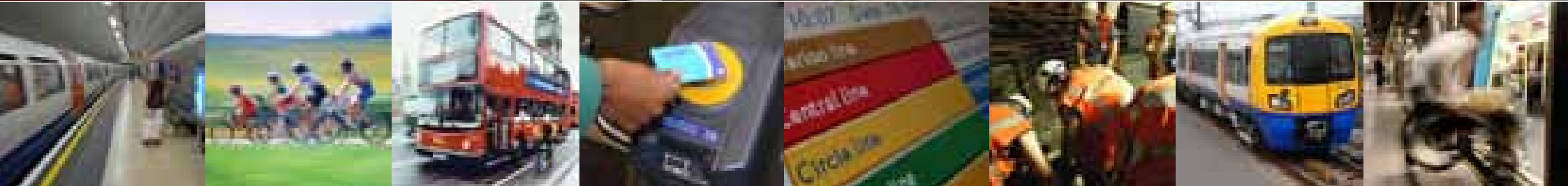


# TfL Investment Programme 2009

2009/10 to 2017/18



MAYOR OF LONDON

Transport for London



# Transport to be transformed

The biggest expansion of London's transport system since World War Two will be carried out over the next decade. Investment of £29.0bn from 2009/10 to 2017/18 will create nothing less than a complete transformation of the network, providing the Capital with public transport that is truly world-class.

Among other things, Transport for London (TfL) will deliver Crossrail, massive Tube line upgrades that will also increase capacity and new air-conditioned trains. Crossrail, the single largest transport project seen in the UK for generations, will itself provide an extra 10 per cent capacity to the rail-based public transport network, and, overall, there will be an almost 30 per cent rise in capacity across London's transport system as a whole, catering for anticipated passenger demand growth.

These projects, together with everything else set out in the TfL Investment Programme (IP) – which is being funded from a £39.2bn settlement from the Government to cover the period to 2017/18 – are driven by the Mayor of London's key priorities, which are as follows:

- To expand public transport capacity
- To smooth traffic flows
- To lead a revolution in cycling and walking in London
- To deliver London's 2012 Olympic and Paralympic Games transport projects and leave a lasting legacy
- To improve further the safety and security of the travelling public
- To improve dramatically the experience of travelling in London

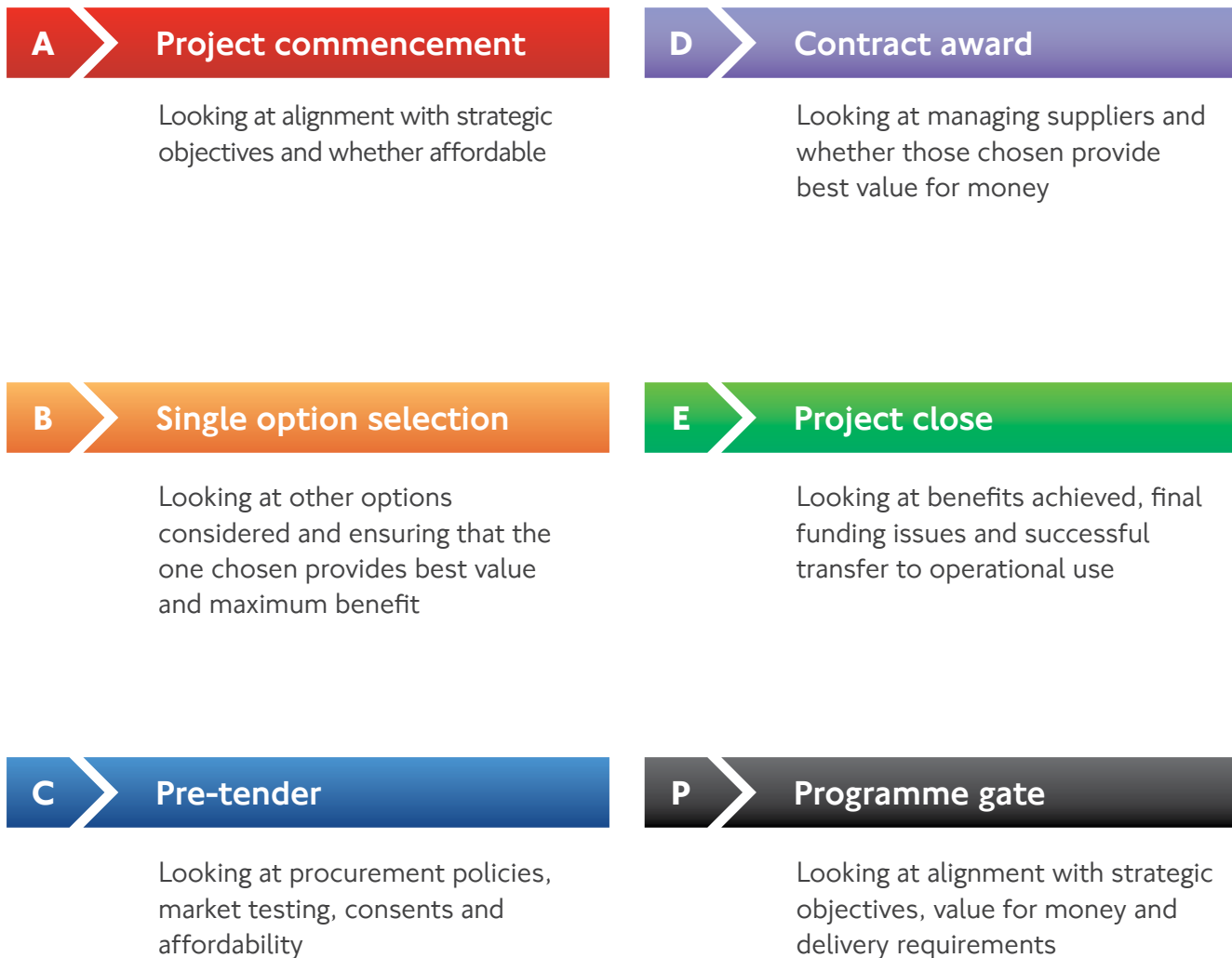
Throughout the implementation of the IP, TfL will continue to be mindful of the changing needs of a city with a population forecast to grow by 800,000 over the next two decades.

# TfL gateway approval process

The individual projects costing more than £5m and annualised programmes spending more than £5m per annum within the IP are subject to an ongoing scrutiny process. It is called the TfL gateway approval process. At its simplest, it is a five-stage approval system considering such matters as business case, project management and affordability. Most importantly, though, it is a method by which 'value for money' can be tracked, ensuring that the maximum is extracted from every pound spent.

There are six 'gates'. The first five refer to projects and the sixth concerns programmes. The latter are annualised programmes that include general spending such as pre-planned capitalised maintenance and groupings of small projects.

The gates, which are identified in the individual project pages in this document, are:



# TfL gateway approval process

At each of these gates, projects are scrutinised against 'key challenges' that have been grouped for ease of reference into the following categories:

- ↳ Strategic objectives and scope (including outcomes, value for money and long-term benefits)
- ↳ Governance and stakeholders (including clear governance arrangements and approvals from stakeholders)
- ↳ Funding (including affordability and close examination of costs)
- ↳ Resources (including consideration of whether skills and capabilities are available and in place)
- ↳ Procurement and commercial issues (including the contracted arrangements and maximising cost-effectiveness)

- ↳ Legal and consents (including probing legal consents, technical and third-party approvals)
- ↳ Engineering/technical issues (including buildability of the scheme and the identification of technical risks)
- ↳ Business impact and criticality (including potential effects of the project and reputational risks on the business and operations)
- ↳ Project and programme management (including management processes and managing any perceived risks)

In this way, the gate review provides assurances that a project or programme is properly identified and assessed at the first stage and continually checked thereafter. The key drivers are:

**Deliverable** – the expected benefits will be delivered within the declared cost/time/performance envelope

**Affordable** – the level of expenditure and financial risk involved is acceptable in light of TfL's overall financial position when set against other priorities

**Value for money** – the optimum combination of whole-life cost and quality (or fitness for purpose) is provided to meet users' requirements

**Strategic fit** – the outputs of the project contribute to TfL's overall strategy

## Programme structure

This Investment Programme, covering the period 2009/10-2017/18, brings together all of TfL's major projects – that is, those costing more than £5m – that combine to ensure London has a fully integrated transport system. It includes works on TfL's assets and those transferred to TfL's contractors, for example in relation to the Public Private Partnerships (PPP) and Private Finance Initiatives (PFI). It also includes TfL funding to upgrade transport assets not owned by TfL – for example, those that belong to the London boroughs.

Summaries of 'above £5m' projects are recorded and show brief justifications for the expenditure, including outputs, outcomes, environmental impacts and benefit cost ratio and/or net financial effect. They are grouped as follows:

- London Underground (LU)
- Surface Transport (the part of TfL responsible for bus services, streets and other non-rail transport modes)
- London Rail (which has responsibility for the Docklands Light Railway (DLR), the London Overground, the East London Line (ELL) extension and TfL support for the National Rail system)
- Crossrail
- Corporate (which is responsible for those projects managed centrally, such as interchanges and for Borough expenditure)

\* Table I shows a summary of the Investment Programme split by mode.

**Table I: Summary of modal investment expenditure**

Mode	£m									
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Total 2009/10 - 2017/18
London Underground	1,701	2,117	2,033	1,919	1,662	1,429	1,086	1,454	1,737	<b>15,138</b>
Surface Transport	493	385	369	331	336	351	356	391	406	<b>3,416</b>
London Rail	661	236	33	9	8	9	8	10	10	<b>985</b>
Crossrail	617	832	788	799	1,124	920	681	549	1,022	<b>7,332</b>
Corporate	241	222	231	283	260	223	229	220	220	<b>2,129</b>
<b>Total</b>	<b>3,712</b>	<b>3,792</b>	<b>3,455</b>	<b>3,342</b>	<b>3,390</b>	<b>2,931</b>	<b>2,359</b>	<b>2,624</b>	<b>3,394</b>	<b>29,000</b>

## Reconciliation to Business Plan

Table 2 shows a reconciliation of expenditure as presented in the IP with that shown in the TfL Business Plan.

The items that constitute the difference are made up of LU PPP spend, plus payments made to operators and boroughs for work that is of a capital nature (including non-LU PFI contracts), and TfL's Crossrail contribution.

## Projects in detail

Descriptions of individual projects in terms of what will be delivered, when they will be delivered and what outcome TfL is seeking to achieve are all set out in this document, which also includes a chart on pages 7 and 8 showing when key projects will be completed.

**Table 2: Reconciliation to Business Plan**

Transport for London (£m)	£m									
	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	Total 2009/10 - 2017/18
<b>Investment Programme</b>	<b>3,712</b>	<b>3,792</b>	<b>3,455</b>	<b>3,342</b>	<b>3,390</b>	<b>2,931</b>	<b>2,359</b>	<b>2,624</b>	<b>3,394</b>	<b>29,000</b>
Overprogramming	(181)	(285)	(95)	49	86	110	96	63	156	0
<b>Net Investment</b>	<b>3,531</b>	<b>3,508</b>	<b>3,360</b>	<b>3,391</b>	<b>3,475</b>	<b>3,041</b>	<b>2,455</b>	<b>2,688</b>	<b>3,550</b>	<b>29,000</b>
Less:										
Capital expenditure under LU PPP contracts (incl. Metronet)	(1,004)	(1,279)	(1,404)	(1,357)	(1,218)	(1,108)	(869)	(930)	(1,055)	<b>(10,224)</b>
Capital expenditure under LU PFI contracts	(15)	0	0	0	0	0	0	0	0	<b>(15)</b>
Externally funded other indirectly managed projects	(522)	(369)	(371)	(371)	(353)	(342)	(376)	(399)	(430)	<b>(3,533)</b>
TfL's Crossrail Contribution	(617)	(832)	(788)	(799)	(1,124)	(920)	(681)	(549)	(1,022)	<b>(7,332)</b>
<b>Capital Expenditure - TfL Group</b>	<b>1,373</b>	<b>1,028</b>	<b>797</b>	<b>864</b>	<b>780</b>	<b>670</b>	<b>530</b>	<b>810</b>	<b>1,043</b>	<b>7,895</b>

# Delivery dates of key projects: 2009-2018

		2009/10	2010/11	2011/12	2012/13
Major Projects	London Underground	<ul style="list-style-type: none"> <li>↘ Jubilee line upgrade completed</li> <li>↘ Stratford station upgrade completed</li> </ul>	<ul style="list-style-type: none"> <li>↘ First Metropolitan line air-conditioned train introduced</li> <li>↘ First Circle and Hammersmith &amp; City lines air-conditioned trains introduced</li> <li>↘ First District line air-conditioned train introduced</li> <li>↘ King's Cross station congestion relief (CTRL)</li> </ul>		<ul style="list-style-type: none"> <li>↘ Victoria line upgrade complete</li> <li>↘ Northern line upgrade complete</li> </ul>
	Surface Transport	<ul style="list-style-type: none"> <li>↘ East London Transit (Phase 1A)</li> <li>↘ A406 Hanger Lane bridges</li> </ul>	<ul style="list-style-type: none"> <li>↘ Bike hire scheme</li> </ul>	<ul style="list-style-type: none"> <li>↘ A406 Bounds Green</li> <li>↘ Tottenham Hale gyratory</li> <li>↘ Blackwall Tunnel (northbound)</li> <li>↘ Greenwich Waterfront Transit</li> </ul>	
	London Rail	<ul style="list-style-type: none"> <li>↘ London-wide Oyster implementation</li> </ul>	<ul style="list-style-type: none"> <li>↘ Woolwich Arsenal DLR extension</li> <li>↘ East London line extension</li> <li>↘ Three-car Bank-Lewisham</li> <li>↘ Stratford International DLR extension</li> <li>↘ North London Railway infrastructure enhancements</li> <li>↘ Three-car east route (Custom House – Beckton)</li> </ul>	<ul style="list-style-type: none"> <li>↘ All Overground stations upgraded</li> </ul>	

# Delivery dates of key projects: 2009-2018

		2013/14	2014/15	2015/16	2016/17	2017/18
Major Projects	London Underground	<ul style="list-style-type: none"> <li>Bank station congestion relief: Waterloo &amp; City line</li> </ul>	<ul style="list-style-type: none"> <li>Piccadilly line upgrade complete</li> <li>Paddington station congestion relief</li> </ul>		<ul style="list-style-type: none"> <li>Bond Street station congestion relief</li> <li>Tottenham Court Road station congestion relief</li> <li>Circle, Hammersmith &amp; City and Metropolitan lines air-conditioned trains complete</li> </ul>	<ul style="list-style-type: none"> <li>District, Circle, Hammersmith &amp; City and Metropolitan lines upgrades complete</li> <li>Victoria station upgrade complete</li> <li>Bank station congestion relief: Northern line platforms</li> </ul>
	Surface Transport		<ul style="list-style-type: none"> <li>Countdown customer information system rollout complete</li> </ul>			
	London Rail					