIRONMENTAL PERFORMANCE

- 2.1 TfL is committed to achieving this improvement by implementing a Health Safety and Environment System that will mean TfL will comply with the spirit as well as the letter of environment legislation, approved codes of practice and other relevant standards. TfL will also seek to improve the quality of the natural and built environment in line with the Mayor's Transport and Environment Strategies.
- 2.2 TfL has developed ten environmental objectives (Table 6). These are based on the Mayor's five Environmental Strategies (Air Quality, Energy, Ambient Noise, Biodiversity and Waste) and takes into account TfL's impact on resource use, the built environment, and water and land quality.
- 2.3 TfL has prioritised these objectives into three tiers that reflect the degree to which TfL has an environmental impact, the level of influence and control TfL has and the extent to which an impact occurs across TfL.
- 2.4 Examples of actions that are to be undertaken in 2004/05 and beyond are summarised in the Table 7. They reflect the work of each business unit as well as each environmental objective. The table sets out the actions to be taken, the target for each action and the timescales and business units involved. During 2004/05 TfL will be further developing its environmental reporting through the identification and setting of performance indicators for each of the environmental objectives.

Table 6 TfL's Environmental Objectives

Tier 1

- Reduce pollutant emissions to air.
- Reduce energy consumption, implement efficiency measures and increase the use of renewable energy to reduce greenhouse gas emissions.
- Reduce noise and vibration by promoting the use of quieter travel modes and vehicles, reduce the noise generated by vehicle use and control the levels of transport noise impacts on sensitive locations.

Tier 2

- Reduce consumption of resources, implement efficiency measures and recognise where resources are consumed reduce the adverse effect on the environment through environmentally preferable procurement and trading.
- Maintain and where possible, enhance the quality of London's built environment.

- Reduce the impacts of waste generated from TfL and contractor activities through minimising consumption and promoting re-use and recycling.
- Promote the sustainable transport of waste.

Tier 3

- Maintain and where possible enhance the quality of London's natural environment.
- Reduce pollutant emissions to water and land.
- Reduce consumption of water resources and implement efficiency measures.

3. Reporting Progress

- 3.1 TfL produced its first Environmental Action Plan (EAP) in 2002. This year, TfL's environmental reporting is included in TfL's Business Plan to reflect and inform the business planning process. Of the 30 milestones in the EAP 2002, 18 have been achieved. When the EAP 2002 was published, London Underground was not part of TfL. London Underground's achievements are also recorded in its Environmental Report 2003 available on the internet.

4. Environmental Responsibilities

- 4.1 Environmental activities that TfL is involved in fall into three broad categories.
- i) Meeting legal requirements of activities where TfL has management control.
 - ii) Reducing TfL's environmental 'footprint' for activities which TfL has either management or contractual control; e.g. vehicle fleets, resource use.
 - iii) Influencing/encouraging others to reduce their environmental 'footprint'; e.g. encouraging modal shift from the private car to more sustainable forms of transport, such as public transport, walking and cycling.
- 4.2 TfL's future plans below deal with category (i) and (ii). TfL's Business Plan sets out in full TfL's plans to achieve modal shift.

5. Implementing Environmental Improvement

Air Quality

- 5.1 What TfL has achieved:
- To date 84% of London buses meet Euro II or better engine standard and 56% have particulate traps;
 - After a successful trial over 200 of London buses use water-diesel emulsion fuel;
 - TfL support fleet managers gained ISO14001;
 - Included an emission target in the London service permit. All buses operating under the London service permit meet Euro I engine standard;

- TfL introduced in February 2003 an ongoing 100% discount for certain 'alternative' fuel vehicles entering the Central London Congestion Charging zone. To date 4,300 vehicles have registered;
- Central London Congestion Charging has reduced congestion and the number of private vehicles on the road;
- The London Traffic Control Centre was opened;
- The Streetworks task force was set up;
- TfL awarded £780,000 for the year 2003/04 and £1 million for the year 2004/05 for Boroughs' air quality improvements' initiatives;
- A study to examine the relationship between traffic management measures and air quality was completed; and
- TfL was a funding partner of, and managed the Low Emission Zone Study.

5.2 What TfL plans to do:

- All London buses will meet Euro II engine standards (or better) and have a particulate trap by December 2005;
- TfL aims to develop a taxi emissions reductions strategy;
- Three zero-emission Hydrogen Fuel Cell (HFC) buses will be trialled over two years (trial started in January 2004);
- A trial of hybrid diesel-electric buses will start in September 2004;
- TfL will investigate selective catalytic reduction and exhaust gas recirculation;
- TfL is consulting on a possible extension of the Central London Congestion Charging zone;
- TfL is continuing to operate the London Traffic Control Centre, which aids faster responses to traffic incidents. Improved traffic management of the road network has relieved congestion, which helps to reduce emissions;
- TfL will continue to allocate funds through the Borough Spending Plan process to boroughs for air quality improvement initiatives and for initiatives that reduce travel by car; and
- TfL will continue to be a member of the London Hydrogen Partnership.

Energy

5.3 What TfL has achieved:

- TfL has undertaken a strategic review of its energy procurement and demand management processes;
- London Underground has reduced energy consumption in stations by 17% against a baseline figure;
- Specified regenerative braking on all new London Underground rolling stock. Over 40% of the London Underground train fleet use regenerative braking which recovers energy as the train brakes are applied, this is then used to power other trains. Energy savings of 20-25% are achieved;
- TfL uses a substantial proportion of renewable energy. TfL's five main contracts have the following levels of renewable energy:
 - Bulk Supply (mostly trains and London Underground internal supplies) – 10%
 - Greater than 100kW sites (mostly offices, depots and large stations) – 100%
 - Sub100kW sites (mostly small supplies, pumps, fans, stations, etc) – 100%
 - Unmetered (mostly street furniture) – 100%
 - Unmetered (mostly traffic systems and CCTV) – 100%.
- A BTEC training course has been introduced for all London bus drivers to improve driving standards which will help to reduce fuel consumption.

5.4 What TfL plans to do:

- During 2004/05, TfL will start developing plans to reduce consumption across all its operations, including street furniture, traffic systems and bus accommodation under TfL's control. London Underground is aiming for 20% energy saving at stations during 2004/05 compared to 17% during 2003/04;
- TfL is working to ensure that, where possible, energy purchased for TfL is from renewable energy. Where this is not possible, due to availability, TfL aims to increase the proportion of renewable energy used. TfL has increased its purchase of renewable energy from 9% to 12% of total electricity requirements in 2002/03, and aims to increase this to 17% from renewables during 2004/05;
- Croydon Tramlink will have 5% of its low voltage supplies provided from renewable sources by 2006;
- TfL will trial energy saving HFC buses over two years (trial started in January 2004) and continue to use Liquid Petroleum Gas (LPG) support vehicles;
- Over the next 3-4 years TfL is trialling energy saving light emitting diode traffic signals;
- After successful trials of solar powered bus stops and bus shelters that are not connected to the national grid TfL aims to use solar power for 270 stops which cannot be connected to the mains supply by the end of 2004;
- Photovoltaic cells will be installed on the roof of Vauxhall Cross bus station and Walworth bus depot;
- Bus drivers will continue to take BTEC training to improve bus-driving standards and reduce energy use. Fleet support drivers will continue to undertake environmental awareness training; and
- TfL will continue to be a supportive member of the London Climate Change Partnership and the Energy Partnership; both led by the GLA.

Noise and vibration

5.5 What TfL has achieved:

- London Underground has carried out rail grinding, installed more continuously welded tracks and lubricated key areas of known 'wheel squeal' to reduce noise;
- TfL has established a limited noise-monitoring programme on the TLRN and
- DLR has a Noise and Vibration Policy that specifies targets, noise monitoring and maintenance procedures for the railway.

5.6 What TfL plans to do:

- TfL will promote quieter vehicles by conducting a two year trial of hydrogen fuel cell buses and continue to use LPG vehicles in TfL support fleets;
- London Underground is developing a rail noise predictive monitoring tool;
- London Underground aims to improve its wheel/rail lubrication regimes;
- London Underground will consider the feasibility of using new technology on track support to limit vibration transmission from rails to the supporting structures;
- TfL is participating in the DEFRA noise mapping exercise of London. When the roads part is complete, TfL will respond with a suitable noise action programme for the TLRN provided sufficient funding is available. London Underground will work with DEFRA to produce noise maps of the Underground network;
- To promote quieter travel modes TfL has, and will be creating significant improvements for pedestrians and cyclists for example, through improvements to town centres and transport interchanges and also through initiatives like trials of 20mph zones, safer routes to school, and travel awareness and

- Noise mitigation measures will be used in DLR's extension projects, in line with DLR's noise policy.

Resource Consumption, Built & Natural Environment, Waste, Land & Water Quality

5.7 What TfL has achieved:

- London Underground has introduced water saving features during the refurbishment of train washing facilities;
- London Underground purchases 50% of its timber from sustainable managed forests;
- TfL is piloting the use of recycled materials in footpath renewal;
- TfL aims to maintain and, where possible, enhance its biodiversity assets. A pilot survey has been completed and TfL has completed research to improve conditions for tree root growth; and
- TfL has signed the Mayor's Green Procurement Code.

5.8 What TfL plans to do:

- TfL monitors water usage in its buildings and will continue to do so;
- Investment in roads, bridges and stations is continuing;
- Improve the streetscape and
- TfL will work with others to encourage the movement of waste by rail and water.

Table 7 Environmental Actions

Action	Target	Environmental Objective	Deadline	Ownership
Undertake an active role in the trial of three Hydrogen Fuel Cell buses commencing January 2004.	Trial of three Hydrogen Fuel Cell Buses to be completed by January 2006.	Air Quality Energy Noise	January 2006	Surface Transport
All London buses to be fitted with particulate traps to reduce particulate emissions.	100% of London buses to be fitted with particulate traps by 2005.	Air Quality	December 2005	Surface Transport
All London Buses to have engines that are a minimum of Euro II or better by 2005.	100% of London Buses to be fitted with Euro II engines or better by 2005.	Air Quality	December 2005	Surface Transport
The London Motorcycle Working Group will work to assess the supply and demand of parking provision for motorcycles and mopeds.	Report on the number of measures to enhance and extend the parking provision for motorcycles and mopeds and identify the benefits they provide.	Air Quality	May 2005	Surface Transport
Monitor and annually report on the energy used (incl. % renewable) and CO ₂ emissions from TfL's office buildings.	<ul style="list-style-type: none"> - Report on total energy used in office buildings and the proportion which is from renewable sources. - TfL to achieve government targets by ECON 19 for energy used. 	Energy	March 2005	Group Facilities

Action	Target	Environmental Objective	Deadline	Ownership
Introduce measures at Underground stations to reduce energy consumption.	Underground stations to achieve a 17.5% reduction in total energy consumption.	Energy	March 2005	London Underground
Where practical and financially viable, encourage the quietest alternatively fuelled vehicles for all TfL managed fleets.	Report and identify the number of alternatively fuelled vehicle technologies examined and trialled and identify the benefits they provide.	Noise	March 2005	Surface Transport & Distribution Services
Where appropriate, fund in total or contribute towards borough environmental improvement measures via the annual Borough Spending Plan process.	Fund in total or contribute towards borough environmental improvement measures via the annual Borough Spending Plan process.	Noise Air Quality Energy Natural Environment Waste	November 2004	Borough Partnerships
Develop an environmental database for use in managing the TLRN.	Produce an environmental database, which will include biodiversity information for use in managing the TLRN.	Natural Environment	March 2005	Surface Transport
Complete streetscape guidance for the TLRN and develop a mechanism to ensure compliance.	Streetscape guidance for the TLRN completed	Built Environment	December 2004	Surface Transport

Action	Target	Environmental Objective	Deadline	Ownership
Encourage and investigate the use of recycled materials on the TLRN.	Review London Remade's list of recycled materials for highway construction and maintenance. Review materials for their suitability for use on the TLRN and the wider sustainability issues.	Waste	December 2004	Surface Transport
Develop a waste awareness campaign targeted at all staff and ensure education and promotion provides clear, simple and consistent messages and that feedback on achievements is provided to ensure awareness becomes action.	Develop a waste awareness campaign and promote to all staff.	Waste	March 2005	Group Facilities
Establish water use baseline for all buildings and continue to monitor water use.	Water usage to be 6m ³ per employee per year.	Water Use	April 2005	Group Facilities

C) EQUALITY AND INCLUSION

1. BACKGROUND

1.1 TfL is determined to achieve excellence in equality and inclusion, adopting and upholding exemplary employment practices and delivering barrier-free transport services that address deep-rooted societal discrimination. TfL's Equality and Inclusion commitments are those that underpin the Mayors Transport Strategy; **a city for people, an accessible city and a fair city**.

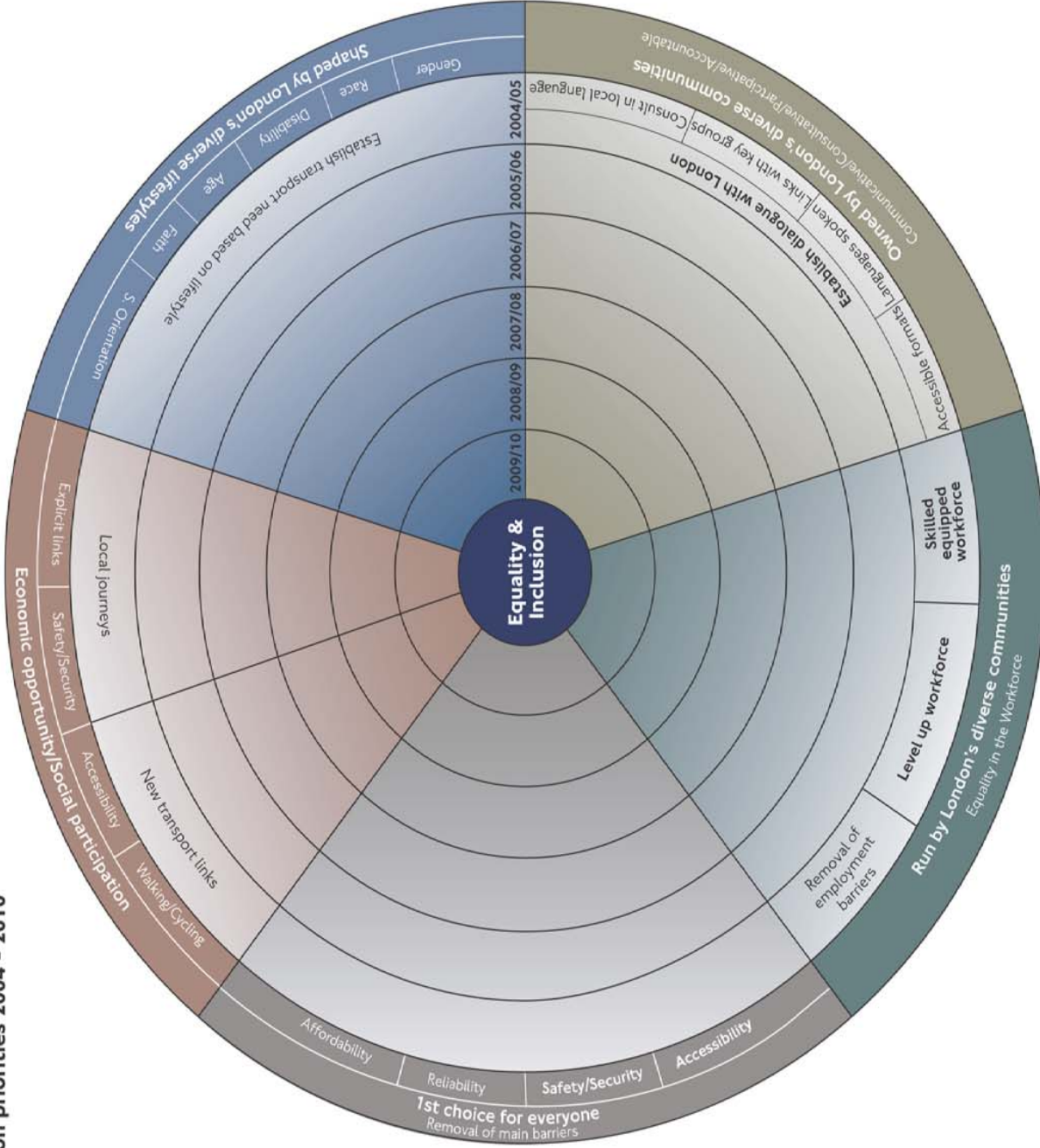
1.2 TfL has made a commitment to ensure that everyone who lives in, works in or who visits London has a fair and equal chance to access our transport services. TfL have agreed with the Mayor, the GLA and the other functional bodies to focus on the following target groups:

- Women
- Disabled people
- People from black and minority ethnic groups
- Lesbians, gay men, bisexual and transgendered people
- Older people, children and young people
- People of faith and belief

Whilst the focus for TfL is on the above groups, the 2004/05 priorities will be women, disabled people and people from black and minority ethnic groups.

1.3 Equality and inclusion is everyone's responsibility, and instead of treating people from target groups as if they are 'special', TfL have chosen to 'mainstream' this work, ensuring that people's requirements are built in to everything TfL does. TfL have a number of high level equality and inclusion objectives, which forms TfL's equality and inclusion strategy. The strategy is illustrated on the following page.

Equality & Inclusion priorities 2004 - 2010



These equality and inclusion objectives will be achieved when transport services are:

- **Run by London's diverse communities**
The composition of the workforce will reflect London's true population at all pay bands and in all functions. The requirements of each community will be understood and reflected in all our policies and practices. Discriminatory behaviours will not exist.
- **Owned by London's diverse communities**
Having an active dialogue and robust relationship with all groups within London's diverse communities. Consulting openly and taking account of people's views and diverse requirements in our services.
- **Shaped by London's Diverse Lifestyles**
Understanding the effect that 'social identity' has on the lifestyles of different communities, where they go, what they do and why. By doing this TfL will understand what that means in terms of their transport requirements and will shape our services accordingly.
- **The First Choice for Everyone**
Understanding, acknowledging and removing the main barriers that prevent people from using our services as their first choice. These barriers include: accessibility, safety and personal security, reliability and affordability
- **Create economic opportunity and social participation**
Tackling barriers that contribute to fundamental exclusion and isolation by creating links at a local level to essential facilities. Continue to create new opportunities for employment for people who currently do not have that opportunity.

2. PLANS FOR 2004/05

- 2.1 Key indicators to measure the success of TfL's achievements in fulfilling its objectives have been developed in line with the 2004/05 Business plan. These are detailed in table 8 below.
- 2.2 There are many important aspects to workforce equality. Our key objective during 2004/05 will be to "level up" the workforce ensuring that London's communities are represented at all pay bands and in all areas of the organisation. To this end, workforce targets for 2004/05 and beyond have been set. These are underpinned by a firm commitment from senior management within TfL to work towards achieving these goals. Please see table 9 below.
- 2.3 London Underground do not currently report disability status, this data will be added from May onwards. Current disability targets are based on TfL minus London Underground information. Organisational changes to some Directorates since the transfer of London Underground has affected the composition of these areas, as staff have joined Group Directorates.
- 2.4 We are very concerned about the lack of diversity in the bus and taxi industry and are currently investigating barriers to joining both. Programmes for removing barriers and setting workforce targets in each industry will be agreed during 2004/05. The targets for subsequent years will be revised in light of 2004/05 performance.

Table 8 Equality and Inclusion Performance Indicators/Targets 2004/05 – 2009/10

Performance Indicator	Agreed targets 2004/05	Proposed targets 2005/06	Proposed targets 2006/07	Proposed targets 2007/08	Proposed targets 2008/09	Proposed targets 2009/10
First Choice for everyone: Accessibility						
% of bus stops that are 'low floor' (Londonwide)	23%	28%	33%	38%	43%	48%
% of buses that are 'low floor'	95%	100%	100%	100%	100%	100%
% of Underground Station with step free access (Street to platform)	16.5%	18%	19.2%	19.2%	20%	20.8%
% lifts not in Service in London Underground Stations	5.4%	5.1%	4.9%	4.6%	4.3%	4%
% of lift operational at DLR stations	97.0%	97.0%	97.0%	97.0%	97.0%	97.0%
% of traffic signals operating effectively (Londonwide)	97%	97%	97%	97%	97%	97%
% of registered users using Taxicard	50%	55%	60%	65%	70%	75%
% of London Underground stations with wheelchair access	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
% of traffic signals with pedestrian phase (Londonwide)	82%	82%	82%	82%	82%	82%
% of pedestrian crossings with facilities for disabled people on TLRN (BV165)	65%	68%	71%	74%	77%	80%
% of pedestrian crossings with facilities for disabled people on Borough Roads (BV165)	72%	72%	72%	72%	72%	72%
% of bus stations accessible in accordance with London Buses' Operational & Construction Guidelines for both new design and refurbishment/upgrading of existing facilities	82%	89%	89%	91%	91%	91%

Performance Indicator	Agreed targets 2004/05	Proposed targets 2005/06	Proposed targets 2006/07	Proposed targets 2007/08	Proposed targets 2008/09	Proposed targets 2009/10
% of DLR stations with all stairways that conform to the Strategic Rail Authority Code of Practice (SRA).	20%	50%	80%	98%	98%	98%
First Choice for everyone: Safety/Personal Security Targets						
Total No. of major injuries and fatalities (Londonwide) (BV99)	5192	4965	4748	4566	4394	4230
Total No. of major injuries and fatalities (TLRN) (BV99)	1414	1356	1292	1233	1178	1126
No. of child major injuries and fatalities (Londonwide)	558	526	499	481	471	468
No. of child major injuries and fatalities (TLRN)	90	85	80	77	75	74
% street Lighting operational on TLRN	98%	98.5%	98.5%	98.5%	98.5%	98.5%
Total No. of Countdown signs fitted	2,500	Targets dependent on the New Technology (Development) project				
No. of additional Bus Shelters with seating and lighting	90	40	40	To be confirmed		
No. of replacement/upgraded bus shelters	120	800	800	To be confirmed		
% of DLR stations with CCTV	100%	100%	100%	100%	100%	100%

Performance Indicator	Agreed targets 2004/05	Proposed targets 2005/06	Proposed targets 2006/07	Proposed targets 2007/08	Proposed targets 2008/09	Proposed targets 2009/10
% of buses (existing stock) with CCTV on board	85%	100%	100%	100%	100%	100%
% On time performance, night buses	78%	77%	76%	74%	73%	72%
No. of Bus Lane Enforcement Cameras (Bus mounted)	1,045	programme under review				
No. increase in British Transport Police officers	100	0	0	0	0	0
% of Passenger Information Displays working at DLR stations	98.0%	98.0%	98.0%	98.0%	98.0%	98.0%
% of DLR station with Passenger audible systems fully operational	100%	100%	100%	100%	100%	100%
% of private hire operators licensed	100%	100%	100%	100%	100%	100%
No. of Private hire drivers licensed	19,891	40,000	100% of drivers licensed			

Run by London's diverse communities: Skilled equipped workforce

No. of different Equality & Inclusion training courses	6	12	12	12	12	12
No. of TfL staff trained on E & I courses	3,000	5,000	5,000	5,000	5,000	5,000
No. Bus drivers/conductors BTEC trained	10,000	programme under review				
No. of Bus Service Controllers BTEC trained	1000	programme under review				
% of key technical guidance/ standards reviewed	100%	100%	100%	100%	100%	100%

Owned by London's diverse communities : Establish dialogue with London

% of Core languages spoken in Travel Information Centres (1)	75%	90%	100%	100%	100%	100%
% of TfL core documents available in other languages	100%	100%	100%	100%	100%	100%

(1) Core languages are Arabic, Bengali, Cantonese, French, Greek, Gujarati, Hindi, Punjabi, Spanish, Turkish, Vietnamese and Urdu.

Table 9. Run by London's diverse communities: Level up Workforce

Area	Target Group	Current % Levels	Target Percentages*			
			2004/05	2005/06	2006/07	2007/08
Whole of TfL 100%	Women staff	21.4	25.4	27.8	30.1	32.3
	BME staff	29.7	To be maintained at or above 25%			
	Disabled staff (excludes London Underground)	1.3	1.5	2.2	3.0	4.5
London Underground 69%	BME staff in Senior Management Team	6.2	8.8	11.3	14.0	17.2
	Women staff in Senior Management Team	19.2	22.6	26.1	29.8	33.2
	Women staff	16.8	21.2	22.8	24.3	25.6
	BME staff	32.4	34.0	34.6	35.2	38.0
	Disabled staff	London Underground do not currently record disability				
Surface Transport 20%	BME staff in Senior Management Team	3.9	6.8	8.8	10.2	12.9
	Women staff in Senior Management Team	16.1	20.0	22.4	24.9	26.8
	Women staff	26.5	30.0	35.0	40.0	45.0
	BME staff	25.0	To be maintained at or above 25%			
	Disabled staff	1.0	1.5	2.2	3.0	4.5
Corporate TfL 10%	BME staff in Senior Management Team	5.4	8.0	11.0	15.0	19.0
	Women staff in Senior Management Team	14.1	18.0	24.0	30.0	37.0
	Women staff	43.5	45.5	48.1	50.3	52.1
	BME staff	20.7	21.9	23.3	24.2	24.5
	Disabled staff	2.1	3.3	4.5	5.9	7.2
London Rail <1%	BME staff in Senior Management Team	9.7	11.6	14.8	17.9	21.7
	Women staff in Senior Management Team	26.3	29.1	32.5	36.1	39.6
	Women staff	36.0	38.0	40.0	44.0	48.0
	BME staff	12.0	14.0	16.0	18.0	20.0
	Disabled staff	0.0	2.0	2.0	4.0	4.0
	BME staff in Senior Management Team	0.0	7.0	7.0	14.0	14.0
	Women staff in Senior Management Team	7.0	7.0	14.0	21.0	21.0

* Following the implementation of SAP HR as part of the Business Improvement Programme and the current Equal Opportunity Monitoring Programme these headcount targets may be subject to further revision.

TRANSPORT FOR LONDON 2004/05 BUDGET SUMMARY

£ millions	Business Plan	Amendments	Final Budget
Income			
London Underground	(1,307.8)	-	(1,307.8)
Surface Transport	(1,062.2)	(37.7)	(1,099.9)
London Rail	(14.4)*	(32.1)	(46.5)
Corporate Directorates	(35.4)	5.0	(30.4)
Total Income	(2,419.8)	(64.8)	(2,484.6)
Operating Expenditure			
London Underground	2,011.7	139.9	2,151.6
Surface Transport	1,961.6	26.4	1,988.0
London Rail	67.0	42.3	109.3
Corporate Directorates	186.1	(11.7)	174.4
Total Operating Expenditure	4,226.4	196.9	4,423.3
OPERATING BUDGET	1,806.6	132.1	1,938.7
Net Capital Expenditure			
London Underground	462.2	(50.9)	411.3
Surface Transport	284.4	5.4	289.8
London Rail	36.2	(7.7)	28.5
Corporate Directorates	13.2	(8.3)	4.9
CAPITAL BUDGET	796.0	(61.5)	734.5
Net Expenditure			
London Underground	1,166.1	89.0	1,255.1
Surface Transport	1,183.8	(5.9)	1,177.9
London Rail	88.8	2.5	91.3
Corporate Directorates	163.9	(15.0)	148.9
Total Net Expenditure	2,602.6	70.6	2,673.2
General Contingency	25.0	-	25.0
Overprogramming	(75.0)	(5.0)	(80.0)
Total	2,552.6	65.6	2,618.2

* This is the income for DLR services where the revenue risk is held by TfL, not by the concessionaire and is not therefore the whole of the DLR's income which is included in the budget

TRANSPORT FOR LONDON 2004/05 BUDGET SUMMARY
TOTAL INCOME & EXPENDITURE BY BUSINESS UNIT

£ millions	OPERATING BUDGET		CAPITAL BUDGET		Total
	Income	Revenue Expenditure	Capital Expenditure	Capital Receipts	
London Underground					
Traffic Revenue	(1,227.0)				(1,227.0)
Customer Services		455.9	0.2		456.1
PPP/PFI Programmes		1,285.1	130.7		1,415.8
Initiatives		76.7	259.1	(114.5)	221.3
Other Central Services	(80.8)	333.9	144.0	(8.2)	388.9
	(1,307.8)	2,151.6	534.0	(122.7)	1,255.1
Surface Transport					
London Buses	(847.0)	1,453.8	37.1	-	643.9
CCS – Existing scheme	(178.9)	96.1	0.5	-	(82.3)
CCS – Western extn and trials		22.3	18.1	-	40.4
Road Network Operations	(9.9)	191.5	161.5	(5.6)	337.5
Transport Policing & Enforcement	(23.1)	105.3	2.6	-	84.9
Bus Priority		6.8	44.2	-	51.0
Walking, Cycling & Accessibility		1.5	25.2	-	26.7
Director of Traffic Management		9.6	3.3	-	12.9
Public Carriage Office	(12.4)	12.5	1.8	-	1.9
East Thames Buses	(18.7)	18.6	-	-	(0.1)
Dial-a-Ride	(1.0)	19.9	-	-	18.9
London River Services	(1.4)	1.8	0.5	-	0.9
Victoria Coach Station	(7.5)	6.1	0.2	-	(1.2)
Management, Support & Strategy		42.2	0.4	-	42.6
	(1,099.9)	1,988.0	295.4	(5.6)	1,177.9
London Rail					
Docklands Light Railway	(43.6)	67.3	28.5	-	52.2
Cross London Rail Link		20.3			20.3
London Rail Core	(2.9)	21.7	-	-	18.8
	(46.5)	109.3	28.5	-	91.3
Corporate Directorates					
Office of the Commissioner		7.9			7.9
General Council		10.9			10.9
Group Communications	(3.3)	14.0			10.7
Finance & Planning	(21.1)	92.7			71.6
LT Insurance (Guernsey)	(4.3)				(4.3)
Corporate Services	(1.7)	48.9	24.7	(19.8)	52.1
	(30.4)	174.4	24.7	(19.8)	148.9
General Contingency		20.0	5.0		25.0
Overprogramming		(64.0)	(16.0)		(80.0)
Total	(2,484.6)	4,379.3	871.6	(148.1)	2,618.2

2004/05 LONDON UNDERGROUND BUDGET BY ACTIVITY

£ millions	OPERATING BUDGET		CAPITAL BUDGET		2004/05 Net Expenditure	2003/04 Forecast
	2004/05 Income	2004/05 Revenue Expenditure	2004/05 Capital Expenditure	2004/05 Capital Receipts		
Traffic Revenue						
001	Traffic Revenue	(1,227.0)	-	-	(1,227.0)	(1,167.0)
Customer Services						
002	Customer Services (Stations)	-	256.1	0.1	-	256.2
003	Customer Services (Trains)	-	199.8	0.1	-	199.9
Programmes						
004	Contracts PFI	-	283.0	-	-	283.0
005	Contracts PPP	-	1,002.1	130.7	-	1,132.8
Initiatives						
006	Heathrow T5 Ext & Station	-	-	-	-	0.1
007	East London Line Extension	-	-	23.5	(23.5)	-
008	CTRL at Kings Cross	-	-	87.0	(87.0)	-
009	TIMIS	-	-	19.3	-	19.3
010	White City Development	-	-	3.0	-	3.0
011	Wembley Park	-	-	5.6	-	5.6
012	Station projects	-	-	59.3	(1.5)	57.8
013	Safety and Security Initiatives	-	4.9	8.1	-	13.0
014	Other Trains & Reliability Initiatives	-	14.4	7.5	-	21.9
015	Power (UIP Funded)	-	1.1	7.6	-	8.7
016	Connect (UIP Funded)	-	18.9	27.7	-	46.6
017	Revenue & Ticketing Initiatives	-	11.3	3.6	-	14.9
018	Business Support	-	26.2	4.3	-	30.5
019	Other Network Extensions	-	(0.1)	2.6	(2.5)	-
Other Central Services						
021	Central Services	(80.8)	333.9	57.1	(8.2)	302.0
022	Transition	-	-	31.0	-	31.0
023	Jubilee Line Works	-	-	55.9	-	55.9
Total London Underground		(1,307.8)	2,151.6	534.0	(122.7)	1,255.1
						891.0

2004/05 SURFACE TRANSPORT BUDGET BY ACTIVITY

£ millions	OPERATING BUDGET		CAPITAL BUDGET		2004/05 Net Expenditure	2003/04 Forecast
	2004/05 Income	2004/05 Revenue Expenditure	2004/05 Capital Expenditure	2004/05 Capital Receipts		
London Buses						
024	Bus Network Income	(835.2)	-	-	(835.2)	(751.0)
025	Bus Network Operation Costs	-	1,347.0	-	1,347.0	1,148.9
025	Bus Network- Light Transit Schemes	-	-	0.6	0.6	-
026	Adshel partnerships	(3.2)	-	-	(3.2)	(3.4)
027	Technical Services	-	13.3	11.9	25.2	16.4
028	Ticket Technology & Prestige	(0.1)	22.8	1.3	24.0	21.5
029	Bus Stops and Shelters	(6.2)	13.1	2.9	9.8	8.7
030	Bus Garages	(2.0)	2.3	8.3	8.6	5.1
031	Bus Stations	-	3.6	7.8	11.4	14.5
032	Engineering	-	1.5	0.4	1.9	2.7
033	Vehicle Purchase	-	-	0.4	0.4	3.6
034	Safety and Security	-	0.6	1.3	1.9	3.2
035	Operations Services	(0.1)	12.9	-	12.8	10.8
036	Business Management and Support	-	7.4	2.2	9.6	9.4
037	Marketing and Research	-	12.4	-	12.4	9.5
038	Communications & Consultation	-	3.6	-	3.6	2.7
039	Performance	(0.2)	6.9	-	6.7	5.9
040	Croydon Tramlink Support Costs	-	6.6	-	6.6	5.0
Congestion Charging						
041	CCS (existing scheme) Traffic Mgt	-	-	0.5	0.5	22.9
042	Western Extension Traffic Mgt/Trials	-	1.8	18.1	19.9	2.0
043	Western Extension Set Up Cost	-	20.5	-	20.5	5.2
044	CCS (existing scheme) Operations	-	90.9	-	90.9	91.5
045	Congestion Charging Staff Costs	-	5.2	-	5.2	4.1
046	CCS (existing scheme) Income	(178.9)	-	-	(178.9)	(164.5)
Road Network Operations						
047	A13 DBFO	-	21.8	-	21.8	10.1
048	Major Route Improvements	-	-	18.8	18.8	3.2
049	Completed Schemes	-	-	-	-	1.7
050	Local Improvements & Red Routes	-	-	0.7	0.7	8.9
051	Major Safety Enhancements	-	-	33.7	33.7	13.8
052	TLRN Maintenance	-	69.7	41.2	110.9	98.9
053	Street Services Support Costs	-	9.6	-	9.6	9.5
055	Borough Principal Road Maint	-	48.5	18.9	67.4	48.8
056	World Squares	-	-	-	-	6.1
057	Traffic Maintenance & Management	(9.9)	19.2	-	9.3	7.0
058	Traffic Control System	-	-	7.7	7.7	7.6
059	Recoverable Schemes	-	-	-	-	-
060	Network Technology Support Costs	-	5.6	-	5.6	5.0
061	Traffic Signals – New & Modified	-	0.3	2.0	2.3	2.5
062	Traffic Signals - Recoverable	-	-	4.1	(4.1)	-
064	Network Implementation Support	-	5.3	-	5.3	4.6
065	Road Safety Plan	-	11.5	34.4	(1.5)	35.4

2004/05 SURFACE TRANSPORT BUDGET BY ACTIVITY

£ millions	OPERATING BUDGET		CAPITAL BUDGET		2004/05 Net Expenditure	2003/04 Forecast	
	2004/05 Income	2004/05 Revenue Expenditure	2004/05 Capital Expenditure	2004/05 Capital Receipts			
Transport Policing & Enforcement (TPED)							
066	Enforcement	(22.9)	31.5	2.6	-	11.2	10.3
067	Transport Policing	-	62.4	-	-	62.4	44.7
068	Revenue Protection	(0.2)	10.2	-	-	10.0	7.0
069	TPED Management	-	1.2	-	-	1.2	6.3
Bus Priority							
070	Borough Schemes	-	-	19.0	-	19.0	18.4
071	TLRN/Flagship Schemes	-	0.5	21.7	-	22.2	21.5
072	SVD Signal Priorities & Other	-	3.4	3.5	-	6.9	4.1
073	Research & Development	-	-	-	-	-	1.1
074	Bus Priority Support Costs	-	2.9	-	-	2.9	2.7
Walking, Cycling & Accessibility							
075	Walking	-	0.9	6.7	-	7.6	-
076	Cycling	-	0.6	11.6	-	12.2	21.4
077	Accessibility	-	-	6.9	-	6.9	-
Director of Traffic Management							
078	Director of Traffic Management	-	3.8	2.8	-	6.6	8.3
079	Director of Traffic Management Support Costs	-	5.8	0.5	-	6.3	-
Public Carriage Office							
080	Taxi Licensing	(5.5)	4.7	-	-	(0.8)	(1.2)
081	Private Hire Licensing	(6.9)	5.8	-	-	(1.1)	0.7
082	Business Services / Strategic Support	-	1.1	1.8	-	2.9	1.7
083	Non-Regulatory	-	0.9	-	-	0.9	-
084	Infrastructure	-	-	-	-	-	1.1
East Thames Buses							
085	Operations	(18.7)	18.6	-	-	(0.1)	18.5
086	Grant Support	-	-	-	-	-	(17.6)
Dial-a-Ride							
087	Operations	(1.0)	19.9	-	-	18.9	17.7
088	Grant Support	-	-	-	-	-	(17.7)
089	Infrastructure	-	-	-	-	-	17.1
London River Services							
090	Operations	(1.4)	1.5	-	-	0.1	(0.1)
091	Infrastructure	-	-	0.5	-	0.5	1.2
092	Multit-stop River Service	-	0.3	-	-	0.3	0.2
Victoria Coach Station							
093	Operations	(7.5)	6.1	0.2	-	(1.2)	(1.1)
096	Infrastructure	-	-	-	-	-	0.1
Management Support & Strategy							
097	Managing Director	-	1.3	-	-	1.3	1.1
098	Finance & IT	-	4.5	0.4	-	4.9	12.9
099	Business Services	-	30.2	-	-	30.2	25.3
100	Strategy	-	6.2	-	-	6.2	3.7
Total Surface Transport		(1,099.9)	1,988.0	295.4	(5.6)	1,177.9	947.2

2004/05 LONDON RAIL BUDGET BY ACTIVITY

£ millions	OPERATING BUDGET		CAPITAL BUDGET		2004/05 Net Expenditure	2003/04 Forecast
	2004/05 Income	2004/05 Revenue Expenditure	2004/05 Capital Expenditure	2004/05 Capital Receipts		
Docklands Light Railway						
101 Franchise	(30.1)	29.5	-	-	(0.6)	2.7
102 Lewisham	(13.5)	26.2	-	-	12.7	14.3
103 Radio & Communications Upgrade	-	-	0.8	-	0.8	1.1
104 Infrastructure	-	1.1	1.3	-	2.4	4.1
105 Capacity Enhancements	-	1.4	4.4	-	5.8	0.8
106 New Rail Cars	-	-	0.8	-	0.8	1.5
107 Railcar Refurbishment	-	-	10.3	-	10.3	3.3
108 London City Airport	-	-	3.7	-	3.7	2.7
109 Woolwich / Arsenal	-	1.8	6.4	-	8.2	1.4
110 Stratford Station	-	0.5	-	-	0.5	0.8
111 Velocity (On-train security & diagnostic system)	-	-	0.8	-	0.8	1.1
112 Stratford International	-	0.5	-	-	0.5	0.2
113 Barking	-	0.3	-	-	0.3	0.2
114 Rerailing on West Route	-	-	-	-	-	0.5
115 Administration	-	6.0	-	-	6.0	4.1
London Rail Core						
116 National Rail	-	8.2	-	-	8.2	5.1
117 Fares Integration	-	3.4	-	-	3.4	0.6
118 Other London Rail	(2.9)	10.1	-	-	7.2	3.6
119 Cross London Rail Links	-	20.3	-	-	20.3	17.0
Total London Rail	(46.5)	109.3	28.5	-	91.3	65.1

2004/05 CORPORATE DIRECTORATES BUDGET BY ACTIVITY

£ millions		OPERATING BUDGET		CAPITAL BUDGET		2004/05 Net Expenditure	2003/04 Forecast
		2004/05 Income	2004/05 Revenue Expenditure	2004/05 Capital Expenditure	2004/05 Capital Receipts		
Office of the Commissioner							
120	Equality & Inclusion	-	6.7	-	-	6.7	7.1
121	TfL Commissioner	-	1.2	-	-	1.2	1.9
General Counsel							
122	General Counsel	-	10.9	-	-	10.9	7.9
Group Communications							
123	London's Transport Museum	(3.3)	7.3	-	-	4.0	3.9
124	Museum Re-display	-	-	-	-	-	0.2
125	Group Communications	-	6.7	-	-	6.7	6.6
Finance & Planning							
126	Area Based Schemes	-	29.8	-	-	29.8	11.1
127	Borough Partnerships & Support	-	5.2	-	-	5.2	9.4
128	Carry Over	-	-	-	-	-	5.6
129	FRACA*	-	-	-	-	-	3.9
130	SRtS" & Travel Awareness	-	-	-	-	-	8.2
131	Corporate Finance	-	1.6	-	-	1.6	1.4
132	Fares & Ticketing	(1.8)	7.4	-	-	5.6	2.0
133	Provision for Prestige	-	2.7	-	-	2.7	1.7
135	Group Finance Core	(6.6)	17.6	-	-	11.0	7.6
135	Group Finance Interest	(11.7)	-	-	-	(11.7)	(8.1)
135	Group Finance Shared Service	-	4.7	-	-	4.7	-
135	Group Finance Cost Recovery	-	(22.1)	-	-	(22.1)	(8.1)
136	Group Marketing	(0.9)	16.5	-	-	15.6	15.7
141	Cross River Transit	-	0.3	-	-	0.3	0.7
142	East London Line Extension	-	1.9	-	-	1.9	0.3
143	East London Transit	-	0.6	-	-	0.6	0.4
144	Finsbury Park CAP & SMP	-	1.3	-	-	1.3	0.9
145	Greenwich Waterfront Transit	-	0.5	-	-	0.5	0.5
146	Other Interchange Projects	-	1.5	-	-	1.5	2.3
147	Other Transport Planning	-	4.7	-	-	4.7	2.6
148	Planning Tools and Evaluation	-	5.4	-	-	5.4	5.6
149	Regeneration Projects	-	0.7	-	-	0.7	-
150	Strategy & Policy	-	2.7	-	-	2.7	3.7
152	Thames Gateway Bridge	-	3.7	-	-	3.7	5.9
153	Victoria Interchange	-	1.5	-	-	1.5	1.2
154	Walthamstow Central	-	-	-	-	-	1.2
155	Wembley Park	-	-	-	-	-	1.5
157	West London Transit	-	3.6	-	-	3.6	6.8
158	Croydon Tramlink Extensions	-	0.8	-	-	0.8	0.4
159	Olympic Games Bid	(0.1)	0.1	-	-	-	-
160	Other Light Transit	-	-	-	-	-	0.3
London Transport Insurance							
161	LT Insurance (Guernsey)	(4.3)	-	-	-	(4.3)	(3.3)

* Freight, Regeneration, Air quality, Controlled parking zones, Area Accessibility

" Safer Routes to Schools

2004/05 CORPORATE DIRECTORATES BUDGET BY ACTIVITY

£ millions	OPERATING BUDGET		CAPITAL BUDGET		2004/05 Net Expenditure	2003/04 Forecast
	2004/05 Income	2004/05 Revenue Expenditure	2004/05 Capital Expenditure	2004/05 Capital Receipts		
Corporate Services						
162	Central Corporate Services	-	7.0	-	-	7.0
164	Property	(1.7)	1.4	10.3	(19.8)	(21.8)
165	Facilities	-	-	5.5	-	5.5
166	Group Human Resources	-	22.5	-	-	22.5
167	Shared Services	-	5.7	-	-	5.7
168	Information management/BIP	-	5.4	8.9	-	14.3
170	Procurement	-	6.9	-	-	6.9
	Total Corporate Directorates	(30.4)	174.4	24.7	(19.8)	148.9
Group Provisions						
138	General Contingency	-	20.0	5.0	-	25.0
139	LUL Integration / PPP Set Up Cost	-	-	-	-	-
140	Over-programming	-	(64.0)	(16.0)	-	(80.0)
	Total Group Provisions	-	(44.0)	(11.0)	-	(55.0)

* Efficiency savings are now included within the budgets of the Business Units

2004/05 PERFORMANCE INDICATOR SUMMARY

Performance Indicator	Units	Frequency	2003/04 Forecast	2004/05 Budget
LONDON UNDERGROUND				
Safety				
Total Number of Major Injuries and Fatalities	#	Period	n/a	128
CSS: Personal Safety and Security	Score	Quarter	80*	79
Service Volumes				
Passenger Journeys	Millions	Period	942.0	952.0
Train Kilometres Operated	Millions	Period	67.6	68.9
CSS: Crowding	Score	Quarter	74*	68
Reliability & Service Quality				
Percentage of Scheduled Service Operated	%	Period	93	94
Excess Journey Time – Unweighted	Minutes	Period	3.38*	3.27
CSS: Overall Satisfaction	Score	Quarter	76*	76
CSS: Information	Score	Quarter	78*	77
Peak Hour Trains Cancelled	%	Period	6.0*	3.59
Access				
Step Free Access to Platforms Only	%	Quarter	14.5	16.5
Step Free Access to Platforms and Trains	%	Quarter	3.5	3.5
LONDON BUSES				
Safety				
Total Number of Major Injuries and Fatalities	#	Period	No targets	No targets
CSS: Personal Safety and Security	Score	Quarter	85	80
Service Volumes				
Passenger Journeys	Millions	Period	1,672	1,800
Bus Kilometres Operated	Millions	Period	423	457
CSS: Crowding	Score	Quarter	77	77
Reliability & Service Quality				
Percentage of Scheduled Service Operated	%	Period	97	97.5
Excess Wait Time – High Frequency Routes	Mins	Period	1.5	1.5
On Time Performance – Low Frequency Routes	%	Period	74	74
On Time Performance – Night Buses	%	Period	78	78
CSS: Reliability – Journey/Wait Time	Score	Quarter	79	79
CSS: Overall Satisfaction	Score	Quarter	77	78
CSS: Information	Score	Quarter	74	75
Access				
Percentage of 'Low Floor' Buses	%	Annual	87	95

* Forecasts of these measures are not produced, for the purpose of comparison the actual year to date at period 9 is shown

2004/05 PERFORMANCE INDICATOR SUMMARY

Performance Indicator	Units	Frequency	2003/04 Forecast	2004/05 Budget
CROYDON TRAMLINK				
Passenger Journeys	Millions	Period	19	19
Percentage of Scheduled Service Operated	%	Period	98	98
CSS: Overall Satisfaction	Score	Quarter	88	88
PUBLIC CARRIAGE OFFICE				
Number of Taxi Drivers Licensed	000	Period	25.6	25.9
Number of Private hire Drivers Licensed	000	Period	4.9	19.9
LONDON RIVER SERVICES				
Passenger Journeys	000	Period	2,100	2,100
Percentage of Scheduled Service Operated	%	Period	98	98.5
VICTORIA COACH STATION				
Number of Coach Departures	000	Period	196.3	192
CSS: Overall Satisfaction	Score	Quarter	73	72
DIAL-A-RIDE				
Total Costs per Trip	£	Period	13.66	14.15
CSS: Overall Satisfaction	Score	Quarter	93	93
ROAD NETWORK OPERATIONS				
Safety				
Number of Major Injuries and Fatalities (TLRN)	#	Period	1,480	1,414
Number of Major Injuries and Fatalities (Londonwide)	#	Period	5,438	5,192
Service Volumes				
Cycling on TLRN (Index April 2000 = 100)	#	Period	117	122
Maintain the reduction in Congestion in CCS Zone	%	Bi-annual	20	20
Reliability and Service Quality				
Journey Time Reliability (TLRN)	%	Annual	30	
Street Lights Working	%	Period	97.7	97.8
Traffic Signals Operating Effectively (Londonwide)	%	Quarter	97	97
Traffic Signals with Pedestrian Phase	%	Annual	82	82
Days of Control / Closure on Sensitive Roads	%	Quarter	20	20
State of Good Repair (TLRN)	%	Annual	87.4	88.4
Access				
Pedestrian Crossings for Disabled	%	Annual	68	75
Bus Stops that are 'Low Floor'	%	Annual	15.2	23

2004/05 PERFORMANCE INDICATOR SUMMARY

Performance Indicator	Units	Frequency	2003/04 Forecast	2004/05 Budget
DOCKLANDS LIGHT RAILWAY				
Safety				
RIDDOR Reportable Injuries to Staff / Passengers	#	Period	n/a	Reporting Only
CSS: Personal Safety and Security	Score	Quarter	86.3	86.3
Service Volumes				
Passenger Journeys	Millions	Period	48.845	51.886
Train Kilometres Operated	Millions	Period	3.372	3.314
Reliability and Service Quality				
Percentage of Scheduled Service Operated	%	Period	98.0	98.0
On-Time Performance – Adherence to Schedule	%	Period	96.0	96.0
CSS: Overall Satisfaction	Score	Quarter	83.6	83.5
CSS: Information	Score	Quarter	86.0	86.0
Access				
Percentage of System Accessible	%	Annual	100	100

2004/05 Budget Deliverables

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London Underground

001 - Traffic Revenue

Description:

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

Deliverables:

- Support achievement of target traffic revenue through provision of a safe, fast, reliable, simple, integrated and welcoming transport system

Indicators of success:

- Achieve passenger journeys of 948 million
- Achieve a target overall Customer Satisfaction Survey (CSS) score of 76 out of 100
- Achieve traffic revenue target of £1,227 million

002 - Customer Services (Stations)

Description:

Customer Services (Stations) is the Activity of managing our stations in the form of selling tickets, providing staff on station platforms, providing information and reassurance to customers. The Customer Service (Stations) Activity is broken into three Components incorporating Station Operations which covers customer service delivery in the day-to-day operations of stations, Police which covers policing of LUL's network and Operations Support which relates to other stations functions from managing the Customer Service Centre to staff rostering.

Deliverables:

Continue to:

- Provide a safe station environment with risks ALARP
- Provide customer service through ticket transactions (including measures to reduce ticket office queues), customer information and assurance/support
- Open and maintain for service all our stations to the published schedule
- Work with LUL partners to provide services such as lifts, escalators, moving walkways and all amenities
- Plan and manage events and closures
- Manage station congestion
- Maintain security awareness, security training and patrols
- Achieve a 17.5% reduction in total energy consumption

Indicators of success:

Achieve the following targets:

- CSS for personal safety and security (including Trains contribution) of 79 out of 100

- Excess journey time (unweighted and including Trains contribution) of 3.27 minutes

003 - Customer Services (Trains)

Description:

The Activity of Customer Services (Trains) involves the staffing of trains with competent operators and providing a competent signalling and control function as well as staff to manage service disruption, focusing on the needs of the customer. The Activity contains three Components covering Train Operations which are responsible for the train service delivery, Train Service Control which covers the control and regulation of the train service, and Operations Support responsible for other non-customer facing activities.

Deliverables:

Continue to:

- Provide a safe train service with risks As Low As Reasonably Practicable (ALARP)
- Staff trains with competent operators, ensuring efficient duty rosters are in operation and that the supply of staff is optimised to meet demand
- Provide a competent signalling and service control function, including the operation of a network control centre and a power control room
- Plan and control access to the railway for maintenance and improvement work
- Provide timetables and control services for a regular and reliable train service to reduce platform congestion

Key improvements:

- Delivery of Robust Competence Assurance Regime
- Improvements under the Reliability Work Programme
- Implementation of improved timetables

Indicators of success:

Achieve the following targets:

- At least 94% of scheduled services operated
- No more than 3.59% of peak hour trains cancelled
- Excess journey time (unweighted and including Stations contribution) of 3.27 minutes
- CSS for personal safety and security (including Stations contribution) of 79 out of 100
- A CSS score for reliability – journey/wait time score of 80 out of 100
- A CSS score for train crowding of 68 out of 100

004 - Contracts PFI

Description:

The Contracts PFI Activity manages Private Finance Initiative (“PFI”) Contracts between LUL and PFI partners, addressing four specific aspects of LUL operations. These are Prestige (revenue collection), Power, Connect (communication systems) and British

Transport Police (BTP) accommodation. The objectives of the Contracts are as follows:

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

Deliverables:

- Continue the effective management of the PFI contracts to ensure they are financially efficient and meet contractual milestones
- Prestige to deliver service enhancements to the existing Smartcard system
- Complete all Connect enabling works at all station sites
- Migrate a number of SCADA (Supervisory Control And Data Acquisition - Power System Control) key control functions into the new Power Control rooms

Indicators of success:

- Prestige to facilitate the achievement of TfL, LUL and Buses Smartcard usage targets.
- All PFI Contracts continue to meet the period availability targets as follows:
- Connect = 98.7% for radio services and 99.5% for transmission services
- Power = 99.8% for power system availability, 99.8% for availability of supplies affecting train services
- Prestige = Multifare Machines = 94%, Gates = 96%, Ticket Office Machines = 98%, Queue Busters and Few Fare Machines = 97.5%
- SCADA migration programme to be developed with delivery of the core element forecast
- Connect to complete enabling works as follows: 114 sites by P03, 155 by P06, 202 by P09, 324 by P13 (Cumulative).

005 - Contracts PPP

Description:

Under the Public Private Partnership (PPP), Metronet and Tube Lines are paid for the maintenance and improvement of the Underground network under the Public Private Partnership (“PPP”) contracts. The objective of PPP Contract Management is to help extract maximum benefit for LUL over the whole life of the PPP through a long-term relationship with each Infracore which seeks to exploit the strengths of both parties to realise genuine opportunities, but remains commercially astute. Over the life of the contracts, most of the network will receive a substantial programme of station refurbishment or modernisation and significant upgrade of train systems, coupled with improved routine and preventative maintenance. Together these will deliver a better environment, a more reliable service and shorter journey times. This Activity is made up of 1) Bakerloo, Central, Victoria, Waterloo and City lines (BCV), 2) Sub Surface lines, including East London Line (SSL) and 3) Jubilee, Northern, Piccadilly lines (JNP).

Deliverables and indicators of success:

- By the end of 2004/05, Metronet Rail BCV will have completed Refurbishment works at 3 stations
- By the end of 2004/05, Tube Lines will have completed modernisation works at 4 stations and Enhanced Refurbishment works at 6 stations
- By the end of 2004/05, Metronet Rail SSL will have completed modernisation works at 1 station and Refurbishment works at 6 stations
- Over its 30 year life, the PPP will redress the legacy of under-investment on the underground, delivering improvements in the life of the Undergrounds assets and upgrading Trains and Signalling as well as further station works.
- LUL's contract management team will manage the 3 PPP Contracts to ensure completion of the deliverables above as well as negotiating Infraco involvement in the deliverables for the other LUL activities
- Targets to be reviewed once Annual Asset Management Plans have been agreed

006 - Piccadilly Line Extension to Heathrow Terminal 5 (PICCEX)**Description:**

This activity covers the extension of the Piccadilly Line via two twin bored tunnels to serve a new station at the planned Heathrow Terminal 5. It is expected that the Terminal 5 project would enable Heathrow Airport to handle at least 80 million air passengers a year by 2016.

Deliverables:

- T4 Loop Closure successfully implemented in line with programme, to enable connection of the T5 tunnel to the T4 loop
- Variations to LUL's Connect and Power Services PFI contracts and the PPP contract LUL has with Tube Lines are implemented to support the PiccEx

Indicators of success:

- Above deliverables are completed on time and within budget

007 - East London Line Extension**Description:**

This activity covers the proposed Northern (to Highbury and Islington) and Southern (to Clapham Junction and West Croydon) extensions of the East London Line ("ELL"), thus integrating the ELL with the national rail network. The scheme is being promoted by the Strategic Rail Authority with LUL working in support, constructing the Northern extension phases 1-3. The scheme will deliver improved access to public transport from a deprived area of London.

Deliverables:

- Continue Northern extension enabling works. Phases 1-3 on the northern extension progressed by LUL
- Continue Northern extension property acquisition for the future implementation and

- operation of the line and ensure land acquired for ELL is safe and secure - ongoing
- Initiate acquisition of land for ELL under the Southern Powers
- Carry out necessary enabling works to comply with undertakings and planning obligations - ongoing
- Line handed over to the Strategic Rail Authority 2008/09

Indicators of success:

- All land required for Northern extension of ELL secured
- Process to acquire land required for Southern extension initiated on time
- Transport and Works Act Order powers maintained

008 - CTRL at Kings Cross

Description:

The activity relates to work to increase the capacity of LUL's Kings Cross St Pancras station in conjunction with the new Channel Tunnel Rail Link ("CTRL") terminal at St Pancras. The first phase of the development provides an expanded Tube Ticket hall and a new Western Ticket hall within the forecourt of St Pancras station with access links to the Metropolitan and Circle line. The second phase to the west of King's Cross station provides a new North Ticket Hall with new access to the deep level Tube lines. When complete, King's Cross St Pancras will have links to the new Channel Tunnel Rail Terminal and will have integrated step free access to six London Underground services. A recent decision by DfT to defer Phase 2 is likely to extend the project programme, and may impact on the phased opening of access routes.

Deliverables:

- A construction sequence has been developed to allow continued operation of a Tube ticket hall using a sequence of Interim stations. These include the new subway under the Euston Road opening and replacement of the central core of ticket issuing machines with new stairs opening out the Tube ticket hall. Both these facilities will assist in dispersing Thameslink customers during the blockade.
- Reinstate Euston Road
- Issue final drawings for construction, the final architectural treatments (subject to final DfT decision on Phase 2)
- Reinstate temporary north stairs as direct replacement for south stairs as part of philosophy of not reducing the number of access/egress routes
- Close temporary north stairs and open first third of new station entrance from King's Cross mainline forecourt

Indicators of success:

- Continuation of implementation of scheme
- Continue safe operations of the stations whilst construction is underway
- Keep two lanes operating in each direction along the Euston Road as agreed with TfL Street Management

009 - TIMIS**Description:**

This activity covers improvements in train service reliability, which will be enabled through the installation of Train Identification and Management Information System (TIMIS). By providing real time train and crew identification, routing and service performance information on the Subsurface, Piccadilly, Victoria and Bakerloo lines, TIMIS will enable a faster response to incidents and disruptions to the train service and a quicker recovery to the scheduled service.

Deliverables:

- Complete preliminary design review
- Carry out Critical Design Review for the first Line to install TIMIS
- Acceptance for Handover of the system by 2007

Indicators of success:

- This activity will help enable improved KPI results shown under activities in future years.

010 - White City Development**Description:**

This activity seeks to facilitate the development of land at White City and the provision of improved public transport to serve the site. The activity will provide new Central line sidings, improvements to Shepherd's Bush (Central line) station and a new station at Wood Lane on the Hammersmith & City line (funded by a third party).

Deliverables:

- Agreement reached with stakeholders and funders on scope of works to be implemented at Shepherd's Bush (Central Line) station
- Completion of Hammersmith & City Station detailed design
- Procure Hammersmith & City Line Station Contractor
- Completion of works to Hammersmith & City line viaduct including replacement bridge over Wood Lane
- Sidings construction completed
- Decommission old sidings

Indicators of success:

- Implementation progresses to programmed timescales.
- All eligible LUL costs recovered from the Developer
- No complaints received from public regarding progress of work owing to successful communications plan
- No unplanned interruption of LUL services arising from works on site
- If contract is agreed, then construction of the new White City station will commence in around 2 years with construction lasting for approximately 4 years

011 - Wembley Park

Description:

This activity covers capacity and accessibility enhancements to Wembley Park station associated with the new National Stadium at Wembley. The objective is to increase effective station capacity by the time the Stadium is ready to commence 'ramp up' events (Autumn 2005).

Deliverables:

- Firm budget and programme for works (including any temporary closures) agreed
- Completion of detailed design (RIBA Stage E)
- Completion of enabling works
- Phased concourse and platforms demolition works
- Completion of new shelter on platform
- Work begins on construction of new overbridge, concourse and lift towers
- Platform works structurally complete
- New emergency escape route complete

Indicators of success:

- Implementation of scheme continues to programmed timescales and budget
- Station staff are able to manage crowds associated with events at Arena while works are ongoing
- Effective communication plan to keep stakeholders and all affected by the project in touch with developments.
- Any temporary station or line closures publicised and managed to create minimum possible disruption
- No unplanned interruption of LUL services arising from works on site.

012 - Station Projects

Description:

This activity covers measures to relieve congestion, provide step free access, obtain benefits from property developments affecting LUL stations and improve station operations. These are additional projects to the PPP deliverables and each is negotiated with the relevant InfraCo. The station projects in 2004/05 at some stage of development or implementation include:

- Holloway Road
- North Greenwich
- Euston Square
- Covent Garden ticket hall improvements
- Walthamstow Central interchange improvements with bus station

Deliverables:

- Camden Town Congestion Relief Scheme – progression to public consultation only
- Covent Garden: start on site to reconfigure ticket hall and provide additional gateline capacity

- Walthamstow Central: commissioning of new interchange subway to bus station
- Progress designs of 'step free' access schemes at Waterloo and Liverpool Street

Indicators of success:

- Local performance measures improve at Walthamstow as a result of the new subway

013 - Safety & Security Initiatives

Description:

This activity covers the development and implementation of safety systems and standards to ensure LUL safety risk is “As Low As Reasonably Practicable” (“ALARP”).

Deliverables:

- Completion of Phase 3 Standards Project - this project is a key aspect of LUL's Safety Case to rationalise, simplify and effectively reduce the number of Standards, all in accordance with the PPP standards code
- Permanent speed restriction signage improvements
- Emergency exercises. One major exercise on the railway completed and one table top exercise completed per line
- Platform Train Interface improvements to minimise risk for customers
- BCV programme to replace external door cocks completed
- Replacement In Cab CCTV Monitors on 92 Stock (91 Trains)

Indicators of success:

- Implementation of above deliverables on time and within budget
- Implementation of projects to LUL standards
- Lessons learnt identified and documented from results of the emergency exercises

014 - Other Trains and Reliability Initiatives

Description:

This activity covers the development and support for future train service improvements such as line upgrades, air conditioning and train refurbishment. It also covers the provision of alternative transport for customers during the planned closures that result from the access requirements to make infrastructure improvements.

Deliverables:

- First D - Stock refurbished train in service including changes actioned under the Specified Right
- Final technical scope for Air conditioning on SSL rolling stock agreed
- Air conditioning integration into SSL rolling stock design begins
- Supply replacement bus service for closures
- Instruct contractors to build to completion enhanced train staff accommodation at Wembley Park and Morden

- Continue with Reliability programme.

Indicators of success:

- Above deliverables implemented on time and within budget
- The Reliability programme reduces LUL associated Train Service Excess Journey Time in line with the KPI target.

015 - Power (UIP Funded)

Description:

This activity covers the carrying out of works and services to the high voltage power system to support the infrastructure improvements to be delivered by the Infracos within the PPP Contracts.

Deliverables:

- In line with LUL's obligations, deliver power supplies to: a control centre, 2 MIP lifts, 3 ventilation fans, 2 depots, 3 signalling sections, 13 escalators and provide power to support the upgrades of service to the Central and Victoria Lines. These deliverables are dependent on the Infracos confirming their requests for these works

Indicators of success:

- Definition of the technical scope for Major Power works
- Completion of the Central Line power upgrade
- Obligations have been discharged to Infracos programme requirements as described above

016 - Connect (UIP Funded)

Description:

Connect PFI for PPP Works - This activity relates to enabling works for communications equipment improvements (Connect PFI) and Connect works to enable Public-Private Partnership (PPP) investment projects to proceed. The latter is a LUL obligation under the PPP Contract. Key customer benefits or business improvements are defined within the business case for PPP.

UIP Works to support the delivery of the Connect New Build Works

Deliverables:

Connect PFI for PPP Works

- Re-location of station radio and leaky feeder cables to support the PPP station modernisation programme for 6 station modernisation projects

UIP Works to support the delivery of the Connect New Build Works

- Provision of space and enabling works for Connect at all control rooms
- Additional power supplied on SSL and JNP sites to support Connect enabling works
- Connect installation of dispatcher terminals for the East London Line

Indicators of success:

- Above deliverables completed on time and within budget to support PPP programmes

017 - Revenue & Ticketing Initiatives**Description:**

This activity relates to measures to support and improve ticket selling and ticketing systems, in some cases to enable PPP investment projects. It also includes credit / debit card fraud prevention, further installation of ticket gates, enhancements of Smartcard technology and associated devices and support for the provision of commercial facilities (including new car parks).

Deliverables:

- As part of the PPP programme the Prestige PFI will be required to move several gatelines in the year. (These deliverables are dependant on the Infracos confirming their requests for these works)
- Smartcard Billing system goes live
- Chip and Pin devices installed on 90% of devices accepting credit/debit cards

Indicators of success:

- LUL meets its obligations to the Infraco in regard to procuring works via the Prestige PFI
- 100% of LUL issued period travelcards using Oyster card format
- 800,000 Pre Pay users
- Smartcard billing trialled and established with 200,000 customers signed up to the service

018 - Business Support Initiatives**Description:**

This activity covers Information systems and technology, business systems improvements and strategies, including the Business Improvement Programme ("BIP"). As well as maintaining and improving Head Office accommodation, engineering and modelling, research and development and management training.

Deliverables:

- Improved information provision
- Support for completion of BIP implementation
- Aldwych Safety Improvements completed
- Property Maintenance
- Continue the Graduate Trainee programme

Indicators of success:

- Project delivery on time and within budget

019 - Other Network Extensions**Description:**

This activity relates to LUL's work in relation to Thameslink 2000 and Crossrail. When completed, these projects will:

- Provide additional network and station capacity
- Step free access at Crossrail and Thameslink interchanges (Farringdon, Blackfriars)

Deliverables:

- Monitor and mitigate issues and impact of Thameslink 2000 and CrossRail projects on LUL network, operations and plans
- Negotiate Thameslink 2000 project agreement with Network Rail
- Constructive dialog between LUL and Crossrail

Indicators of success:**021 - Central Services****Description:**

The Central Services Activity supports the core business of Customer Service (Trains and Stations) in LUL. Additionally, Central Services support the initiatives and programs of LUL, such as PPP and PFI obligations. The Activity includes contract and programme management, Procurement, Finance, HR, Marketing & Planning, Communications, IM, Engineering, Safety and Legal Services

Deliverables:

- The efficient and complete execution of the management, administration, contract and programme management, Procurement, HR, Marketing & Planning, Communications, Engineering, Safety, Legal Services, IM and Finance functions.
- Staff composition targets are being developed

Indicators of success:

- The targets of the core business of Customer Services (Trains and Stations) will be indirectly impacted by Central Services. Therefore, the measures of success are reflected in the targets set for LUL.

022 - Transition & Special Projects**Description:**

Transition and Special Projects are those projects that commenced prior to the start of the PPP, which LUL requires Metronet and Tube Lines to complete. They include some congestion relief and modernisation works at selected stations, safety improvements to

trains and a programme of improvement works at Canary Wharf. All amounts budgeted and planned for this Activity, together with firm completion dates, are subject to final negotiations.

Deliverables:

- Compromised Overlaps Study (Tube Lines) on Northern Line
- Leicester Square Congestion Relief
- Hounslow East Reconstruction
- Implementation of train runback protection on all non-Automatic Train Operations fleets.
- Fleet installation work for over 1050 cabs commences 2004/05.
 - Completion of 72 cab installation in year 2004/05 on the Bakerloo Line
- Central Line Automatic Train Regulation
- Congestion relief/accessibility improvements
- Station Design work
- Train Arrestor Site Improvements

Indicators of success:

- Implementation of above deliverables on time and within budget

023 - Jubilee Line Works**Description:**

Enhancements to the Jubilee Line including the lengthening of trains to 7 cars, opening the Eastern entrance of the Canary Wharf Station and strengthening the reliability/recoverability of the service.

Deliverables:

- Canary Wharf East end opens (2 entrances), new gate lines and 2 new links to Canary Wharf offices and retail units
- Strengthening and Completion Phase 1 works and operational improvements
- Delivery to site of the first car of 96TS rolling stock for 7th Car

Indicators of success:

- Implementation of above deliverables on time and within budget

Surface Transport

025 Bus Network

Description:

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

Deliverables:

- Providing adequate capacity.
- Providing appropriate network coverage, in geographical terms and across the different times of day and days of the week.
- Targeting of the worst performing routes for reliability improvements.
- Improvements in the proportion of service operated, excess wait time and on-time performance, as shown in the indicators of success.

Indicators of success:

- The percentage of scheduled service operated - 97.5%
- Excess waiting time (number of minutes) on high frequency routes - 1.5 minutes
- On time performance for low frequency routes - 74%
- CSS: reliability - journey/wait time - 79/100
- CSS: overall satisfaction - 78/100
- CSS: information - 75/100
- Passenger journey target - 1,800m
- Bus kilometres operated target - 457m
- On time performance - night buses - 78%

Impacts on Equality & Inclusion -

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

026 Other Buses - Adshel

Description:

The Adshel partnership is a Joint Venture between Adshel and LBSL for the provision and maintenance of bus shelters and the generation of income from the sale of advertising space.

Deliverables:

- Net Revenue of £3.2m

Indicators of success:

- Achievement of quarterly Adshel Revenue targets as set in the 2004/2005 budget.

Impact on Equality & Inclusion

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

027 Other Buses - Technical Services**Description:**

The Technical Services Group (TSG) manage the development, implementation, operation and maintenance of London's bus radio, automatic vehicle location and passenger information systems. This includes:

- Band 111 radio
- AVL
- Marquis and Countdown and
- Future development projects such as the next generation systems.

The systems are deemed essential for the operation of the bus service, both in terms of safety (passengers and staff) and improved performance. The systems also enable effective monitoring of the QIC's contracts (and the bonuses awarded to operators). Technical Services supports the development and integration of associated applications for other TFL initiatives eg. bus priority, bus lane enforcement.

Deliverables:

Structured under the 2 component headings of:

- Business As Usual (BAU)/Operations and
- New Technology

Business As Usual (BAU)/Operations:**Radio (Implementation)**

- Project to fit new buses entering the fleet with radios to aid real time communication and emergency calls
- Project Stage 1 to fit 275 buses with radios completed by 31st March 05

AVL (Implementation)

- Project enables more effective real time service control and provides historical analysis that can be used to monitor performance of the QICs contracts. The further rollout of AVL is dependant on the Milestone associated with the Contract Award for Tangerine Radio during Quarter 1 2004.
- Project Stage 1 - to award contract for development of Tangerine radio (AVL compatible radio) by end of Q1 2004.

Countdown (Implementation)

- Project to install 100 countdown signs by 31 March 2005 (to use up current stock)

New Technology**New Technology (Development)**

- Business case for TFL review.
- Project Stage 1 to complete business case for TfL approval by June 04.
- The outcome of the above will determine future years' deliverables.

Indicators of success:

- Driver and passenger safety
- Bus network reliability and improved monitoring of targets/QICs
- New Technology should provide more comprehensive network coverage and more effective value for money

**Impact on Equality and Inclusion-
Bus Radio/AVL**

- Service control tools with benefits for service reliability. The bus radio system also has safety benefits for operating staff and passengers.

Countdown

- Women, older people, children, black & ethnic groups, gay men, lesbians, bisexual and transgendered people and people on low incomes - by increasing feeling of security as passengers will see how long they have to wait for the bus which enables them to make informed travel choices.

028 Ticket Technology & Prestige**Description:**

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

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

Deliverables:

- Installation of Roadside Ticket Machines (RTMs) to support the introduction of articulated buses
- Support for implementation of 'cashless' operation across London [if approved]

Indicators of success:

- All necessary RTMs installed to support introduction of articulated bus routes before these begin
- 'Cashless' operation across London implemented during 2005.
- Safety and security benefits to passengers and staff from cashless operation.

Impacts on Equality & Inclusion -

- Pre-pay is known to achieve faster boarding times, particularly at the busiest stops, improving reliability and journey times and reducing waiting time.
- There are safety benefits of pre-pay for all drivers, as less cash needs to be carried in drivers' cabs when pre-pay is in operation.

029 Other Buses - Bus Stops & Shelters**Description:**

Development, maintenance and cleaning of bus stops, maintenance of passenger information at stops, enhancements to and provision of additional bus shelters.

Deliverables:

- Provision of new bus stops and shelters for new routes, extensions to the network and changes to the configuration of the pavement
- Replacement of damaged shelters
- Upgrades of Shelters

Indicators of success:

- 90 new bus shelters by March 2005 (evenly phased over 4 quarters)
- 120 replacement shelters by March 2005 (evenly phased over 4 quarters)

Impacts on Equality & Inclusion -

- Improved waiting environments for increased passenger comfort and safety.
- Particular benefits for people with mobility impairments, older people and other vulnerable target groups.

030 Other Buses - Bus Garages**Description:**

The purpose of this activity is to ensure the provision of sufficient garage capacity, including both maintenance and overnight parking, to accommodate the expanding bus network in London. Bus operators are meeting part of the increase in capacity, however, the lack of available garages is a major obstacle in encouraging new operators, particularly smaller operators into the market. The provision of garages is also a means to encourage competition between operators, which helps to secure better value for money through bus service tendering. Opportunities, including the purchase of sites threatened with closure for redevelopment, will be actively pursued as and when they occur.

Components :

- North Acton Garage – a new garage on TfL-owned land, designed specifically for use by articulated buses, to be introduced on route 207. New construction of maintenance and operational building, with open-air bus standing area.
- Walworth Garage – a former garage bought back from LUL and totally refurbished, including a new roof with solar panels.

- Hanworth Road Garage – a completely new garage on land acquired in 2002, as a replacement for the existing London United bus garage the site of which is required for an extended and improved bus station.
- Thames Gateway Area– a new garage on land to be identified, designed to increase bus garage capacity in the Thames Gateway corridor
- North London– a new garage on land to be identified, designed to increase bus garage capacity in north London, where there is an acute shortage.

Deliverables:

- Building of New Bus Garage at North Acton
- Completion and opening of new bus garage at Walworth
- At Hanworth Road, planning permission and start of construction
- Identification of opportunities for new garage locations

Indicators of success:

- Completion of construction at North Acton by December 2004
- Walworth to be in operation by May 2004
- Construction of bus garage at Hanworth Road to commence by March 2005.

Impacts on Equality & Inclusion -

- Additional capacity provided at new sites will support improved bus services.
- Several of the new sites will serve areas with high proportions of minority ethnic groups and people on low incomes.

031 Other Buses - Bus Stations

Description:

Bus stations and stands are essential infrastructure to support London's bus network. As the level of service provision grows to meet increasing demand, additional space and facilities are either, by expanding existing sites (although most spare capacity at existing sites has been taken up) or opening of new sites. As well as providing new facilities it is necessary to maintain existing facilities to a standard required to maintain a high quality environment

Deliverables:

- Delivery of a rolling programme of bus station works to increase capacity (for people and buses)
- Maintaining bus stations in a good state of repair
- Improve the overall quality of bus stations
- Increase accessibility by 3 percentage points
- Completion of work on new bus station at Walthamstow, Waterloo and Vauxhall
- Construction of new bus station at Edmonton Green
- Work to construct a temporary bus station at Hammersmith

Indicators of success:

- State of good repair - 80% of bus stations in good repair
- CSS: bus station overall 66/100
- Accessibility increased from 77% to 80% by March 2005
- Completion of refurbishment and construction works by March 2005
- Completion of Walthamstow Bus Station by May 2004, Edmonton Green by 31 January 2005
- Construction of interim bus station at Hammersmith to be completed by December 2004

Impacts on Equality & Inclusion -

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

032 Other Buses - Engineering**Description:**

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

Deliverables:

- Delivery of Air Quality Improvements through fitment of Particulate Trap technology.
- Introduction of 12 diesel electric hybrid vehicles on route 360 from September 2004
- Continue R&D work in respect of environmental initiatives.
- Continued operation of 3 fuel cell buses

Indicators of success:

- 85% of vehicles to be fitted with particulate traps by March 2005.
- Delivery of 12 diesel electric hybrid vehicles to Go-Ahead by September 2004.

Impacts on Equality & Inclusion-

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

033 Other Buses - Vehicle Purchase

Description:

The aim of this activity, which falls within Surface Transport's Network Operations department, is the provision of new low floor buses to replace vehicles currently retained under lease arrangements which will expire during this year, to meet operational requirements of East Thames Buses (ETB). The activity also covers the provision of replacement buses for Dial-A-Ride operations

Deliverables:

- Additional 25 single deck buses to be purchased or leased dependant on available funding.
- Purchase 12 DAR vehicles by December 2004

Indicators of success:

- 25 new buses acquired by July 2004 for ETB
- 95% of fleet to be low floor buses by March 2005

Impact on Equality and Inclusion -

- An increase in the number of low floor buses provides benefits for older people and the mobility impaired in particular.
- The increased comfort and accessibility of the new DAR vehicles benefits disabled groups in particular.

034 Other Buses - Safety & Security

Description:

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

Deliverables:

- Fit out vehicles with on-bus CCTV cameras, enhancing security and promoting social inclusion
- Undertake assessments and implement action plans to deliver the agreed Safety Objectives for London Buses.

Indicators of success:

- CSS: personal safety & security 80/100
- CCTV: installed on 85% of bus fleet

Impacts on Equality & Inclusion -

Enhanced safety and security with particular benefits for vulnerable groups.

035 Other Buses - Operations Services**Description:**

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

Deliverables:

- Management, delivery and implementation of Network Operation's programme objectives. Refer Deliverables 032, 033, and 034.
- Collection & dissemination of information relating to the real time operation of the bus network via operation of a 24/7 communication complex (CentreComm).

Indicators of success:

- Achievement of Network Operation's programme objectives
- Achievement of the Bus Network performance targets (Refer Deliverables 025).

Impacts on Equality & Inclusion -

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

037 Marketing & Research**Description:**

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

Deliverables and Indicators of success:

- Working closely with TfL's Marketing & Communications Department, acting as Surface Transport's client for all advertising, promotional and customer facing information provision and development activities.
- Providing performance-monitoring data for the Surface Transport modes and

businesses through the design and implementation of customer satisfaction and mystery shopping surveys.

- Working with internal customers identifying Surface Transport's customer research needs and designing and implementing ad hoc research studies to inform business decisions.

Impacts on Equality & Inclusion-

- Through marketing and promotional activities designed to reflect the diversity of all Londoners, to encourage use of Surface Transport's modes and services by targeted SI groups.
- By recognising the requirements of SI groups in the design and implementation of informational products, providing high quality targeted information to SI groups.
- Through continuous customer research, informing the business about customer's satisfaction (from SI groups) with services and identifying areas for improvement.
- Through ad hoc customer research, identifying areas for development and improvement of services for SI groups.

038 Communications & Consultation

Description:

The aim of this activity is to promote and manage Surface Transport's customer services, consultation and liaison activities with all external parties, including the public, local authorities and LTUC. This activity will also continue to develop and implement the improved policies and procedures necessary to ensure successful implementation of the required enhancements to London's bus services. The mayor's commitment for more dialogue with passengers, road users and other stakeholders will be fulfilled. The activity also directs the consultation process for bus service changes.

Deliverables and indicators of success:

- Continued improvements to the way in which customer communications are handled. Expected telephone contacts 120,000 to 150,000 (depending on integration activity below). Expected written (email/letter) contacts 97,500.
- Targets: 80% calls answered within 20 seconds. Abandonment rate of no more than 5%. Maximum speed of response to written contacts 15 working days.
- Implement monitoring against quality targets (MTS surveys) and quality of complaint handling targets (CSS surveys) – Targets to be finalised by April 2004 for Surface Transport to be compatible with those for all TfL customer services activities.
- BSI re-accreditation for London Buses complaints handling.
- Develop and implement process for handling LGO referred complaints (similar to LTUC).
- Improve public access to customer services with roll out of business cards, bus stop notices and revised on-bus notices.
- Provision of business cards in other languages.
- Full integration of new Surface Transport customer services activities.
- Reducing overall number of customer contact points from approximately 50 to a maximum of 6
- Finalise integration of London buses and bus operators customer services activities.

- Prepare for expansion of BSI accreditation to all Surface Transport customer services activity
- Complete organisational changes – structure, staffing and training – for new Surface Transport customer services teams.
- Enhanced consultation activity with statutory and other stakeholders; approximately 200 service changes, including approximately 10 major consultations incorporating wider public engagement.
- Complete the introduction of refined, two-stage consultation process, with new guidelines, focus on electronic communications and new tracking/monitoring systems.
- Enhance local consultation on bus service changes through timely release of information and more appropriate use of leaflets, letters, exhibitions, etc.
- Develop and implement more robust notification procedures for introduction of bus stops and shelters.
- Continue to focus resources on public engagement with key target groups identified by the Social Inclusion Action Plan (approximately 3 meetings each month).
- Explore production of consultation material in other languages in co-operation with TfL E&I .
- New procedures for service change publicity to reduce costs and enhance public awareness of changes.
- Revised guidelines for LSP services – review, consultation and implementation.

Impacts on Equality and Inclusion -

- Improvements designed to target specific E&I groups, such as the provision of information in other languages and focused public engagement aimed at specific groups such as women, children and minority ethnic groups.
- Better public access to Customer Services and improved awareness of service changes through the use of a variety of media benefits all target groups.

039 Other Buses - Performance

Description:

The domestic and project activities of the Performance Department, responsible for planning and securing the bus network, monitoring its performance and actively seeking to enhance that performance. Also responsible for bus input to multi-modal transport planning. Financial figures represent salaries and associated costs of the Performance Department, i.e. these are the direct staff costs of the operational area.

Deliverables:

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

Indicators of success:

- Achievement of the Performance Department's programme objectives, including those for the Bus Network (Refer Deliverables 025).

040 Other Buses - Croydon Tramlink Support Costs (Buses)

Description:

This activity covers the management of the Tramlink PFI Concession Agreement including monitoring of operational performance, administering compensation payments, implementation of TfL policies and developing strategies for integration of the system with other transport services.

Deliverables:

- Service provided in accordance with Concessionaire Agreement
- Administration of fares and compensation payments

Indicators of success:

- Percentage of scheduled service operation - 98% (all quarters)
- CSS overall satisfaction - 88/100

Impacts on Equality & Inclusion -

- Tramlink is a fully accessible system (infrastructure and vehicles) and attracts a considerably higher proportion of wheelchair users than mainstream bus services.

041 Congestion Charging Traffic Management

Description:

There is no budget for this, but there is a budget to cover unprogrammed contingencies and possible scheme delays. There is no programmed work and so no KPIs or milestones.

042 Congestion Charging Scheme Western Extension Traffic Management & Trials

Description:

The Traffic Management team will ensure a practical zone boundary is adopted which will have the required regulatory traffic signs together with warning and inforamatory signs and road markings to assist drivers approaching and driving in the extended zone. Enforcement, surveillance and monitoring cameras (with their associated communication links) will be installed as required to enforce the scheme and assist the journey time monitoring and the provision of real time data used by the Directorate of Traffic Management (DTM). The number of Real Time Traffic Management schemes will be determined after an assessment of the requirements in the zone of influence of the extended charging area. Complementary Traffic Management schemes such as Controlled Parking Zones and Environmental Traffic Management schemes will be progressed through a close working relationship with TfL Borough Partnerships and through consultation with borough councils.

The Western Extension is estimated to require some 120-150 camera enforcement sites and associated communications, number-plate reading and image-processing infrastructure. It could potentially use the existing CLoCCS hub site, or may need

further premises. Its specification depends on:

- The procurement approach for the overall extension
- Supplier bids and costs
- Evidential issues concerned with the permitted maximum length of circuits
- The selected camera, roadside, central processing and transmission technology, which the technology trials will influence.

Trials:

Congestion Charging is a zonal charge that requires drivers to pay a £5 daily fee to drive on the public highway within London's Inner Ring Road between 7.00am-6.30pm, Monday to Friday. Enforcement is by fixed and mobile cameras linked to Automated Number Plate Reader technology. Vehicles that have not registered to be within the charging zone are liable for a Penalty Charge Notice.

Deliverables:

- After close liaison with the Area Teams, suitable CTM schemes on the TLRN will be approved and Term Contractors will carry out their preliminary designs and consultations.
- After close liaison with the relevant boroughs, suitable CTM schemes on borough roads will be approved and respective preliminary designs and consultations carried out by borough resources or contractors.
- Following on from the start of the work in 2003/04 to scope the requirement for Real Time Traffic Management (RTTM) schemes, the prelim designs of potential schemes will be completed. Detailed design will follow.
- The in-house work by the Signs and Boundary team will produce preliminary designs of sign types and locations. Consultants, managed by the team, will then produce detailed base plans and final designs for implementation by Term Contractors.
- A further set of monitoring sites will be installed, starting in mid June 2004. These will be combined PTZ (colour pan/ tilt/zoom) and monochrome cameras with links to number-plate readers.

Indicators of success:

- Borough CTM schemes will mitigate against the negative impact of the Western Extension on borough roads.
- SMS schemes will ensure that the boundary route and major approaches are in good condition for the extended zone, and future works that would affect the introduction of the expansion have been accelerated.
- Using in-house resources to carry out the preliminary design of the signs and boundary points will internalise the costs to headcount staff. This will be followed by the production of detailed base plans of each site by the consultants commissioned by the in-house team who will produce the detailed designs for use by the installation contractors.
- Real Time Traffic Management schemes will improve the existing traffic signal regime with the smooth running of the network, ensured by the production and implementation of signal timing plans by DTM via the London Traffic Control Centre (LTCC).
- Additional monitoring cameras will provide real time information to the Congestion Charging monitoring team and also the DTM. Colour cameras will be available for

surveillance by the LTCC in order to put into place the signal timing plans and observe incidents.

- The proposed camera enforcement system will improve on the existing system.

Trials:

- Identifies future strategy for road pricing technologies in an urban London-specific context – most road pricing solutions are only suitable for motorways or dual-carriageways
- Improvements to business case for an extension
- Potential for intercept with national and European road pricing technology standards to enable pan-European compatibility of systems

Impacts on Equality & Inclusion -

- Identification of pedestrian and cycling facilities
- Identification of security improvements for shift workers (NHS) who use public transport early and late

043 Congestion Charging Western Extension Set Up Costs

Description:

The Mayor has asked TfL to develop proposals for an extension to the Congestion Charging scheme, this is referred to as the Western Extension. The operational rules (time of operation, charge, penalties) for the extension would be the same as for the current Congestion Charging Central London Zone.

A key activity for the year, is the completion of the procedures - subject to consultation and mayoral confirmation in 2004 - via amendments to the current Mayor's Transport Strategy and preparation of a Scheme Order. Traffic data and computer modeling results will support the decision making process and the consultation material.

Deliverables:

- Consultations with stakeholders (Residents, Boroughs, Businesses, Elected Bodies)
- Consultation, development and approval of the amended Transport Strategy
- Consultation, development and approval of a Scheme Order
- Traffic surveys, monitoring and modeling
- Procurement strategy for a service provider including OJEU, ITN and associated specifications.
- Specification of Statement of Requirements, inter-working with the Central Zone, identification of new operational processes needed to support an expanded scheme.
- Commencement of Procurement for a Service Provider
- Traffic management studies and implementations, which will be used in connection with this Extension, are defined in the associated Congestion Charging Traffic Management and Enforcement section of this Business Plan.
- Trials of New Technology for Cameras, Communications and Detection are defined in the associated Congestion Charging Trials Business Plan. Their first use will be in connection with this Extension.

Indicators of success:

- Establish parameters for a western extension, including stakeholder input, boundaries, benefits and savings.
- Initial studies of technology options for vehicle detection
- Programme, scope and specifications of the work needed to implement the scheme
- Firm estimate of the costs to develop the scheme, detailed cost benefit analysis

Impacts on Equality & Inclusion -

- Blue Badge holders - 100% discount
- Severely ill (NHS patient) rebates
- 20% of operators to have an additional language
- Communication materials provided in additional languages
- Provision for hard of hearing
- Advertising to highlight disability registration

044 Congestion Charging Scheme Operations**Description:**

Congestion Charging is a zonal charge that requires drivers to pay a £5 daily fee to drive or park on the public highway within London's Inner Ring Road between 7.00am-6.30pm, Monday to Friday. Enforcement is by fixed and mobile cameras linked to Automated Number Plate Reader technology and through the provision of a robust enforcement process including registration of debts at County Court, bailiff action and the provision of an On Street clamping and removal service to target persistent evaders. Vehicles that have not paid or registered to be within the charging zone are liable for a Penalty Charge Notice.

Deliverables:

- Management of the Congestion Charging Scheme contract which includes charge collection, processing and enforcement, systems operations, CCS management and support services, traffic management, modelling and monitoring, systems operation and income from charges
- Maintain reduced congestion within the zone by 20 – 30%
- PCNs paid - target 70%
- Customer focussed efficient service, service credits on Core Services Agreement to be less than 5% of contract variable charge.
- Maximise effectiveness of clamping and removal activities by maintaining the number of Persistent Evaders found and enforced to 10%
- Increase the % of bailiff warrants issued and recovered to 20%

Indicators of success:

- Delivery of a customer focussed operation.
- Maintaining reduced congestion.
- Improved performance by the Service Provider(s) - as measured by KPIs.

Impacts on Equality & Inclusion -:

- Blue Badge holders - 100% discount
- Severely ill (NHS patient) rebates
- 20% of operators to have an additional language
- provision for hard of hearing
- advertising to highlight disability registration

045 Congestion Charging Support Cost**Description:**

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

Deliverables:

- Management, delivery and implementation of Congestion Charging's programme objectives. Refer Deliverables 041, 042, 043, 044 and 046.

Indicators of success:

- Achievement of Congestion Charging's programme objectives.

046 Congestion Charging Income**Description:**

All income from the Congestion Charging Scheme including that from registrations, charge payments, Penalty Charge Notices and further enforcement processes.

Deliverables:

- Income reports on a per financial period basis

Indicators of success:

- Monitoring against profiled budget

047 A13 DBFO**Description:**

This programme consists of monitoring and checking of the works carried out under the A13 DBFO contract. Road Management Services A13 plc was awarded the 30 year Design, Build, Finance and Operate (DBFO) contract in April 2000 which was inherited by TfL in July 2000. The contract includes five major new schemes along the 20km section of the A13 between Butcher Row in the West and Wennington in the East.

Deliverables:

The completion of junctions:

- Ironbridge/Canning Town
- Prince Regent Lane

- Woolwich Manor Way

Indicators of success:

- Each of the 3 junction completions represent 20% of the overall activity, therefore 60% of the total programme will be completed in 2004/05.
- This will be added to 20% due for completion in 03/04 resulting in 80% completion at the end 04/05.

Impacts on Equality & Inclusion –

- Shallow gradients of subways and footbridges benefiting the disabled and the elderly.
- Tactile paving benefiting the partially sighted.
- Pedestrian facilities benefiting the elderly and wheelchair users.
- Improved lighting improving personal security for all but, in particular, the elderly and women.

048 Major Route Improvements

Description:

Major Route Improvements to A23 Coulsdon Relief Road, Purley, A406 Bounds Green and Regents Park/Golders Green are designed to bring about improvements which may: re-route traffic flow away from the town centres to enhance safety and facilitate economic regeneration; improve safety for pedestrians and to improve traffic flow at junctions and; improve the effectiveness and aesthetic qualities of signing on the TLRN. Also included are some smaller scale projects designed to address issues that were initially to be covered by the now abandoned National Schemes.

Deliverables:

- A23 Coulsdon Relief Road: Major part of construction carried out in 04/05. Details as to exact deliverables currently not available due to delay in receiving Contractor's work programme, but the current prediction for completion of works is 2006.
- Purley: continuing to progress the regeneration scheme. Intermediate milestones will not be available until design completed in 2004/5. However, the current prediction for completion of works is 2006.
- Provision of pedestrian facilities at Bounds Green: subject to resolution of funding issues under SR2004, commence construction in 2004. The current prediction for completion of works depends on the final approved level of funding.
- Regents Park/Golders Green: subject to resolution of funding issues under SR2004.. The current prediction for completion of works is dependent on the final approved level of funding.

Indicators of success:

- Construction contract awarded Bounds Green
- Regents Park/Golders Green: delivery of signal controlled pedestrian facilities

Impacts on Equality & Inclusion –

- Reduction in traffic using the Coulsdon town centre will benefit all pedestrians, but particularly, the disabled and partially sighted.
- Enhanced lighting will improve personal security for all but, particularly, women and the elderly.
- Provision of pedestrian facilities at Bounds Green, Regents Park and Golders Green will benefit the elderly and disabled.

050 Local Improvements**Description:**

This programme consists of generally small scale local improvements to the TLRN requested by the public or arising from studies / monitoring on the network. Any one scheme will typically contribute towards several Mayor's objectives by assisting vulnerable street users, public transport, road safety, pedestrians and cyclists as well as easing congestion.

Deliverables:

Schemes under this category are still being finalised but are likely to include:

- Improvement works on the A501 Great Portland Street;
- Junction improvements at Shooters Hill Road / Stratheden Road and Colliers Wood Interchange;
- Pedestrian and cycle improvements at A12 / A127 Gallows Corner junction in Havering;
- Provision of a surface level pedestrian crossing replacing an existing footbridge on the A4 Golden Mile.

The projects will also contribute towards the following targets and a steady improvement in results over the life of the plan should be observed:

- Walk modal share for journeys under 2km
- Cycle modal share for journeys under 5km
- Additional bus lanes (km x operational hours per year) - 33
- New signaled pedestrian crossings (each arm counted separately – inc. pelican) - 32
- No. of new or relocated Toucans - 8
- Metres of new cycle lane (inc. shared) - 54
- No. of entry treatments installed - 5
- Sq. metres of anti skid laid or re-laid – 11,140
- Sq. metres of carriageway resurfaced – 15,770
- No. of street trees planted - 47

Indicators of success:

- % pedestrian crossings with facilities for disabled people - 75%
- % low-floor bus stops out of total bus stops - 23%

Impacts on Equality and Inclusion:

- Enhanced pedestrian facilities will benefit all pedestrians but, principally, the partially sighted and elderly.
- The provision of entry treatments will benefit wheelchair users, the partially sighted and the disabled.
- The project involving the replacement of a footbridge with a surface level crossing, will benefit the elderly and physically disabled.

051 Major Safety Enhancements**Description:**

Major Safety Enhancements covers the replacement or strengthening of bridges and tunnels across the TLRN to bring them to the required standards for safe and convenient use by all types of road vehicle.

Deliverables:

- A406 / Hangar Lane: Replacement of bridge over the railway and eliminates dangerous pinchpoint on road. Main contract start Sept. 04. Complete June 06
- A406 / Western Ave: Replacement of bridge over the railway. Complete Feb. 2009
- Blackwall (n'bound)/Rotherhithe Tunnels: Provision of advanced monitoring & emergency response systems within the tunnel by March 07
- Fore St. Tunnel: Comprehensive site investigation leading to a schedule and programme for works. Asset saved and safety restored – Completed by 2007
- Westminster Bridge: Scour protection work around pier foundations. Works complete by April 2005. Girder replacement and painting complete by 2009/2010, leading to asset saved and safety restored.

Indicators of success:

- Hangar Lane: 50% complete
- Western Ave: maintain existing traffic flow on A40 during construction
- Fore St. Tunnel: Production of programme aimed to increase the life of and improve the safety of this asset
- Westminster Bridge: increased life and safety for asset; network remains in operation

Impacts on Equality and Inclusion:

- Provision of safety equipment in the tunnels will benefit all but particularly, women, the disabled and elderly.
- Works on Westminster Bridge and the tunnels will ensure that they remain open in the future, which will benefit the disabled.

052 TLRN Maintenance**Description:**

TLRN Maintenance comprises four components: Capital renewal, relating to investment in the TLRN for the purpose of upgrading its structure. Revenue maintenance, relating

to day to day maintenance of footways, carriageways, street lighting and furniture to maintain the TLRN in a safe condition fit for purpose. Woolwich Ferry – its maintenance, refurbishment and operating costs. Provision of Technical Advice services.

Deliverables:

- Arrest decline in road standards by 2005 and complete backlog work.
- Strengthen bridges on TLRN to 44 tonne load-bearing standard
- Achieve high standard of road maintenance
- Continue to maintain Woolwich Ferry service at optimum level and in a safe condition.
- Sq. metres anti-skid laid/re-laid – 108,262
- Sq. metres carriageway resurfaced – 170,324
- Sq. metres carriageway reconstructed – 14,663
- Sq. metres footway re-laid – 65,713
- No. new/upgraded streetlights - 1,640
- Vehicle days of grass cutting - 1,241
- No. street safety inspections - 142,740
- No. night scouting inspections - 227,551
- No. category 1 & 2 defects repaired - 38,948
- Ave. crossings/hr on Woolwich Ferry - 6.45
- Ave. no. passengers/week on Woolwich Ferry - 52,000

Indicators of success:

- Condition of the TLRN (BV96)
- Condition of footways (BV187)
- % streetlights working as planned
- % routine safety inspections carried out within required time limit
- % lighting stock rated condition 0
- Woolwich Ferry hrs of service as % planned hrs

Impacts on Equality and Inclusion:

- Reduction of trip hazards on the footways benefiting the elderly and partially sighted.
- Improved lighting standards improving personal security for, particularly, the elderly and women.

053 Street Services Devolved Pay

Description:

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

Deliverables:

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

Indicators of success:

- Achievement of Street Management Services' programme objectives.

055 Borough Principal Road Maintenance and Bridge Strengthening**Description:**

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

Deliverables:

- Borough Principal Roads brought to serviceable standard such that 83% of the network is in a good state of repair.
- A number of bridges strengthened to 44 tonne standard (to be advised at the end of March 2004).
- Whole network surveyed

Indicators of success:

- Targets for achievement with regards to road and bridge standards can be set at the end of March 2004 as this is when project programmes are confirmed by the Boroughs and meeting the specified KPI.
- Whole network surveyed by end financial year

Impacts on Equality and Inclusion:

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

057 Network Technology - Traffic Maintenance & Management**Description:**

The traffic control system maintenance and management programme ensures our traffic systems are maintained to a high standard. This maximises availability of the systems to control the road network allowing rapid identification of any congestion or problem areas, thereby minimising delays and ensuring systems operate in a safe and effective manner. Enhancement of systems ensure the latest technologies and controls maximise safety and availability, particularly in road tunnels within London.

Deliverables:

Traffic Signal maintenance includes some 4,800 traffic signals on both the TLRN and Borough Roads, plus associated vision and control circuits and line to lines to the Urban

Traffic Control (UTC) Systems.

- Traffic signals will be available for an average of 97% (Availability is defined as being free from certain groups of critical faults, such as, all out, stuck, long or short right of way).
- East London Control Systems (ELTRACS) enhancements-This system centred on the Blackwall Tunnel, controls 7 road tunnels in East London. Enhancement maintenance of the system is agreed between SMS and NT, and a programme of new systems, technologies and enhancements provided maximising safety and tunnel network availability.
- London Traffic Control Centre (LTCC) – ELTRACs link. Systems are to be agreed and developed to trial the remote operation of East London tunnels from the LTCC, leading to central control capabilities and manpower efficiencies with in future systems.

Indicators of success:

- Traffic systems having high availability and effective in implementing automatic and manual control when required.
- Ability to control East London tunnels from LTCC.

Impacts on Equality & Inclusion -

- The Traffic Management and Maintenance Programme supports all social groups.

058 Network Technology - Traffic Control System Replacement

Description:

The traffic control systems replacement programme ensures London control systems incorporate the latest advances in software, product development and new technologies. This ensures London road network operates in an efficient and cost effective manner and that obsolete or unreliable equipment is optimally replaced ensuring best value is obtained from our assets.

Deliverables:

- The Urban Traffic Control Computers (UTC) directly control about 2,400 of London's traffic signals (Junctions and Pedestrian). The OPUS (Open UTMC Systems) development will upgrade software originally developed in 1970, to modern day software language and user interface systems, incorporating enhancements unique to London.
- Product & System Development
- Low Bridge Protection Systems deliver safety benefits to protect bridges, vehicles, road users and the rail network. They reduce the likelihood of vehicle bridge strikes and consequential effects.
- LED Signals have potential to reduce maintenance and energy costs and bring associated environmental benefits. Whilst this emerging technology is not yet cost effective, our programme trials evaluating this technology, building experience to allow deployment at an appropriate future time.
- The TCAM System is developing and trialing the next generation of signaling communication techniques, helping our system remain cost effective.

- Equipment Modernisation
- The CCTV Systems incorporate over 500 cameras and a small number of the oldest and least reliable sites are periodically replaced.
- The traffic signal controllers on both Borough and TLRN roads are replaced on a rolling programme over 15 – 20 year period, ensuring reliable performance and incorporation of new techniques and features.

Indicators of success:

- Indicators of success in respect of the benefits delivered to London are difficult to quantify but the dis-benefits of not keeping systems updated and operating reliably become quickly apparent when system failures occur, resulting in road network delays or non availability soars. Recent similar examples include the difficulty or replacing outdated equipment on the Northern Line.

060 Network Technology Devolved Pay

Description:

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

Deliverables:

- Management, delivery and implementation of Network Technology's programme objectives. Refer deliverables 057 and 058.

Indicators of success:

- Achievement of Network Technology's programme objectives.

061 Network Implementation - Traffic Signals- New and Modified (Borough)

Description:

Borough Signal Schemes required by London Highway Authorities (excluding TLRN) to be delivered with a £2.2m budget. This includes design, procurement, implementation and commissioning for new and modified signal sites.

Deliverables:

- 2004-05 Financial Year targets for Borough Signal Schemes is 180. This Programme will meet the Boroughs requirements for signal installations.

Indicators of success:

- 2004-05 Programme will meet the Boroughs requirements for signaling installations.

064 Network Implementation Devolved Pay

Description:

Salaries and associated costs of Network Implementation staff, i.e. these are the direct

staff cost of the operational area.

Deliverables:

- Management, delivery and implementation of Network Implementation's programme objectives. Refer Deliverables 061 and 065.

Indicators of success:

- Achievement of Network Implementation's programme objectives.

065 Network Implementation - Road Safety Plan

Description:

The London Road Safety Unit (LRSU) has been formed to bring together four road safety functions within TfL:

- The London Accident Analysis Unit (LAAU) manages the database of road traffic accidents for London. Road safety research studies. e.g. accident rates at junctions with Advanced Stop Line
- The London Safety Camera Partnership (LSCP) installs and manages London's network of speed and red light cameras to reduce speeds and casualties on London's roads
- The London Road Safety Education (LRSE) team undertakes all road safety education, training, and campaign initiatives
- Road safety engineering through the programming, implementation & co-ordination of Borough safety schemes

Deliverables:

The Programme will deliver:

- An ongoing programme of specifically designed and targeted engineering measures and 20mph zones to reduce clusters of crashes on both the Transport for London Road Network (TLRN) and Borough Roads.
- Programme of specifically targeted Road Safety Campaigns to raise awareness of road safety issues with the public and those identified as being vulnerable road users. i.e. teenage pedestrians, cyclists, powered two vehicles, older road users.

Indicators of success:

- Reduce total number of serious injuries and fatalities (Londonwide) to 5,192
- Reduce total number of serious injuries and fatalities (TLRN) to 1,414
- Publish Accident & Casualties on London's roads by July 2004
- Publish Target Monitoring Report, ("Towards the year 2010, monitoring casualties in Greater London") by July 2004
- TLRN safety schemes implemented by March 2005
- Complete Road Safety research studies by March 2005

Impacts on Equality and Inclusion:

- providing road safety information to children through the Children's Traffic Club
- by identifying specific vulnerable road collision casualties categories for treatment (for example young Afro Caribbean children are over-represented in road traffic

casualty figures)

066 Traffic Enforcement

Description:

The Transport Policing and Enforcement Directorate's (TPED's) Traffic Enforcement team is responsible for bus lane enforcement on the TLRN, service level agreements with the London Boroughs, ensuring bus lanes are maintained to the necessary standard for camera enforcement and the co-ordination of traffic enforcement in London. In May 2004 Traffic Enforcement will begin enforcing yellow box junctions and banned turns on the TLRN, using cameras. In October 2004 illegal parking on the TLRN will be decriminalised and Traffic Enforcement will become responsible for enforcement.

Deliverables:

- Carry out communications campaign for decriminalising red routes by September 2004.
- Decriminalise red route enforcement by October 2004.
- Conduct required research to enable traffic enforcement to develop programmes to improve understanding of enforcement signage.
- Research into public perception of enforcement activity through the use of surveys, by June 2004.
- Deliver enforcement camera digitisation .
- Install additional 50 CCTV enforcement cameras by June 2004, to bring the total up to 275.
- Achieve ISO 9000 for TECO by December 2004.
- Develop data sharing protocols across all enforcement agencies.

Indicators of success:

- Decriminalising parking on the red route enables greater control over enforcement activity and will enable improved co-ordination with camera enforcement. Any surplus from this activity is reinvested in transport.
- The communications campaign is necessary to avoid a public backlash from lack of understanding of regulations and to ensure the transition process to decriminalised enforcement runs smoothly.
- Improved understanding of signage will reduce the number of PCN appeals and should increase compliance with regulations.
- Improved information on compliance will enable TPED to react quicker to the requirements of the network and ensure that the money that has been invested in the borough SLAs is being used effectively.
- Improved understanding of the public on enforcement issues will ensure that TPED keeps abreast of public expectations and issues.
- Digitisation of camera technology is necessary to ensure equipment doesn't become obsolete and to increase the efficiency of the equipment.

067 Transport Policing

Description:

TPED's Transport Policing division has responsibility for strategic policing issues within TfL and has responsibility for managing growth/activities in a number of transport policing areas.

- Transport Operational Command Unit (TOCU): The TOCU is part of the Metropolitan Police Service and has specific responsibility for policing activities in support of four TfL developed objectives. Firstly, to ensure the public and staff feel safe using bus services, bus stops and the roads on agreed bus routes / corridors and priority locations. Secondly, to ensure the efficient movement of buses on the agreed bus routes / corridors and other priority locations. The third objective is the enforcement of the law relating to taxis and private hire vehicles. The final objective is to mitigate the affect of congestion at agreed priority locations.
- British Transport Police (BTP): The BTP has responsibility for policing the rail network in London. TfL are funding additional officers who are focussed on four activities. These are:
 - locally accountable policing on the tube network (linked to station groupings),
 - locally accountable policing on the Docklands Light Railway
 - policing major interchanges and
 - co-ordination on heavy rail policing.

Deliverables:

- Consolidation of TOCU activities and effective monitoring of performance against the stated objectives.
- Achievement of planned growth in the BTP.
- Agreement of a Special Services Agreement for the provision of Traffic Warden services to cover decriminalised enforcement of the red routes.
- Improved integration of transport policing activities in London including major interchanges.
- Development of measure of Anti Social Behaviour.

Indicators of success:

- Increased perception of safety and security on the transport network.
- Integrated transport policing activities in London.

Impacts on Equality & Inclusion-

- Increased perception of safety and security on the transport network, with particular benefits for vulnerable groups.
- Reliability and journey time improvements from enforcement measures, with benefits across all target groups.

068 Bus Enforcement

Description:

The purpose of TPED's Bus Enforcement arm is to develop and deliver the Revenue

Protection Strategy for London to improve fare compliance, minimise revenue losses and contribute to improvements in the on-vehicle environment.

Deliverables:

- Increase the Revenue Protection Inspector Headcount.
- Continue to increase the profile of Revenue Protection and it's interaction with partner Directorates and Agencies.
- Deliver the graffiti project.
- Develop revenue protection strategies to respond to technological, ticketing and operational changes to the bus .eg. open boarding, pay-before-you-board and Oyster cards.
- Develop market research strategy.
- Improve the investigation and prosecution service to enhance deterrence
- Develop Revenue Protection special constable activities.

Indicators of success:

- Improve identification of the incidence and magnitude of fare irregularities.
- Reduce revenue losses on the bus network.
- Contribute to the improvement in on-vehicle environments.
- Assess impact of higher checking (as well as changes to the bus operating environment eg. oyster card, articulated buses, pay before you board) on fare evasion levels across the system.

Impacts on Equality & Inclusion-

- Improved perceptions of security inside vehicles, with particular benefits for vulnerable groups.

069 TPED Management

Description:

The Transport Policing and Enforcement Directorate (TPED), formed in December 2002, leads TfL's joint work with the Metropolitan Police Service, British Transport Police and City of London Police. TPED also manages the Traffic Enforcement Camera Operations, outsourced penalty charge notice processing contract and service level agreements with London Boroughs. TPED directly manages the Revenue Protection Inspectors and has an Investigation and Prosecution Service. TPED's aim is to improve compliance with traffic and fare regulations and create a safe and socially acceptable environment on the transport network.

Deliverables:

- Management, delivery and implementation of TPED's programme objectives. Refer Deliverables 066, 067 and 068.

Indicators of success:

- Achievement of TPED's programme objectives.

Impacts on Equality & Inclusion -

- The TPED increases safety & personal security.
- The TPED increases accessibility.

070- Bus Priority Partnership - Borough/LBPN**Description:**

This activity covers the preliminary and detailed design, consultation and implementation of physical bus priority measures on borough roads. The objective is to achieve improved bus reliability and journey time for bus passengers.

Deliverables:

Development and implementation of schemes by boroughs as agreed through the BSP process.

Indicators of success:

- Provision of 45 bus lanes
- Provision of 500 additional bus lane kilometre hours per week.

Impact on Equality & Inclusion -

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

071 - Bus Priority Partnership - Bus Priority on TLRN**Description:**

This activity covers the preliminary and detailed design, consultation and implementation of physical bus priority measures on the TLRN. The objective is to achieve improved bus reliability and journey time for passengers.

Deliverables:

- Development and implementation of bus priority schemes to support new articulated bus routes.
- Implementation of unprogrammed essential bus priority works across TLRN and borough roads.
- Mitigation of the effects of non-bus priority measures on the TLRN.
- Implementation of 100 physical bus priority measures on the TLRN. Other than bus lanes, these bus priority measures include: signal improvements, bus stop improvements, Traffic Regulation Orders, junction improvements, review of parking.

Indicators of success:

- Provision of 20 new bus lanes
- Provision of 220 additional bus lane kilometre hours per week.

Impact on Equality and Inclusion -

- Improved reliability and journey times benefit all target groups, particularly women,

older people and ethnic minority groups who tend to have lower levels of access to private transport and are strongly represented sectors in the bus market.

071b- Bus Priority Partnership - Flagships

Description: This activity covers the preliminary and detailed design, consultation and implementation of physical bus priority measures for Flagship bus priority schemes. The objective is to achieve improved bus reliability and journey time for passengers.

Deliverables:

- Development of route 149 as an intensified bus priority pilot, including the implementation of 5 sections of works.
- Implementation of 50 sections of works on 5 flagship routes

Indicators of success:

- Provision of 20 new bus lanes.
- Provision of additional 1,000 bus lane kilometre hours per week.

Impact on Equality & Inclusion -

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

072 - Bus Priority Partnership - Priority at Signals & R&D

Description:

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

Deliverables:

- Implementation of bus priority at 200 sets of traffic signals reducing passenger journey time – includes replacement of life-expired equipment.
- Development of predictive bus priority for articulated buses.
- Feasibility study and preliminary design of route 38 intensive bus priority pilot.
- Assessment of security and enforcement impacts – provision of CCTV at one bus stop.
- Development of techniques to reduce pavement deformation (carriageway rutting) at bus stops.
- Implementation of Selective Vehicle Detection at 2 TOUCAN crossings and assessment of overall benefits.
- Identification of sites for signal stage skipping and roll-out to LBI sites.

Indicators of success:

- Reduced delays to buses at signals resulting in traffic network efficiency, journey

time reductions and bus passenger reliability benefits.

- Implementation of beacon based Bus Priority at 200 junctions by March 2005 will reduce delays to buses at signals, resulting in traffic network efficiency, journey time reductions and bus passenger reliability benefits.

Impact on Equality and Inclusion -

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

074 Bus Priority-Support Costs

Description:

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

Deliverables:

Management, delivery and implementation of Bus Priority's programme objectives. Refer Deliverables 070, 071, 071B and 072.

Indicators of success:

Achievement of Bus Priority's programme objectives.

075 Walking

Description:

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

Deliverables:

2004/05 Deliverables:

- New and upgraded pedestrian crossings (21 crossings under development)
- Removal of footbridges and closures of subways and replacement with surface level facilities (4 junctions under development)
- Provision of new or improved facilities at signalised junctions and footway upgrading in busy high streets (8 sites under development)
- Opening up and upgrading railway arches for use by pedestrians (5 sites), contribution towards new sections of riverside and canal paths (3 sites) and upgrading existing strategic routes (numerous locations)
- Providing new footbridges across railways and upgrading existing facilities (4 sites)
- Improved interchanges between bus and rail services (5 sites)
- Pedestrian signing, security improvements, refuges, pavement widening at crossings, removal of clutter and installation of dropped kerbs (numerous locations)

- Co-ordination of the annual Car Free Day

Impacts on Equality & Inclusion-

- Improvements on the TLRN for those travelling on foot, including those who are less able bodied or suffer from disabilities.
- Schemes will include provision of dropped kerbs, tactile paving, rationalisation of street furniture therefore improving accessibility.
- Comply with national standards of accessibility – DfT guidelines. Assist in meeting our duties with the DDA.
- Direct investment in target groups – Disabled people, women, older people and children benefit from dropped kerbs, tactile paving.
- Introduction of better accessibility on buses and in stations, as people require their whole journey to be accessible.
- Promote health and sustainability – encourage people to walk more – walk further and more often.

Indicators of success:

- 90 pedestrian schemes to be delivered by March 2005

076 Cycling

Description:

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

Deliverables:

2004/05 Deliverables:

- Provision of LCN+ links to provide fast, safe, comfortable routes (40km to be delivered)
- Cycle safety/priority measures at key junctions and measures to remove barriers and improve access e.g. cycle gaps in road closures, two-way cycling in one-way streets (5 key junctions and numerous smaller schemes)
- Access and parking upgrades at key stations and interchanges (500 new spaces to be provided)
- Cycle parking at schools/colleges (at least 60 schools pan-London)
- London Cycle Guides and events and promotions such as Bikeweek, 'Fruitstock' in Regent's Park, Cycle 2003 (various)
- Business and professional partnerships including the Police, London Ambulance Service, Rough Guide,
- Child and adult city cycling skills training (3000 children and 400-500 adults)

Impacts on Equalities and Inclusion are -

- Whole cycle programme is (by nature) socially inclusive – 90% of adults and most children are able to cycle, and one in five Londoners own a bike. Aim is to get the greatest number of people (who are able) to cycle.
- All infrastructure schemes aim to assure maximum accessibility to all people who want to cycle. Ongoing focus on enabling children to cycle. Support to disabled cyclist groups, assist in meeting our duties with the DDA and information is provided free (benefit to people on low incomes)
- Design standards being developed to meet needs of disabled cyclists through: Research to understand the needs of disabled people. Developing training specifically for children and young people and regular consultation with cyclists to understand their different and various needs – including the target groups, e.g. black & minority ethnic groups.
- Links with all other projects that affect the number of people cycling. Work with Borough Partnerships, Travel Plans, Area Treatments. Link with interchange / rail projects to open up accessibility.
- Improved accessibility through increased travel choice.
- Design standards relating to cycle facilities, development of positive role models (e.g. police on bikes), cycle and other road user training to increase respect and understanding of other people's vulnerabilities.

Indicators of success:

- 220 cycle schemes to be delivered by March 2005. Details of cycle schemes are outlined in Deliverables section.

077 Disability Discrimination Act (DDA) & Accessibility**Description:**

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

Deliverables:

2004/05 Deliverables:

- On borough roads, carry out an assessment of an estimated 500 bus stops in 2004/05 and undertake associated local footway improvements
- On TLRN provision of low floor bus accessible stops, dropped kerbs and tactile surfaces
- Redesign of signal junctions to provide accessible facilities (e.g. audible facilities at crossings)
- Conduct feasibility and design into providing pedestrian crossing facilities at various locations (subject to impact on other road users)

- Provision of tactile/audible facilities at approx. 30 crossings.

Impacts on Equalities and Social Inclusion are -
TLRN & Borough/ Bus Route Accessibility

- Ensures that London's bus services and street environment are accessible to all, i.e. Disabled, Older people, Women and children
- Assist in meeting our duties with the DDA.

Indicators of success:

- Accessible bus stops to complement accessible bus network
- Accessible crossings on the TLRN

078 Director of Traffic Management

Description:

The primary objective of the Directorate of Traffic Management (DTM) Programme is to optimise traffic operations on London's most important main roads – a central component of The Mayor's Transport Strategy. Recent government interest and support has provided real impetus to this objective and underpins TfL's decision to create a Directorate to focus on 'Getting London Moving'. The DTM's Programme strategy can be decomposed into five key 'levers':

Lever 1: Traffic Operations, Real Time Traffic Management - Real time traffic management through an enhanced London Traffic Control Centre (LTCC)

Lever 2: Traffic Operations, Network Management and Development - Enhanced traffic signal review/commissioning response capability (through increased staffing and traffic signal engineer training).

Lever 3: Network Co-ordination, Scheme Assessment - Permanent capacity implications of new schemes assessed and agreed prior to commitment. The temporary capacity impacts of road and street works assessed.

Lever 4: Network Co-ordination, Street and Road Works Co-ordination and Permitting - Permitting system developed, piloted and deployed to multi-parties. Codes of Practice enhanced and stakeholder change management facilitated. The objective is to facilitate works planning, coordination and control in order to minimise disruption.

Lever 5: Network Information & Performance – Enhanced network performance monitoring and improved provision of real-time network status and performance data to the public.

Deliverables:

- 100% of DTM staff in place and operational
- 2004 London Road and Street Works Seminar - 'Time for Change' - delivered
- Performance dashboard tool Release 2 developed and deployed
- UTC Timing Review complete and cyclical review schedule established

- Scheme notification process developed (TfL and boroughs)
- LondonWorks specification complete and system development and pilot deployment initiated.
- Clearview and MISS fully deployed
- Control Centre Co-location funding approval given and co-location completed
- Real-time website launched
- Trial real time traffic management capability (data sharing) with other external organisations
- Trial 3D Imaging equipment and assessment of potential to reduce road closure impact of accidents on the network
- Expansion of ANPR journey time capability (50 cameras)
- Enhanced congestion and works information on-line within the TfL.gov.uk web site.
- Resilience project initiated with the safeguard of power secured for Eccleston Place and Kings Buildings

Indicators of success:

Benefits of the activity:

- The DTM Programme of works includes a broad range of initiatives (Legislative, Operational, IT Development and Procedural) necessary to build a TfL Directorate truly capable of optimising the performance of London's road network. The core, high-level message is that DTM's remit is fundamentally focused on the performance of the network's operation without preference or prejudice - and all social groups (graduated by income/disability/minorities/modal use etc) will benefit from our integrated focus towards this. In terms of the core lever to improve provision of information and performance measures to the public, consideration will be given when considering message channels as to how we target vulnerable/disabled/minority groups; this is, however, still a nascent workstream.

079 Directorate of Traffic Management Support Costs

Description:

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

Deliverables:

Management, delivery and implementation of Directorate of Traffic Management's programme objectives. Refer Deliverable 078.

Indicators of success:

Achievement of Directorate of Traffic Management's programme objectives.

080 PCO - Taxi Licensing

Description:

Taxis should provide the best possible personal passenger service. The services should

have a high reputation, be focused on the needs of Londoners and visitors, and promote and encourage safe, integrated, efficient and economic transport facilities and services. Londoners and visitors should have a high awareness of and confidence in, the services.

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

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

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

Components :

- Taxi Vehicles (License all taxi vehicles. Improve vehicle safety, environmental standards, and passenger experience.)
- Taxi Drivers (License all taxi drivers. Review arrangements for the delivery of taxi driver licensing. Improve on-street compliance of drivers. Development of knowledge testing system and driver equality/additional skills training.)

Deliverables:

- Licence all taxi vehicles and drivers.
- Improve vehicle safety.
- Roll-out TAPITS to taxi licensing. Migrate taxi and taxi driver licensing data to new integrated taxi and private hire licensing database. (Date to be announced)
- Implement emissions strategy. This is a phased programme, subject to energy savings trust funding, to achieve a progressive reduction in harmful emissions, starting with older, more polluting, pre euro vehicles, and then, over time, address euro 1 and probably euro 2 vehicles. (Date to be announced)
- Review Knowledge of London boundaries. Set up Suburban pilot project this pilot will extend the Merton and Sutton boundary to include taxi ranks between 4 and 6 miles from Central London but presently are not well served by all London (green badge) drivers.
- Implement additional skills / disability awareness training. The aim is to ensure that the skills required of taxi and private hire drivers are appropriate to the nature of their business. Taxi and Private Hire Services should be easy to use for everybody regardless of disability and reflecting the needs of all customers. A package has been developed that includes such skills as communication, customer care, disability awareness, racial and diversity awareness, conflict resolution and dealing with accidents and emergencies. Options have also been prepared and are under consideration for the procurement and delivery of additional skills training. Further

consideration is being given to introducing this training for new and existing drivers.
(Date to be announced)

- Review fee and fare structures. The aim is to revise the present licence fee structure to improve the spread of costs between the drivers and applicants. In effect, licence holders and applicants alike should pay for the costs of the licensing resources they use.
- Improve promotion and information about taxi services. The aim is to ensure that the public have the information that they need about taxi and private hire services. When, where and in the form they find it useful. Key issues will be to inform the public about new private hire licensing arrangements, highlighting differences between taxi and private hire, and how to gain access to them. Safety will also be a key feature of information and promotion, within the context of the Mayor's Safer Travel at Night campaign. (on going)
- Best value review of taxi inspection and licensing to determine how best to deliver taxi licensing in future as an in-house or outsourced service. Planned review date first quarter 2004/05.

Indicators of success:

Improvement in CSS indicators.

Impacts on Equality and Inclusion -

- Additional skills and disability awareness training benefits all target groups, particularly those with disabilities.
- Safety benefits from licensing and the information and promotion initiatives for vulnerable groups, particularly women.
- Potential to improve accessibility to taxi services from the review of Knowledge boundaries and pilot project in Merton and Sutton.

081 PCO - Private Hire Licencing

Description:

This activity aims to promote and encourage safe, integrated, efficient and economic transport facilities and services. Moreover to provide links between the other public transport services, operating at times and places when other services are not available and providing crucial services for the vulnerable and those with mobility difficulties.

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

Taxi and private hire services provide a 24-hour, door-to-door service. Their role includes supporting London's World City functions, providing links between mass transit

services, operating at times and places when other services are not available and providing crucial services for the vulnerable and those with mobility difficulties.

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

Components:

- Private Hire Operators: Continue to implement the licensing of private hire operators. Enhance compliance/enforcement activity. Operator licensing will provide a platform for driver & vehicle licensing and is fundamental to the success of private hire regulation as a whole. The aim is to raise safety and increase users' confidence without restricting the industry's capacity and ability to meet demand. Activity in future years will centre on licensing new businesses and compliance.
- Private Hire Drivers: Continue to implement the licensing of private hire drivers. It is estimated that there are 40,000 private hire drivers. The existing population will be licensed over a period of 36 months from the start of licensing.
- Private Hire Vehicles: Continue to implement licensing of Private Hire vehicles. Improve vehicle safety, environmental standards, and passenger experience. Provide for on-street compliance testing of vehicles. It is estimated that there are 35,000 private hire vehicles in London. Licensing inspections will be carried out under contract by a third party.

Deliverables:

2004/05 Deliverables

- License 19,891 private hire drivers by year end. Commenced April 2003, will finish licensing 40,000 drivers by March 2006.
- Licence the entire population of private hire vehicles in-year in conjunction with SGS by March 2005.
- Issue temporary permits prior to licensing for all private hire drivers.
- Issue temporary permits prior to licensing for all private hire vehicles (from April 2004 and completed in year)
- Licensing of private hire operators completed by end of year 2003/04 (ongoing).
- Develop additional skills and disability awareness training for drivers.
- Implement additional skills / disability awareness training. The aim is to ensure that the skills required of taxi and private hire drivers are appropriate to the nature of their business.
- Taxi and Private Hire Services should be easy to use for everybody regardless of disability and reflecting the needs of all customers. A package has been developed that includes such skills as communication, customer care, disability awareness, racial and diversity awareness, conflict resolution and dealing with accidents and emergencies. Options have also been prepared and are under consideration for the procurement and delivery of additional skills training. Further consideration is being given to introducing this training for new and existing drivers. (Date to be announced)
- Improve promotion and information about taxi services. The aim is to ensure that the public have the information that they need about taxi and private hire services. When, where and in the form they find it useful. Key issues will be to inform the

public about new private hire licensing arrangements, highlighting differences between taxi and private hire, and how to gain access to them. Safety will also be a key feature of information and promotion, within the context of the Mayor's Safer Travel at Night campaign. (On going)

- Post implementation review of Private Hire operators. The aim of which is to assess the success of introducing private hire licensing economy, efficiency and effectiveness. Planned project dates second quarter 2004/05.

Indicators of success:

- CSS satisfaction target levels are met for:
 - Private Hire Operators 90%
 - Private Hire Owners 81%
 - Private Hire Users 80%
- Number of private hire drivers licensed – 19,891
- Number of private hire vehicles licensed – 35,000
- Percentage of private hire operators licensed– 100%

Impacts on Equality & Inclusion-

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

082 PCO - Business Services and Strategic Support

Description:

Business Services -

This activity primarily covers the cost of providing a full range of support services to operational departments within PCO. Services provided include HR, finance, business planning, procurement, facilities management, IT developments/support, & administrative support. Senior management are also included under this heading.

Strategic Support -

Has the brief to take forward/co-ordinate work on modal and integration issues. This includes managing taxi fare review and changes, inter change projects, transport plans, improving taxi ranks, travel information and developing a better understanding of customer satisfaction needs and supply and demand issues through research and survey work.

All work associated with the development of taxi ranks (signage, markings, poles, shelters and other associated activities) including costs associated with taxi fare reviews can not be funded from fees and therefore must be grant funded.

The Taxi Lost Property Office is also a non-licensing activity and is also grant funded.

Components:

Non-Regulatory Activities (e.g. grant funded)

Deliverables:**Business Services**

- Complete work from BV review in terms of performance measures, customer contact and licensing processes (milestones to be announced).
- Continue phased implementation / development of taxi and private hire application and licensing database (TAPITS) and associated network enhancements, including website capability / call-centre functionality.
- Continue with implementation of business improvement programme especially in relation to SAP and the restructuring of financial services, personnel services, procurement services and provision of IM services.

Strategic Support

- Complete policy review of taxis in bus lanes and review of existing exclusions.
- Establish and implement TfL policy towards private hire vehicles in bus lanes.
- Review approach to going home ranks for taxis, taxi share scheme and taxi bus schemes in the context of improving safety, integration and accessibility.
- Continue to enhance consultation arrangements, subject to further discussions with taxi and private hire trade stakeholders.
- Ensure borough local implantation plans (LIPs) reflect the needs for taxi and private hire services. This is being taken forward in accordance with the Corporate timetable for LIPs guidance. (Milestones to be announced)
- Continue development of ranks / shelter facilities and contribute to interchange schemes (milestones to be announced subject to review and assessment of the 2003/04 poles and totems pilot project, the aim for 2003/04 is to install about a dozen poles and shelters and to assess the benefits both for passengers, drivers and non-users to help assess the program for 2004/05).
- Ensure taxis and private hire services contribute to safer night travel (see text for private hire and taxi licensing for further information concerning improving information and promotion).
- Continue to refine and develop customer satisfaction and supply and demand research to support decision and policy making and continuous improvement in taxi and private hire licences to service. (Ongoing)

Indicators of success:

Improved efficiency and customer satisfaction (both direct customers and end-users).

Impact on Equality & Inclusion -

- Safety benefits from licensing and safety initiatives for vulnerable groups, particularly women.
- Improvement of ranks/shelter facilities and involvement with interchange schemes will improve access for disabled groups and provide safer waiting environments.
- Continued research to understand customer satisfaction and demand has benefits across all target groups.

083 PCO - Capital Expenditure

Description:

PCO Capital Projects can be summarised under two main headings. The first strand is BIP (Business Improvement Programme) in particular enhancing IM strategy to ensure more efficient and effective licensing services.

The second strand is to improve on street facilities for taxis focused on taxi ranks and transport interchanges

Deliverables:

- Continuation of TAPITS development work (Taxi & private Hire Integrated Technology System). The aims are to complete the development of an intergrated taxi and private hire licensing system and to migrate taxi-licensing data on to the new system and introduce revised supporting administrative processes and procedures.
- Continuation of Network Review (flattening of IT network / infrastructure) improving connectivity. The aim of this project is to provide the platform on which improved licensing services can be deliverable and information exchanged with other remote users and stakeholders within and outside TfL (e.g. congestion charging unit, criminal records bureau, SGS private hire vehicle contract supplier etc)
- Continuation of Taxi Ranks / Shelter investment programme (see text under Strategic Support).

Indicators of success:

- IT projects should improve efficiency and service delivery, ultimately impacting on CSS indicators.

Impacts on Equality & Inclusion-

- E&I benefits of the taxi ranks/shelter investment programme are that it will improve access for disabled groups and provide safer waiting environments.

085 ETB - East Thames Buses

Description:

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

Deliverables:

Deliverables per 2004/05 and future years.

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

Indicators of success:

Performance indicators -

- Percentage of scheduled service operated : same as for the Bus Network- 97.5%
- Excess waiting time -high frequency routes : same as for the Bus Network- 1.5 minutes
- Percentage on time -low frequency routes : same as for the Bus Network- 74%
- DOT annual test pass rate for buses : 95%
- DOT vehicle (buses) spot check examination result less than 10%

Best Value Indicators -

- BV12: The number of working days/shifts lost due to sickness/absence per full time employee (All Staff). This target is set by the Government, 2004/05 targets are yet to be released.
- The number of working days/shifts lost due to sickness absence per full time employee (Operational Staff). This target is set by the Government, 2004/05 targets are yet to be released.
- The number of working days/shifts lost due to sickness absence per full time employee (Non-Operational Staff). This target is set by the Government, 2004/05 targets are yet to be released.
- BV17: The percentage of employees from minority ethnic communities. This target is set by the Government, 2004/05 targets are yet to be released.

Impacts on Equality and Inclusion -

- Delivery of safe and reliable services.
- Policy initiatives to promote fair employment opportunities with benefits for all target groups.

087 DAR - Operations**Description:**

Dial a Ride provides a multi-occupancy door to door transport service for members of the public with a permanent or long term disability (mental or physical) or health problem who are unable, or virtually unable to use conventional public transport. It can be used for all sorts of journeys such as shopping, visiting friends, attending meetings or doctors or dentists appointments.

The objective of this activity is:

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

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

Components :

- Operations
- DAR / Buses Payment

Deliverables:

2004/05 Deliverables

- More efficient operation of the existing fleet
- Uphold standards in order to maintain customer satisfaction

Indicators of success:

- CSS Overall Satisfaction target is 93%
- Target number of trips in 2004/05 is 1.412m
- Target for number of trips refused, below 7%
- Target for cancellations by the service, below 1%
- Achieve an improvement in scheduling efficiency through the introduction of a computerised booking/scheduling centre, expected to be completely operational by March 2005. Detailed planning of the implementation of this scheme has been completed by the project team, with software testing planned for September 2004 and subject to clarification on the location of the Call Centre, with full "Go Live" at one Depot planned for January 2005.
- Improve passenger access to the service for those who live in the South and Central sub regions to match the current resources in the other sub regions. This will result in a target growth rate for completed trips for the 2005/2006 financial year over the current financial year of 6.5% at Paddington, 9% at Wimbledon and 9% at Orpington.
- Through marketing, ensure that the Dial-a-Ride passenger profile reflects the population that it services. In particular, addressing the under usage of the service in certain sectors, ensuring a greater proportion of those who are eligible to use the service are both aware of it and of the availability of the service. Following research into under represented groups, target marketing for these groups will commence in September 2004 in the Tower Hamlets area.
- Improve the access to the service for passengers by the introduction of Travel Assistants. Initial trials on the effects of introducing this scheme, is planned for introduction in North East London in September 2004.

Impacts on Equality and Inclusion -

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

090 - LRS Operations**Description:**

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

- Millbank
- Westminster
- Embankment
- Festival
- Blackfriars
- Bankside

- Tower and
- Greenwich

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

Deliverables:

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

Indicators of success:

- Passenger numbers (excl. multi-stop) target 1.78 million
- Percentage of scheduled service operated target is 98.5%
- Customer satisfaction target is 90%

Impacts on Equality and Inclusion -

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

091 - LRS Infrastructure

Description:

This covers the acquisition of, and improvements to various piers, and the purchase of necessary capital assets, extending TfL's ownership of piers where this provides value for money.

Deliverables:

Completion of pontoon dry-docking and replacement of foot ramps at Greenwich.

Indicators of success:

- The completion of pontoon dry-docking and replacement of foot ramps will extend the life of the Greenwich pier by 15 years.
- Ramp Rider will facilitate access by the mobility-impaired at low tide.
- Impacts on Equality and Inclusion -
- All LRS operated piers have step free access

092 - Multi-stop river service

Description:

Revenue support for multi-stop riverboat service. 10-year contract with Thames Clippers.

Deliverables:

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

Indicators of success:

- Provision of regular riverboat service, meeting Millennium Commission funding requirements, and maintaining existing commuter links.
- Performance measured by passenger numbers (320,000) and service reliability.

Impacts on Equality and Inclusion -

- Thames Clipper vessels have full disabled access.

093 VCS - Victoria Coach Station**Description:**

Victoria Coach Station Ltd owns and/or manages London coach interchange, comprising a main departure terminal and an arrivals garage. VCS operates 24/7 throughout the 365 days of the year.

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

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

Planning for future interchange provision to accommodate planned increased activities levels in future years and ensure sustainability of a coach station facility in the event of loss of those leasehold areas which form a fundamental part of VCS in its entirety.

Deliverables:

- Maintain the interchange in a good state of repair
- Operate public and vehicle areas to ensure safety and efficiency of operation
- Maintain high levels of customer service across all activities

Indicators of success:

- Coach departures 192,000
- Customer satisfaction target is 72%

Impacts on Equality and Inclusion -

- The passenger profile through VCS is one of lower income groups and the elderly. VCS will maintain assistance and access to those groups and relocate the Help Point to enhance the safety and travelling experience for mobility impaired and the vulnerable.
- VCS will continue to effectively provide for the needs of non-English speakers. VCS staff between them, speak over 20 languages.

097 Managing Director

Description:

Salaries and associated costs of the Surface Transport Managing Director's office.

Deliverables:

Management, delivery and implementation of Surface Transport's programme objectives. Refer the Deliverables of the various Operational and Support areas.

Indicators of success:

Achievement of Surface Transport's programme objectives.

098 Finance & Information Management

Description:

Finance -

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

Information Management -

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

Deliverables:

Finance

- The efficient operation of the modal finance function. This includes Business Performance and Planning, Management Accounting and Financial Accounting

Information Management

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

Impacts on Equality and Inclusion -

- Support service for all. Information services for internal clients and customer services (inquiries, complaints) for external clients. Responsible for issuing strategic and policy information to general public. Liaise with all divisions within Surface Transport.
- Customer services publications - ensure that all future written information (particularly external) are provided in Braille and on spoken word tape format, and in different languages. I.e. tries to ensure no discrimination on disability or ethnic

grounds (in conjunction with other Business Units).

- People on low incomes (who would not have PCs) may feel discriminated as much of the information is provided on website/internet. Try to ensure that website/internet information can be provided (at no charge) in written format.

Indicators of success:

Finance

- Deliver Financial Business Plan to TfL Finance & Planning by agreed dates
- Deliver periodic and quarterly management reports to TfL Finance & Planning by agreed dates
- Deliver draft, unqualified statutory reports to external auditors and TfL Finance & Planning by agreed dates
- Achieved approved year end cash target
- Percentage undisputed invoices paid within 30 days: 87%

Information Management

- Common operational processes across Old Surface and Old Streets (May 2004).
- Establish effective working practices with Group IM (tba).
- Delivery of IT systems to support business functions (to target and budget agreed with business units)
- Support of existing information systems and technology (within agreed SLAs)
- Development of IM KPI's (March 2003)

099A Business Services- H.R.

Description:

HR is a support function, which is contained in the Business Services function. It also has clientside responsibilities for HR Shared Services.

Deliverables:

- Develop and implement a Learning & Development Plan.
- Develop an Employee Relation and Resourcing Plan
- Ensure smooth transition of HR Shared Services and agree service levels
- Following SAP HR Implementation, develop Management Reporting information

Impacts on Equalities and Social Inclusion are -

- HR advice, support to managers and staff, setting of salaries, job evaluations.
- Compliance with Equal Pay Act – people doing the same job will receive equal pay irrespective of gender. An Equal Pay Audit started in 2003 – ongoing with anticipated annual health checks.
- Flexible working hours.
- Contribute resources and some funding to equality and diversity team initiatives, e.g. recruitment fairs for minority groups.
- Provide a support service to all Surface Transport divisions.

Indicators of success:

HR Operations-

- Ensure all staff across ST are suitably trained and developed to perform their duties well.
- To develop an ER plan for Surface transport which in particular plans timetable for different pay reviews across Surface Transport and supports TfL wide ER approach.
- To exploit HR Management reporting arrangements from SAP and present this information as a management tool for Surface Transport Managers.
- To develop and agree SLA and KPI's by which HR Shared Services will provide key HR services to Surface Transport, thus ensuring the business obtain an efficient HR service.
- To develop and implement a plan for dealing with sickness absence across ST including capture of information, identifying improvement targets, reporting and corrective action plans. This will lead to reduction in the level of absence, improvement in continuity of service delivery and more cost-effective services.
- To ensure smooth transition to HR Shared Services.

HR Training and Development-

- No discrimination, open and fair process, equal opportunities for all. Training is provided to employees based on skill requirements of the job, not on the basis of the employee's inclusion within any social target group.
- Meet requirements of DDA in employment and raise awareness through learning and development.
- Training resources support all groups across the business.
- Employee Health & Safety included within induction programme. Safety training. On CSM and regulations and other Safety Management systems.
- Inculcate a project management/programme management culture across Surface Transport to enhance ability to deliver the business plan on time and to budget.

099B Business Services- Procurement (incl, Health & Safety) - Street Management**Description:**

Procurement (including Health and Safety) is a strategic and support function within the Business Services Directorate that supports the Street Management part of the business.

Deliverables:

Contracts & Procurement -

- Champion, sponsor and support a programme for the delivery of procurement efficiencies.
- Contract & Procurement Advice – The provision of specialist advice on procurement, contract management and the complete range of contractual and financial aspects of Contracts
- Letting Contracts in a timely fashion, extracting market benefits from each contracting exercise. Tender and let the major contracts listed in Streets of 04/05 Business Plan.

- Quality Management - Extend ISO 9001 2000 to HR Department and Traffic Enforcement.
- BPEP Civil Construction and Maintenance - Provide advice, support and input to the CCM work programme to ensure that procurement efficiency savings are identified and delivered.
- SMART Releasing of Purchase Orders - Ensure the effective processing of purchase orders under SAP.

Health & Safety -

- Recruit Head of Health & Safety (Streets)
- Continue the development of the Safety Management system ensuring consistency and links within Surface Public Transport and Corporate.
- Raise awareness and deliver training on CDM regulations to key staff and stakeholders.

Impacts on Equality and Inclusion -

- As a support function to all of Street Management, the department helps operating units to deliver their social inclusion policies.
- An approved contractor list is used that ensures contractors operate on equal opportunities basis and encourages them to improve. Encouragement given to contractors to use local people (e.g. Meeting the Buyer Events).

Indicators of success:

- The effectiveness of advice will be evaluated with the aid of, inter alia, "evaluation surveys" which form part of the Quality Management System.
- Let contracts within the timescales agreed with Clients in line with procurement efficiency targets.
- Receive recommendation from BSI for the registration to ISO 9001 2000 to agreed timescales. This will improve the service customers receive and support on-going development and use of SAP.
- Improved financial efficiency of service delivered.
- 80% of undisputed orders released within 2 working days.

099C Business Services- Communications

Description:

Communication is a support function, which is contained within the Business Services Directorate.

Deliverables:

- Develop and implement the ST communication strategy
- Internet/Intranet – provision of web management and support for specified areas of the TfL web site.
- Provide a proactive communications services on behalf of the business to all stakeholders
- Ensure all staff groups are suitably briefed and informed on key developments in ST

and TfL.

- Create an environment/occasion where staff can socialise outside working hours

Impacts on Equality and Inclusion -

- Produce information (on request) in accessible media (large print, tape, Braille etc.) for disabled people, also literature in other languages for ethnic groups (on request or in advance if the need has already been identified).
- Leaflets specifically for children, inclusion in school packs (e.g. road safety, puffin crossings), teachers/ kid zone resource on the internet.
- Work with all divisions within Surface Transport, also link in with Corporate and other TfL divisions.
- All communications conform with Corporate design/publishing, web etc guidelines in all areas and provide QA accordingly.

Indicators of success:

Communications

- Ensure that staff are aware of what is happening and managers measure impact
- Ensuring there is support and information to staff in all areas
- Ensure staff receive Up Front staff newsletter, Team Talk, Senior staff meetings
- Staff socialising with one another, creating good work environment/culture

099D Business Services- Accommodation

Description:

Business Services Directorate has client-side responsibilities for facilities/office accommodation. This is provided by Group TfL Property and Facilities on a service level agreement basis.

Deliverables:

- Ensure that accommodation is provided in accordance with the service level agreement with TfL Group Property and Facilities.
- Set in place proper governance arrangements for meeting Surface Transport accommodation needs, ensuring efficient utilisation of space and resources.

Indicators of success:

* Accommodation of all surface transport within the service level agreement.

Impacts on Equality and Inclusion -

- Business Services will raise the awareness of TfL Group Property and Facilities to any change in Surface Transport staff profile to ensure accommodations requirement are met.

100 Strategy - Other

Description:

This area of the Strategy function covers Network Performance, Strategic Reviews and

Business Development. Costs for Devolved pay are also included.

Network Performance -

Performance monitoring includes the collection, analysis and reporting of performance indicator information, including the monitoring of outputs (traffic flows, cycle flows and congestion) and monitoring of road user attitudes.

Modelling includes using computer-based models to forecast movement in London, by all street-based modes, and the impact of TfL's policies and initiatives.

Research includes operational research to assess policies and initiatives, using modelling when appropriate, and other research to better understand street users' needs.

Strategic Review includes -

Development, implementation and project management of a programme of strategic reviews

Implementation through co-ordination and project management of review findings

Regular formal reporting to senior management and TfL Audit Committee on progress with reviews and implementation of findings

Further development of a programme of continuous improvement with front line services

Support for the continued implementation of effective corporate governance within TfL Surface Transport

Compliance with, and support for, statutory external inspection processes.

Business Development -

Business Development is primarily responsible for business planning activities across Surface, including delivery of the 6 year Business Plan.

Deliverables:

Network Performance & Performance Monitoring -

- Reporting, on an ongoing, regular basis, on performance to the Mayor, TfL Board, SAP, SHEC, Management Accounts, BMR and SDM and to the Street Management Annual Performance Report.
- Quantitative surveys of traffic movements by mode including traffic, pedal cycle and walking and other quantitative surveys (including noise and air quality)
- Infrastructure surveys for performance monitoring (including bench marking)
- Attitudinal Surveys of road user groups (people with disabilities, pedal cyclists, P2W users, pedestrians)

Modelling and Research -

- Research – Operational an assessment of selective detection of cyclists at traffic signals
- Research into the modelling of pedestrians at road junctions using micro-simulation modelling
- Research to provide guidance, within TfL, on dealing with development impact on the TLRN
- Development of Pedestrian model
- Development of a walkability index for London

Business Development -

- Development of Surface Transport's business plan in accordance with corporate guidelines and timescales
- Input to TfL's business plan and related documents.

Strategic Review -

- Develop, lead and project manage a programme of two reviews covering topics of strategic significance for Surface Transport
- Facilitate, co-ordinate and project manage the implementation of findings arising from the Surface Transport strategic review programme undertaken in previous years
- Monitor and report on progress against review action plans carried forward from previous years providing information for TfL Surface Transport senior managers and the corporate audit and review tracking database
- Continue the development, co-ordination and delivery of a programme of continuous improvement activity with front line services which was commenced during 2003/04
- Support the development and implementation of new corporate governance arrangements for TfL Surface Transport
- Support any external inspection process from bodies such as the Audit Commission or the external auditor.

Indicators of success:

- Perform 5-10 research surveys and 5-10 monitoring surveys per year (surveys are of various size and duration). London-wide delivery.
- Monitoring and reporting of infrastructure improvements, e.g. accessible bus stops, pedestrian crossings with facilities for people with a disability.
- Performance modelling and monitoring of outcomes enables assessment of the impacts of TfL's policies and measures and ensures that they are having the desired effect and provide value for money.
- Research also monitors TfL's performance and ensures that road users' views are taken into account.
- Modelling and Research work develops new tools to undertake assessments more effectively.
- Improvements to the economy, efficiency and effectiveness of a range of activity within TfL Surface Transport
- Compliance with Best Value legislation and Audit Commission requirements
- Better corporate governance arrangements for TfL Surface Transport
- Delivery of Surface Transport business plan submission

Impacts on Equality and Inclusion -

- All projects include consideration of social inclusion aspects London wide.
- Surveys contribute to efforts to reduce child road accidents and improving accessibility for the disabled and people without access to cars.
- Surveys and analysis provides input to London Road Safety Plan and research work contributes to DDA work (Service Development).
- Research factors influencing personal security of women and children when travelling at night

- Research to support and encourage cycling & walking and monitoring of outcomes
- Best Value review process Guidelines cover social inclusion.
- National standards and an inspection framework cover the implementation of Best Value - social inclusion is picked up within this framework.
- The strategic review programme and accompanying continuous improvement work provides a vehicle by which services can consider their effectiveness in delivering appropriate services to the full range of stakeholders that TfL serves.
- This includes consideration of potential improvements of all categories within this equalities and social inclusion section.

100A - Strategy - London Lorry Ban (London Lorry Control Scheme)

Description:

This activity covers the review of the London Lorry Control Scheme which is administered by the Association of London Government (ALG) on behalf of the boroughs and is being undertaken in 2 stages by the London Sustainable Distribution Partnership (LSDP). The objective of the review is to reduce vehicle operator costs and minimise the environmental impact of delivery vehicles over 18 tonnes.

Stage 1- the review of the network of roads exempt from control is complete.

Stage 2- the review of the operation of the scheme has identified a small number of options for consultation.

Deliverables:

- Complete consultation on Stage 1 and 2.
- Make recommendations to the ALG and Boroughs on scheme revisions
- Implement revised signage

Indicators of success:

- Increased public awareness of the scheme
- Increased operator awareness of the scheme
- Reduced vehicle operator costs (if recommendations implemented by ALG and boroughs)
- Acceptable level of environmental impact (if recommendations implemented by ALG and boroughs)
- Strengthened LSDP partnership

Impacts on Equality and Inclusion -

- Improved efficiency of deliveries in London and reduced impact of freight on congestion (pan-London - Borough & TLRN)

100B-Strategy- London Sustainable Distribution Partnership (LSDP)

Description:

This activity covers the development and implementation of a canal freight study with British Waterways, the consultation, monitoring and evaluation of the delivery curfew

initiative (DCI) and the development of a freight driver training initiative for London.

Deliverables:

2004/05 Deliverables

- Water-based freight study
- Evaluation report of DCI trials
- Establishment of a freight vehicle training programme for London

Indicators of success:

- Increased opportunity for increasing canal-based freight with a reduction in road freight miles, congestion, emissions and noise
- Improved justification of Mayoral initiative (DCI)
- Reduced vehicle emissions
- Reduced number and severity of collisions involving freight vehicles
- Reduced vehicle operator operating and maintenance costs

Impacts on Equality and Inclusion -

- Increasing proportion of deliveries at night and providing improved loading/unloading facilities and priority on street, ensures business needs are met in terms of servicing and deliveries while minimising the impact of freight on congestion.
- Promotes the use of cleaner, quieter vehicles for deliveries e.g. CNG powered HGVs
- Ensure correct infrastructure and controls are in place to avoid potential negative impact on resident amenity if additional night time deliveries are permitted.

London Rail

101 - Franchise**Description:**

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

Activity includes the Franchise Fees, offset by Franchise Revenue.

Deliverables:

2004/05 Deliverables

- To increase passenger journeys on the entire network by 6%
- To maintain the base service departure level as stipulated in the Franchise agreement
- To maintain the service reliability level as stipulated in the Franchise agreement

Future Years Deliverables

- To maintain the ongoing operations of the railway

Indicators of success:

- To achieve the contracted targets
- To maintain the ongoing operations of the franchise within budget

102 - Lewisham**Description:**

This activity covers the ongoing operations of the DLR Lewisham Extension, specifically maintenance of stations and track.

24.5 year concession to build, own, maintain & finance Lewisham extension to DLR. Early on DLR takes revenue risk for the railway, transfers to Concessionaire at later stage. Concessionaire paid availability fee & will receive variable usage fee once revenue risk is transferred. Availability fee is subject to reduction should criteria not be met.

Activity includes the Finance Charge and Maintenance Charge offset by Revenue.

Deliverables:

- To increase passenger journeys by 7%
- To maintain the levels of escalator and lift availability as per the concession targets

Future Years Deliverables

- To ensure the extension continues to operate successfully

Indicators of success:

- To achieve the contracted targets
- To continue the successful operation of the extension

103 - Radio & Communications Upgrade

Description:

To carry out the agreed recommendations from a study into how the radio and other communication systems (eg. Telephone network, long line passenger announcements, CCTV, passenger alarms, audio & video recordings) can best be upgraded in a compatible manner that overcomes current shortcomings (radio black-spots eg Bank underpass) and provides enhancements to the benefit of the operation whilst giving best value for the investment.

Deliverables:

- Complete works on the replacement of the long line public address and integrated communications & control systems

Indicators of success:

- To successfully complete the activity on time and within budget

104 - Infrastructure

Description:

This activity includes a number of components which, by themselves are considered to be minor projects.

The individual components include infrastructure maintenance, railcar I-exams, noise, heavy overhaul of lifts, security enhancements, IT, Digital Radio Upgrade and Double Tracking

Deliverables:

- To maintain a state of good repair of the DLR infrastructure to ensure continued running of the passenger service
- Complete works on heavy overhaul of lifts
- Complete security enhancements
- Develop a costed and phased plan for I-exams

Future Years Deliverables

- To continue to maintain a state of good repair of DLRs infrastructure
- Complete digital radio upgrade
- Complete double tracking (north route)

Indicators of success:

- To ensure the railway continues to operate successfully and within budget

105 - Capacity Enhancements

Description:

This activity covers the structural works (platform extensions, track realignment, viaduct strengthening) necessary for 3 car operations between Bank/Tower Gateway and Lewisham. This activity also includes purchasing of new vehicles to allow all Bank – Lewisham Line services to be 3 car.

Deliverables:

- To commence Public Inquiry
- Return of tender documents for the new railcars

NOTE: Subject to LUL sign-off on Bank station

Indicators of success:

- To complete the works within the project time scales and within budget

106 - New Rail Cars

Description:

This activity provides 24 more of the same vehicles and incorporating DDA disabled persons enhancements, increasing the existing fleet total of B92 vehicles from 70 to 82 (tranche 1) and 83 to 94 (tranche 2) in total to meet passenger demands.

Deliverables:

- Pay retention payments to Bombardier

107 - Railcar Refurbishment

Description:

This activity covers the management of the contract with Alstom to refurbish the existing fleet of 94 vehicles to improve reliability maintenance and enhancements that contribute to DLRs duties under the DDA act.

Examples include: full audio & visual announcements, colour contrasting fittings for visually impaired, compliant wheel chair bay with call for aid and exterior livery contrasts for visually impaired

Deliverables:

- Complete the trial period for the first vehicle
- Ensure vehicles are made available to the contractor in line with the agreed programme
- To achieve output of one railcar per week

Future Years Deliverables

- To complete the refurbishment of all vehicles within budget

NOTE: Highly dependant on vehicle release (from operations) programme being agreed between the contractor and franchisee.

Indicators of success:

- To complete the refurbishment of 94 vehicles within budget

108 - London City Airport**Description:**

This activity covers the extension of DLR to London City Airport including intermediate stations at West Silvertown, Pontoon Dock and King George V with passive provision for two other stations to be opened in line with development. It has been let as a 30 year DBFM concession.

- To create a new link that will significantly improve access to the communities of Silvertown, and provide a reliable public transport service to the area.
- To provide a direct rail connection to the City and Canary Wharf from London City Airport that will enable future growth potential to be realised without adverse effect on the environment.
- To build a railway that will act as a catalyst for substantial regeneration of Southern Royal Docks, and help bring new jobs, homes, shops and other leisure facilities to the area.

Deliverables:

- Install and test the central hardware for the signalling system
- To procure the ticket vending machines and automatic passenger counting systems
- To monitor the concessionaires progress

Future Years Deliverables

- To successfully construct and open the extension by late 2005 and within budget

Indicators of success:

- To achieve the project milestones on time and within budget

109 - Woolwich Arsenal**Description:**

Extension of the railway under the Thames from King George V to Woolwich Arsenal with new combined station at Woolwich Arsenal linking with town centre, buses, Connex rail services and Waterfront Transit.

Deliverables:

- To achieve financial close
- Return of tender documents for the new railcars

Indicators of success:

- To successfully construct and open the extension on time and within budget

110 - Stratford Station**Description:**

This activity covers the provision of double track DLR platform at Stratford Regional Station to replace existing original DLR single narrow platform, which is extremely difficult to operate and requires crowd control on a daily basis. Double track allows the potential to increase service frequency on the Stratford branch. Double track allows increase in service frequency from 6 to 4.5 minute intervals and additional flexibility in removing any failed rolling stock from service.

Deliverables:

- Submit application for planning approvals
- Secure the planning approvals

Indicators of success:

To successfully construct and open the station on time and within budget

111 - Velocity (On-train Security & Diagnostic System)**Description:**

This activity covers the provision of on-train CCTV

Deliverables:

- To successfully trial the CCTV cameras on the first vehicle
- To commence the rollout on the trains as per the agreement reached between the franchisee and contractor

Indicators of success:

- To successfully complete the installation of CCTV cameras in line with the programme and within budget
- Contribute to the increased safety of vulnerable persons such as the elderly, children, women and those people meeting the 1995 DDA Act definition

112 - Stratford International**Description:**

This activity covers the extension of DLR from Canning town using existing North London Line alignment to Stratford Regional station (with 3 new intermediate stations) and new construction onwards to Stratford International Station (which will open to international and high-speed domestic commuter services. Extension could also serve Olympic sites at Stratford and in Lea Valley.

Deliverables:

- Decision to convert the line (NLL) to DLR operation
- Commence the refinement of the alignment

NOTE: Continuing work is subject to SRA approval

Indicators of success:

- To complete the construction of the extension on time and within budget

113 - Barking**Description:**

This activity covers the extension of DLR to Barking Reach development area involving 4.5km of new railway and up to 5 new stations.

Deliverables:

- To undertake an appraisal of the alignment options
- To undertake consultation with the stakeholders and public

NOTE: Progress is dependant on housing, regeneration and the GLA

Indicators of success:

- To successfully open the extension on time and within budget

115 - Administration**Description:**

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

- Company Secretary
- Engineering
- Finance and Performance
- Planning, Development & Marketing
- Public Relations
- Human Resources

Deliverables:

- Preparation and delivery of a joint marketing strategy with the Franchisee
- Provision of adequate levels of human resources to ensure the day to day delivery of operations and projects
- Preparation of 2005/06 business plan, budget and 2003/04 statutory accounts

Indicators of success:

- To maintain the ongoing operations of DLR.
- To be within budget.

116 - National Rail

Description:

Costs relating to the various National Rail initiatives identified and funded by London Rail designed to improve services to passengers travelling on the national rail network within London; enhancements to the national rail system in London which have a positive impact on social inclusion and equality.

Deliverables:

- Overground Network (ON)- Continual development and enhancement of ON
- North London Line (NLL)- Continuation of additional Saturday Services; Gospel Oak to Barking Line - Evening and Winter Sunday Services; PIXC Buster Peak Service.
- West London Line (WLL)- Additional Peak Services by Feb '05.
- Rail Transport Security Initiative (RTSI) - Review of harmonisation of On-System Security by March 2005.
- New Year's Eve (NYE) - provision of free rail services
- London Improvements Fund (LIF) - SWT on-train CCTV (£750k) by March 2005; SWT - stations improvements (£850k) by Jan 2005; identify other improvements to the National Rail Network in London.
- Funding of studies into improving the national passenger rail network in London by March 2005.
- Funding studies to develop a freight strategy for London.

Future Years Deliverables

- Continuing Service Enhancements delivered in 2003/04 and 2004/05.*

Indicators of success:

- ON - Ensuring project is delivered within budget.
- NLL - Ensuring service provision is kept within agreed budget levels.
- WLL - Ensuring service is provided within budget.
- RTSI - Lead the process of on-system security.
- NYE - Agree extent of free travel provision with TOCs is within budget.
- LIF - Agree approach to joint funding of initiatives, including selection criteria, with SRA; identify and prepare business cases for potential projects meeting the selection criteria; gain approval for implementation of projects.

All the above are expected to increase patronage by the socially disadvantaged, the disabled, ethnic minorities and those fearful of using rail transport in London.

117 - Fares Integration

Description:

The Fares Integration programme seeks to promote and deliver the benefits of a single fare-pricing methodology within London.

Deliverables:

- North London Line (NLL) - Introduce Tube zonal fares on Liverpool St to Seven

Sisters/Tottenham Hale/Walthamstow Central, Euston to Queens Park, Kentish Town to West Hampstead lines by May '04.

- Extend Oyster Pre-Pay validity to these same stations, installation to commence Sept '04.
- Implement a pilot fare integration scheme on the whole of South Central Trains' London services by May '04.
- Extend Oyster Pre-Pay to 15 stations served by South Central trains on a pilot demonstration basis, installation to commence by Dec '04.

Indicators of success:

- Complete within approved budget.
- Implement activities within timescales identified.

118 - Other London Rail

Description:

This Activity covers work to establish a London Rail Authority, supporting activities, staff costs, Development & Planning and support functions

Deliverables:

- London Rail Authority (LRA):
- Submit and support proposals for the establishment of a LRA to Government by Quarter 1.
- Rail Development & Planning - Establish the London Rail Programme Office by Mar '05.
- Communication - Develop and enhance the reputation and standing of London Rail in both the media and public perception by Mar '05.
- Ensure that the general overheads costs within London Rail are monitored and to take remedial action for potential overspends/savings.
- East London Line: Participation in development of ELL project.
- London Resilience Team (LRT): Establish the London Resilience Team.

Indicators of success:

- Submission of proposals for the establishment of a London Rail Authority to Government.
- Complete within approved budget.
- Maintain London Rail's position as a key player in rail travel around the capital.
- Management Accounts, Forecasts, and BMR reports produced to established deadlines.
- Production of 2005/06 Business Plan to timescales required and agreed with TfL Finance & Planning.

119 - Cross London Rail Links

Description:

The Crossrail project is being taken forward by Cross London Rail Links Ltd, which is jointly owned by TfL and the SRA. The government has indicated that a grant of £154m will be available to cover development of the scheme.

Crossrail is the Mayor's highest single priority for a major new transport project. This activity provides the current expenditure estimates given by CLRL for taking forward Crossrail. Advanced works are vital to minimising the construction time and opening the new line as early as possible.

Deliverables:

- Provide Cash Funding Grant to Cross London Rail Links
- Monitor the utilisation of the grant in accordance with established governance principles*

Indicators of success:

- Ensure that funds are made available to Crossrail on a timely basis.

Corporate Directorates

120 - Equality & Inclusion

Description:

The Equality and Inclusion Team performs a strategic function within the organisation. This involves the following areas:

Design & Research - The Design and Research budget will fund various research projects to fill TfL's information gaps in relation to the transport barriers for equality groups. Additional research briefs will be developed based on the findings of research review to identify gaps in knowledge, which is due to report mid April 04

Development of training packages - One of the aims of the Equality and Inclusion Team is to empower staff with the knowledge to understand and respond to equality and inclusion issues in the work environment and relating to transport provision. The Team are currently co-ordinating three courses covering these issues and a further four courses are being developed.

Specific advice and guidance upon removing physical barriers to access through a pool of Access Advisors

Taxicard Development - To achieve all London minimum standards of eligibility, entitlement and service quality based on the recommended outcomes of the Commission of Accessible Transport integrated door –to-door transport pilot projects.

Resource Centre - To develop and establish a comprehensive equality resources to enable the organisation to meet the Mayor's Equality & Inclusion agenda.

Publicity/Communication/consultation initiatives - As part of TfL's commitment to engage and celebrate the diversity of London, the Equality and Inclusion team have hosted or participated in a range of events this year.

Equality & Inclusion Specialist Legal Services - Legal services to ensure that the organisation is working within the remit of current Equality & Inclusion legislation.

Support Costs - To support and equip the Equality & Inclusion activities, and achieve our workforce vision of a transport service that is run by London's diverse communities.

Deliverables:

- To report on the pilot project with young perpetrators of crime on transport network findings
- To define issues in the transport environment for equality groups
- As part of Women's Action Plan, to carry out research into women's lifestyle and how this relates to their transport requirements
- To commission additional analysis of LATS on travel patterns for equality groups
- To deliver Fairness for all, Disability Equality and implementing the Race Relations Amendments Act, Disability Discrimination Act training courses.
- To complete TfL's Door - to – Door transport review
- To develop and implement a standard process for assessing applicants entitlement

to door – to –door transport services.

- To deliver a mechanism that can ensure an equitable level of door-to-door service quality and service entitlement to eligible people across London
- To develop a pool of Consultants to support the Equality and Inclusion team in initial review of projects until the task is mainstreamed
- Review and develop wayfinding tools to assist people with learning difficulties to make independent journeys
- A review of programmes and activities undertaken for improving the perception of safety after the hours of darkness.
- To develop focus consultation groups with ‘hard to reach’ women groups
- To complete Equality & Inclusion budgetary bid for 2005/06
- To complete Mayor’s Budget & Equality submission 2005/06

Indicators of success:

- All research reports completed
- Complete TfL’s Door – to – Door transport review
- Minimum of two consultants procured
- Wayfinding tools developed
- Desktop review with report completed
- Focus consultation groups set up
- All training Courses delivered
- Completion of Equality & Inclusion’s budgetary bid for 2005/06
- Completion of Mayor’s Budget & Equality submission
- Complete Equality & Inclusion Workshops during August

121 - TfL Commissioner

Description:

The Commissioner is supported by the Chief of Staff and the Head of Equality and Inclusion who advise on a number of different issues.

The Chief of Staff aids the Commissioner by liaising with the various businesses on a range of issues of importance to TfL and actively driving forward ongoing initiatives of particular concern or interest to the Commissioner.

Commissioner's office, including Executive Office administrative team and Chief of Staff. Supports the Commissioner in his activities, including diary scheduling, briefing, policy analysis and communications.

Deliverables:

- Attendance at the TfL board meetings
- Producing Commissioners Report for the Board Meetings
- Attendance at the Business Management Review (BMR) meetings

Indicators of success:

- Achievement of deliverables on a timely basis.

123 - London's Transport Museum**Description:**

By conserving and explaining the capital city's transport heritage, London's Transport Museum offers people an understanding of the capital's past development and engages them in the debate about its future. We adopt the highest standards of curatorship and communication, and aim to be the world's leading museum of urban transport.

Covering a wide spectrum of materials and media, including vehicles, rolling stock, posters, signs, uniforms, photographs, ephemera, maps and engineering drawings, the Museum's collections make up the most comprehensive record of urban mass transit in the world.

The Museum achieves its educational purpose through a broad spectrum of talks and events and family fun activities aimed at diverse audiences, including schools, families with children, adult visitors and specialists.

This activity comprises the operations of the museum (other than the Covent Garden re-display project). This activity will report the high-level performance indicators measured by the Museum, such as visitor satisfaction numbers, income/cost ratios, and IMS ratio a major programme of work currently underway to record data about the Museum's collection of 420,000 items, which can be accessed via the web. London's Transport Museum is broken into 4 components:

- **Museum Services** - Museum Services covers the operation of London's Transport Museum at Covent Garden, the Collection centre at the Depot at Acton and fulfilling its statutory duties and applying its highest standards to maintaining the Heritage collection for which it is responsible.
- **Covent Garden Shop** - The Covent Garden Shop provide a service to the Museum visitor and visitors to London providing a range of products associated with TfL. It is an important income stream to the Museum
- **Commercial and Licensing** - Commercial & Licensing exploits the Museum's collection and designs and is a valuable income stream for London's transport Museum
- **Corporate and Events** - Object of Corporate & Events is to maximise income from Corporate and other lettings and to run events for a wide range of groups which raise the profile of the Museum and where ever possible cover their costs

Deliverables:

- To improve customer satisfaction levels according to bi-annual, independent measure based on 18 separate factor ratings

- To maintain Museum Collection Management Index
- To improve financial comparability measure against other museums

Future Years Deliverables

The museum will be closed from April 2005 until December 2006. During this time, educational outreach will be done and shop operations will continue. There will be more intensive public use of the Museum Depot, Acton, during closure.

- To maintain the Museum Collection Management Index
- To operate the Museum shop
- To develop new measure of public accessibility
- To deliver outreach access and educational programmes as part of TfL Citizenship and London Museums Hub programmes

Indicators of success:

- Achieving targets and deliverables.
- The Access information about the Museum's collection on the web.

124 - Museum Re-display

Description:

This activity comprises the refurbishment and expansion of the Museum building as well as a full re-display of exhibits. The project is part funded by a Heritage Lottery Fund grant of £9.47m, external fundraising, and a TfL capital grant of £5m. Activities within the 2004/05 financial year include a second submission to Heritage Lottery Fund required for disbursement of funds, as well as issuing procurement notices and tender documents for building construction and exhibition contractors.

Deliverables:

- Submit Stage 2 Application to Heritage Lottery Fund
- Issue OJEC (procurement) prior information notice
- Issue tender documents
- Appoint main contractor
- Raise £3m from external parties or have clear strategy for delivering remainder over 2005/06

Future Years Deliverables

- Temporary closure of museum for removal of exhibits from London Transport Museum
- Start of construction
- Outreach programme during closure
- Raise remainder of £3m

Indicators of success:

- To successfully submit Stage 2 Application to Heritage Lottery Fund and to raise a total of £3m from external parties.
- To receive planning approval and issue OJEC for construction.

- To start construction and to complete refurbishment project to budget and programme.

125 - Group Communications

Description:

Group Communications is divided into 5 components:

- **Communications** - Communications provides strategic direction, goals and objectives on key projects and campaigns. Identifies long term comms goals & objectives; constructs framework needed; creates messages; identifies critical issues to success.
- **Public Affairs** - The Public Affairs group engages in discussion about topics of interest to TfL with a wide range of stakeholder groups including MPs, AM's, business groups, borough councillors and community organisations. Public Affairs also incorporates event management, participation and consultation.
- **Media Relations** - Group Media Relations is responsible for effective communications between TfL and the outside world through the media. Using co-ordinated, proactive and reactive media relations our presentation and defence of TfL's policies and achievements is vital for our reputation, funding, and decisions on transport projects we wish to take forward. An absence of this effort could lead to extreme organisational damage.
- **New Media & Publishing** - The NMP team provides integrated in-house stakeholder publishing resources for web, intranet/extranet, traditional design and print services for Corporate Stakeholder Communications. The team manage the content, integration and information on all cross modal websites in line with Government requirements, continued development and rationalisation of intranet services, editorial services, and a Publishing Strategy to assist with delivery of Freedom of Information requirements.
- **Internal Communications** - Deliver consistent, appropriate and timely information, both reactively and proactively, to all TfL employees. Develop high level overall internal communications strategy. Plan, co-ordinate and oversee execution of all TfL corporate internal communications in conjunction with business internal comms teams, ensuring balance between business specific and TfL -wide communications. Deliver bulletins, announcements, a newsletter, internal events and an employee survey.

Deliverables:

Communications -

- Contribute to TfL-wide strategic direction.
- Co-ordinate all communication activity.
- Provide efficient and effective Communication services to the Businesses.

Public Affairs -

- Reinforce relationships with key external stakeholders and partners.
- Ensure mode-specific knowledge is developed by functional managers within Public Affairs.
- Develop TfL-wide strategy for Public Affairs, having regard to the needs of individual modes.
- Ensure effective consultation in respect of TfL's flagship projects.

Media Relations -

- Reinforce TfL reputational gaurantors (ie safety and value for money).
- Bring sharper focus to each business units functions, through increase of coverage for target media in each business.
- Build stronger relationships between TfL senior managers and key target media, and to minimise negative coverage and maximise positive coverage.

New Media and Publishing -

- Enable IM solution to enable information to be published by the business to the web and intranet, to comply with statutory requirement.
- Rationalise contracts and rebuild content duplicated between London Underground and TfL eg SMS and email alerts, interactive map and journey planner.
- Establish robust hosting by rationalising existing contracts, new governance, improve service & platform for furtuer delivery.
- Deliver compliance across the web and intranet with accessibility directives.

Internal Communications -

- Produce TfL weekly newsletter "Weekly Roundup" and ensure that it is distributed to all parts of TfL.
- Introduce pan - TfL staff newsletter.
- Organise TfL staff seminars and visits to operations to help communicate what other parts of the organisation do and talk in more depth about certain TfL initiatives
- Host events for senior management to give senior staff across the business the chance to network, learn about, discuss or contribute to key business issues from a TfL-wide perspective.
- Organise an annual conference for all staff (over a number of sessions).
- Assist intranet redevelopment to ensure that the technical solution meets user needs and lead development of communications plan to get people supporting and using the new facility.
- Conduct internal communication survey to ensure effectiveness of communication methods, content and improvements made.
- Set up functional professional development plan
- Develop policy, standards and guidelines for internal communications within new TfL balancing need for consistency with local needs of devolved businesses.
- Work with each directorate to develop formal communications cascades (Teamtalk process) to support their business needs. Assess need for a corporate core brief.

Indicators of success:

- 90% of urgent notices published same day.

- Organise at least 12 staff seminars during the year
- Staff survey results improved on 2002 levels
- Web service available to the public at least 98% of the time
- Staff trained in accessibility awareness

126 - Area Based Schemes

Description:

The Area Based Schemes programme represents three of the programmes within TfL's Borough Spending Plan (BSP) funding to London's Boroughs and their partnerships.

The programmes are:

- Town Centres, which aims to provide holistic, multi-modal improvements to local transport within town centres. The details of any particular scheme will be tailored to that location as local conditions vary widely. Examples include the provision of improved pedestrian facilities, better access for the mobility impaired and personal security measures such as improved lighting or CCTV installation.
- Streets for People, which aims to provide holistic local area treatments in residential areas of London. A particular emphasis being placed on areas of deprivation. The details of any particular scheme will be tailored to that location as local conditions vary widely. Examples include the provision of greater priority to pedestrians, cyclists, children and the mobility impaired in order to reduce the dominance of car traffic in residential areas. Personal security measures such as improved lighting or CCTV installation are also important components.
- Station Access (formerly known as interchanges), which aims to enable boroughs to improve the access to and from public transport interchanges. measures can be wide-ranging but examples include lift provision for the mobility impaired; better pedestrian, taxi and cycling facilities on the approaches to stations and security measures on footpaths.

Many of the area based schemes are developed in conjunction with the Mayor's Architecture & Urbanism Unit (AUU) and are relevant to the Mayoral 100 Public Spaces programme.

Deliverables:

- A programme of 'Town Centre' improvement schemes
- A programme of 'Streets-for-People' schemes in residential areas
- A programme of Station access schemes at interchanges

Indicators of success:

- 'Town Centre' schemes implemented at 25 sites
- 'Streets-for-People' schemes in residential areas implemented at 31 locations
- Station access schemes implemented at 27 interchanges

NB These programmes are subject to the more detailed outcome monitoring process for BSP programmes managed by the joint ALG/LoTAG/TfL group

127 - Borough Partnerships & Support

Description:

The principal purpose of the activity is to provide appropriate support to the Boroughs, to enable them to plan and deliver the transport improvements in their area. This covers a number of activities including:

- Training establishment & funding to improve transport skills within the Boroughs.
- Facilitation of Local Implementation Plans (LIPs) with the Boroughs, to enable them to prepare, develop, consult and produce their LIPs.
- Research and develop strategies & priorities to enable more robust Borough Spending Plans (BSP) to be developed.

Deliverables:

- Establish Borough Training Requirements
- Set up programme of Project Management training for Borough staff
- Provide Funding for Borough Training - 1st Tranche
- Establish Requirements from Boroughs for additional resource to develop LIPs
- Establish Requirement for Support to Boroughs to develop Strategies & Priorities
- Completion of Training Programme for Borough staff
- Completion of Borough LIPs Support Programme
- Completion of Research & Studies Programme for Boroughs -Strategies & Priorities

Indicators of success:

- Establishment of Borough Training Requirements
- Commencement of Project Management training for Borough staff
- Actual Provision of Funding for Borough Training - 1st Tranche
- Establishment of LIPs Requirements from Boroughs for additional resource to develop LIPs
- Establishment of support requirement to Boroughs to develop Strategies & Priorities
- Completion of Training Programme for Borough Staff
- Completion of Borough LIPs Support Programme
- Completion of Research & Studies Programme for Boroughs -Strategies & Priorities

129 - FRACA (Borough Freight - Regeneration - Air Quality - CPZ - Accessibility)

Description:

The FRACA programme represents five of the programmes within TfL's Borough Spending Plan (BSP) funding to London's Boroughs and their partnerships.

The programmes are:

- Freight, which aims to enable boroughs and their partnerships to improve freight movements in an environmentally friendly and sustainable manner. Examples of schemes include the development of Freight Quality Partnerships
- Regeneration Area Schemes which aims to enable boroughs and their partnerships

to provide new or enhanced transport provision to support regeneration areas. Particular emphasis is placed upon London Plan priorities. Examples of schemes include the widening of Thames Road (A206) in Bexley and work to establish better access arrangements at the former Southall gas works.

- Air Quality which aims to enable boroughs and their partnerships to provide measures to reduce or mitigate the adverse effects of transport activity upon London's air quality. Examples of schemes include the provision of air quality monitoring equipment.
- Controlled Parking Zones (CPZ's) which aims to provide support for boroughs to consult, design and implement new CPZ's or other parking schemes. Examples include the establishment of CPZ's in outer London boroughs around transport nodes where the borough does not have access to significant parking revenue surpluses to pump prime new schemes.
- Local Area Accessibility, which aims to enable boroughs to improve the public realm specifically to make access easier for those with mobility difficulties. Examples of measures include installation of dropped kerbs and removal of street clutter.

Deliverables:

- A programme of freight schemes
- A transport programme of regeneration schemes
- A programme of air quality schemes
- A programme of Parking / CPZ schemes
- A programme of local area accessibility schemes

Indicators of success:

- Freight schemes implemented
- Regeneration schemes progressed
- Air quality schemes implemented
- Parking / CPZ schemes implemented
- 28 Local area accessibility schemes implemented

130 - Safer Routes to Schools and Travel Awareness

Description:

The Safer Routes to School and Transport Awareness programmes represents two of the programmes within TfL's Borough Spending Plan (BSP) funding to London's Boroughs and their partnerships. The programmes are:

- Safer Routes to Schools, which aims to reduce the dependence upon the private car for pupils access to and from schools. TfL funds boroughs for a range of measures to facilitate this. At all schools in the programme a School Travel Plan would be produced followed by a package of measures tailored to that school. Examples include walking buses and new pedestrian crossings.
- Travel Awareness, which aims to raise the public's awareness of the impact of single occupancy private car and facilitate car users having a choice of more sustainable transport. Examples of activity that TfL funds via boroughs or their partnerships include production of Workplace Travel Plans, car share schemes and travel awareness publicity campaigns

Deliverables:

- A programme of Safer Routes to School' schemes
- A programme of pan-London Travel awareness campaigns

Indicators of success:

- School Travel Plans completed at all 75 schools
- Measures identified in the School Travel Plans commence implementation
- TfL led pan-London travel awareness campaigns held for walk to School, Bikeweek and the national Travelwise Week

NB These programmes are subject to the more detailed outcome monitoring process for BSP programmes managed by the joint ALG/LoTAG/TfL group

131 - Corporate Finance**Description:**

Corporate Finance develops finance plans for the delivery of TfL's business plan, including the use of prudential borrowing, external finance for major projects and the use of financing instruments to make most efficient use of TfL assets.

Deliverables:

- develop and implement financing plans for the delivery of major projects
- develop and implement a prudential borrowing plan
- improve TfL's use of external financial advisers
- deliver cash savings through more efficient use of financing
- establish a strategy for assessing whether the PPP Infracos are operating efficiently and economically
- manage TfL's relationship with the rating agencies

Indicators of success:

- projects' financing plans are approved as part of their business cases
- a prudential borrowing plan is approved and implemented
- reduction in expenditure on financial advisers
- delivery of cash savings from use of financing
- deadlines set by the PPP Arbiter are met
- TfL's credit ratings are maintained

132 - Fares & Ticketing**Description:**

This activity covers the monitoring and forecasting of sales and revenue, the assessment of fares and ticketing options for Bus, Underground, Rail, Taxis etc., the development of fare change proposals and the development of new smartcard ticketing applications.

Deliverables:

- Development of proposals for January 2005 fare changes
- Implementation of simplified Travelcard structure
- Production of 13 monitoring reports every four weeks
- Concessionary Fares settlement for 2005/06 to be successfully negotiated
- Use of Oyster Card data enabling surveys to be rationalised/reduced to be considered
- Factors, payments, percentages etc. delivered to Group Revenue Accounts to enable revenue to be apportioned
- Pre Pay revenue apportionment arrangements to be maintained and developed with all operators
- Maintain and update Conditions of Carriage
- Maintain and manage photocard schemes
- Co-ordinate fare changes with modes
- Liaise with Modes and ATOC on implementation of ticketing policy
- Full launch of Student Oyster Card
- Management of Student Card scheme to ensure issuing timescales are complied with

Indicators of success:

- Implementation of fares changes
- Production of reports on time
- Agreement on Concessionary Fares revenue
- Distribution of Conditions of Carriage
- Issuing of Student Cards

133 - Provision for Prestige Development**Description:**

This activity covers initiatives to develop the utility of the Oyster card in line with TfL's business objectives. It also covers initiatives to maximise the number of Oyster cards during 2004/05, to develop the Oyster card by achieving integration with other card issuers and to use Oyster as a tool to deliver an Inclusive ticketing system.

Deliverables:

- Loading 16/17 Discount Entitlement on Connexions Card
- SMS Ticketing on DLR pilot
- Integration with smart cards issued by local authorities in Shire Counties
- Adoption of Oyster in Wide Aisle Gates to improve accessibility
- Integration of Oyster with other "commercial" cards
- Extension of Oyster to other applications
- Introduction of low cost cards for visitors/1 Day passes
- Dial A Ride/Taxicard

Indicators of success:

- Connexions Cards issued with Oyster and 16/17 Discount Entitlement
- SMS tickets accepted on DLR
- Local authority cards issued with Oyster
- Wide Aisle Gates installed and accessed with Oyster cards
- Commercial cards issued with Oyster
- Oyster used for taxis and parking
- Low cost cards introduced

135 - Group Finance**Description:**

Group Finance supports the business by ensuring essential specialist financial processes and control mechanisms are undertaken on behalf of the group. It also draws together business planning and reporting to produce integrated group results and budgets.

The gross budget allocation for 2004/05 is £7.0m. However, when the management off-charge of (£22m) to LUL is taken into consideration, the net budget allocation is (£15.0m). This off-charge is not included in the Business Plan.

Deliverables:

- Implementation of Financial Shared Service Centre
- Publish audited accounts
- Deliver TfL Business Plan to the Board and the GLA
- Completion of Initial Performance Assessment (IPA) on-site Audit Commission inspection and publication of satisfactory judgement of TfL
- Completion of scheduled Best Value programme of reviews
- Implementation of SAP Planning module
- Implementation of SAP Executive Reporting

Indicators of success:

- Financial Shared Service Centre operating
- Published audited accounts
- Delivered TfL Business Plan to the Board and the GLA
- Satisfactory completion of Initial Performance Assessment (IPA) on-site Audit Commission inspection and publication of satisfactory judgement of TfL
- Completion of scheduled Best Value programme of reviews

136 - Group Marketing**Description:**

Includes the following components:

- Market Research
- Central Customer Services

- Marketing Communications
- Group Travel Information
- Marketing Strategy & Integration

Deliverables:

- contact centres across TfL coordinated via common management and structures in place for delivering a world class service (CCS)
- insightful, actionable marketing information communicated effectively to audiences across the business and modes (CMR)
- modal and central marketing communications that are consistent with plan objectives and are timely, high quality and cost efficient (MC)
- deliver increased customer satisfaction and better utilisation of network capacity via world class travel information (GTI)
- consistent, achievable and world class marketing strategy that is agreed across the business and the modes (MS&I)

Indicators of success:

- pan TfL customer services delivery standards including service level agreements
- improved service provision from the Lost Property Office
- agreed roles and responsibilities for an effective partnership between TfL Centre and the modes
- develop business cases to support the integration of services at a limited number of sites
- ensure that customer feedback is utilized by senior management to inform business decisions
- group customer segmentation model
- key strategic research supporting TfL's vision and aspirations
- implement plan to communication the results of all market research
- implementation of tools that can effectively measure communications performance against agreed KPI's
- extraction of maximum value from our own and paid for media
- delivery of TfL brand strategy and implementation across all activities
- delivery of communications in ways that are consistent with meeting TfL's social inclusion targets and objectives
- strategic delivery of focussed road safety initiatives
- reduced travel times through: improved TI service quality, reduced call abandonment rate, improved data accuracy
- SLAs implemented with modes and other 3rd parties to deliver improved data accuracy
- approved TIC strategy
- improved access to approved lists of private hire operators
- marketing plans which begin to address delivery gaps
- monitoring process for the delivery of marketing objectives
- range of 3rd party strategic initiatives
- marketing strategy including implementation for key initiatives including Journey Planner, Travelalerts, CRM, technology channels, Combined Transport Guides

138 - General Contingency

Description:

The General Contingency is a central budgetary provision intended to cover unforeseen items of expenditure occurring anywhere in the Group. As items emerge which require additional funding, budget is vired from the central contingency fund to the relevant area within the Group

140 - Over-programming

Description:

This is a negative provision based on the general assumption that within TfL's overall project programme a given level of slippage will occur. The projects likely to slip are not individually identified, but as and when projects fall behind budget, the central credit is released to the appropriate modal activity.

141 - Cross River Transit

Description:

CRT is a tram route running from Kings Cross and Camden via Euston and Waterloo, to Peckham and Brixton. The 21km route is planned to be entirely on street and will carry 72 million passengers a year.

Deliverables:

- Traffic Impact assessment by May 2004
- Depot site agreed
- Updated outline business case by 30 June

Indicators of success:

- The benefits of CRT include improving access and dispersal at four mainline terminals and congestion relief for the Northern line. The CRT will enhance access to major development areas at King's Cross railway lands and Elephant & Castle and improve access to employment and leisure opportunities north of the river for a number of wards suffering deprivation in the south.

142 - East London Line Extension Integration

Description:

Development of multi-modal interchange facilities at proposed rail stations on the northern extension. In short-term involves identification & assessment of outline design options, reaching agreement on preferred designs. Facilities are general accessibility improvements at all four stations. Future work to include approval processes relating to preferred options, investigation of joint clienting arrangements for design development & station construction.

Deliverables and indicators of success:

- Completion of Dalston Junction RIBA Stage C (Outline design/costs) by April 2004
- Completion of Dalston Junction RIBA Stage D by July 2004
- Completion of Shoreditch RIBA Stage C (Outline design/costs) by September 2004

143 - East London Transit**Description:**

East London Transit (ELT) Phase 1 handover process (to Surface Transport) and definition of next phases of ELT. ELT is to be based on high quality bus technology with the first phase of ELT running between Ilford, Barking, Barking Reach and Dagenham Dock station. Phase 1 is expected to be completed by 2006 and will cost £20m. It is expected to carry 3 million passengers a year. The 'next phases of ELT' would examine the scope for cross TGB transit services.

Deliverables:

- Preparation of handover (of ELT Phase 1) documents
- Prepare documentation for next phase of ELT

Indicators of success:

- Handover of ELT Phase 1 to Surface Transport
- Gain acceptance/approval for next phase of ELT

144 - Finsbury Park CAP & SMP**Description:**

Improved facilities for bus users, cyclists & pedestrians, including enlarged interchange facility. New taxi rank & kiss & Ride area, construction of 'Cycle Station' (secure parking)

Deliverables:

- Completion of Phase 2 (Station Place) & Phase 3 (Wells Terrace) works
- Completion of Phase 4 RIBA Stage G (Invitation to Tender)
- Completion of Phase 5 RIBA Stage G (Invitation to Tender)
- Commence implementation of Interchange Gallery Phase 4
- Commence and Complete Cycle Station Phase 5

Indicators of success:

- Finsbury Park CAP redresses the balance between areas allocated to transport facilities and public space, including co-ordinating the different modes of transport to enable passengers to access the range of public transport modes from within a co-ordinated, user friendly, efficient location. Increases the capacity of the public interchange areas, increases the space allocated to passengers, introduce integrated systems of information and signage therefore increasing accessibility and user confidence and introduces new set down stops, standing space for end of route

“layover” and pick up points for buses, provides a secure cycle parking facility, new taxi rank, kiss and ride and safe efficient pedestrian circulation.

- The scheme also provides a series of environmental enhancements to the immediate surroundings as part of the regenerative aspirations of the Finsbury Park Partnership SRB Project.

145 - Greenwich Waterfront Transit

Description:

Greenwich Waterfront Transit (GWT) (Phase 1 operations) is a 12 km busway scheme with a very high level of segregation from general traffic. The scheme could ultimately be upgraded to tram technology if justified by long-term development. Phase 1 operations is scheduled to start in 2008, linking the new Jubilee line station at North Greenwich with Millennium Village, new retail areas, locations along the Woolwich Road, Woolwich Town Centre, the Royal Arsenal site, many parts of Thamesmead and Abbey Wood station.

Deliverables:

- Phase 1 Engineering feasibility report
- Update of business case
- Preparation of handover documents
- GWT Phase 3 feasibility
- Safeguarded Phase 1 (infrastructure) alignment

Indicators of success:

- Completion of deliverables.

146 - Other Interchange Projects

Description:

Development of Interchange Schemes

Deliverables and indicators of success:

- Gospel Oak to Barking Line stations (GOBLIN) - Implementation of CCTV cameras and Customer Information Screens (CIS) at Upper Holloway, Harringay Green Lanes, South Tottenham, Leyton Midland Road, Wanstead Park and CIS only at Crouch Hill, Walthamstow Central and Highams Park by May 2004.
- Personal Security Around Transport Interchanges - Trial projects at seven transport interchanges (Clapham High Street, Hounslow Bus Station, Lambeth North, Mitcham Junction, Seven Sisters, Shadwell, Wembley Central) to improve personal security and its perception Completion of post-implementation research (benefits realisation)
- Interchange Development - Undertake further feasibility studies

147 - Other Transport Planning

Description:

Includes the following components:

- Directors Direct Staff - Business Ops Manager reports to Director and relates to salary
- Business Operations - This area is responsible for the Change Programme, HR/Recruitment, Business Support and Financial/Business Planning.

Deliverables:

- Business Planning - Pull together TPP Business Plan and input into F & P Business Plan.
- Budgets - Agree budgets with TPP Management team and acquire sign off from B Broe by Dec 04 for 2005/06 budget.
- Forecasting - Manage and deliver consolidated departmental forecasts on SAP by the end of each period.
- Organisational Change Programme - New Organisation in place by Jul 04.

Indicators of success:

- Business Planning activity commences in June 04 and completed
- Budgets for 05/06 signed off
- Forecasts updated end of each period.
- Organisation Design in place

148 - Planning Tools and Evaluation

Description:

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

Deliverables:

- Transport analyses to support SR2004 and 2004 Business Planning round, including transport accessibility and capacity modelling for on-going discussion with DfT. SR2004 and Business Plan information according to key milestones, with final SR2004 data by June 2004.
- Thames Gateway capacity and accessibility analysis and establish transport strategy for Thames Gateway, as input to the submission to Thames Gateway UDC
- Transport planning and analyses for the Sub-Regional Development Frameworks, required as part of the implementation of the London Plan. Includes accessibility analyses and transport capacity modelling.
- Develop transport planning data and analysis for on-going strategy development, and updated transport capacity and accessibility analyses for London Plan Annual Report.

- Distribution on extranet of results of LATS-based information on Londoners' travel.
- Provide strategic and multi-modal support for development of major projects, including Thames Gateway Bridge and transit schemes.
- Develop and implement LTS, Railplan, CAPITAL and PTAL accessibility tools to facilitate other deliverables, and establishment of catalogue of key information. Develop TfL Policy Model.

Indicators of success:

- Better understanding of current and future travel demand in London with key information available
- Improved planning of transport services to match future demand including integrated development framework as submission to proposed Thames Gateway UDC and Sub-regional Development Frameworks

149 - Regeneration Projects

Description:

This activity has no budget for 2004/05

150 - Strategy & Policy

Description:

Strategy & Policy comprises two main components:

- Transport Strategy - This is the work on the revision of the Mayor's Transport Strategy to a timetable to be defined by the Mayor, likely to be in 2007. In the meantime, development work will continue on local implementation plans with other areas of TfL. Group Transport Planning & Policy (GTTP) is preparing for any revision to the Mayor's Strategy itself through policy development work.
- Policy - This includes lobbying and influencing European legislative proposals, input into modal policy development, working with Business Planning, working to define and monitor environmental deliverables and defining best practice through benchmarking.

Deliverables:

- Complete Policy Development for local implementation plans and any further revision of the Mayor's Transport Strategy. The timescale will be dependent on Mayoral priorities, hence intermediate milestone of 31st March 2005.
- Complete Environmental Section of TfL Business Plan. To be completed in time for final version of 2005 TfL Business Plan, to be published by the 31st March 2005.
- Lobbying with respect to Infrastructure Charging on draft EU Directive. The milestone date is determined by progress within EU decision making structures, hence intermediate milestone of 31st March 2005.
- Lobbying on Regulatory Environment for Public Transport. The milestone date is determined by progress within EU decision making structures, hence intermediate milestone of 31st March 2005.

Indicators of success:

- Completion of Policy Development for local implementation plans and any further revision of the Mayor's Transport Strategy
- Completion of Environmental Section of TfL Business Plan
- Lobbying on Infrastructure Charging on draft EU Directive
- Lobbying on Regulatory Environment for Public Transport

151 - Stratford**Description:**

Outline application for 12 m sq.ft. Stratford City development submitted in April 2003. CTRL station under construction. Quality & status of interchange link station & town centre still to be resolved.

Crossrail line 1 proposed to serve existing station.

Identification of Station & service enhancements required for Olympics bid & for Lower Lea Masterplanning

Deliverables:

- Delivery of outline proposals to Olympic Team requirements
- Delivery of further developed proposals to Olympic Team requirements
- Establish possession programme.
- Complete feasibility activity

Indicators of success:

- Delivery of outline proposals to Olympic Team requirements
- Delivery of further developed proposals to Olympic Team requirements
- Establish possession programme.
- Complete feasibility activity.

152 - Thames Gateway Bridge Crossings**Description:**

Thames Gateway Bridge Project

Deliverables:

- Submit Project to TfL Board for approval
- Make application for Powers- multiple submissions
- Manage Objections and develop positive responses
- Prepare for Public Inquiry
- Complete Proof of Evidence documentation
- Public Inquiry

Indicators of success:

- Scheme Approved by TfL Board
- Secretary of State calls for early Public Inquiry

153 - Victoria Interchange**Description:**

To undertake an integrated series of transport improvements at the Interchange. To ensure that the capacity of the Interchange is increased to meet the forecast passenger flows. To support the medium-term regeneration of the Interchange and District through optimising development contributions to the provision of transport infrastructure.

Deliverables:

- Submission for Board Approval by July 2004
- Final LUL Phased Implementation Report by May 2004
- Single Option selected by board
- Appoint Main Consultant for Stage C/D design development by February 2005

154 - Walthamstow Central**Description:**

This activity has no budget for 2004/05

155 - Wembley Park**Description:**

This activity has no budget for 2004/05

156 - West Hampstead**Description:**

Enhancements to improve interchange between Silverlink & Chiltern (National Rail) with Underground stations. Focusing on bus users & heavy pedestrian flows.

Deliverables and Indicators of success:

- Prepare Business Case and obtain funding by October 2004
- Paper to the Rail Advisory Panel by November 2004
- Phase 1 - Highways/streetscape completed by March 2005

157 - West London Transit**Description:**

The West London Tram project will deliver a 20km tram facility that links Shepherd's Bush to Uxbridge. The tram will travel along the Uxbridge Road corridor, it will consist of approximately 45 stops with trams travelling every 3 minutes at peak times. The service is projected to carry approximately 50m passengers per annum. The tram will replace the two major bus routes (207 and 607) that currently run along the corridor and carry 23.7m passengers per year.

Deliverables:

- Risk Assessment
- Revised Reference Case Design
- Formal Public Consultation
- Environmental Impact Assessment
- Funding Strategy
- Economic Case
- Transport Case (Strategic modeling)

Indicators of success:

- Public Opinion (ORC Poll April 2004)
- Public Opinion (Public Consultation - June-September 2004)
- Non Economic Measures:
- Traffic displacement
- Modal shift
- Accessibility
- Reduction in noise pollution
- Increase in air quality

158 - Croydon Tramlink Extensions

Description:

This activity represents funding for assessment of liability and feasibility of Croydon Tramlink extensions from Crystal Palace to Beckenham Jcn and from Sutton to Wimbledon as railway conversions. In addition pre-feasibility work is engaging Boroughs in the Tramlink Street Running Options between Streatham and Purley and Sutton and Tooting

Deliverables:

- Delivery of Tramlink Feasibility and Business case Reports for TfL review
- Borough feasibility reports - Top level examination of feasibility issues surrounding these extensions. Reports to be subject to acceptability commitment from Boroughs.

Indicators of success:

- Extending Thameslink would result in mode switching from car to public transport and better journey times for existing public transport users. Regeneration benefits include improved access to local centres such as Tooting, Crystal Palace, Mitcham and Streatham.

159 - Olympic Games Bid**Description:**

Prepare the Transportation element of Olympic Bid and support during evaluation by the International Olympic Committee of the Olympic bid.

Deliverables:

- Deliver second draft of Bid: End April 2004
- Deliver final draft of Bid, including assent, End July 2004
- Deliver final Bid: 15th Nov 2004
- Support IOC technical evaluation: Feb through March 2005

Indicators of success:

- Win Bid

160 – Other Light Transit**161 - London Transport Insurance (Guernsey)****Description:**

London Transport Insurance (Guernsey) is a wholly-owned subsidiary of TfL. It was established for the sole purpose of purchasing insurance in a more cost-effective manner than relying solely on commercial insurers.

Deliverables:

- Service Level Agreement with appropriate Performance measures
- Cover Notes to be issued within 30 days of renewal and in any event before premium payment is requested
- Debit Notes for all premiums to be issued within 60 days of renewal
- Policy wordings to be issued within 3 months of renewal
- Claims funding handling arrangements to be concluded for all fronted or reinsured insurance covers.

Indicators of success:

- Achievement of the above deliverables

162 - Central Corporate Services**Description:**

The Corporate Services directorate is responsible for providing a range of business services to support the delivery of TfL's strategic and tactical goals.

The directorate provides the Group components of Human Resources, Procurement, Property & Facilities, and Information Management, ensuring pan-TfL alignment, efficiency, and effectiveness in each function. In addition, Corporate Services will provide Human Resources, Procurement, Property & Facilities, and Information Management services to the Corporate Centre functions.

This specific activity covers Managing Director of Corporate Services. The milestones centre around;

- Providing an environment of equality and fairness for Corporate Services staff, and working towards achieving a diverse workforce that reflects the economically active population in London.
- Achieving the Corporate Services budget and business plan commitments. For example, achieving a procurement efficiency saving, as part of the BPEP, of £1.376m in 2004/05.

Deliverables:

The specific deliverables for Procurement, HR, IM, and Group Property & Facilities are covered under those particular activities. Achievement of these activities will determine whether Corporate Services is ultimately successful in meeting their commitment to deliver the Business Plan 2004/05.

Corporate Services will focus on two high level deliverables covering all the functional areas;

- Equality & inclusion in Corporate Services. The aim is to meet E&I agreed percentages for Ethnic Minority Groups, Females, and Disabled People in the workforce.
- Achieving the Corporate Services budget and Business Plan commitments established during the Business Planning round 2004/05.

Indicators of success:

The key indicator for the Managing Director of Corporate Services will be the successful completion of the deliverables specified in each of the functions part of Corporate Services.

- The achievement of progress in the diversity of the workforce towards the percentages derived from the economically active population in London (awaiting specific Corporate Services quarterly targets from E&I).
- Budget achieved and other commitments made in the business plan delivered. For example, efficiencies derived from headcount, procurement, and BIP. Delivery of the projects, strategies, policies identified as deliverables in the Corporate Services functional departments.

164 - Property

Description:

Group Property manages the commercial aspects of the TfL Group's property related dealings, including the letting of rented sites, property acquisition, disposal and development, and consultancy services in relation to rating, planning and general advice which TfL requires from time to time as a large, property owning organisation.

Let property generates in excess of £40m per annum, derived mainly from shops at

stations, over 800 railway arches, and a variety of investments created over time from the development programme.

Group Property has a rolling programme of sales of surplus sites, and commercial development exploiting underused land and airspace. These developments can be solely commercially driven, or created to complement operational schemes such as station redevelopment, congestion relief etc. Returns from these schemes are taken as a mixture of cash, an ongoing share of resultant revenue streams, and operational benefits such as new ticket halls, platforms and other infrastructure provided at the developer's expense.

Group Property's consultancy services provide a "one stop shop" for the Group in respect of all property related activity, including the acquisition of property and businesses required for the construction of new tube lines, such as the East London Line Extension.

Deliverables:

Property includes the following specific deliverables;

- Achieve fee income at least equal to operating costs, resulting in a nil net cost to Corporate Services.
- Achieve rental growth on the let estate at least equal to the private sector IPD Benchmark rate.
- Achieve at least £13.0m income from sale of LUL property assets
- Achieve net Lands Portfolio income to at least the budgeted level

Indicators of success:

Indicators of success for the deliverables outlined above are;

- Meet target fee income
- Meet % rental growth rate
- Meet sales target
- Meet income target

165 - Facilities

Description:

The Department seeks to provide TfL Group with a fully customer focused and business driven, total facilities management service, incorporating industry best practice that ensures efficient and effective service delivery, enshrining continuous improvement and best value as central to its operation.

This ambition will be achieved by

- the Department being fully integrated with the core business to enable it to understand and respond to the ongoing organisational and business objective changes.
- maintaining close links with external benchmarking and Facilities' industry professional organisations.
- ensuring close liaison with our internal partners, e.g. procurement, finance, property etc, and stakeholders to provide a cohesive, seamless service to a consistent high standard.

Deliverables:

The immediate priorities are:

- Ensure that the head office portfolio is fully able to support the post-Transition organisational design, accommodation requirements, including identifying and managing, associated moves, relocations and reconfigurations as appropriate.
- To complete the Departmental re-design to enable it to continue to fully support the new, integrated, Organisation.
- To develop, present and gain approval for, the longer term Accommodation Strategy
- Continue to support existing Corporate workstreams, e.g. Efficiency Savings.

Indicators of success:

The Department is keenly aware of the changing nature of the Group and the impacts this has on it. It is engaged in a continuous process of change and at the same time seeking to improve services from a reduced cost base. This presents us with a new set of challenges requiring us to respond with new structures and business processes. The terms of reference for monthly management meetings are now more focused on what is going on in the wider group and identifying threats and opportunities to the achievement of the various business units' diverse but specific, deliverables.

166 - Group Human Resources**Description:**

Group HR will provide specialist HR capability in leading and setting group wide strategy and policy in consultation with the business unit HR teams. Group HR will cover; Resourcing, Talent management, Organisational Development, and Compensation & Benefits. Group HR incorporates the Corporate Centre HR function which will serve the day to day HR needs of the Corporate directorates.

Deliverables:

Delivery of effective group wide HR strategy and policy in consultation with the business unit HR teams.

HR strategies will be developed from best practice and/or from best fit. True organisational value add will be achieved by designing an HR strategy which is customised to the requirements of the business. Key activities include;

- Corporate HR/supporting the efficiencies programme/IR strategy
- Compensation & benefits
- Organisational development
- Talent management
- Resourcing strategy

An implementation plan as been developed to clarify and plan the detailed work planned in Group HR for 2004/05

Indicators of success:

Policy and Strategy delivered in accordance with the implementation plan. For example, succession planning, graduate programmes, employee brand, culture change, employee opinion survey, job evaluation, performance management, executive reward

review.

Parallel to the work scheduled, plans will be developed to ensure that the agreed phased reduction in headcount happens by 1/4/05 as specified in the Business Planning round.

167 - HR Shared Services

Description:

HR Services will deliver high volume services to all of TfL. These will include Resourcing, Learning and Development, and HR Systems & administration. The full structure of the HR Services function is being developed by the HR leadership team. This activity covers both the project to establish the HR Services operating model and the ongoing running of the function.

HR Services plan to create an HR Service function that reduces headcount by 40% and yet delivers improved performance, better strategic flexibility and control, and leverages management performance. This agenda is ambitious but thoroughly benchmarked. The cost reduction and timeframe is leading edge, yet the resulting efficiency ratios are not over ambitious (ref. HR Service Centre Blueprint 2003). All targets are benchmarked. The appropriate budget and capabilities to deliver have been sourced. A fully governed design, build and implementation programme has commenced staffed by individuals with a track record of delivery in this area.

The blueprint specifies the end state headcount as 225 to be achieved by 31/3/05. The costs of delivering the function are split over 2003/04 and 2004/05 and are specified in the Blueprint and budgeted in Corporate Services.

Deliverables:

Following an extensive redesign programme across its support functions in 2002, Transport for London has concluded within the HR area that a shared services model should be adopted for the delivery of transactional HR activities currently being delivered locally. This will involve bringing together HR operations from across TfL and requires the harmonisation of HR processes and systems.

The aim of the redesign programme within HR was to establish a more effective and efficient HR operation and increase the level of service that HR provides to the business areas. HR Services forms a key platform for the achievement of these goals.

Indicators of success:

The key indicators of success are;

- Delivery of the objectives specified in the Blueprint for Group HR Services (a description of the Operating Model, Design Principles, Migration Plan, Cost Savings & Investment),
- Efficient and effective ongoing management of the HR Services function, providing high volume services to all of TfL.

168 - Information Management

Description:

The Group IM function will play a central role in enabling TfL to realise its aspiration of providing a truly integrated travel network. To meet TfL needs, Group IM will develop a TfL-wide IM strategy and set of common standards and policies. The fundamental principle of local management of local IM assets will continue. Also, IM systems that are core to business operations will remain the remit of Business IM teams.

Group IM will develop of a core set of strategic capabilities, which support common requirements across TfL and improve the availability of information for all TfL employees, stakeholders and customers.

Deliverables:

The key deliverable for Group IM is to develop a TfL-wide IM strategy and set of common standards and policies. Specifically, the following activities are key elements of the Group IM aim;

- New 3rd Party contracts (WAN/desktops)
- Single service desk for IM areas with service delivery metrics to all
- Common IT infrastructure (infrastructure harmonization) providing roaming.
- Group wide electronic document management system.
- Achievement of targets established in the IM Performance Management Framework (framework currently under development- planned to be completed by 1st may 2004)

Indicators of success:

The success of the specified activities will be determined by the following criteria;

- New contracts agreed by August 2004 (followed by transition to new contracts and new contracts in operation)
- Ability for staff to 'roam' across all key office sites with access to their personal accounts, data and applications. This will reduce the cost of office moves and subsequent contribution to estate strategy.
- TfL-wide single contact and service points for IM.
- Full automated support for Freedom of Information (subject business case). Single service level regime and reporting for all.
- Once the framework is in place and the targets agreed, the deliverable will be to achieve the target.

170 - Procurement**Description:**

The TfL procurement organisation has set itself the ambition 'to be world class in creating value through strategic sourcing for TfL'. In 2002, TfL conducted a review of the procurement function across its corporate directorates and its business units with an explicit goal of operating as a more commercially-focussed and efficient business. This was the first step in delivering this ambition.

The Group Procurement function, headed by the new Director of Group Procurement is now in place and is fully operational. The purpose of the new Group Procurement function is to leverage the collective TfL spend on Goods & Services ca. £700-800 million to deliver better value for money.

Deliverables:

- Delivery of efficient procurement services to TfL
- Procurement Efficiencies Programme: The newly appointed Group Director of Procurement is leading a detailed and systematic review of savings opportunities across all of TfL. The programme aims to deliver run rate annual savings of £11m (03/04), £32m (04/05), and £56m (05/06). By exploiting economies of scale through contract consolidation, exploring tendering options, innovative supply-chain approaches, and focusing on total cost of ownership rather than purchase price as a key cost metric.
- TfL's Procurement Efficiencies Programme will capitalise on the opportunities to consolidating spend from the previous organisational structure. The plans are outlined in the Activity Status and Plan with the details specified in the Sourcing Wave Opportunity Assessment & Project Plans. The programme is being supported by Deloitte and will be measured by a robust benefits tracking mechanism. The key focus is currently on Professional Consultancy, Agency Staff, IT/IM, Telecommunications, Construction, and Civil Engineering as they constitute ca. £525 of the total spend.

Indicators of success:

- Achievement of internal Procurement performance measures (measures currently under development- due for completion by 30th November 2004).
- Achievement of target savings as formally measured through the Benefits Tracking process and reported via the Benefits Tracking tool (also reported through the Corporate Services BMR).

TRANSPORT FOR LONDON

STAFF SUMMARY

TFL BOARD

**SUBJECT: Treasury Management Policy Statement and
Treasury Management Strategy**

MEETING DATE: 24 March 2004

1. PURPOSE

To present to the TfL Board:

- a) An amended Treasury Management Policy Statement (TMPS) reflecting the latest changes in the law and practice relating to local authority finance.
- b) A Treasury Management Strategy, as required by the Treasury Management Policy Statement and the Prudential Indicators required under CIPFA's Prudential Code.

2. BACKGROUND

Since the TfL Board approved the TMPS in May 2002, changes in local authority accounting and management have taken place.

Part 4 of The Local Government Act 1989 has been repealed. The 'approved investments' regulations made under Part 4 will therefore cease to have effect from 1 April 2004. This legislation has been replaced by the Local Government Act 2003 and Statutory Instrument No.3146 – Local Government, England – The Local Authority (Capital Finance and Accounting), (England) Regulations 2003 (SI.3146)).

S.I.3146 states that 'A local authority shall have regard to The Code of Practice contained in the documentation entitled "Treasury Management in the Public Services : Code of Practice and Cross-sectoral Guidance Notes" (The Treasury Code) published by CIPFA, as amended or reissued from time to time.

The Treasury Code requires a local authority (which TfL is considered to be for the purposes of this legislation):

- a) to maintain a Treasury Management Policy Statement, stating the policies and objectives of its Treasury Management activities and supporting Treasury Management Practices (TMPs).
- b) for its Board to receive (i) an annual strategy and plan in advance of the year and (ii) an annual report after its close on Treasury activities.

3. CHANGES

There are two principal changes:

Firstly, TfL will now be allowed to borrow for capital purposes without government consent. S.I.3146 states that in determining the affordable borrowing limit a Local Authority and the Mayor of London shall have regard to the Code of Practice entitled the 'Prudential Code for Capital Finance in Local Authorities', published by CIPFA, as amended or reissued from time to time (The Prudential Code). The Prudential Code requires TfL to set Indicators against which to monitor its Treasury activities.

Secondly, there will be power to invest surplus funds in a wider range of investments. The Office of the Deputy Prime Minister (ODPM) has issued guidance to be effective from 1 April 2004 that requires local authorities to define specified (highly liquid and secure) and unspecified investments and to develop an annual Investment Strategy. As required by the TMPS, we have drafted a Treasury Management Strategy and this contains an Investment Strategy based on the ODPM guidance.

4. THE PRUDENTIAL CODE

The Prudential Code defines a series of Prudential Indicators that must be used to monitor various Treasury activities throughout the year. It states that Prudential Indicators for Treasury Management should be considered together with the Treasury Management Strategy and the Annual Report on Treasury Management activities.

5. AMENDMENTS TO THE TREASURY MANAGEMENT POLICY STATEMENT (TMPS)

The TMPS reflects the changes noted above. Schedules to support Treasury Management Practices (TMPs) define the management of the risks and responsibilities set out in the TMPS and will require amendment in light of the changes. Investment Policy, previously contained in a schedule to the Treasury Management Policy Statement remains unchanged from that already approved by the Board, and now resides in the Investment Strategy section of the annual Treasury Management Strategy.

6. RECOMMENDATIONS

The T/L Board is asked to:

1. **Note** this paper.
2. **Approve** the amended Treasury Management Policy Statement.
3. **Approve** the Treasury Management Strategy and Prudential Indicators.
4. **Authorise** the Chief Finance Officer to review and amend, with the Head of Group Treasury, schedules supporting the Treasury Management Practices.

Cross Ref:	Secretariat Record Number:
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Transport for London		
Record Sheet		
Subject: Treasury Management Policy Statement and Treasury Management Strategy		
	Name	Signature
Sponsor	Stephen Critchley Chief Finance Officer	
Author(s)	Jeremy Howland Head of Group Treasury	

Routing	Signature	Date
Stephen Critchley, Chief Finance Officer		
Jay Walder, Managing Director, Finance and Planning		
Locksley Ryan, Managing Director, Group Communications		

Destination	Tick or sign as appropriate	Date
Managing Director, Finance & Planning		
Committee:	TfL Board	24/03/04
Panel:		
Commissioner:		
TfL Board:		

For Secretariat use:

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TRANSPORT FOR LONDON

TREASURY MANAGEMENT POLICY STATEMENT

THE TREASURY MANAGEMENT POLICY STATEMENT

INTRODUCTION

The establishment and keeping under review of a policy for TfL in relation to Treasury Management is a matter reserved to the Board. This policy and amendments are therefore subject to Board approval.

This policy was drafted after taking into account the CIPFA recommendations contained in the Code of Practice and Cross-Sectoral Guidance Notes (“The Treasury Management Code”) issued in January 2002 for Treasury Management in the Public Services and more recently, the Local Government Act 2003, the Capital Finance and Accounts Regulations 2003 and the CIPFA Prudential Code (“The Prudential Code”).

TfL defines its treasury management activities as:

“The management of the organisation’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.

TfL regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on risk implications for the organisation.

TfL also acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, always in the context of effective risk management.

BACKGROUND

The TfL Group receives ticket and other revenues together with Transport Grant and a share of precept from the GLA received fortnightly based upon profiles agreed with Government during the development of the budget. TfL Group cash flows generate substantial balances, which are available for investment. This policy sets out the parameters within which Group Treasury will operate to manage these cash flows in accordance with the Local Government controls applicable from time to time.

SCOPE

This policy will be operated through TfL Group Treasury and will be applied to TfL and all its subsidiaries. The subsidiaries and Chief Officers will have no authority to invest or borrow, or enter into credit arrangements, without the written consent of the Head of Group Treasury.

Government has provided guidance on prudent investment practice and TfL is expected to abide by this. The main principles of the Treasury Management Practices are attached to this policy statement.

RESPONSIBLE OFFICERS

The Managing Director, Finance and Planning is responsible for advising the Board on investments, borrowing, and capital financing and also for the establishment and operation of banking arrangements necessary for the TfL Group business. The Chief Finance Officer is responsible for ensuring the execution of this policy, as the designated Section 127 officer under the Greater London Authority Act 1999. On an operational basis he will discharge this through the Head of Group Treasury.

TREASURY MANAGEMENT PRACTICES

1. TREASURY RISK MANAGEMENT – TMP1

1.1 The Head of Group Treasury will:

- design, implement and monitor all arrangements for the control of treasury management risk,
- report quarterly to the Finance Committee on the adequacy/suitability thereof, and on any specific issues as directed by the Finance Committee,
- report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation's objectives in this respect,
- periodically carry out a risk assessment of Treasury operations.

2. BEST VALUE AND PERFORMANCE MEASUREMENT – TMP2

2.1 TfL is committed to the pursuit of best value in its treasury management activities, and to the use of performance measures in support of that aim.

2.2 Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the organisation's stated business or service objectives, and will regularly examine alternative methods of service delivery, and scope for other potential improvements.

2.3 The actual performance of the treasury management function will be measured using criteria to be agreed by the Managing Director, Finance and Planning.

2.4 The provision of treasury management related services will be reviewed regularly to ensure that the authority is achieving value for money.

3. DECISION-MAKING AND ANALYSIS – TMP3

- 3.1 TfL will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions. This is for the purpose of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time.

4. APPROVED INSTRUMENTS, METHODS AND TECHNIQUES – TMP4

- 4.1 TfL will undertake its treasury management activities by employing recognised instruments, methods and techniques.
- 4.2 All executive decisions on capital/project financing, borrowing and investment will be in accordance with standing orders.

5. ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS – TMP5

- 5.1 TfL considers it essential, for the purposes of effective control and monitoring of its Treasury Management activities, the pursuit of optimum performance, and for the reduction of the risk of fraud or error, that activities are structured in a clear and open manner incorporating a rigorous discipline of segregation of duties that will be enforced.
- 5.2 The principles on which this will be based is a clear distinction between those charged with setting Treasury Management Policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the Treasury Management function.
- 5.3 If and when TfL intends, as a result of lack of resources or other circumstances, to depart from these principles, the Head of Group Treasury will ensure that the reasons are properly reported and the implications properly considered and evaluated.

- 5.4 The Head of Group Treasury will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and that arrangements are in place for absence cover.
- 5.5 The Head of Group Treasury will ensure proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.

6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS – TMP6

- 6.1 TfL will ensure that regular reports are prepared and considered on the implementation of its Treasury Management policies; on the effects of decisions taken and the transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the Treasury Management function.
- 6.2 As a minimum, the following reports will be produced:
- Weekly reports to the Chief Finance Officer
 - Quarterly reports to the Finance Committee on the performance of the treasury management function; on the strategy to be pursued in the coming months; on the effects of decisions taken and the transactions executed over the review period, and on any non-compliance with the organisation's Treasury Management Policy Statement and Practices.
 - An Annual Report to the Board on the strategy to be pursued in the coming year.

7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS – TMP7

- 7.1 The Head of Group Treasury will prepare and, and if necessary, from time to time will amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income.
- 7.2 TfL will account for its treasury management activities, for decisions made and transactions executed, in accordance with best commercial and accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

- 7.3 TfL will ensure that its auditors, and those charged with regulatory review, have access to all information, and papers supporting the activities of the treasury management function for the proper fulfilment of their roles, and that such information and papers demonstrate compliance with external and internal policies and approved practices.

8 CASH AND CASH FLOW MANAGEMENT – TMP8

- 8.1 Unless statutory or regulatory requirements demand otherwise, all monies (with the exception of the Guernsey insurance company) in the hands of the TfL Group will be under the control of the Head of Group Treasury, and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the Head of Group Treasury will ensure that these are adequate for the purposes of monitoring compliance with this policy statement.
- 8.2 The Head of Group Treasury should be consulted on all matters relating to banking relationships and advice.

9 MONEY LAUNDERING – TMP9

- 9.1 TfL is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, if required by law or regulation, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved in this, are properly trained.

10 STAFF TRAINING ARRANGEMENTS AND QUALIFICATIONS – TMP10

- 10.1 TfL recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore appoint individuals with suitable qualifications and experience, and will provide training for staff to enable them to maintain an appropriate level of expertise, knowledge and skills. The Head of Group Treasury will recommend and implement the necessary arrangements.

11 USE OF EXTERNAL SERVICE PROVIDERS – TMP11

- 11.1 TfL recognises the potential value of employing external Fund Managers for treasury management services in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons, which will have been submitted to a full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods, by which their value will be assessed, are properly agreed, documented, monitored and subjected to regular review. The monitoring of such arrangements rests with the Head of Group Treasury.

12 CORPORATE GOVERNANCE – TMP12

- 12.1 TfL is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.
- 12.2 TfL has adopted and implemented the principles and recommendations of the Treasury Management Code. This document is considered vital to the achievement of proper corporate governance in treasury management. The Head of Group Treasury will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

TRANSPORT FOR LONDON

Treasury Management Strategy 2004/05

Summary

This report sets out the Treasury Management Strategy recommended for 2004/05.

Background information

1. TfL has adopted key recommendations of CIPFA's Code of Practice for Treasury Management in the Public Services (The Treasury Code).
2. The Treasury Code requires that the TfL Board will receive an annual strategy and plan in advance of the year. This report is submitted in accordance with that requirement.
3. Investment activity has until now been subject to secondary legislation but the ODPM now intends that investment activity will be dealt with through guidance, issued by the Secretary of State under Section 15(1)(a) of the Local Government Act 2003. The guidance is still draft and under consultation with a proposed effective date of 1 April 2004. The guidance requires an Annual Investment Strategy that contains specific reference to the security and liquidity of investments. This report will incorporate those requirements.
4. Additionally under Part 1 of the Local Government Act 2003 local authorities are required by Regulation, effective 1 April 2004, to have regard to the Prudential Code for Capital Finance (The Prudential Code).
5. The Prudential Code requires the Authority to set a number of Prudential Indicators some of which replace the short-term borrowing limits and fixed/variable rate limits which have previously been set as part of the approval of the TfL Budget. This report incorporates Prudential Code Indicators, which are set out at Appendix 1.

Strategic objectives

6. The objectives underpinning the strategy for 2004/05 are as follows:
 - To undertake treasury management operations with primary regard for the security and liquidity of capital invested with reference to ODPM guidance.
 - To maximise the yield from investments consistent with the security and liquidity objectives identified above.
 - To ensure that sufficient cash is available so that TfL is able to discharge its financial obligations in accordance with approved spending plans.

- To undertake treasury management activity with regard to Prudential Code Indicators.

The investment strategy

7. At 1 April 2004 TfL estimates it will have cash balances of approximately £800 million.

This cash represents:

- Earmarked reserves, provisions and balances held to cover specific or general liabilities.
 - The net cash flow position of revenue income and expenditure including major revenue creditors in TfL and revenue and capital creditors in subsidiaries.
8. All cash balances will be invested in accordance with the Treasury Code and with regard to ODPM guidance, which requires a prudent approach to the investment of surplus funds with priority given to security and liquidity. Under the guidance, investments fall into two separate categories, either specified or non-specified investments, and there should be further regard to required liquidity levels.

Specified investments

9. Specified investments offer high security and high liquidity and satisfy the conditions set out below:
 - The investment is denominated in sterling and any payments or repayments in respect of the investment are payable in sterling only.
 - The investment is not a long-term investment (has a maturity of less than one year).
 - The investment does not involve the acquisition of share capital or loan capital in any body corporate.
 - The investment is either:
 - made with the UK Government, or
 - made with a body or in an investment scheme which has been awarded a high credit rating by a credit rating agency
10. It is proposed that specified investments include the following institutions – exposure limits for each institution are also applied as noted below:
 - Debt Management Account Deposit Facility (National Loans Fund) - **No Limit**
 - Gilt Repos - **No Limit**
 - UK Clearing Banks - **£40m**
 - UK Banks, foreign banks registered in the UK with a high credit rating (Prime 1) - **£35m**
 - UK Banks, foreign banks registered in the UK with a high credit rating (Prime 2) - **£20m**
 - Institutions (e.g. mutual building societies) with a high credit rating (Prime 2) introduced through brokers - **£20m (in total)**
 - Money Market Funds (Aaa) – **£20m (in total)**.

11. **A high credit rating** is interpreted as a short term rating of no less than Moodys Prime 2, or equivalent (strong ability for repayment of senior short-term debt obligations). For the Guernsey insurance company, Guernsey branches of banks must have the above ratings and Money market funds must have a long term rating of no less than Aaa (best quality)
12. If an amendment to the credit rating means an institution no longer meets the minimum requirement, that institution will be removed immediately from the counterparty lending list. Should an institution not on the counterparty list achieve the minimum rating, that institution can then be added to the counterparty list.

Non-specified investments

13. Non-specified investments do not, by definition, meet the requirements of a specified investment. The ODPM guidance requires that greater detail is provided of the intended use of non-specified investments due to greater potential risk. It is proposed not to invest in Non-specified investments unless prior approval has been obtained from the Finance Committee.

Liquidity of investments

14. Each investment decision is made with regard to cash flow requirements resulting in a range of maturity periods within the investment portfolio. All investments are short term having a maturity of less than one year and there is no proposal to change this approach (although the Prudential Code does allow long term investments).

Treasury Management Prudential Code Indicators

15. The Prudential Code has a key role in capital finance decisions with objectives that ensure capital investment plans are affordable, prudent and sustainable. The prudential indicators specific to treasury management are designed to ensure that treasury management is carried out in accordance with good professional practice in accordance with the principles contained in the Treasury Code.

Interest rate exposures

16. The purpose of the prudential indicators that set the upper limits on fixed interest rate and variable interest rate exposures is to set ranges that will limit exposure to interest rate movement. On the one hand fixed rate investment can contribute to reducing uncertainty but on the other variable interest rates give flexibility that can assist in enhancing performance. The indicator required by the Prudential Code considers the net position of borrowing and investment. The upper limit on fixed rate exposure of 9% and variable rate of 100% on net principal sums (set out at Appendix 1) means fixed interest rate exposure can be managed within the 0% to 9% range and variable interest rate exposures within a 91% to 100% range.

Investment Maturity Limit

17. As an additional measure the Prudential Code requires that a limit is set for sums that are invested for periods longer than 364 days, to limit over commitment and further reduce the need of early maturity. There is no current proposal to invest beyond 364 days.

Short term borrowing

18. Short-term borrowing will only be undertaken for unpredicted working capital purposes. In May 2003 the Board placed a limit on short-term borrowing of £40m. Borrowing in excess of £20m must be approved by the Managing Director, Finance and Planning (or in his absence, the Chief Finance Officer) and borrowing in excess of £30m must be approved by the Commissioner (or in his absence, the Managing Director, Finance and Planning).

External debt

19. The indicators in the appendix assume no use of direct borrowing. They simply reflect the liabilities associated with the London Underground PPP and on-balance sheet PFIs previously undertaken.

It should be noted that when the Mayor has set an authorised limit for TfL borrowing, TfL anticipates returning to the Board with a borrowing plan that includes some use of direct borrowing. At such time revised indicators will also be presented.

Financial implications

20. The budgetary assumptions discussed in this report are consistent with those in the budget proposals for 2004/05. These indicators, being simply a reflection of undertakings already entered into and considered within our baseline spending plan, reflect baseline financing that is clearly prudent, affordable and sustainable. Standard and Poors, in confirming TfL's AA rating, has noted TfL's ability to work within the resources it receives from Government and from its own operating activities, as well as its flexibility to manage its future expenditure. In addition, it should be noted that, in accordance with a specific requirement of the Prudential Code, net borrowing at 31 March 2005 is less than the Capital Financing Requirement at 31 March 2007.

THE PRUDENTIAL INDICATORS

Prudential Indicators for Prudence & Affordability

Estimates of ratio of financing costs to net revenue stream

Financing Costs to Net Revenue

Comprising:

PPP finance leases

On-balance sheet PFIs

Other financing**

Budget 2004-05	Plan 2005-06	Plan 2006-07
6.7%	11.4%	12.6%
3.6%	7.5%	9.1%
1.4%	1.5%	1.6%
1.7%	2.4%	1.9%

Estimates of ratio of payments to gross revenue stream (this Indicator is not required by the Prudential Code)

Payments due under PPP

Payments due under On-balance sheet PFIs

Budget 2004-05	Plan 2005-06	Plan 2006-07
23.6%	24.4%	23.6%
0.3%	0.2%	0.4%

Net Borrowing and the Capital Financing Requirement*

Net Borrowing (including long term liabilities) at 31 March 2005

Capital Financing Requirement at 31 March 2007

£m
1,360
2,910

* The Prudential Code requires that Net Borrowing at 31 March 2005 will not exceed the Capital Financing Requirement at 31 March 2007.

These indicators are used to measure affordability and reflect the budget and plan submitted for next year. Finance lease debt (mainly the PPP arrangements) accounts for the largest debt service obligation. **The line titled 'Other financing' represents net depreciation charged to TfL's group revenue account.

Prudential Indicators for Capital Expenditure & External Debt

Estimates of Capital Expenditure (Annual)

	Budget 2004-05	Plan 2005-06	Plan 2006-07
	£m	£m	£m
Acquired	808	876	702
PPP finance leases	899	922	927
On-balance sheet PFIs	0	0	166
Total	1,707	1,798	1,795

Estimates of Capital Financing Requirement (Cumulative)

	Budget 31 Mar 05	Plan 31 Mar 06	Plan 31 Mar 07
	£m	£m	£m
Capital Financing Requirement	1,010	1,890	2,910

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

Operational Boundary

	Budget 2004-05	Plan 2005-06	Plan 2006-07
	£m	£m	£m
Borrowing (short-term)	20	20	20
Long term liabilities	1,770	2,380	3,140
Total Operational Boundary for External Debt	1,790	2,400	3,160

The Operational Boundary is a calculation based upon the cash flows in the Budget and Plan. If breached, it is a warning that financial plans may require review and amendment.

Authorised Limit

The authorised limit is yet to be set by the Mayor in accordance with his duty under the Local Government Act 2003. It is the maximum amount that TfL may borrow legally. The Mayor is currently consulting on a limit for TfL, which will be higher than the Operational Boundary implicit within this "no direct borrowing" scenario.

Prudential Indicators for Treasury Management

Interest Rate Exposures

Principal outstanding on short-term borrowing
Principal outstanding on investments

	Budget	Plan	Plan
	31 Mar 05	31 Mar 06	31 Mar 07
	£m	£m	£m
Principal outstanding on short-term borrowing	(40)	(40)	(40)
Principal outstanding on investments	500	300	300
	460	260	260

Net Investments

Upper limit - fixed
Upper limit -variable

Upper limit - fixed	9.0%	15.0%	15.0%
Upper limit -variable	100.0%	100.0%	100.0%

This Indicator reflects the interest rate risk strategy adopted in the annual Treasury Strategy. If broken it serves as a warning to management that the interest rate risk strategy is not being adhered to.

Maturity Structure of Borrowing

< 1 year
1 year to < 2 years
2 years to <5 years
5 years to <10 years
10 years and above

Budget	
31 Mar 05	
Upper	Lower
100.0%	100.0%
0.0%	0.0%
0.0%	0.0%
0.0%	0.0%
0.0%	0.0%

Total Principal sum Invested for more than 364 days

Total Invested more than 364 days

Budget	Plan	Plan
31 Mar 05	31 Mar 06	31 Mar 07
£m	£m	£m
0	0	0

All Prudential Indicators will be monitored in the year and progress reported to the Finance Committee quarterly.

Notes:

- 1) The Prudential Code requires indicators for a minimum of 3 years but allows for longer periods to be chosen.
- 2) Historic data has not been provided as recommended under the Prudential Code as TfL has historically been debt free and the early years would not be comparable because London Underground (which carries most of the Group's finance lease debt) was not transferred until July 2003.

TRANSPORT FOR LONDON

TfL BOARD

SUBJECT: THAMES GATEWAY BRIDGE (TGB)

MEETING DATE: 24 MARCH 2004

1. INTRODUCTION

1.1 This paper reports progress on the TGB project and seeks approval to take the project to the stage where powers are obtained. This entails applications for planning permission and a variety of orders under the 1980 Highways Act together with a number of applications under other enactments. The project was discussed at the March 2004 Surface Advisory Panel (SAP) and Finance Committee meetings and this paper addresses the points raised at those meetings.

2. POLICY CONTEXT

Objectives

2.1 The TGB is a new crossing of the Thames between Beckton and Thamesmead and includes both highway and public transport capacity and a pedestrian and cycle route between the communities north and south of the river.

2.2 The TGB would reduce the imbalance in accessibility between East and West London. Within the M25, there are currently only three road river crossings east of Tower Bridge compared to sixteen crossings west of Vauxhall Bridge. The forecast traffic on the TGB in 2016 is less than 13% of the total traffic on the western river crossings in 2002. The differences between traffic flows across the river in West, central and East London is illustrated in Figure 1.

2.3 The overall aim of the TGB is to improve accessibility to and within the Thames Gateway London area and support the regeneration of East London.

- 2.4 The scheme has a number of specific objectives including:
- increasing accessibility to a wider range of job, business and other opportunities for local people;
 - reducing the barrier formed by the river to the movement of people and goods;
 - maximising the benefits of the scheme for local people;
 - integrating local transport networks on both sides of the river; and
 - providing reliable journey times for all modes.
- 2.5 The scheme would help address several local problems including social deprivation, high levels of unemployment, poor accessibility for the socially excluded, poor access to workforces and markets for employers and local accessibility to jobs, education, training, healthcare and other activities contributing to the quality of life, and hence aiding local sustainability in the Thames Gateway area.

The London Plan

- 2.6 A key focus of the London Plan (published in February 2004) is accommodation of expected substantial growth in population and employment, and the housing and other infrastructure needed to support this, sustainably within London's existing boundaries, without encroaching on the Green Belt or London's open spaces. East London is expected to play a major role in this by accommodating a minimum of 142,000 additional homes and 255,000 additional jobs by 2016. East London and the Thames Gateway is also identified as the priority area for regeneration. The plan recognises that East London's development has been constrained, amongst other things, by its poor connections across the Thames in comparison to West London. Improving access for people, goods and services between the north and south of the river is a key priority in the regeneration and development of the Thames Gateway.
- 2.7 The independent Panel which conducted the Examination in Public on the draft London Plan noted that there is general agreement that the provision of adequate transport accessibility is one of the key factors to realising growth and bringing forward new sites in East London. It also noted that without it, private sector investment will be delayed. It reported the general acceptance that development in East London has been constrained, in part, by its poor connections across the Thames. It also supported the principle of three river crossings as a package of schemes.
- 2.8 TGB provides improved accessibility for a number of the most severely deprived boroughs in Greater London as shown in Figure 2.

Draft Economic Development Strategy

- 2.9 Investment in infrastructure and places is one of four major investment themes in the public consultation draft of London's Economic Development Strategy, "Sustaining Success: Developing London's Economy", launched in January 2004, and investment is identified as key to London's continued economic success. This includes investment in transport and new homes. Delivering improved and effective infrastructure for London's future growth and development is one of the strategy's objectives. TGB is identified as a scheme of particular importance to deliver economic development (along with Crossrail 1 and Channel Tunnel Rail Link) as it forms an important part of a network of schemes to support development of the Thames Gateway area.
- 2.10 The draft strategy covers many of the measures needed to tackle barriers to employment including poor transport links and accessibility. Provision of transport infrastructure is complementary to, and will help maximise the benefits of other measures such as reducing disparities in labour market outcomes between groups in the community, improving workplace skills and addressing the impact of concentrations of disadvantage.

Mayor's Transport Strategy

- 2.11 The Mayor's Transport Strategy (MTS) states that the continued regeneration of the Docklands area and the Thames Gateway will require the provision of new river crossings, and that new crossings could have major regeneration benefits for key areas of the Thames Gateway and East London.
- 2.12 The TGB is included in the MTS as one of a package of three river crossing schemes "that will significantly increase access by rail and will provide an improved level of access to the London Thames Gateway area for road based modes." In the Strategy, the TGB is second in an indicative priority order after a DLR crossing at Woolwich. The Woolwich DLR project has recently been granted approval by the Secretary of State and construction is due to start in 2005.
- 2.13 Proposal 4Q.6 in the MTS states that "The principle of new river crossings to improve access in east London is supported."
- 2.14 Policy 4G.8 in the MTS states that road proposals will be assessed against the objectives of the Transport Strategy to ensure they broadly meet certain criteria in relation to economic regeneration, traffic capacity, environment, safety, groups of road users and local and strategic land use planning policies. Assessments against these criteria have been carried out showing TGB accords with the objectives of the MTS.

Government commitment

- 2.15 The London Thames Gateway area has been identified as an area for regeneration and development for over 20 years. In July 2003 the Deputy Prime Minister, John Prescott, released his report 'Creating sustainable communities, making it happen in the Thames Gateway and the Growth Areas'. This report reinforced the development targets for new homes and job creation in the Thames Gateway.
- 2.16 The Government also announced its support in principle for the TGB on 9 January 2004. The London Transport Minister Tony McNulty stated that 'The TGB would be a catalyst for an area with enormous potential. It would not only provide a huge much needed boost to the local economy, but stand as an impressive landmark representing a positive future for the Thames Gateway region'. This has equally been supported by the Mayor and the Minister for London Keith Hill.
- 2.17 The Government announced that it would provide PFI credit support up to the value of £200M for the TGB, conditional on the successful completion of the business and environmental case and TfL funding the development costs of the project.

3. PUBLIC CONSULTATION

- 3.1 An extensive public consultation exercise, including distribution of approximately 500,000 leaflets and brochures as well as roadshows visited by over 9,500 people, commenced on 13 May 2003 and was carried out for 3 months up to 12 August 2003. This extended consultation period dealt with a concern raised at the November 2002 TfL Board meeting that 8 weeks was insufficient time for this project. Over 5,000 completed questionnaires were received by TfL and independent market research was also undertaken which confirmed the overall findings from the consultation.
- 3.2 This showed strong support for TGB with 85% of people who completed a questionnaire supporting building a bridge at the proposed location.
- 3.3 Other key results were that 48% of respondents supported higher tolls for long-distance traffic and 76% supported keeping the Woolwich Ferry open in some form.
- 3.4 91% of businesses who responded supported building a bridge at the proposed location. Market research found examples of businesses that stated explicitly that investment decisions on sites south of the river were dependent on the bridge being built. Existing businesses were also in favour of the bridge to ease congestion on current crossings and provide greater access to customers, clients and workers.

- 3.5 In addition, contact has been made with over 900 stakeholder organisations and meetings and briefings held with these when requested. There has also been consultation with stakeholders directly affected by the scheme including the London Boroughs of Greenwich and Newham, London Development Agency, affected landowners, Port of London Authority (PLA), London City Airport (LCA), National Air Traffic Services Ltd (NATS), the Environment Agency and all known landowners.
- 3.6 Nine local authorities (the four local boroughs of Barking and Dagenham, Bexley, Greenwich and Newham, plus Havering, Tower Hamlets, Thurrock, Corporation of London and the GLA) formally responded to the consultation and all support the scheme. Reasons included bringing economic, social and physical regeneration to the Thames Gateway area and helping realise maximum benefits from the planned public transport schemes in the area. Their three key concerns were tolling, traffic impacts and mitigation and the level of public transport provision.
- 3.7 The main concerns raised during consultation were traffic impacts on the local road network, air pollution, environmental impact and changes to the Woolwich Ferry. Other concerns were that TGB was a reworking of the East London River Crossing, questions over how TGB would improve public transport and whether it should be public transport only, that there were no real benefits for the quality of life of local residents, who was the bridge for and how much traffic would it generate.
- 3.8 The Greater London Assembly Transport Committee responded to the consultation, a majority being in favour of the bridge.

4. PROJECT TO DATE

Scheme description

- 4.1 The location of the scheme is shown in Figure 2.1 in Annex 1 (the Summary Interim EIA report) and a plan of the proposed route with its connections is shown in Figure 2.2 of Annex 1.
- 4.2 The preferred scheme has been developed since the last TfL Board meeting report in November 2002 to take account of views expressed during public consultation and discussions with key stakeholders such as Port of London Authority (PLA), London City Airport (LCA), National Air Traffic Services (NATS) and London Boroughs of Greenwich and Newham. Further design work has also been undertaken to either avoid or mitigate adverse environmental effects, reduce costs and maximise local benefits. This has taken account of refined traffic and public transport forecasts and environmental impact assessment work.

- 4.3 The scheme has the benefit of utilising the land corridor safeguarded by the Secretary of State and is in local borough's unitary development plans. This is mainly a brownfield area of contaminated land and there is no property demolition necessary.
- 4.4 The Thames Gateway Bridge would provide a dual carriageway with two lanes in each direction for general traffic connecting with existing dual carriageways at the A13 in Beckton and the A2016 in Thamesmead. There are also two segregated lanes for public transport and separate pedestrian and cycleways. A 40 mph speed limit would apply throughout the scheme.
- 4.5 Connections with the existing highway network north of the river would be provided by means of a grade-separated junction at Winsor Terrace to provide direct access to the Royal Docks area and Beckton and a grade separated junction with the A13 and the A406 at the existing A406/A13/A1020 interchange. Grade separation is preferred for safety and capacity reasons. The existing junctions are congested and do not have significant spare capacity. An at-grade solution has been suggested as an alternative. However, providing an at-grade solution would impose significant traffic congestion on a wider range of users than just TGB traffic. The more economically efficient way of managing traffic flows is through tolling, not by constraining capacity and imposing congestion on users.
- 4.6 South of the river, the scheme would connect with the A2016 and A2041 at the junction between Eastern Way, Western Way and Central Way (Thamesmead Junction). A range of alternative layouts has been considered for this junction and the preferred solution is to remodel the existing roundabout into a dumbbell shape, and provide slip roads to join a new overbridge linking Eastern Way and TGB. This option provides greater economic and safety benefits than an at-grade solution.

Public transport

- 4.7 Public transport only lanes for use by buses would be provided across the bridge. These would link by means of purpose-built ramps to the East London Transit (ELT) and Greenwich Waterfront Transit (GWT) networks which are planned to be opened in 2006 and 2008 respectively.
- 4.8 TfL has dedicated project teams working in partnership with the boroughs to deliver ELT and GWT. ELT feasibility and development work has been completed and GWT development is at an advanced stage. The first phase of ELT will shortly move into the implementation phase. GWT Phase 1 has also been defined except for the section through Woolwich.

- 4.9 The first phase of the ELT network, consists of two branch routes. One branch will link Ilford to Dagenham Dock via Barking whilst the other will link the new development area, Barking Reach, to Ilford also via Barking. The route within the Barking Reach development area would be on segregated alignment ensuring reliability and speed.
- 4.10 GWT Phase 1 will link Abbey Wood to North Greenwich Station via Woolwich Town Centre. It would serve the key development areas in Thamesmead. 60% of the service would be operated on segregated or lightly trafficked alignment.
- 4.11 The busway projects are a mix of segregated busway, bus lanes, bus priority at junctions and some sharing with general traffic. They will have high frequency services supporting radial movements, orbital travel and feeders to rail/tube stations. They will deliver a step change in the capacity, reliability and image of road-based public transport in East London. Transit services would be branded and employ distinctive high capacity articulated transit vehicles serving enhanced transit stops complete with high quality passenger facilities.
- 4.12 The TGB provides a unique opportunity to join up these two busways either side of the river and maximise the returns from the busway investments. The link across the TGB will deliver an integrated network serving the dispersed centres in the Thames Gateway. The TGB ensures that the busways form an integrated system, not two individual projects. This network would then facilitate easier north-south orbital movements between Thamesmead, Woolwich and Barking and other centres, such as Stratford to the north.
- 4.13 The proposed transit services on the TGB would be based on a minimum service level of 20 bendibuses per hour in each direction connecting Barking with Abbey Wood and Woolwich. More detailed operating strategies are being developed to maximise the usage and attractiveness of the busway services. High frequency services will be planned to service key routes, e.g. Thamesmead to Barking. Buses will also feed into DLR, Tube and National Rail services.
- 4.14 The proposal during consultation was that the public transport lanes would be one on either side of the bridge alongside the general traffic lanes. Following consultation and further analysis it is proposed to amend the previous bridge layout to locate the two public transport lanes together on the upstream (western) side of the bridge. It is also now proposed that the public transport lanes and the pedestrian and cycleways would be segregated from the general traffic highway lanes. This provides improved flexibility to allow for a future upgrade to DLR or tram. The bridge will be designed structurally to accommodate DLR or tram, although new ramps would be needed for a DLR upgrade.

- 4.15 Analysis of a DLR option over the bridge to Thamesmead (instead of the two bus lanes) showed that the DLR option had a poor business case. This is because it would cost an additional £50m and carry only an additional 600 passengers. It is therefore not considered a cost-effective investment or the best mode for the task.
- 4.16 A major factor influencing the DLR appraisal and mode selection for the TGB is the volume and pattern of demand. The public transport demand across the TGB is estimated to be between 2000-2500 passengers during the peak hour. This falls well short of the threshold of 3500-4000 when light rail or tram becomes economically justified. Buses can serve these dispersed areas of the Thames Gateway more directly, flexibly and economically. DLR could only get to the fringe of Thamesmead, which itself is a low density area.
- 4.17 Pedestrian and cycleways would be provided on the western side of the bridge. These facilities would connect into existing routes both north and south of the river and would be segregated from public transport and general traffic lanes.

Bridge design

- 4.18 Following extensive discussions and joint working with both the City Airport and PLA it is proposed that the main span of the bridge would be between 46 and 70 metres high. This is to ensure it does not interfere with flight paths into or out of the nearby London City Airport or constrain shipping.
- 4.19 Following detailed discussions with the PLA, LCA and NATS, a high quality concrete spine beam bridge type is the preferred option. While providing a landmark structure, this option also provides the best solution to meet the requirements of PLA, LCA and NATS, as well as being the lowest cost option. Discussions have already taken place with representatives of the GLA Architecture & Urbanisation Unit (A+UU) regarding the design elements of the bridge and associated structures and also the integration of the landscape requirements with the adjacent land development. The project will also be reviewed by the Design & Review Committee of the Commission for Architecture & the Built Environment (CABE). Detailed design of the bridge and approaches would form a part of the concessionaire bidding process.



Tolling

4.20 It is proposed that TGB will be tolled. The two aims of tolling are to generate revenue and manage demands. The tolling strategy has to find the right balance between these two aims to achieve the following objectives:

1. to deliver high benefits to local people and local businesses;
2. to minimise use of the TGB by longer distance through traffic;
3. to make best use of the capacity and prolong its life;
4. to manage impacts.

The tolling strategy also should be as simple as possible and easy to administer and understand.

4.21 The tolling strategy used during consultation in 2003 has formed the basis of work done to date on the business case and the environmental assessment. This (base case) assumed that tolls would be set at twice the toll levels at the Dartford Crossing but with a discount of 50% for local residents. The area currently proposed as the discount zone for local residents includes large parts of the four local boroughs nearest to the crossing.

4.21 A discount is also proposed for commercial vehicles operated by local businesses. Exemptions are proposed for pedestrians, cyclists, buses, coaches, London taxis and private hire vehicles, Vehicle Excise Duty exempt vehicles, motor cyclists and mopeds, and London Blue Badge holders.

4.23 The base case tolling strategy met the first two transport objectives of delivering high local benefits and minimising through traffic. However it did not achieve objectives three and four. Traffic flows in the peak are considerably higher than in the off-peak. The interim EIA recommended peak time tolls to mitigate traffic impacts. Higher tolls in peak periods would reduce car travel, improve operations, prolong the life of the facility and increase revenue.

4.24 Following further review of the traffic forecasts and the interim EIA, a tolling strategy based on the following three elements is proposed as the preferred option on which the scheme should be developed for powers. These elements achieve the best overall balance between the objectives. They are:

- tolls higher than Dartford for through traffic;
- a discount for local residents and commercial vehicles of local businesses; and
- differential tolls between peak and off-peak periods.

- 4.25 The detail of actual toll levels does not need to be determined at this point. The New Roads and Street Works Act 1991 requires the maximum toll levels to be prescribed in the toll order, but the actual levels do not need to be specified. In order to implement the tolling objectives, flexibility needs to be retained so that tolls can be set to respond to the actual traffic demands that exist over time. It is therefore proposed to retain as much flexibility as possible in the definition of the tolling regime in the toll order.
- 4.26 To achieve this flexibility, it is proposed to prescribe in the toll order a significantly higher maximum toll than has been used for the base case discussed in this paper. This will ensure that any unforeseen circumstances (e.g. growth in peak hour traffic beyond forecast levels) can be appropriately managed.
- 4.27 Toll levels can also impact on public transport mode share. However, although car use of the TGB approximately halves with a toll of £2 compared to no toll, public transport use increases by less than 10%. The major impact of higher tolls is to discourage cross-river movements and increase congestion on other local routes, rather than promote mode shift to public transport. Therefore, higher tolls are unlikely to generate significant increases in public transport mode share.
- 4.28 Further work is underway to revise the environmental impact assessment to assess the effect of incorporating higher peak time tolls. This is not expected to have a fundamental effect on the project. Some redistribution of traffic patterns is likely during the peak periods and more detailed analysis will be done on traffic flows. The environmental impacts will be reviewed as part of the work to finalise the environmental statement.
- 4.29 More detailed work is also underway on the implementation and administration of the scheme. This is important to ensure that the tolling objectives are effectively met. Those entitled to a discount would need to register. In terms of tolling technology, the objectives of achieving free-flow conditions, administrative efficiency and flexibility in varying the charge will be important. This type of advanced tolling technology is already being used in other parts of the world. Bidders for the concessionaire contract would be invited to propose advanced and flexible tolling technology systems with the desired capabilities, e.g. tags in vehicles that can be automatically read, and the capacity to vary charges by time of day and different user groups.

Mitigation of traffic impacts

4.30 Tolling of the bridge will help to control and mitigate any potential adverse traffic impacts. In addition, TfL has assessed the traffic impacts of the scheme and, working with the boroughs, who have been invited to identify any further impacts that might require mitigation, has put forward measures that would be suitable to mitigate any possible adverse impacts. Examples include a 40 mph speed limit on TGB and the approach roads, bus priorities around Pettman Crescent in Thamesmead and introduction of new traffic signals and modification of others, and traffic calming measures. TfL would also monitor the impacts of TGB on the local road networks north and south of the river, and has identified a budget to implement any further mitigation measures needed.

The Woolwich Ferry

4.31 While use of the Ferry would change with the opening of TGB, it is considered premature to take any decisions on future of the Ferry at present. This will be considered independently of the TGB at a later date. During public consultation 76% of respondents favoured keeping the ferry open. The business case for the TGB has been conservative in assuming that the existing Woolwich Ferry continues as a free service. The usage and viability of the ferry will be reviewed after the opening of the TGB.

5. BUSINESS CASE

Accessibility

5.1 The bridge will deliver major accessibility improvements over wide areas in East and South-East London. For example, for journeys between locations close to TGB, journey times by car between Beckton and Thamesmead would be reduced by 75% and journey times between Thamesmead and Barking by 50%.

5.2 The improved accessibility provides significant increases in the job and population catchment areas – the numbers of jobs or people that could be reached within a typical journey to work time of 45 minutes. Figure 3 shows the forecast changes in catchments for the morning peak in 2016.

Regeneration

5.3 By improving accessibility in the area, the TGB would also enable increased economic activity and residential densities and enable higher levels of employment and population.

- 5.4 As reported to the November 2002 TfL Board meeting, work has shown that there is a statistically valid relationship between levels of accessibility (how easy it is to reach places of work within a given time) and the density of employment. Further work has since been carried out looking at the relationship between accessibility and population density, and again a relationship has been found. This allows quantification of the potential increase in both jobs and population (and thus housing) that the improvement in accessibility the TGB would enable. The impacts of the TGB are shown in the table below for two key scenarios to which TGB is added. These jobs would not necessarily require people to cross the bridge to access them – the jobs created on each side would be accessible to people living on that side.

Change in employment and population potential due to TGB.

Scenario	All Thames Gateway Boroughs		Four Local Boroughs	
	Jobs	Residents	Jobs	Residents
When added to a Base without Crossrail	+20,000 to 25,000	+60,000 to 70,000	+13,000 to 15,000	+40,000 to 45,000
When added to a Base with Crossrail	+30,000 to 35,000	+80,000 to 90,000	+22,000 to 24,000	+60,000 to 65,000

- 5.5 These numbers are broadly in line with the levels of growth projected in the London Plan and suggest that without the TGB it would be difficult to achieve the Plan's employment and population levels.
- 5.6 The TGB has a key role in achieving the Government's and the Mayor's vision for regenerating the Thames Gateway. It would not on its own achieve that vision, but it forms a key part of a package of infrastructure projects, policy and other interventions that are being planned and implemented. These interventions include bringing forward sites for development, stimulating demand and skilling local people to ensure that they are able to access opportunities for employment.

Use of TGB

- 5.7 TGB would reduce cross-river journey times for both private and public transport. Savings of around 30 minutes between parts of Greenwich and Newham, for example, are expected. Savings in public transport and road-based journey times would be of a similar magnitude. This improved accessibility due to the TGB would have two principal effects. First, some people would divert from using other river crossings to reach their destination because the TGB offered the quickest route for them. Second, some people would adapt their travel patterns (for example, the time at which they travel, or mode of travel) or where they live or work to take advantage of the change in accessibility provided by TGB. The forecasts of traffic using the TGB include both effects.

- 5.8 With base case tolls, about 19.5 million vehicles would use TGB in 2016. Of the overall flows on the TGB, roughly 60% of the morning peak traffic is north-bound. Forecast two way flows in 2016 with base case tolling are:

	Peak Hour	Inter-Peak hour
Cars	4,600	2,150
Light Goods Vehicles	500	200
Heavy Goods Vehicles	400	200
Total Highway Vehicles	5,500	2,550

These traffic flows represent approximately 70% capacity at peak and 34% capacity off-peak. Compared to the Blackwall tunnels, which are forecast to carry approximately 5800 vehicles at peak and offer little flexibility for growth. The effect of introducing a peak time toll is shown in Figure 5.

- 5.9 Current forecasts suggest about 5 million public transport passengers would use TGB in 2016 with about 85% of those trips to or from the areas of relatively high deprivation in the four local boroughs. It is estimated that there will be some 2,000 public transport passengers in the peak hour.
- 5.10 Figure 4 shows the pattern of trips forecast to use the TGB in the morning peak and Figure 3.1 in Annex 1 (Summary Interim EIA report) shows the net changes in traffic flows on the highway network due to TGB. The transport modelling of vehicle movements forecast to use the Bridge shows that, particularly to the south, the Bridge would serve a predominantly local catchment area.
- 5.11 It is forecast that, with the base case tolling regime in operation, over 98% of all traffic using TGB would have an origin and/or destination inside the four local Boroughs (Barking & Dagenham, Bexley, Greenwich and Newham). This is evident in Figure 4, with use focused closely on the area south of the river and principally using the primary highway routes. In addition, many of the areas further from the crossing to the south experience reduced traffic as residents in the area north of the A2 change their travel behaviour to use TGB.
- 5.12 The table in Figure 5 illustrates the pattern of these movements for both the base case tolling and one illustrative scenario of higher peak time tolls. This peak toll scenario is provided for comparative purposes only. Further work is underway to examine tolling options. As well as showing that the majority of trips in the morning peak originate within the four local boroughs, it also shows that some 30% are wholly within these boroughs and the very low level of through trips. The table also shows that about 40% of trips are to or from areas of relative deprivation within the four boroughs. Detailed analysis of the pattern of use shows that car trips to central London are very low – at around 2-3% of TGB use, although trips to Tower Hamlets are roughly double this.

Environmental effects

- 5.13 A summary of the environmental impact assessment work that has been conducted to date on the project appears in Annex 1 to this report.
- 5.14 The Appraisal Summary Tables (AST) in Figures 6 and 7 summarise the net effects of the scheme using standard Government indicators and criteria.
- 5.15 The Environmental Impact Assessment (EIA) considers a range of topics including those under “Environment, Safety, Accessibility and Integration” objectives. In overall terms these are forecast to produce a net benefit.
- 5.16 The negative impacts are principally disruption during construction, and some increased noise levels after opening in areas close to the bridge currently subject to low traffic noise. Whilst there would be a slight increase in total emissions of air quality pollutants, the net effect on local residents would be broadly neutral.
- 5.17 The scheme would bring about significant benefits to local populations through increased employment opportunities, new housing and transport accessibility to jobs and services. This would have the benefit of bringing about a long-term improvement in community health in the local area.
- 5.18 The current location of the scheme is mainly derelict and fragmented in landscape terms. The TGB would be a major structure built across the Thames and should have a positive visual impact through careful design and suitable landscaping to create a landmark structure.
- 5.19 The potential impact of the maximum levels of tolls including higher peak time tolls will be further investigated but it is anticipated that this would not have a significant adverse effect on the environmental impact assessment. Higher peak tolls would reduce traffic volumes and hence impacts in peak periods.

Benefit cost ratio

- 5.20 An economic appraisal of the scheme has been carried out using DfT guidelines and was submitted to Government to assist it in determining whether to provide financial support for the scheme. The scheme has a benefit cost ratio (BCR) of 5.1:1. This reflects the significant improvement in local journey times and economic benefits as a result of TGB. Due to the dramatic accessibility improvements that TGB provides, many TGB users save 15 to 30 minutes in their journey times whereas many transport infrastructure projects generate small reductions in travel time, the TGB delivers a step change improvement in network connectivity and hence reduction in journey times. There are

also benefits to other travellers in the local area particularly on other cross river journeys in East London. An overall summary of the economic appraisal is given in Figure 8.

- 5.21 A key driver of the higher BCR is the fact that the TGB outcomes are derived by comparing the network performance in 2016 with and without the TGB. Without the TGB there is significantly more congestion than in 2003 due to the huge growth expected in the Thames Gateway. Without the bridge journey times will increase as commuters drive through congested centres to access jobs and services on the other side of the river. These benefits are reflected in the major components of the benefits part of the appraisal:

£ Millions in 1998 prices discounted to 1998.

<input type="checkbox"/> Time savings to highway users	2112m
<input type="checkbox"/> Vehicle operating cost savings	143m
<input type="checkbox"/> Time savings to public transport users	149m

- 5.22 The BCR has increased from the 1.3:1 reported to the November 2002 Board meeting principally for five reasons. Firstly the previous analysis did not reflect the higher levels of development in the London Plan which are now proposed. This leads to increased travel needs and increased pressure being placed on the transport network, particularly on existing river crossings. The bridge thus provides relatively higher journey time savings and benefits. Secondly, the scheme itself has undergone significant development and refinement improving its integration and benefit to users of the local transport network. Thirdly, a number of factors were not included in the previous appraisal but are now included. The toll revenues and public transport benefits are the most significant items that have been quantified and are now included. Fourthly, the revised BCR adopts an enhanced and more comprehensive approach to the forecasting and appraisal of TGB. The new appraisal is thus more robust. Fifthly, there have been changes in some of the parameters used in the appraisal. Government guidance has also changed in some areas, most notably in terms of the discount rate which has changed from 6% to 3.5%.

- 5.23 It should be noted that several factors in the BCR evaluation are not considered, e.g.:

- Regeneration benefits not monetised
- Woolwich Ferry remains open
- Lower forecasts of population from Draft London Plan used

Overall appraisal of scheme

5.24 Overall the scheme benefits very substantially outweigh any negative impacts. A detailed appraisal of the scheme has been carried out in accordance with DfT guidelines to identify its impacts under the five overarching objectives for transport schemes as defined by the Government – environment, safety, economy, accessibility and integration. The resultant Appraisal Summary Table (AST) is shown in Figure 7. As well as the Government’s national objectives, the local impacts of the scheme are shown in AST format in Figure 8.

5.25 The overall case for the TGB can be summarised as follows:

- The scheme would provide significant improvements in accessibility for deprived areas of East London
- It gives significant transport and transport economic benefits and very good value for money
- It helps to create the potential for substantial numbers of new jobs and housing and assist regeneration of the area
- It would contribute to enhanced quality of life in an area of substantial deprivation
- By encouraging development away from the already congested parts of the capital it would help support the role of London as a “world city” without creating undue pressures elsewhere.
- The proposed tolling structure would limit the numbers of longer distance through trips while supporting use by local residents
- The environmental impacts are limited
- The revenues from tolls make a significant contribution to the costs of the scheme and would reduce the call on the resources of the public sector
- The scheme has strong community support.

6. FUNDING

TGB funding

6.1 Funding is needed both for project development, and for the construction and operation of the bridge. The previous discussion with the Board set out the option of using Dartford toll revenues to help support the costs associated with the project. However, this option was rejected by the Government and subsequent discussions have led to an agreement of a different funding approach. On this approach, announced by Government on 9 January, the construction, maintenance and operation costs of the bridge and its tolling system are covered (on projected costs) through the TGB toll revenues and the award of a PFI Credit by central Government of up to £200m. The project development costs (and other TfL contract management costs) are funded through TfL grant.

Funding for construction and operation of the bridge (the PFI Credit structure)

6.2 It is proposed that a private sector concessionaire is appointed who would be responsible for

- detailed design & construction of the TGB on time and to budget
- managing operations and maintenance of the TGB during the concession period
- managing operations and maintenance of the tolling system, including administration of discounts and exemptions, and taking revenue risk for the TGB

6.3 The cost (in real terms) of constructing the bridge is projected to be £383m (a base estimate of £266m plus £117m representing 44% optimism bias). The annual cost (in real terms) of operating and maintaining the bridge is projected to be on average £5.0m (£4.2m plus £0.8m representing 20% optimism bias). This figure includes the impact of occasional major maintenance costs, and the costs of the tolling system.

6.4 Steer Davis Gleave (SDG) have provided analysis of how they believe lenders to a PFI concessionaire for the TGB would assess the annual toll revenues. Lenders will require that there are sufficient revenues to allow payment of the debt interest and principal even under conservative assumptions about toll revenues. SDG's analysis suggests that on such conservative assumptions, the annual toll revenue forecast (in real terms) is £27m (as an average over 30 years) for the preferred tolling scheme. These toll revenues are not projected to be sufficient for the concessionaire to fund the construction, operation and maintenance of the bridge. Additional funding is therefore required.

- 6.5 As noted above, the Government has agreed in principle to support the project with PFI Credits. PFI Credits provide payments to local authority bodies, and are available for off-balance sheet PFI contracts. TfL's financial advisers have confirmed, on preliminary evaluation, that an off-balance sheet solution is achievable through the transfer of traffic risk to the concessionaire.
- 6.6 The basic structure of the funding solution is that the concessionaire receives TGB toll revenues as well as a performance-based PFI payment from TfL. The PFI Credit payments from DfT provide support to TfL for the PFI payments TfL makes to the concessionaire. The PFI Credit payments would be additional to and separate from TfL's Transport Grant. As set out in paragraphs 6.9 and 6.10 below, the PFI Credit has been calculated so as to ensure that, on current cost estimates, the toll revenues together with the PFI Credit support are sufficient to cover the costs of the bridge.

Funding for land and development (grant requirement)

- 6.7 The table below shows the forecasts of project development and land acquisition costs. Under the funding agreement with Government, these costs will be funded from TfL's Transport Grant. In addition, there will be some costs related to traffic mitigation measures and contract management that will be incurred after the business plan period.

TfL Funded Costs

£m, real terms	04/05	05/06	06/07	07/08	08/09	09/10	After 09/10	Total to 2013
Project development*	3.9	3.7	2.6	1.6	2.8	4.6	15.4	34.6
Land & compensation						31.5	17.7	49.2

* includes contract management costs during construction

- 6.8 Negotiations have already commenced with the land owners and developers with a view to obtaining agreement on the land acquisition requirements at an acceptable cost. The land acquisition and compensation costs in the table above contain a 20% optimism bias factor.

Sufficiency of PFI Credit agreement

- 6.9 TfL has worked with Government on calculating an indicative PFI Credit that ensures that on a downside toll revenue scenario, the PFI Credit would cover PFI payments to the concessionaire that enable it to meet its debt service obligations.
- 6.10 On the assumption of 30% optimism bias, and on current cost estimates, the required PFI Credit support is £123m. On the assumption of 44% optimism bias, the PFI Credit requirement is £157m. The required support is therefore projected to fall within the in principle support of up to £200m announced by DfT in January.

Further work

- 6.11 Further work will be required on the PFI payment structure and on precisely how much PFI Credit will be required, and this will only be finalised through the competition for the concession. In addition, the formal award of the PFI Credit will be given by the Government's Project Review Group (PRG), which is chaired by HM Treasury. Final approval from this PRG is expected after powers have been obtained. We have already been working with Government PFI specialists Partnerships UK (PUK) and the Public Private Partnership Programme (the 4Ps), and will continue to work with these organisations in gaining final funding approval from the HM Treasury PRG.

7 APPLICATIONS FOR POWERS

- 7.1 At the time of the presentation to the TfL Board in November 2002 it was considered that the Scheme be progressed via the use of a Hybrid Bill. However in December 2003 the government confirmed that this was not supported. Therefore the construction of TGB will require authorisation by a special road scheme under section 16 of the Highways Act 1980, a bridge scheme or order under section 106 of the Highways Act 1980 for the construction of TGB over the River Thames, side road orders under sections 14 and 18 of the Highways Act 1980, planning permission under the Town and Country Planning Act 1990 and other ancillary consents and approvals.
- 7.2 A compulsory purchase order (CPO) will be needed for the acquisition of the land required for the construction of the bridge.
- 7.3 Work is still ongoing to identify the precise boundaries of land that would need to be acquired for the construction and operation of the scheme, including land required for mitigation purposes. Negotiations are ongoing with landowners and although attempts will be made to reach voluntary agreements to purchase land with as many landowners as possible, it is anticipated that it will be necessary to use compulsory purchase powers to enable all the necessary land to be acquired. Any use of compulsory purchase orders would be limited to acquiring the minimum amount of land required for the construction and operation of the scheme. A plan is attached (Figure 9) indicating the maximum extent of land acquisition that is likely to be required for the scheme.
- 7.4 The compulsory acquisition of land does interfere with owners' rights of property under Article 1 of the First Protocol to the European Convention on Human Rights which forms part of English law under the Human Rights Act 1998 but the view is taken that the interference is made for a legitimate aim and is in the public interest. Further, compensation would be paid under the statutory code and in all the circumstances the acquisition is proportionate and justified.

- 7.5 Tolling would be authorised by a toll order made under section 6 of the New Roads and Street Works Act 1991.
- 7.6 The special road scheme, compulsory purchase order and toll order would be made by TfL and submitted to the Secretary of State for confirmation. Planning applications would be made to the London Boroughs of Newham and Greenwich. Discussions have already been held with both boroughs. Other applications would be made by TfL to the appropriate authorities. The Secretary of State may direct that a Public Inquiry be held before making any decision.

8 PROGRAMME

- 8.1 The current programme is as follows

March 2004	TfL Board meeting
Summer 2004	Publish Environmental Statement
Summer 2004	Submit planning applications to Local Planning Authorities
Summer 2004	Submit Highways Act scheme and orders for confirmation
Summer 2004	Submit other consents and approvals applications
Spring 2005	Possible Public Inquiry
End 2006	Decision by Secretary of State and financial approval from the Government's Project Review Group (PRG)
Early 2007	Invite bids
End 2008	Appoint concessionaire
Winter 2009	Start construction
Spring 2013	Scheme opens

- 8.2 Further TfL Board approval is next proposed at the stage when bids would be invited. Thus the commitment to TfL over the period until then relates to development costs as set out in section 6 and TfL's Business Plan.

9 RECOMMENDATIONS

- 9.1 The Board is asked to NOTE the contents of the report and to APPROVE TfL obtaining powers for the Thames Gateway Bridge scheme as described in Figure 2.2 in Annex 1 of this report (“TGB”) and to pass the following resolutions.

To approve in principle

- (a) The making of a special road scheme relating to TGB under section 16 of the Highways Act 1980;
- (b) The making of a bridge scheme or order under section 106 of the Highways Act 1980 for the construction of TGB over the River Thames;
- (c) The making of side road orders relating to TGB under sections 14 and 18 of the Highways Act 1980;
- (d) The making of a toll order under section 6 of the New Roads and Street Works Act 1991 in relation to TGB;
- (e) The making of a compulsory purchase order in respect of the land requisite for TGB; such land shall be substantially within the boundaries of the land edged red in figure 9;
- (f) The making of applications for planning permission under the Town and Country Planning Act 1990 in respect of TGB;
- (g) The making of such other schemes and orders, and applications for any other powers, consents and approvals, as are required for the construction, maintenance, tolling and operation of TGB.

To authorise:

- (a) The Commissioner (or in his absence the Managing Director, Finance and Planning) or
- (b) with the consent of the Commissioner (or in his absence the Managing Director, Finance and Planning) General Counsel.

to do the following:

- (i) making and amending the special road scheme;
- (ii) making and amending the bridge scheme or order;
- (iii) making and amending the side roads orders;
- (iv) making and amending of the toll order;

- (v) making and amending the compulsory purchase order including the settling of the detailed boundaries of the land to be acquired; such land shall substantially be within the boundaries of the land edged red in Figure 9;
- (vi) doing all things necessary to obtain confirmation of and then to implement the compulsory purchase order;
- (vii) making the applications for planning permission;
- (viii) making all other schemes and orders, and all other applications for any other powers, consents and approvals, required for the construction, maintenance, tolling and operation of TGB;
- (ix) doing all things necessary (including making agreements) to obtain confirmation of the special road scheme, bridge scheme or order, side roads orders and toll order and to obtain all other powers, consents and approvals required to construct, maintain, toll and operate TGB.

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FIGURES

- 1. Number of Vehicles Crossing the River Thames - Northbound Morning Peak Hour, 2002**
- 2. Location of TGB in Relation to Areas of Deprivation**
- 3. Increases in Accessibility**
- 4. Plot showing forecast usage of TGB – morning peak 2016**
- 5. Usage of TGB**
- 6. Interim Appraisal Summary Table – National Objectives**
- 7. Summary of Local Impacts in AST format**
- 8. Results of the Economic Appraisal**
- 9. Plan showing maximum extent of land required**

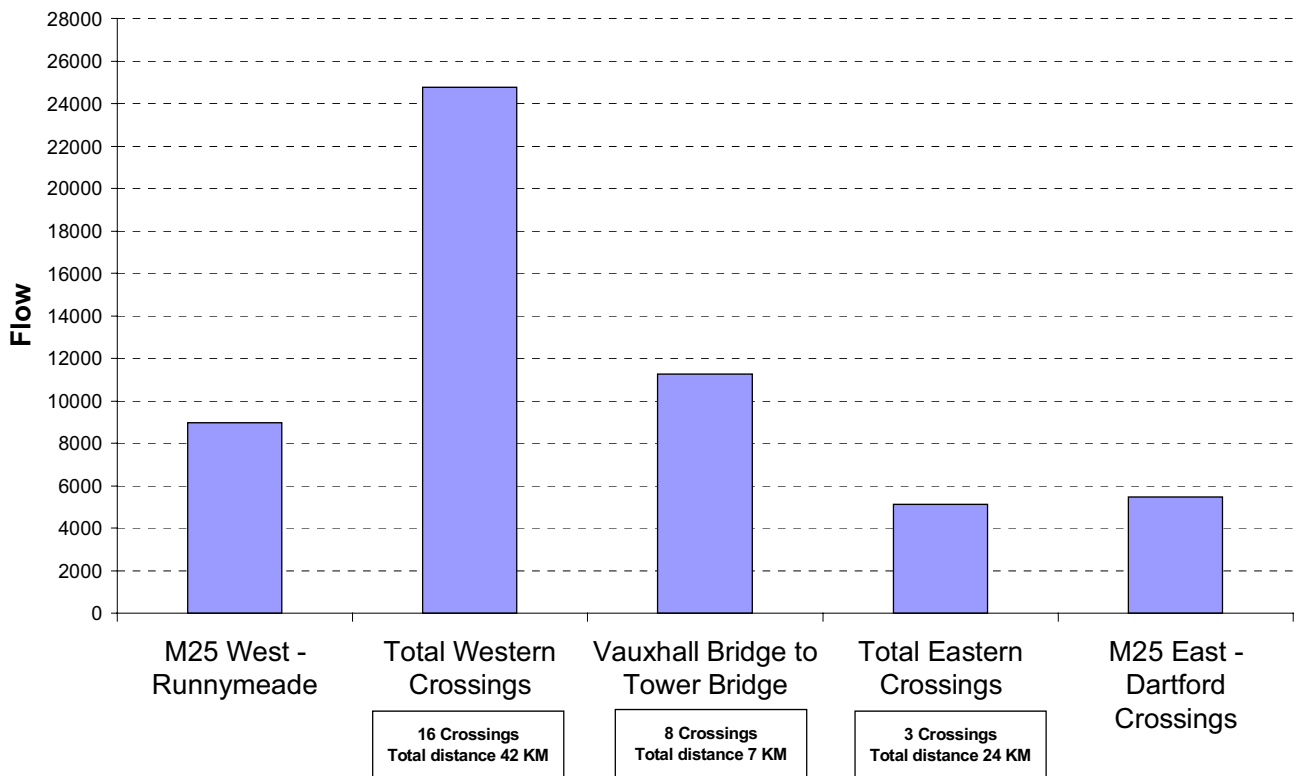


Figure 1 - Number of Vehicles Crossing the River Thames Northbound Morning Peak Hour, 2002

Figure 1 shows the morning peak hour traffic flow (in a northbound direction) for Thames river crossings in 2002. It is evident that the highest traffic flows occur on

the western crossings, that is between Staines and Chelsea Bridges respectively with a total northbound flow of nearly 25,000 vehicles over 16 crossings. The highest individual flow is observed on the M3 Elizabeth Bridge of 3,000 northbound vehicles in the morning peak hour and this is followed by Hampton Court Bridge which has a flow 2,300 vehicles in the same period.

In Central London the 8 crossings amount to approximately 11,000 northbound vehicles in the morning peak hour, over a distance of 7km. The highest traffic flow is observed on Waterloo Bridge with a total flow of 2,000 vehicles.

In the East, a total of 5,000 vehicles on the eastern crossings were observed, over a distance of 24km. These flows were primarily comprised of traffic through the Blackwall and Rotherhithe Tunnels.

Observed flows on the M25 crossings were approximately 9,000 vehicles in the West at Runnymede and 5,500 vehicles in the East at Dartford.

The figure shows the considerable imbalance of crossings in the West compared to those in the East and the increase in travel distance to crossings in the East compared to the West. The TGB will assist in reducing this imbalance.

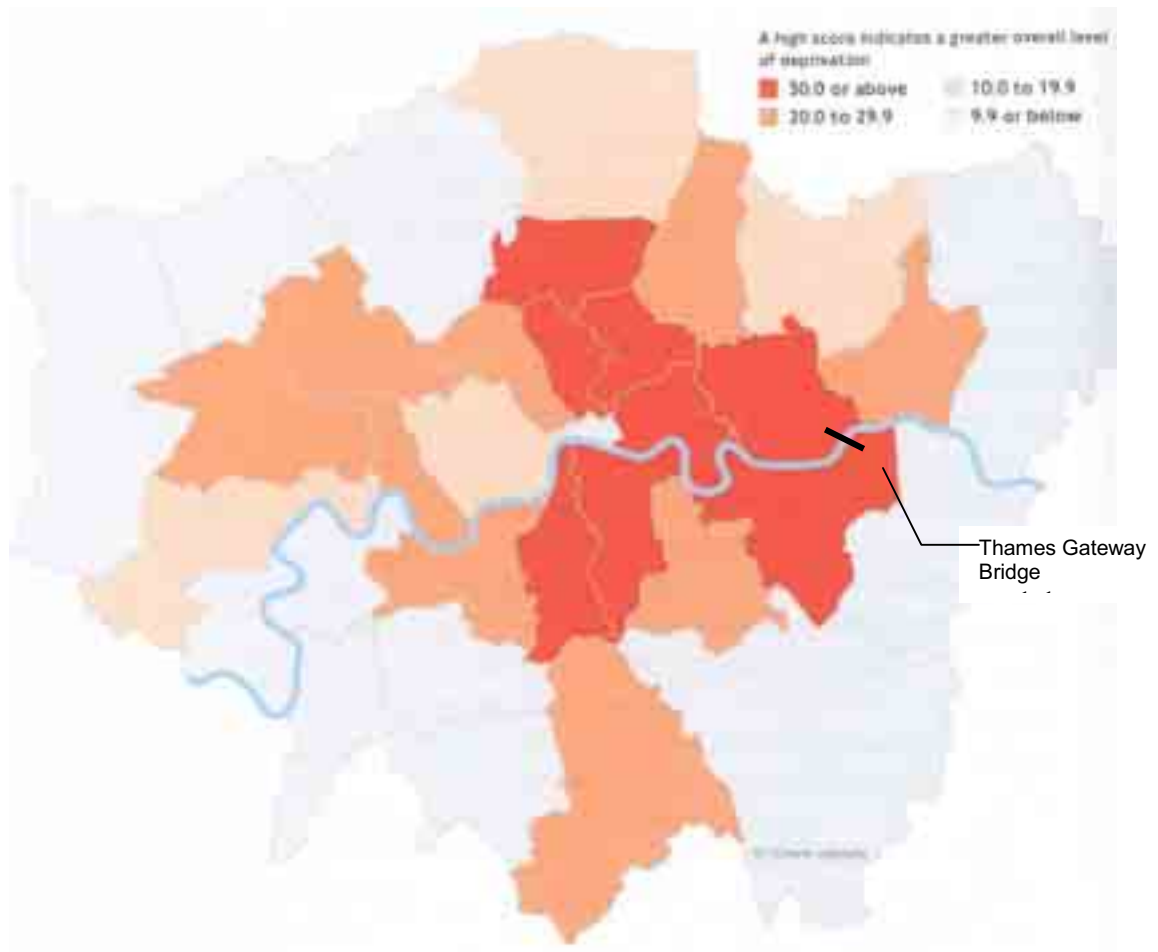


Figure 2 – Location of TGB in Relation to Areas of Deprivation

2016 Accessibility Impacts with TGB

45 minutes employment catchment change ('000)		
Location	Highway Change	Public transport Change
Thamesmead	+1400	+200
Woolwich	+640	+80
Arsenal		
Beckton	+100	+30
Barking	+200	+20
45 minutes population catchment change ('000)		
Location	Highway Change	Public transport Change
Thamesmead	+2100	+400
Woolwich	+400	+240
Arsenal		
Beckton	+300	+120
Barking	+100	+20

Figure 3 - Increases in Accessibility

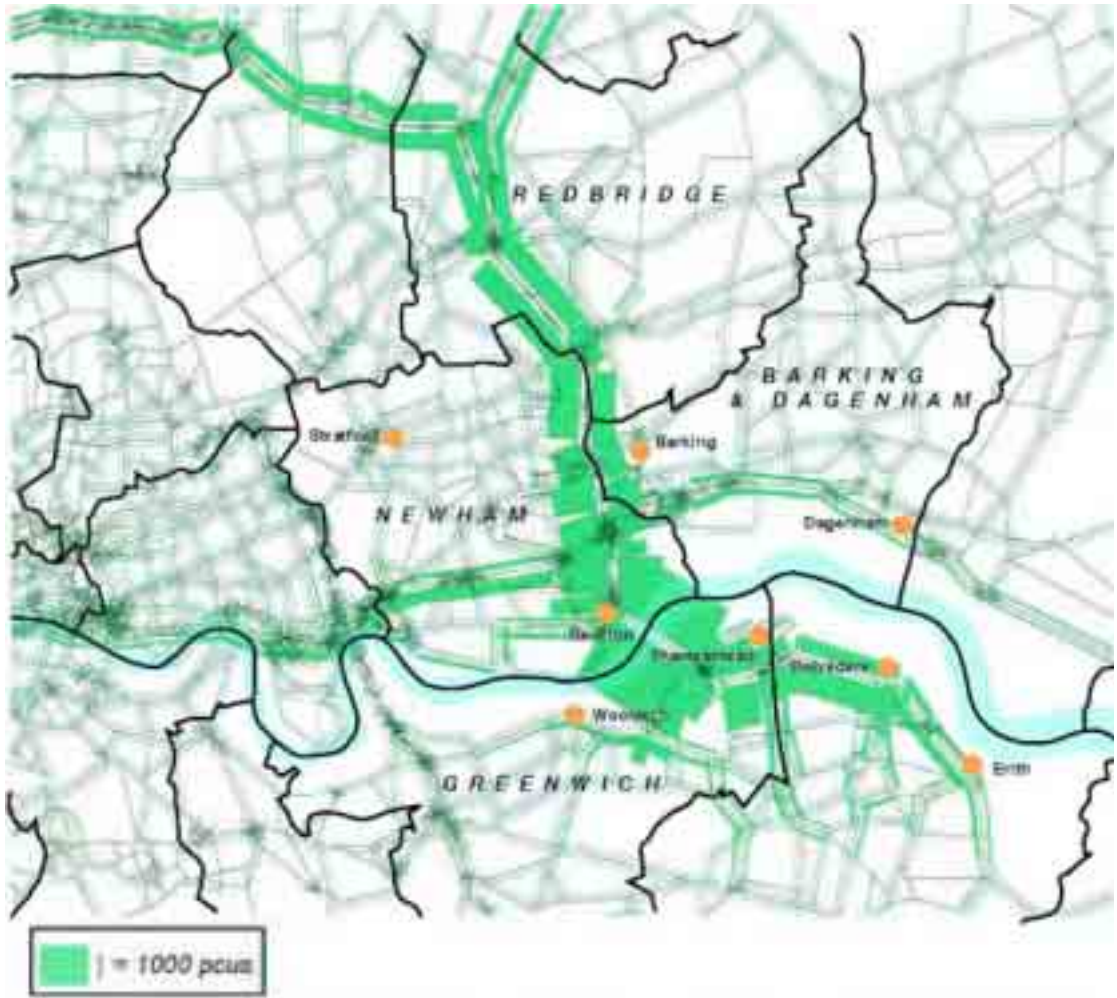


Figure 4 - Plot Showing Forecast Usage of TGB Morning Peak 2016

	Base Case Tolling – £1/£2 Car Differential		A Peak Toll Option – £1.50/£3	
	AM Peak	Inter Peak	AM Peak	Inter Peak
Hourly Flows				
Total use	5500	2550	4650	2550
Cars	4600	2150	3900	2150
LGV	500	200	400	200
OGV	400	200	350	200
Car Trips¹				
Local - local	1650	850	1550	850
Local – external	2020	750	1750	750
External – local	920	550	600	550
External	10	0	5	0
Non-business Trips from Deprived wards (% of car trips)	2250 49%	700 33%	1800 46%	700 33%
AM Car Trips to Central London ²	130	N/A	130	N/A
Toll revenue (Index Diff. £1/£2= 100)	100		104	
Economic benefits (Index Diff. £1/£2= 100)	100		93	

Note: 1. Local is defined as trips to/from the four boroughs
2. Central London defined as City and West End, but includes all of Camden and Islington.

Figure 5 - Usage of TGB

Figure 6
Interim Appraisal Summary Table – National Objectives

Appraisal Summary Table for		Thames Gateway Bridge	Problems addressed: Poor accessibility across the Thames which is impeding regeneration Congestion on existing river crossings	Present Value Cost to Public Accounts: £249m
OBJECTIVE	SUB-OBJECTIVE	QUALITATIVE IMPACTS	QUANTITATIVE MEASURE	ASSESSMENT
ENVIRONMENT	Noise	Assessment has taken account of incorporation of noise barriers and low noise road surfaces. Noise levels in Tripcock park would be increased substantially thus causing reduction in tranquillity. Noise levels are not expected to give eligibility for noise insulation at affected properties. Figures do not include allowance for future houses in MOZs north of the river.	<p>Number of people likely to be annoyed by future traffic noise, for the do-minimum (i.e. after 2016, without the scheme); 145 adjacent to scheme plus 2,215 in broader network. Total = 2,360</p> <p>Number of people likely to be annoyed by traffic noise, with the scheme in the long-term after 2016; 256 adjacent to scheme plus 2,321 in broader network. Total = 2,577.</p> <p>Number of people likely to be annoyed by traffic vibration, for do-minimum; 19 adjacent to scheme plus 916 in broader network. Total = 935</p> <p>Number of people likely to be annoyed by traffic vibration, with-scheme (long-term); 28 adjacent to scheme plus 939 in broader network. Total = 967¹</p>	Slight Adverse; Long term increase in number of people annoyed by traffic noise = 217 and by traffic vibration = 32
	Air Quality		Neutral effects as a result of 399 properties experiencing a decrease in air quality and 582 an improvement. Total change in PM ₁₀ = 20.2 ug reduction. Total change in NO ₂ = 43.5ug reduction. ^{1,2}	Overall Neutral; Improvement in air quality at net 183 properties.
	Greenhouse Gases		Extremely small increase of 0.4% for carbon dioxide emissions. Extremely small 0.3% and 0.6% respectively increases for nitrogen oxides and PM ₁₀ emissions.	Neutral
	Landscape and Townscape	Large Beneficial effects arising from potential of Scheme to provide a landmark in an otherwise fragmented landscape/townscape. Short term detraction from views and landscape character during construction.		Large Beneficial ³
	Heritage and Historic Resources	Potential disturbance of as yet undiscovered remains of possible high value, as evidenced by previous finds and good preservation conditions.	Slight Adverse effects arising from loss/damage to 15 <i>Known Sites</i> ⁴ and potentially one wreck ⁵ .	Slight Adverse ⁴

—
telling results which could potentially underestimate the

overall impact.

² Property counts include only properties alongside roads experiencing a change of >5000vpd. If the criterion were to be extended to changed flows >10% it is expected that there would be a slightly greater net benefit.

³ Whether effect is positive or negative will be highly dependent on the design of the Scheme and therefore its potential to become a landmark within the River Thames landscape corridor. Positive appraisal also assumes appropriate design of hard elements and underbridge areas, incorporation of character features and a landscape design that ties into surrounding areas and is consistent with Green Corridor in Newham.

⁴ Assumes where significant effects are predicted mitigation will be achieved through changes to design/construction activity or recording of resources prior to commencement of works.

⁵ Princess Alice, a 19th century wreck, whose position is not known precisely and could be affected by pier foundations in the river.

Figure 6
Interim Appraisal Summary Table – National Objectives

Appraisal Summary Table for		Thames Gateway Bridge	Problems addressed: Poor accessibility across the Thames which is impeding regeneration Congestion on existing river crossings	Present Value Cost to Public Accounts: £249m
OBJECTIVE	SUB-OBJECTIVE	QUALITATIVE IMPACTS		ASSESSMENT
ENVIRONMENT	Biodiversity	Undesignated wasteland (although a Biodiversity Action Plan habitat) and woodland which support terrestrial invertebrates and are important locally. Their loss/damage would result in a moderate effect if habitat compensation is not provided. ⁶		Moderate Adverse ⁶
	Water	Slight adverse effects associated with pollution potential during construction.		Slight Adverse ⁷
	Physical Fitness			Slight Beneficial
	Journey Ambience	Slight beneficial effects resulting from improved views for travellers (all modes). ⁸ Slight beneficial effects arising from decreased traveller (all modes) stress as a result of reduced travel time and improved signage. ⁹		Slight Beneficial
SAFETY	Accidents	Small increase in accidents although less than increase in highway veh-kms.		PVB = -£10m
	Security	No significant impact		Neutral
ECONOMY	Public Accounts	Assumes project wholly funded as public sector project since contribution from private sector not yet determined. Revenues from TGB would make a contribution towards the investment and operating costs but would not be sufficient to cover these. There would also be a slight reduction of revenues at the Dartford Crossing and the Government would lose indirect tax revenues.		Central Govt PVC = £80m. Local Govt PVC = £169m.
	Business Users and Providers	Users of the TGB would experience net travel time and vehicle operating cost savings.		Users PVB = £1,101m Providers PVB = £0 Other PVB = £0.
	Consumer Users	Users of the TGB would experience net travel time and vehicle operating cost savings.		Users PVB = £1137m.

Thames SMI and Becton Ditches and Grassland SBI and on woodland and wasteland. If habitat compensation is provided in land required for construction but returned to landowners the effect could be reduced to slight.

⁷ Assumes mitigation to include construction methods in line with EA requirement for development in contaminated areas, implementation of a CEMP and suitable mitigation for any pollution potential at Whittings Sewer

⁸ Assumes barriers will be sufficiently low or transparent to ensure views for car users crossing the bridge

⁹ Assumes incorporation of traffic management measures to minimise the potential for delays to traffic not using the Bridge, including provision of crossing points for cyclists and pedestrians at main junctions

Figure 6 Interim Appraisal Summary Table – National Objectives					
Appraisal Summary Table for		Thames Gateway Bridge	Problems addressed: Poor accessibility across the Thames which is impeding regeneration Congestion on existing river crossings	Present Value Cost to Public Accounts: £249m	
OBJECTIVE	SUB-OBJECTIVE	QUALITATIVE IMPACTS		QUANTITATIVE MEASURE	ASSESSMENT
ECONOMY	Reliability	The TGB provides additional system capacity in the event of major incidents or maintenance at existing Thames crossings that often cause widespread disruption. The TGB tolling regime limits overall use and consequently helps safeguard reliability. The TGB will be designed to integrate measures to minimise loss of capacity during planned maintenance operations. The design will also incorporate measures to mitigate the impact of high winds on users.			Moderate Beneficial
	Wider economic impacts	Scheme would be strongly supportive of regeneration within the Thames Gateway area with the improved accessibility supporting substantial increases in the employment and population potentials in the area.		Would create potential for about 14,000 new jobs and 40-45,000 new residents in 4 local boroughs ¹⁰ .	Strong Beneficial
ACCESSIBILITY	Option values	Provides opportunities for crossing the river easily for local communities.			Strong Beneficial
	Severance ¹¹ (pedestrians)	Slight beneficial effect associated with ability for pedestrians to cross the river ¹² .		11.6% of people interviewed suggested they would walk and 8% cycle across the TGB.	Neutral-Slight Beneficial
	Access to the transport system	For highway traffic would not provide new routes or directly affect access to the transport system per se, but would increase the opportunities once the system was reached. For public transport would provide new connections between locations north and south of the river.			Neutral
INTEGRATION	Transport interchange	Would facilitate improved interchange between services north and south of the river ¹³ .			Neutral
	Land-use policy	Supportive of land use and transport policy within the area affected at national, regional and local levels.			Strong Beneficial
	Other Government Policies	Other Government policies potentially affected include:- Increase in cycling Increased choice for education and healthcare. Improved social inclusion			Broadly Neutral

¹⁰ If regeneration is assumed to be completed then the number of jobs generated would be 22-24,000 and the number of new residents would be 60-65,000 in the 4 local boroughs respectively.

¹¹ In accordance with GOMMMS this sub-objective has only considered effects on non motorised vehicles in particular pedestrians. Reduction in severance would be much more marked for users of other modes.

¹² Assumes that any increased severance resulting from increases in traffic on junction and approach roads to the crossing, would be mitigated by provision of appropriate crossing facilities.

¹³ Assumes that any increased severance resulting from increases in traffic on junction and approach roads to the crossing, would be mitigated by provision of appropriate crossing facilities.

Figure 7
Summary of Local Impacts in AST Format

OBJECTIVE	QUALITATIVE IMPACTS	QUANTITATIVE MEASURE	ASSESSMENT
LOCAL PROBLEMS			
Social Deprivation/ Unemployment/Accessibility Accessibility Employment creation Maximising local involvement in the workforce	The TGB will lead to substantial improvements in accessibility. Forecast employment will potentially increase by 14-23,000 new jobs within the 4 boroughs. In conjunction with other training measures, the involvement of the local workforce is potentially high.		Strong Beneficial Strong beneficial Strong Beneficial
Upgrading environmental conditions	The direct impacts of the TGB are likely to be limited with a mixture of slight-moderate beneficial and adverse effects. At a broader level the TGB could promote a higher standard of development which would have a knock-on effect on the environment.		Slight-Moderate Beneficial
LOCAL ISSUES			
Improving Local Accessibility	Substantial increases in access to employment and other activities particularly for those living south of the river.		Strong Beneficial
Removal of Barrier Effect of the River	The TGB will reduce the barrier effect in the local area, however, the impacts will be limited by length of bridge.		Moderate Beneficial
Reducing Congestion on Existing Crossings	Little impacts on flows although some reductions in journey times due to reduced queuing on approach roads.		Slight-Moderate Beneficial
Enhancing local sustainability	Increase in trip making across the river within the 4 boroughs.		Moderate Beneficial
Integrating public transport networks	Would connect major public transport nodal points north and south of river.		Strong Beneficial

Results of the Economic Appraisal	
(£ millions in 1998 prices discounted to 1998)	
Item	Discounted Value
Users	
Impact on Highway Users	
Time savings to users	2112
Vehicle operating cost savings	143
Accident savings	-10
User charges	-166
Total benefits to highway users	2,079
Impact on Public Transport users	
Time savings to users	149
Total benefits to public transport users	149
Total Impact on Users	
Total Impact on Users	2,228
Operators	
Costs	
Capital Costs	312
Highway Operating Costs	90
Public Transport Operating Costs	85
Total Costs	487
Revenues	
Revenues from highway users	318
Revenues from public transport users	-1
Total revenues to Operators	317
Net Impact	
Net impact on operators (Revenues – Costs)	-170
Impact on Government	
Revenues	-33
Indirect tax revenues	-46
Total Impact on Government	-79
PV of Scheme Benefits (User benefits + Revenues + Impact on Government)	2,466
PVC (Capital + Operating Costs)	487
NPV of Scheme (Benefits-Costs)	1,979
Benefit Cost Ratio	5.1

The results of the economic appraisal above will continue to be reviewed and amended as necessary to reflect any new advice from Government and any refinements in the project.

Figure 8 - Results of the Economic Appraisal

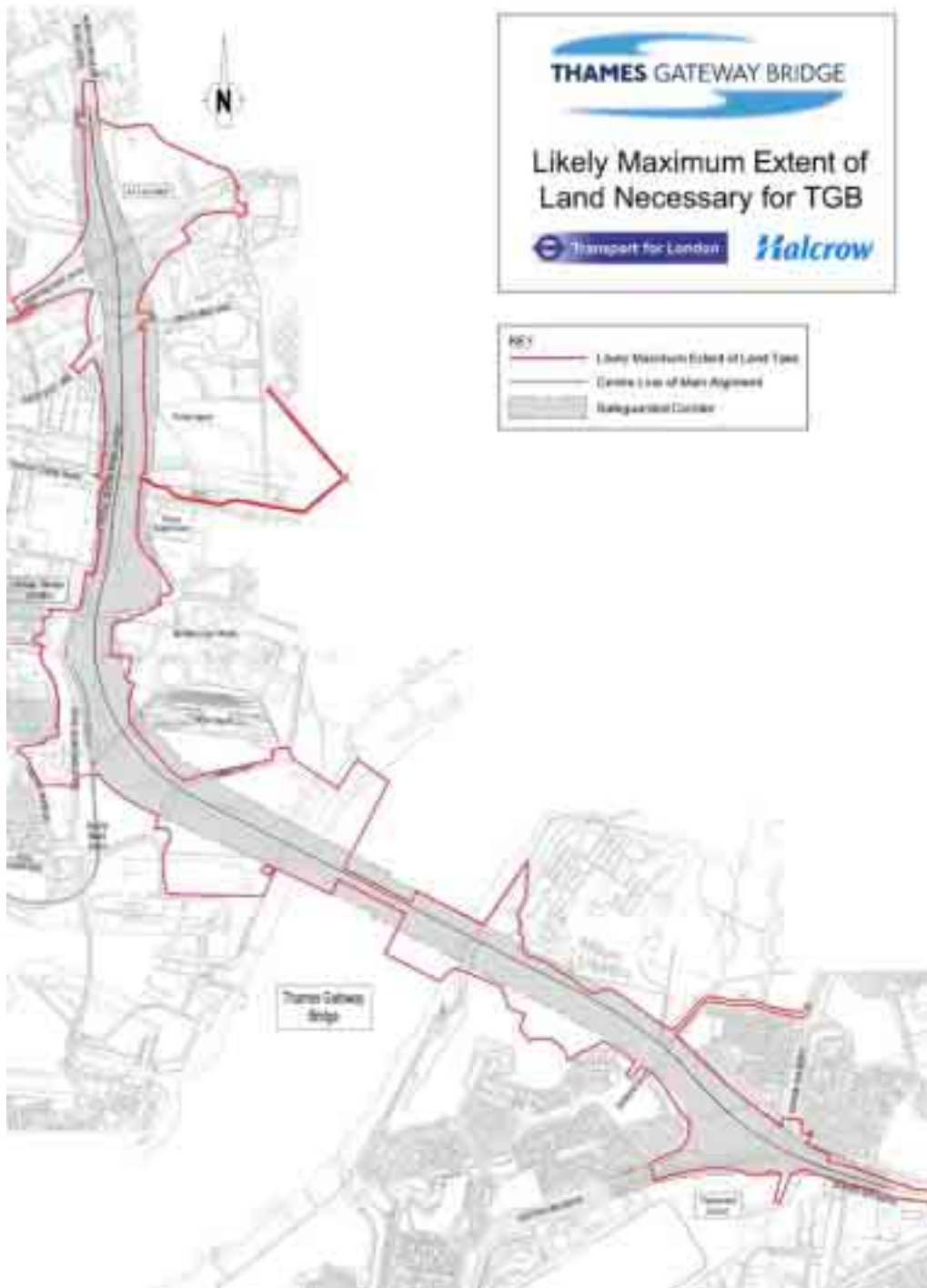


Figure 9 - Plan Showing Likely Maximum Extent of Land Required

ANNEX 1

INTERIM ENVIRONMENTAL IMPACT ASSESSMENT SUMMARY



Thames Gateway Bridge

Interim EIA

Summary

February 2004



Thames Gateway Bridge Project

Interim Environmental Impact Assessment: Summary

February 2004

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1. Introduction

1.1 TGB – policy context

The Thames Gateway Bridge (TGB) forms a key part of the vision for regeneration, investment and improved access in East London set out in the Mayor’s London Plan.¹

The London Plan describes how the strong growth in population and jobs experienced by London over the last 15 years is likely to continue over the next 15 years. The development strategy underlying the Plan is to accommodate this growth within London’s boundary, whilst protecting existing green spaces. This requires London to become a more compact city, with redevelopment focussed on previously developed and “brownfield” sites. It prioritises East London as a location for investment, so that it can share in the Mayor’s overall vision of London as a prosperous, accessible, green and fair “city for people”: an exemplary sustainable World City. Within East London, “opportunity areas” for new development are particularly found along both banks of the River Thames - the “Thames Gateway”.

The Mayor’s vision is shared by the government’s Sustainable Communities Plan, which designates the Thames Gateway area (comprising parts of North Kent, and South Essex as well as East London) as a growth area to be prioritised for new homes.

The Thames Gateway Bridge is one of three new Thames crossings identified as necessary to give East London the transport accessibility it needs for the Plan to succeed. Of these (the Docklands Light Railway Woolwich Extension, TGB and the Silvertown Link), one is a rail crossing and two are road-based crossings. The two road-based crossings are needed to serve commercial traffic and high quality bus transit services as well as private car traffic.

The TGB would cross the Thames at Gallions Reach, connecting Beckton in the Borough of Newham to Thamesmead in the Borough of Greenwich. New approach roads would be built to join the bridge with existing dual carriageways on the north side (the A406 North Circular and A13 at their junction with the A1020 Royal Docks Road) and on the south side (the A2016 Eastern and Western Way) (see Figures 2.1 and 2.2).

¹ Whilst it is noted that the London Plan has been issued, an evaluation is yet to be undertaken to determine how it differs from the draft and whether it affects the description in this report.

1.2 TGB – project update

One of the largest public consultation exercises ever undertaken by Transport for London (TfL) was held on the TGB proposal in summer 2003. Over 85% of respondents were supportive of the plans. Reports on the consultation results are available from TfL.

On 9 January 2004 the Government announced its support in principle for the scheme.

If TfL Board approval were granted in March 2004, TfL would lodge formal applications for powers to build the scheme. It is intended that a planning application and other associated consents are submitted in June 2004.

1.3 This report

During the consultation the Greater London Assembly Transport Committee, amongst a number of other responders, requested that the report of the project's Environmental Impact Assessment (EIA) be made publicly available in advance of the submission of the applications for consent (when, as prescribed by the EIA regulations, the report would need to be published as an Environmental Statement).

The EIA process is ongoing and is expected to run to June 2004. Section 1.5 describes the current and expected activities to be undertaken. In view of the consultation request, Scott Wilson is producing for TfL an "Interim EIA Report", setting out in detail the environmental impact assessment work that has been conducted to date on the project. The findings in the Interim EIA report are valid on the basis of the information currently available. They may change as a result of this ongoing work, as the scheme is developed and as a result of consultation held with statutory stakeholders. This report summarises the principal findings to date of the full Interim EIA report.

When a formal application for powers to build the scheme is made, TfL will then publish, as required, a formal Environmental Statement (ES) on the project in accordance with the relevant regulations (see section 1.4). A non-technical summary would also be published and made widely available.

However, notwithstanding these obligations an Interim EIA will be made available to statutory stakeholders in April 2004 in order to ensure that items raised in the EIA scoping document have been adequately addressed. A copy of the Interim EIA will also be publicly available on the website at this time.

1.4 Nature and purpose of Environmental Impact Assessment (EIA)

For major construction projects, the purpose of EIA is to establish and report in a clear and structured manner the anticipated environmental effects on people and the built and natural environment of the proposed scheme.

Whilst an EIA report describes the significant environmental effects of a given construction project or scheme, EIA can also be used as a *process* to help in designing the scheme and in taking decisions on preferred design options (in engineering terminology, “defining the scope of the project”). In line with good practice, this has been done on the TGB project.

EIAs should comply with the Town and Country Planning Act’s Environmental Impact Assessment (England and Wales) Regulations 1999. An EIA report should:

- describe the proposed scheme;
- describe the baseline environment;
- describe the main anticipated environmental effects (i.e. significant effects) of the scheme, both beneficial and adverse;
- identify the mitigation measures proposed to reduce, control or compensate for the identified environmental impacts.
- describe the main alternatives that have been considered and outline the reasons for their rejection

Significant effects are defined for the Interim EIA report as effects which the EIA team consider should be brought to the attention of the public, other stakeholders and those who are empowered to report on or approve the application. Whilst the definition is to some extent subjective, it is where appropriate based on published guidelines and good practice precedents from major infrastructure projects that have obtained consent in the past. These judgements are also based on detailed work carried out by or for TfL on traffic, economic, social and environmental effects, which have sought to identify the qualitative and quantitative impacts of the scheme in accordance with the usual standards for projects of this kind.

Following consultation on the scope of the EIA in early 2003, descriptions of the baseline environment and the impacts of the TGB project have been set out in the Interim EIA Report under the following headings:

- land use
- water resources
- contaminated land
- surplus materials and waste
- ecology and nature conservation
- cultural heritage
- landscape and visual effects
- travel and transport
- social and community issues
- air quality
- noise and vibration.

This report is of necessity only a brief summary of the Interim EIA Report, and the reader is referred to the full document for further details.

In developing the scheme a number of alternatives were considered. Whilst some of those are described in this report, the reader is referred to the Interim EIA report for a fuller description and an explanation of why they were discarded.

1.5 Ongoing Development of the EIA

The Interim EIA Report will be developed into the Environmental Statement to be submitted with the application for powers. It is presently anticipated that there will be further work on the following issues before the EIA is completed:

- Revisions of definitions of land requirements to reflect the form of powers to be sought for the scheme (i.e. planning applications and Highways Orders).
- Amendment of road traffic related effects to reflect ongoing revisions to the traffic model. The traffic model revisions principally arise from variations to the forecasting assumptions adopted to date, particularly with respect to tolling, including consideration of maximum levels of tolling including higher peak time tolls, growth beyond 2016 and regeneration impacts.
- Sonar survey to detect archaeology.
- Geological deposit model to detect archaeological horizons.
- Ecological surveys for aquatic invertebrates and Great Crested Newts, in and around ponds and ditches to the north of the river.
- Revisions to reflect design refinements.
- Development and refinement of mitigation proposals, particularly with respect to land reinstatement.
- Revisions to reflect change to policies and plans.
- Consultations are being held with key stakeholders and consultees on the findings of the Interim EIA Report. It will be revised to reflect consultation feedback.

2. Description of the Current Preferred Scheme

2.1 Introduction

This chapter describes the TGB scheme and its components as they stand at present and on which the Interim EIA report is based.

2.2 Highway Components

A location plan for the scheme is given as Figure 2.1 and a plan of the proposed route with its connections is set out in Figure 2.2.

The Thames Gateway Bridge scheme would provide a dual carriageway with two lanes of traffic in each direction for general highway traffic between the A13/A406 junction in Beckton and the A2016 in Thamesmead. There would be an additional two lanes for public transport on the bridge itself and sections of the approach roads to the north and south to enable connections to existing and proposed public transport networks.

A grade-separated junction (i.e. a junction with one road passing over the other junction) with slip roads would also be provided south of the A13 interchange at Winsor Terrace to provide direct access to the Royal Docks. The new road would pass over the existing A406/A13/A1020 interchange and connect to the A406 just to the north. Slip roads would also connect to the existing interchange. South of the river a number of alternative arrangements were considered for connection to the A2016 and A2041 Thamesmead Junction (Eastern Way, Western Way and Central Way). The preferred solution is for the new road to pass over the Thamesmead Junction and connect to the A2016 Eastern Way just to the south. The existing roundabout would be remodelled into a dumbbell shape and slip roads would be provided from the roundabout to join the new road. This option would provide the greatest economic benefits and would cause the smallest air quality impacts of all options considered. Grade separated junctions also have good safety records, and the design layout also provides good facilities for pedestrians.

2.3 Bridge Design

The design of the bridge must take into account a number of significant constraints. The bridge has to fit into a narrow “window”, to avoid conflicts with river traffic below and air traffic using London City Airport above. The approach roads to the main structure have to join up with the local road network, and not be too steep or too curved for traffic to be able to drive safely at the “design speed” of 40mph.

Four possible bridge design solutions that meet these constraints have been considered in sufficient detail for their feasibility and cost to be identified. Computer graphic visualisations of the four design options considered are shown in Figures 2.3 to 2.6. At this stage the spine beam bridge is the preferred option and this has been taken as the basis for analysis in the Interim EIA report.

2.4 Facilities for Pedestrians and Cyclists

Cycle lanes and pedestrian footpaths would be provided on the upstream, western side of the bridge. The pedestrian and cycle facilities would connect into existing routes both north and south of the river, and lifts could also be considered at an appropriate location on each side of the river to reduce the crossing distance and provide easier access for the less physically able. The pedestrian and cycle facilities would be segregated from the general traffic lanes.

2.5 Public Transport on TGB

“Public transport only” lanes would be provided across the bridge. These would link the (bus-based) Greenwich Waterfront Transit and East London Transit systems currently being progressed by TfL. The initial layout used as the basis for consultation assumed a single public transport only lane on each side of the bridge. However, there would seem to be advantages, including a reduction in cost, in providing two lanes for public transport to one side of the bridge segregated from the general traffic lanes. Whilst the details of this alternative are still being developed it has been assumed that both lanes would be provided on the upstream side of the bridge in the Interim EIA Report. This also gives potential benefits in the event of there being a decision to upgrade to tram or Docklands Light Railway (DLR) operation at a future date.

Slip roads would be provided for the buses using these lanes. To the south they would provide a direct connection with the proposed Greenwich Waterfront Transit route. To the north, they would provide a connection to Gallions Reach DLR station and the proposed East London Transit link between Barking and Gallions Reach via East Beckton.

Bus based public transport services are very flexible and can be fairly readily tailored to meet evolving patterns of demand. They can also easily penetrate residential and employment areas, which may initially have lower levels of public transport demand. No firm decision has been made, nor indeed is required at this stage, as to exactly what services would be operated with the opening of the TGB. For the purposes of developing the project and the EIA, 20 buses per hour in each direction are assumed to use the dedicated bus lanes at peak times. Services have been assumed to operate between Woolwich or Abbey Wood in the south and Barking in the north, also providing an interchange with the DLR station at Gallions Reach. Figure 2.7 demonstrates how the proposed services would provide interchanges and integrate with the existing and proposed services on either side of the Thames.

2.6 Tolls

It is proposed that TGB would be a toll bridge. The tolling strategy is being developed to help deliver the scheme's overall objectives. It potentially offers scope to target specific groups for discounts or exemptions, minimise adverse impacts from traffic, maximise economic performance and assist in funding the scheme.

The analysis completed to date has found that a toll at twice the rates for the Dartford crossing with a 50% discount for local residents (the details of which are being developed, but for this analysis assumed residents in Bexley, Greenwich, Newham and Barking & Dagenham). Such a system would encourage trips from the local area, focus discounts on deprived communities, minimise "through" trips, have high economic benefits to the area and provide revenues to help pay for the bridge. A discount for businesses' commercial use or alternative ticketing to aid regular frequent local business users is also envisaged. Exemptions for public transport, London taxis and private hire vehicles, emergency service vehicles, motorcycles, pedestrians, cyclists and for disabled people have also been assumed. This is broadly in line with those adopted in the Congestion Charging Zone, which successfully operates a range of discounts and exemptions.

Further consideration is being given to the benefits that can be derived from the introduction of maximum levels of tolls including higher peak time tolls. This is expected to reduce peak time traffic flows with corresponding local reductions to environmental impacts. Further environmental modelling will be necessary to ascertain the overall impact.

The technology would be chosen by the Concessionaire (the company that would eventually finalise the design, build and maintain the scheme) to meet TfL's performance criteria – delivering the tolling strategy and free-flow operation. Remote payment through phone, internet, text and local shops supported by automatic number plate recognition for verification and enforcement (the system successfully used in the central London congestion charging scheme) has been established as currently offering the lowest cost and meeting the objectives. The additional use of a transponder system could offer advantages in the provision of multiple journey usage by commercial vehicles and pre-pay facilities for car users.

2.7 Woolwich Ferry

The Woolwich Ferry operates a free service to users in the close vicinity of the TGB. In parallel with it, the Woolwich foot tunnel provides an alternative free crossing for pedestrians and cyclists. These facilities cost TfL approximately £5m a year to maintain and operate and the ferries will need replacing, at a cost of around £20m in 10 to 15 years time.

TfL has undertaken a survey of users of the Woolwich Ferry. Key findings from this were:

- 4,000 vehicles used the ferry on a weekday – 21% were Heavy Goods Vehicles;
- 11% of all vehicles are very local, i.e. travelling between postcodes E6/E16 and SE7/SE18;
- 50% of all vehicles have at least one end of their journey in this very local area; and, in addition,
- 22% of all vehicles have at least one end of their journey local to TGB, i.e. postcodes SE28 or IG11.

In addition to the vehicular traffic, 600 pedestrians and cyclists used the ferry while 900 used the nearby foot tunnel on a weekday.

The current assumption is that the ferry would continue to operate as at present, although the opening of TGB (and possibly the proposed DLR extension to Woolwich) is expected to change the demand for the use of the ferry. A range of long-term options for the ferry, and their impacts, would be assessed and reviewed by TfL in the light of the impacts of these schemes in the medium- to long-term.

3. Forecast Use of TGB

3.1 Traffic Modelling

The London Thames Gateway area in East London is the Mayor's priority area for development and regeneration. The draft London Plan outlines the role that the Thames Gateway area is expected to play in providing housing and employment to help accommodate the projected growth in London's population.

The draft London Plan recognises that such regeneration and development is dependent in part on there being suitable transport infrastructure in place.

TfL has carried out a major programme of transport modelling and regeneration analysis to estimate the use of TGB and its wider impacts. This work is ongoing and the results reported in this report and the Interim EIA are subject to change.

The transport modelling shows that the TGB would reduce cross-river journey times for both private and public transport. Savings of around 30 minutes between parts of Greenwich and Newham, for example, are expected. Savings in public transport and road-based journey times would be of a similar magnitude. This improved accessibility due to the TGB would have two principal effects. First, some people would divert from using other river crossings to reach their destination because the TGB offered the quickest route for them. Second, some people would adapt their travel patterns (for example, the time at which they travel, or mode of travel) or where they live or work to take advantage of the change in accessibility provided by TGB. The forecasts of traffic using the TGB include both effects.

Forecasts show approximately half of the TGB's traffic would be composed of trips that would otherwise not cross the river in East London. These trips are made by people who would change their place of residence and/or work making use of the improved accessibility provided by the TGB. The improved accessibility would also create the potential for increased regeneration beyond that occurring without the scheme. Without TGB it is likely that the extent of regeneration assumed for traffic modelling purposes would not be realised in full (see below). For the purposes of the IEIA both sets of traffic forecasts (with and without TGB) assume the same employment and population distribution figures. The traffic impact of the regeneration effects of TGB is being examined in further detail.

Table 3.1 shows the resulting forecasts for traffic on the bridge in the morning peak hour in 2016 (about three years after opening) with base case tolling. During the year 2016, it is forecast that 19.5 million vehicles and 5 million public transport passengers would use the TGB.

Table 3.1 Two-way use of TGB in 2016: Morning Peak Hour	
Cars	4,600
Light Goods Vehicles	500
Other Goods Vehicles	400
Total Highway Vehicles	5,500
Public Transport Passengers	2,000

The transport modelling of vehicle movements forecast to use the scheme show that, particularly to the south, the bridge would serve a local catchment area. It is forecast that, with the proposed tolling regime in operation (see section 2.6), over 98% of all traffic using the bridge would have an origin and/or destination inside the four local Boroughs (Barking & Dagenham, Bexley, Greenwich and Newham). This is an important feature of the scheme given the numerous comments made during the public consultation that long distance through traffic should be deterred from using Thames Gateway Bridge.

Figure 3.1 shows the anticipated change in use of the highways once the scheme is opened. It can be seen that whilst a number of roads would experience an increase in vehicle flows there are also many that would experience a reduction as existing journey patterns are altered. It can also be seen that the main areas of increased traffic flow resulting from the bridge are on major roads.

Further traffic modelling is being undertaken to take account of alternative forecasting assumptions, particularly with respect to tolling, and to assess traffic impacts over the longer term.

3.2 Traffic Mitigation

Concerns were expressed in the course of the consultation process about the potential impact of additional traffic on the local road networks north and south of the river. TfL has discussed suitable and feasible measures to mitigate potential adverse impacts with the local Boroughs. Examples include a 40 mph speed limit on TGB and the approach roads, bus priorities around Pettman Crescent (in LB Greenwich) and introduction of new traffic signals and traffic calming measures. TfL has agreed to monitor the impacts of TGB on the local road networks north and south of the river, and has identified a budget to implement any further mitigation measures that may be needed.

4. Interim findings from the EIA

4.1 Introduction

TfL recognises that TGB through its construction; traffic and regeneration effects would have an impact on people's lives and on the environment. This section summarises the interim findings from the environmental impact assessment report. Whilst topics are generally presented in no particular order, traffic and transport is presented first as the traffic changes cause by the scheme are key inputs to assessing many other topics.

4.2 Traffic and Transport

A summary of the traffic modelling undertaken is presented in Section 3. The modelling shows that the bridge would significantly reduce journey times for people wishing to cross the river using both private and public transport. For private vehicle users cross-river journey time savings of the order of 30 minutes would be experienced by those living in the close vicinity of the bridge. Reductions in cross-river journey times for public transport users would also be substantial.

The bridge would substantially increase the number of jobs and residents that could be reached within normal commuting times for residents and businesses located in the areas near the bridge.

Although there will be a considerable increase in traffic between 2001 and 2016 on road within the four boroughs local to the TGB (i.e. Greenwich, Bexley, Newham and Barking & Dagenham) there would only be a relatively slight increase in the total number of road casualties. Within this number, the numbers of fatalities and severe injuries would reduce by between 30 to 40% between 2001 and 2016, both with and without the TGB as a result of general improvements in traffic management and road conditions. It is predicted that the traffic using the bridge would make only a marginal difference in the average highway traffic speed in the four local boroughs.

With the provision of appropriate crossing points for roads with increased traffic flows, there would be broadly neutral effects on severance resulting from changes in traffic flows.

During the construction period there would inevitably be interruption to the flow of traffic at the existing Thamesmead Junction and along the Royal Docks Road. The construction contractor would be required to develop, agree and implement traffic management measures in consultation with local highway authorities and other local stakeholders to ensure that the capacity of the affected roads and junctions would not significantly be impaired. Whilst there are likely to be considerable

numbers of construction vehicles on each working day, the numbers would be a very small percentage of the total vehicles on the key roads in the area and their impact could be kept to negligible levels by appropriate selection of access routes and site entry points. Investigations are continuing into the extent of the potential of moving materials and construction waste by river to reduce the numbers of construction road vehicles.

4.3 Air Quality

TfL has used the same approach and techniques as used by the GLA and many local authorities in London to predict the impact of TGB. Since the scheme could alter traffic patterns over an area extending beyond its immediate vicinity, the study assessed the impact on an area 26km by 20km, well beyond the immediate environs of the scheme. The Interim EIA assessment has been based on background air quality predicted for 2011 rather than a later opening date that is currently being assumed. This approach would present a greater level of impact than if the later background data were to be used.

Targets for air quality have been set in EU and UK legislation and these form the principal basis for the assessment. Whilst many areas covered by the air quality studies are currently subject to relatively poor air quality, some improvement will occur in years ahead because of improvements being made to vehicle engines and to the fuel they use. With these improvements (and without the TGB in place), air quality in London will improve but is still likely not to meet the quality standards set by national air quality objectives in some areas in 10 years time, particularly close to major roads and in the centre of London.

The opening of the TGB would bring about traffic changes, which in turn bring about changed air quality alongside the affected roads. These effects would only be measurable within about 50 metres of the edge of the roads. There would be additional traffic on some roads, whilst traffic would decrease on others. Throughout the large area examined, the overall effect therefore is for some deterioration in air quality in certain areas and improvements in others.

Adverse air quality impacts are expected to be most significant in the immediate vicinity of the scheme where traffic changes are greatest, although some adverse effects are also expected some distance from the scheme. The predicted net effect is that the numbers of people living alongside the most affected roads, (taken to be those with a change in traffic flows of more than 5000 vehicles per day), who would experience a worsening in air quality would broadly be equal to those who would experience an improvement.

The total emissions of nitrogen oxides, PM₁₀ (particulates) and carbon dioxide in the 26km x 20km study area once the bridge is opened are not expected to increase by more than 0.6% as a result of TGB. This is a small change and is unlikely to have a wider-scale air quality impact. Total emissions of nitrogen oxides and PM₁₀ within this area are expected to be less than 70% of current levels, due to overall reductions in traffic emissions, while those of carbon dioxide would remain broadly at current levels. The air quality modelling has shown that the TGB scheme is unlikely to cause air quality to become worse than the national air quality objectives at properties alongside roads that would carry increased traffic.

During construction of the TGB significant impacts on local air quality are not expected. While construction works do have the potential to create dust and fumes, which could affect neighbouring people, such events would occur at infrequent intervals and for only short periods. Such risks would be controlled through the use of good practice in construction site working.

4.4 Noise and Vibration

The principal method of determining the impact of noise changes is to evaluate the number of people who would be bothered 'very much or quite a lot' by road traffic noise. This is calculated from Government guidance on the percentages of people residing in properties in defined noise bands who would be bothered to this level. The scope of the calculation is restricted to those roads that would experience a significant change in traffic flows as a result of the scheme (i.e. an increase of more than 25% or a reduction of more than 20%). It is predicted that in 2016 without the bridge about 2360 people would be bothered 'very much or quite a lot' by traffic noise. In the short term after the bridge is opened this number is predicted to double. In the longer term, however, due to acclimatisation to traffic noise, the number bothered would fall to about 2600 i.e. about 10% more than without the scheme.

The short-term adverse effects are predominantly likely to be experienced at existing and proposed properties in Thamesmead. This is principally because they do not experience significant levels of traffic noise at present. The noise levels experienced by these people in future are expected to be of a similar level to those experienced in other busy urban areas.

Noise would be mitigated by the use of low noise road surfaces on the new carriageways and by providing roadside noise barriers alongside the most adversely affected areas (and these measures have been assumed in the noise modelling). It is predicted that noise would not increase to the levels at which noise insulation grants are required to be provided for new road schemes. In some locations, a traffic reduction is forecast; these locations would experience an improvement in noise levels.

In both the short and the long term the scheme would cause a minor adverse vibration impact since it would increase by 4% the number of people being bothered by road traffic vibration.

The assessment of noise and vibration impacts during construction is being developed. Initial indications are, however, that the noise and vibration could be controlled in most places to levels that would not be inappropriate for construction projects in an urban environment.

4.5 Social and Community Impacts

The local area around the scheme currently contains some of the most deprived wards in England. Figure 4.1 shows the relative levels of deprivation for each ward in the local area ranked using a national scale, the top 10% being in the most deprived 10% of boroughs in England. The index of deprivation is derived from a number of factors including health statistics, employment levels, and access to services and facilities and in general the local wards rank very badly across all these factors. In general the level of deprivation is significantly higher than the London average.

Through improving cross river accessibility and thus reducing journey times considerably (see section 3 above), the TGB scheme complements the other measures identified in the draft London Plan to support regeneration in east London. The regeneration assessment has predicted that the scheme would bring the potential for an extra 20,000 to 30,000 jobs and an increase in population of between 60,000 to 80,000 people.

Given the correlation between high unemployment and other indicators of deprivation, including health, it is expected that the improved access to job opportunities for local residents would contribute substantially towards improved future social and community conditions and thereby reduce the relative deprivation. The bridge construction itself would require a large workforce, much of which could be drawn from the local communities, particularly if training were to be made available to ensure that local people have the necessary skills at the time they are required.

The improved accessibility would also bring local benefits to social inclusion, including improved access to community facilities and services.

The general level of community health is expected to improve in response to raised employment and improved accessibility to health facilities. The level of change in air quality is predicted broadly to benefit as many residents as it disbenefits (see section 4.3 above). The net health effect of this is considered to be neutral.

Inevitably a scheme of this size would cause some disturbance to local residents during its construction. The potential levels of disturbance are being evaluated in the EIA and measures are being developed to ensure that the levels of disturbance would be kept to levels that are generally considered to be acceptable during construction. These measures would be implemented through the imposition of contractual controls on the construction contractor.

4.6 Landscape and Visual Effects

The location of the proposed scheme is currently mainly derelict and fragmented in landscape terms. The TGB would be a major structure built across the Thames and could have a positive visual impact through careful design and suitable landscape and urban design treatment to create a positive landmark.

To the north of the river the scheme runs through an existing transport and green corridor. The green corridor would be retained through planting on the embankments and other areas associated with the TGB scheme.

There would inevitably be some landscape disturbance during construction, particularly with respect to the construction compounds. It is expected that this can be controlled through mitigation measures applied during construction. It would also be offset to some extent by the visual spectacle of the major construction works that would take place over the river.

4.7 Cultural Heritage

No Scheduled Monuments, conservation areas, listed buildings or historic parks, gardens or landscapes would be affected significantly by TGB. Known wrecks and archaeological find spots and sites, including remains of prehistoric finds, river walls, wharves, two WWII pillboxes, parts of former industrial sites and palaeo-environmental remains are present in the study areas. Whilst these would in most cases be avoided by the scheme, in a few relatively minor cases where this is not possible a thorough record would be made of such features. This would be undertaken in consultation with English Heritage and the Greater London Archaeological Advisory Service (GLAAS).

The area in the vicinity of the scheme has the potential to contain further undiscovered archaeology. TfL has agreed with English Heritage and GLAAS that it will carry out further surveys prior to finalising the design for the TGB scheme to gain further knowledge about as yet unknown archaeological resources within the area of the Scheme. The mitigation measures to be followed, should the surveys reveal high potential for such finds, would be agreed with these bodies in advance of construction.

4.8 Ecology and Nature Conservation

TfL has undertaken a range of ecological surveys to understand the nature conservation value of the area affected by TGB. From these the potential impacts on species and their habitats have been assessed.

There are no statutory designated nature conservation sites within the area of the scheme. There are, however, a number of non-statutory designated sites that would be affected. These sites comprise sections of land that would need to be acquired for the scheme in the “River Thames and Tidal Tributaries Site of Metropolitan Importance” and one Site of Borough Importance (Beckton Ditches & Grassland). Several further non-designated habitats and species would also incur significant effects as a result of land take and could experience effects from water pollution and general disturbance during construction. The habitats comprise areas of flower rich wasteland (which is a London Biodiversity Action Plan habitat) and woodland.

The species that could be affected comprise flora, fish, birds (especially during breeding) and invertebrates found both on land and in the river bed deposits (also known as the benthos); these include a number of important species including those that are notable or protected. Whilst it is not expected that there would be major effects on any species, the potential is being investigated for any effects, if considered to be significant, to be avoided, reduced or compensated for through a combination of controls during construction and reinstatement of land or new habitat creation after completion of construction.

4.9 Contaminated Land and Water Resources

The area of the TGB is generally contaminated as a result of earlier use made of the land. Particular care would therefore be taken in the methods used to construct the scheme, particularly the embankments supporting the approach roads, to avoid contamination entering watercourses and to eliminate the potential for mobilisation of contaminants to affect water below ground. To take account of the existing contamination, the embankments are likely to be constructed over a bed of piles, thereby substantially reducing the amount of contaminated material to be removed from site.

Piers (i.e. supports to the main bridge) located in the River Thames would result in a redistribution of river flows and speeds. However, resultant changes in scouring effects of the river bed or in deposition of muds and silts in the river are expected to be minor. The river is therefore expected to remain broadly unaffected by the scheme environment.

Significant effects on water level or quality in the river or in ditches and drains are not expected to occur from either regular rainwater run-off from the road or accidental spillage from road or river accidents. Discharges from the roads would be fed through silt traps and oil interceptors into new “attenuation ponds” prior to discharge into local sewers or the River Thames. This would enable the flow rate and any accidental spills to be controlled. These measures would also avoid significant changes to flood risk arising from the increase in impermeable areas of highway surfacing.

4.10 Surplus Materials and Waste

Whilst substantial quantities of waste would arise during construction, both from excavations and from materials used during construction, design and management measures would be employed to ensure that the volumes would be kept to a practicable minimum. Where possible such materials would be reused on site. Waste needing to be removed from site would be confined to material that would either be unsuitable for being cleaned on site or could not be reused in the works. Contaminated material requiring off-site disposal would be disposed of in accordance with the relevant regulations.

4.11 Land use

Due to the safeguarding of the proposed Scheme by the London Boroughs of Greenwich and Newham in their UDPs, the effect of the proposals on current and future land use are considered to be minimal for a development of this magnitude.

The majority of land required in the long term is currently unused and, owing to the safeguarding in the local development plans of a corridor for the scheme, that land has no immediate development potential. Owing to the design of the scheme and its potential to tie in with the proposals for the Tripcock Park amenity area significant long term effects are predicted on that proposed amenity use. Areas north of the river required for construction of the scheme include land that is earmarked for development in the UDPs and therefore their use during the construction period may delay the potential development of these areas. This delay is however expected to be of a relatively short-term nature particularly since none of the areas required for construction are currently subject to planning consents or applications.

A number of footpaths and cycleways are affected by the proposals. However paths would be enhanced and incorporated into the scheme and the footway/cycleway across the river would enhance the current cycle and footpath network in the area.

5. Conclusions

The current Interim EIA concludes that some environmental topics would experience a net slight or moderate adverse effect (when short and long-term effects and positive and negative effects are taken into account), but not to the extent that they would cause an insurmountable obstacle to the progress of the project.

There are also substantial benefits, particularly in terms of social and community issues. On balance it is concluded therefore that the scheme would provide a net environmental benefit.

The EIA process will continue taking account of the factors described in Section 1.5, subject to TfL Board approval to proceed with the project.

In particular the potential impact of maximum levels of tolls including higher peak time tolls will be reviewed.

Comments on this report will be considered in finalising the Environmental Statement and its supporting summary document, which will be published at the time an application for consent is made by TfL.

FIGURES

Figure 2.1 – Bridge Location Plan

Figure 2.2 – Layout Plan of Scheme

Figure 2.3 – Illustrative Visual of Spine Beam Box Girder

Figure 2.4 - Illustrative Visual of Steel Truss

Figure 2.5 - Illustrative Visual of Single Arch

Figure 2.6 - Illustrative Visual of Triple Arch

Figure 2.7 – Public Transport Connections

Figure 3.1 – Forecast Difference in traffic Flows with TGB

Figure 4.1 – Index of Multiple Deprivation



Figure 2.1 – Bridge Location Plan

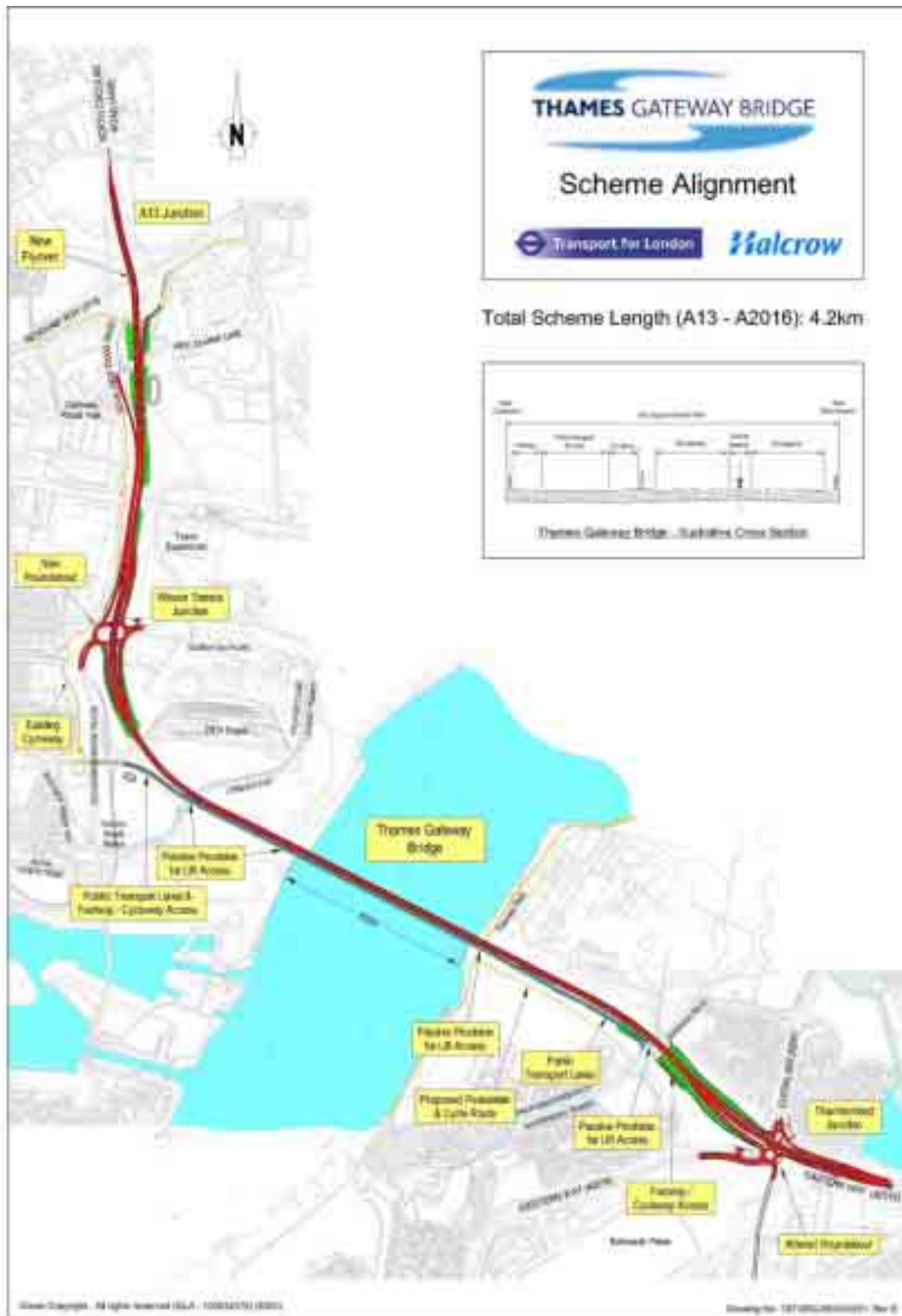


Figure 2.2 – Layout Plan of Scheme



Figure 2.3 – Illustrative Visual of Spine Beam Box Girder



Figure 2.4 – Illustrative Visual of Steel Truss



Figure 2.5 – Illustrative Visual of Single Arch



Figure 2.6 – Illustrative Visual of Triple Arch



Figure 2.7 –Public Transport Connections

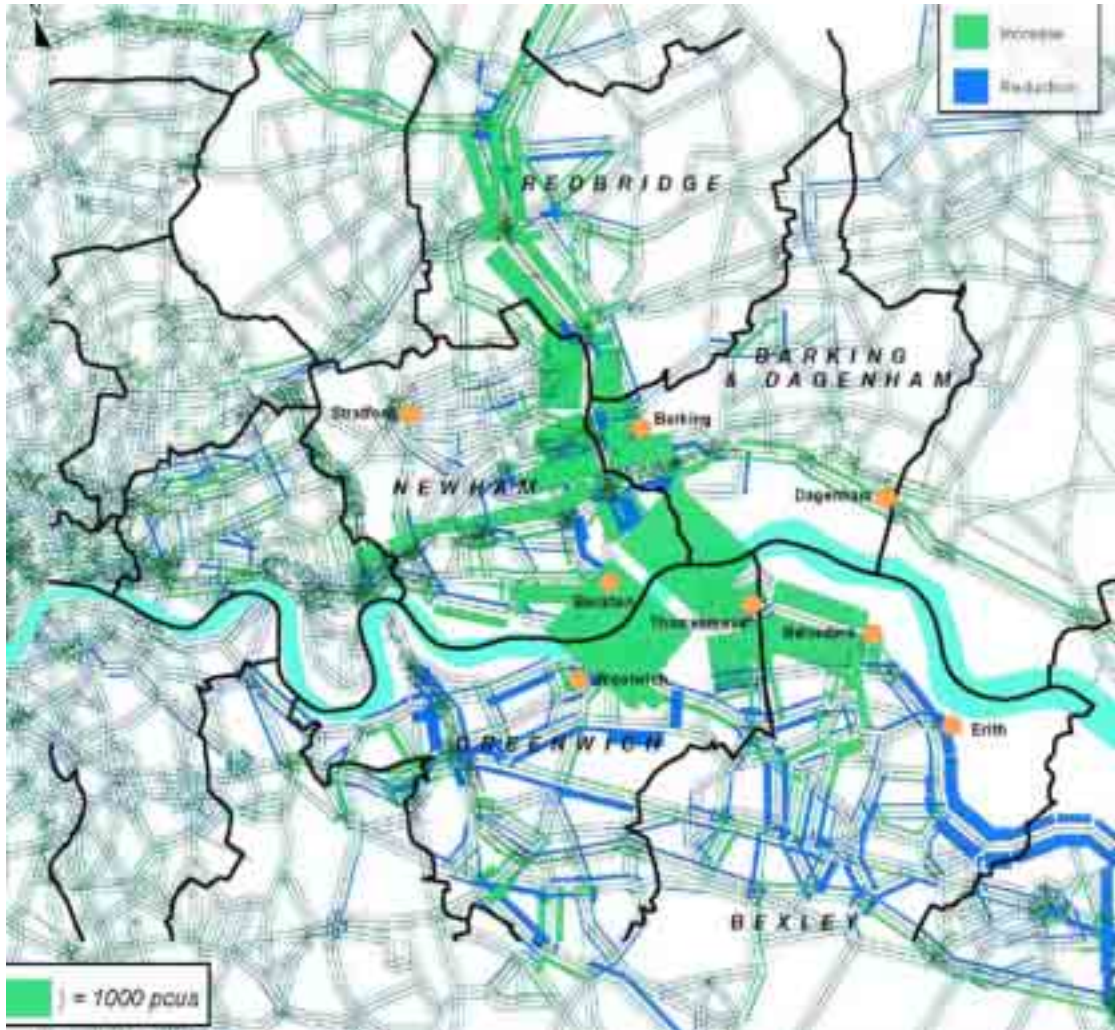


Figure 3.1 – Forecast Difference in Traffic Flows with TGB Morning Peak Hour

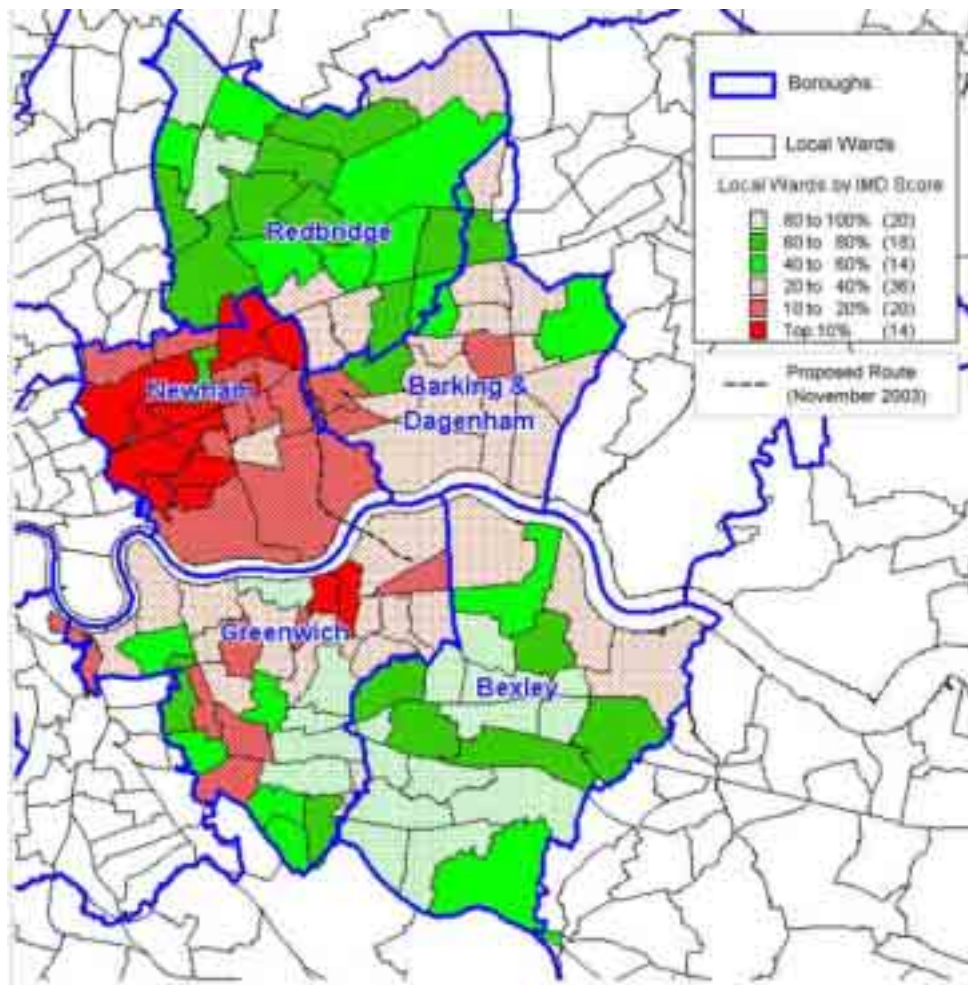


Figure 4.1 – Index of Multiple Deprivation

TRANSPORT FOR LONDON

TFL BOARD

STAFF SUMMARY

**SUBJECT: MOVING TO CIVIL ENFORCEMENT OF PARKING
CONTROLS ON THE TLRN**

DATE: 24 MARCH 2004

1. PURPOSE

- 1.1. To ask the TfL Board to approve the recommended proposals to de-criminalise the parking offences on the Transport for London Road Network (TLRN).

2. BACKGROUND

- 2.1. Under the Road Traffic Act 1991, London Boroughs were given powers to apply for parking offences to be de-criminalised following review of existing restrictions and negotiation of the transfer of responsibility with the police.
- 2.2. All London authorities had adopted the new powers by July 1994 and an independent appeals and adjudication service (now known as PATAS) was set up and managed by the ALG TEC (formerly called the Parking Committee for London).
- 2.3. Similar provisions for GLA roads and side roads were included in the Greater London Authority Act 1999, under which TfL, subject to the Mayor's approval, could take over enforcement of parking offences on the TLRN following completion of a review and application process. TfL have commenced the necessary procedural steps. In order to take over enforcement of parking offences on the TLRN TfL must designate its network a Special Parking Area (SPA). The key steps to accomplishing this include reviewing parking policies for enforcement, dispensations and exemptions; ensuring traffic orders, signs and markings are consistent with the proposed SPA and in good condition; formal consultation with the MPA/MPS; approval of the Mayor; presenting a report to the ALG TEC recommending that they note the proposals and support the use of Band A penalties on the TLRN. Work is progressing on all these aspects and it

is anticipated that the SPA application will be made to GOL, subject to the approval of the Board.

- 2.4. TfL is considering how to deliver this enforcement on the ground. The MPS Traffic Wardens who currently patrol the TLRN need to be considered. One option is to enter a Special Service Agreement with the MPA for this new service to be delivered by the MPS using their Traffic Wardens. The MPA COP confirmed on 5 March 2004 that they would be willing to enter into negotiations with TfL.
- 2.5. It is envisaged that Wardens will patrol designated beats and also carry out enforcement at 'hot spots' utilising mobile units. At specific locations the patrols will be supplemented by the use of cameras to detect and record contraventions. A key feature will be the use of intelligence led enforcement so that the effectiveness of the resources available can be maximised.
- 2.6. The Board is empowered to agree the appropriate Penalty Charge level for parking contraventions on the TLRN. Currently the highest Penalty band is £100.00 (discounted to £50.00 if paid within 14 days) and this applies in most of Central London and to Bus Lane enforcement throughout London. It is recommended that it apply to parking on the TLRN. At its meeting on 12 February the ALG TEC Executive Sub Committee indicated its support for this proposal.

3. ALTERNATIVES

- 3.1. The alternative is for the enforcement of parking offences on the TLRN to remain under the current regime. However, TfL believes that the level of parking enforcement on the TLRN is not sufficient for the purposes of managing that network properly. Traffic Warden numbers have fallen consistently over the past 10 years from over 1,000 traffic wardens to around 400 now. There is no realistic prospect of traffic warden numbers returning to a sufficient level under current arrangements. Decriminalisation also provides the opportunity to use cameras to enforce parking so there is a further opportunity to develop an enforcement mix that will deliver the desired improvements in compliance. Finally, through a civil enforcement regime TfL will be able to take accountability for, and achieve greater influence and direction over, enforcement on the TLRN.
- 3.2. TfL therefore considers that it can secure better and more consistent levels of enforcement on the TLRN by de-criminalising. The de-criminalisation of parking contraventions on the TLRN will result in a more consistent and coherent enforcement regime with consequent benefits for all road users from reduced obstruction and congestion.

4. IMPACT ON FUNDING

- 4.1. Enforcement using the de-criminalised process means that the issuing authority retains any income generated from Penalty Charge Notices (PCNs). It is anticipated that this activity will be cost neutral. A business case in support of the changes outlined will follow.

5. RECOMMENDATIONS

- 5.1. To ask the TfL Board to:
- **Approve** the recommendation to decriminalise parking on the TLRN and to ask the Secretary of State to make a Commencement Order with a view to introducing these changes in October 2004.
 - **Approve** entering negotiations with the MPA for the provision of Traffic Warden services under a Special Services Agreement and delegate authority to enter any agreement to the Managing Director of Surface Transport.
 - **Approve** the recommendation for Penalty Band A to be applied to all contraventions on the TLRN.

TRANSPORT FOR LONDON

**STAFF SUMMARY
Board Meeting**

SUBJECT: AUDIT COMMITTEE REPORT

MEETING DATE: 24 MARCH 2004

1. PURPOSE

To report to the Board on matters discussed at the Audit Committee meeting on 10 March 2004.

2. BACKGROUND

The Audit Committee met as scheduled on Wednesday, 10th March. The following matters were dealt with.

Internal Audit Matters

- The Internal Audit Plan for 2004/05 was discussed and approved together with the resources necessary to carry out the work. It was noted that a significant amount of the time is to be spent on contract management including PPP and PFI matters.
- The Committee also reviewed the final reports that had been issued in period 11.

External Audit Matters

- The external audit plan for the TfL group for the year ended 31st March 2004 was reviewed and the proposed external audit fees were noted.
- Some discussion was held around the issue of accounting for the transfer of LUL into TfL. Final agreement between TfL and KPMG as to how this matter is to be dealt within the accounts has not yet been reached. The matter will be brought forward again at the Audit Committee meeting in July.

Corporate Governance

- The Committee reviewed proposals for tracking the progress on Mayoral strategies within TfL to ensure strategies as set out in the Transport Strategy and other documents are being met. This is still under development but will be reviewed at future Audit Committee meetings.

Audit Commission Matters

- The Committee noted that the self-assessment required under the Initial Performance Assessment (IPA) procedure has now been published on TfL's website and that the Audit Commission visits to perform the inspection are scheduled for May.

BIP Update

- The Committee were appraised of the status of stabilisation activity following the completion of SAP implementation in December 2003. The change management issues associated with implementation of this system are now being addressed.

3. RECOMMENDATIONS

The Board is asked to NOTE the above report which sets out the work that the Audit Committee carried out on the Board's behalf at its last meeting.

**TRANSPORT for LONDON
TfL BOARD**

SUBJECT: SAFETY, HEALTH AND ENVIRONMENT COMMITTEE REPORT

MEETING DATE: 11 February 2004

1. PURPOSE

This report provides a summary of the SHEC meeting held on 17 December 2003.

2. BACKGROUND

The Committee (which meets not less than four times a year) is required under its terms of reference to report to the TfL Board.

3. REPORT ON 17 December 2003 SHEC MEETING

Key points arising from the December meeting are as follows:

3.1 Progress on HSE Assurance Processes

3.1.1 An improved, simplified and more aligned, reporting procedure for quarterly HSE assurance reports to SHEC has been implemented.

3.1.2 Health, Safety and Environmental Management Systems (HSE MSs) are being developed for TfL at the group level and for TfL Corporate Directorates. These HSE MSs will be aligned with the LUL HSE MS, the most developed of the HSE MSs in the TfL group. HSE MSs for other parts of TfL are already, or will be, aligned with the LUL HSE MS to the extent appropriate. The group HSE MS will address overarching TfL HSE policy, the HSE roles and responsibilities at group level, common HSE processes across TfL and guide the content of business HSE MSs. It will not replace business HSE MSs.

3.1.3 A professional level HSE panel, made up of the senior HSE managers from the businesses has been formed and has begun to address areas of cross-business interest, in particular, HSE reporting and auditing processes.

3.2 HSE Performance Reports

3.2.1 HSE performance reports were received from Rail, LUL, Surface Transport and Corporate Directorates and matters of significant note discussed. It was noted that LUL investigations and reports on the Hammersmith derailment and the National Grid failure were available, and that for the Camden Town derailment on schedule.

3.3 HSE Assurance from Infracos to LUL

3.3.1 Tim O'Toole gave a presentation and took questions on how assurance was received from the Infracos.

The presentation addressed:

- LUL's safety responsibilities for the Tube and how these are discharged
- the policy objectives set at the design of PPP
- the design of the PPP contracts to ensure safety continues to meet objectives and continues to improve
- why PPP is different from the arrangements for the national railway.

In summary, the presentation demonstrated that:

- LUL is responsible for Tube safety at all times
- LUL holds the statutory railway safety case
- Infracos have complementary safety cases
- LUL sets all standards relevant to safety
- LUL has contractual powers to ensure safety
- Infracos have financial incentives to improve safety
- safety improvement programmes include improving assurance quality and coverage.

In the light of the above SHEC members were satisfied that adequate safety controls were in place

3.4 HSE Briefing for TfL Board Members

- 3.4.1** The Chair confirmed that a half-day briefing on HSE matters would be prepared for Board members for February or March. [Subsequent to the meeting the date for this briefing has been confirmed as the afternoon of 19th February

4. RECOMMENDATION

The Board is asked to NOTE the report from the Committee.

The next meeting of SHEC will be held on March 11 2004

TRANSPORT for LONDON TfL BOARD

SUBJECT: SAFETY, HEALTH AND ENVIRONMENT COMMITTEE REPORT

MEETING DATE: 24 March 2004

1. PURPOSE

This report provides a summary of the SHEC meeting held on 11 March 2004

2. BACKGROUND

The Committee (which meets not less than four times a year) is required under its terms of reference to report to the TfL Board.

3. REPORT ON 11 March 2004 SHEC MEETING

Key points arising from the March meeting are as follows:

3.1 HSE Briefing to Board Members 19 Feb 2004

A 3 hour briefing session, held on the afternoon of 19th Feb, was attended by 7 Board members. Areas addressed were:

- HSE challenges for TfL
- HSE legislation relevant to board members
- HSE management systems and HSE accountabilities in TfL
- Information the Board/SHEC needs to be assured on HSE matters, and the importance of an 'HSE culture'.

The session was judged to have been sufficient of a success to propose that another be run later in the year.

3.2 HSE Performance Reports

HSE performance reports were received from Rail, LUL, Surface Transport and Corporate Directorates, and matters of significant note discussed.

DLR confirmed that a principal area of concern was the potential impact of third party activities e.g. construction works alongside the track, this is being addressed through the completion of a Serco management procedure.

LUL in commenting on the upcoming phase 1 independent audit report indicated that the management of HSE was found to be basically sound but as anticipated areas for improvement were being identified and these would be the areas of focus for phase 2 of the audit. The importance and value of a strong 'HSE culture' was discussed.

Surface Transport noted that low bridge strikes continue to be a problem, as do engine fires. Action is being taken to address both of these, for the former the use of Global Positioning Systems (GPS) is under investigation and for the latter the use of fire suppression systems in the engine compartment. It was noted that a study of the potential impacts/benefits of the use of bus lanes by powered two wheelers is underway and is expected to be completed later this year. It was

agreed that Surface Transport will report to SHEC on its updated Road Safety Plan at the next SHEC meeting.

Improvements to the content of the reports were agreed.

3.3 Environmental reporting to SHEC

SHEC noted that it had been agreed that environmental reporting would be aligned with that for Health and Safety i.e. in future, environmental matters that relate to compliance with legal requirements and compliance with TfL policies and standards will be subject to performance reporting and assurance provision to SHEC.

Additionally, it was anticipated that only those environmental matters that fell under TfL direct management control, or where TfL could be considered to have 'prevailing influence' would be reviewed by SHEC.

Environmental matters where the role of TfL was to simply facilitate, or encourage others to bring about environmental benefits, would fall outside of the remit of SHEC. These aspects of the environmental programme will be reviewed in the context of the projects of which they form part as well as in business reviews of the entirety of TfL's environmental programme.

3.4 HSE Plans for 2004/05

An integrated summary of HSE plans for all areas of TfL was presented. The plans were noted and matters arising discussed. It was recognised that each business would have more detailed plans but this overview was considered sufficient for SHEC to be assured that future plans were adequate.

3.5 HSE Audit Plans for 2004/05

A summary of the HSE audits was presented and noted. The plans were judged to provide a sufficient basis for the provision of assurance that HSE systems and processes were in place and functioning adequately.

3.6 Group HSE Management System

A brief presentation of the draft Group HSE management system (HSE MS) was made. This management system aims to:

- lay down over-arching TfL HSE policy
- describe HSE roles and responsibilities at group level
- define at a high level, common processes across TfL group
- guide the content of business HSE MSs

It does not replace the business HSE MSs.

The next stage of development for the group HSE MS will be review by the line management in the businesses followed by formal adoption.

4. RECOMMENDATION

The Board is asked to NOTE the report from the Committee.

The next meeting of SHEC will be held on July 1 2004.

TRANSPORT *for* LONDON

TfL BOARD

SUBJECT: FINANCE COMMITTEE REPORT

MEETING DATE: 24 March 2004

1. PURPOSE

To report to the Board on matters discussed at the Finance Committee on 11 March 2004.

2. BACKGROUND

The Board has been receiving reports on the work of its Audit and Safety, Health and Environment Committees for some time. It has been suggested that it would be good practice for the Board to receive reports from each of its Committees and, accordingly, this paper reports on the work of the Finance Committee at its latest meeting. Similar reports will be brought to the Board following future meetings of the Finance Committee.

The Finance Committee discussed reports on the 2004/5 Budget, the approval to submit application for powers for the Thames Gateway Bridge, revisions to the Treasury Management Policy Statement and the adoption of a formal Investment Strategy. These matters are the subject of papers considered earlier in the agenda for this Board (the latter two items in one agenda item) and, accordingly, the subject matter of these reports is not repeated here.

In addition, the Finance Committee was updated on the status of TfL's Efficiencies activities with a focus on the efficiencies in the 2004/5 Budget. A summary of this report is included in the Efficiencies section of the 2004/5 Budget paper considered earlier in the Board's agenda.

The Committee was updated on the plans for publishing a summary of its Best Value Performance Plan by 31 March 2004 in accordance with statutory requirements. It approved that the Managing Director, Finance and Planning be authorised to prepare such a summary for publication on TfL's website by 31 March and in the April edition of the GLA newspaper "The Londoner". This is consistent with the process that was followed in 2003.

Finally, the Finance Committee noted a report which is submitted to each of its meetings informing it of any project approvals given since its last meeting by the Commissioner (or in his absence, the Managing Director, Finance and Planning) for projects budgeted to cost between £25m and £100m. None were reported but an updated schedule of projects in this cost range that are expected to be approved by 31 March 2005 was noted.

The next meeting of the Finance Committee will take place in April 2004 at a date to be agreed.

3. RECOMMENDATION

The Board is asked to NOTE the contents of this report.

TRANSPORT FOR LONDON

TLF BOARD

STAFF SUMMARY

SUBJECT: PILOTING THE ENFORCEMENT OF MOVING VEHICLE OFFENCES

DATE: 24 MARCH 2004

1. PURPOSE

To inform the TfL Board of the implementation of the London Local Authorities and Transport for London Act (the "Act").

2. BACKGROUND

Transport for London, along with the Association of London Government, co-sponsored a Bill through the Houses of Parliament last year to, amongst other things, decriminalise certain traffic offences on London's roads. The Bill received Royal Assent on 30 October 2003 and came into effect on 30 December 2003.

The provisions of the Act relating to decriminalising traffic offences passes from the police to TfL and the London boroughs the power to enforce a variety of traffic contraventions using the civil process for TfL. This involves the capturing of images from cameras of a variety of traffic contraventions including:

- Yellow box junction contraventions
- Banned turns (such as no "U" turns, no right turns)
- School Keep Clear markings
- Certain prohibited movements

For these provisions each Authority publishes an "appointed date" to commence responsibilities under the Act. An undertaking was given during the passage of the Bill through Parliament that the legislation would be piloted by a small number of Authorities before being rolled out to all London Boroughs. It is proposed therefore for TfL along with six London boroughs to start using these powers with effect from May 2004. The six boroughs involved are Ealing, Wandsworth, Camden, Newham, Hammersmith and Fulham, and Croydon.

TfL is working with those boroughs to drive this pilot forward and will ensure that appropriate guidance and codes of practice are amended to ensure that enforcement is carried out in a fair but effective manner. This guidance will include assessment guidelines to determine in what circumstances camera operators and Parking Attendants should take enforcement action and what training they should have prior to such action.

In addition to this, it is proposed to conduct a major communications campaign to inform drivers of the legislation and its impending enforcement. In particular, the marketing

strategy will focus on the need to educate drivers about certain traffic restrictions that have historically been barely enforced (e.g. the yellow box junction).

TfL has identified 25 sites on the TLRN where cameras currently exist to be used as part of the pilot. It is intended therefore that from 4 May TfL will begin to issue penalty charge notices to registered keepers of vehicles seen contravening these regulations. The civil process to be used is fully tried and tested by TfL under its bus lane enforcement programme and has been used by the boroughs for the past ten years in connection with their parking (and bus lane) enforcement programmes.

The pilot is intended to test the legislation and to identify any processes that need to be amended in order to ensure that the scheme is seen as fair and effective. It is anticipated that the pilot will last for 9-12 months depending on numbers of contraventions and number of appeals to the Adjudicator. There will then be an evaluation process by the Association of London Government Transport and Environment Committee (ALG TEC) before rolling out the legislation to other London boroughs in 2005. The aim of the legislation is to improve compliance with these traffic contraventions and to this end a central plank of the pilot will be to monitor changes in driver behaviour and consequent effects on congestion and bus movements at these key locations. It will be this aspect that is carefully monitored both before the commencement of the pilot and during it.

At time of writing, the recommendation has been made to the Mayor by the ALG TEC for the penalty charge value to be set at £100, discounted to £50 if paid within 14 days, consistent with the current bus lane contravention penalty charge. .. A recommendation by the Mayor needs to be approved by the Secretary of State.

Meanwhile, the Government has recently published its Traffic Management Bill that amongst other things, makes similar provision for the rest of the country. Therefore, London's pilot will not only be scrutinised by other London boroughs but potentially by all councils.

3. ALTERNATIVES

The alternative is for TfL not to take part in the pilot scheme. The six London boroughs identified would continue to pilot the legislation. This would leave TfL outside the pilot and in a less influential position to affect how the legislation is implemented across London. It might also be questioned considering that TfL was a joint sponsor of the Bill.

4. IMPACT ON FUNDING

Although there is no budget for this activity in 2004/05, enforcement using the civil process means that any income generated from penalty charge notices is retained by the issuing authority. During the pilot project large amounts of income are not anticipated and in any case the objective is to achieve compliance with traffic restrictions. However, it is fully anticipated that this operation will be at least self-financing in common with bus lane enforcement.

5. RECOMMENDATIONS

It is recommended that the TfL Board **note** the proposal to pilot the Act using cameras on the TLRN and the communications campaign to inform the public.

The TfL Board is requested to **note** that the Managing Director of Surface Transport will take such steps necessary to implement the decriminalised regime outlined in the London Local Authorities and Transport for London Act 2003.

For detailed enquiries on the content of this report, please contact:

Name Patrick Troy, Head of Traffic Enforcement

Telephone 020 7941 3175

AGENDA ITEM 12

DOCUMENTS SEALED ON BEHALF OF TRANSPORT FOR LONDON FROM 28th January – 10th March 2004

Property Transactions

- 1 Lease
- 2 Deed Polls
- 1 Land Registry Form TR1
- 1 Land Registry Form TP1

Highway Agreements

- 3 Section 278 Highways Act 1980 Agreements
- 1 Agreement in Respect of Road Side Maintenance Works
- 1 Section 8 of Highways Act 1980 Agreement

Agreements with London Boroughs

- 2 Agreements Relating to Financial Assistance
- 1 Section 8 of Highways Act 1980 and Section 101 Local Government Act 1972 Agreement

Transport Improvement and Infrastructure Works

- 1 Memorandum of Agreement

The TfL Seal Register will be available for inspection by Board Members at the meeting.