

Appendix One  
TfL Operational and Financial Report  
Quarter Four 2007/08





# Operational and Financial Report

## Fourth Quarter, 2007/08



# Transport for London

## Operational and Financial Performance Report

### Fourth Quarter, 2007/08 (09 December 2007- 31 March 2008)

#### Performance

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1.0 This report details the operational and financial performance for quarter four, 9 December 2007 to 31 March 2008, and covers operating periods ten to thirteen. An operating period comprises 4 weeks and the fourth quarter covers four operating periods.

1.1 Demand growth continued with 1,021 million passengers carried in the fourth quarter. For the full year, there were 3,346 million passenger journeys, 42 million more than target and 173 million more than 2006/07 on a comparable basis. London Underground, London Buses and the DLR all carried record numbers of passengers during the year:

- London Underground carried 1,073 million passengers, representing an increase of 5.7 percent compared to 2006/07.
- London Buses delivered record passenger journey numbers of 2,176 million representing an increase of 5.2 per cent compared to last year.
- DLR patronage increased by 8.6 per cent during 2007/08, a total of 67 million passenger journeys.

Highlights and performance issues in the fourth quarter of 2007/08 included:

1.2 **Low Emission Zone:** On 4 February, phase one of the Low Emission Zone project was launched for HGVs over 12 tonnes.

1.3 **Oyster on National Rail:** The project to roll out Oyster Pay-As-You-Go (PAYG) ticketing to London's National Rail services is being progressed in two phases. Phase 1 involving three train operating companies (TOCs - National Express East Anglia, C2C and Chiltern) was completed to schedule on 2 January 2008. Work on Phase 2 work is continuing with the finalisation of the agreements with the other TOCs and the development of the central systems software.

1.4 **Visitor Oyster Cards sold by National Express:** Oyster cards are now available from National Express ticket offices throughout the UK including major airports such as Heathrow, Gatwick, Stansted and Luton. National Express is the first coach company to sell the TfL Visitor Oyster cards to its customers. The Visitor Oyster Card is pre-loaded with Pay As You Go, and ready for passengers to use as soon as they arrive in London. The scheme is part of TfL's strategy to ensure that visitors to London have access to the cheaper options available on Oyster.

1.5 **AA Credit Rating confirmed by Rating Agencies:** Rating agencies, Fitch and Standard & Poor's, have affirmed TfL's 'AA' stable credit rating. Both reported that the stable outlook reflects TfL's strong relationship with government, as shown by the new 10-year funding settlement, and its central role of TfL in restructuring the Metronet contracts and delivering the Crossrail project. TfL also continues to maintain a strong cash position and has a certain degree of flexibility in the investment programme.

1.6 **New "Together for London" campaign:** "Together for London" campaign aims to encourage passengers on public transport to consider how their behaviour can impact on others. The campaign was launched on 1 February and includes cinema advertisements, transport system posters, posters at leisure and shopping centres and online advertising.

1.7 **London Transport Awards:** The annual awards were held on 27 February and recognise excellence in transport in London. TfL received the following awards:

- Public Transport Operator of the Year: London Underground.
- Most Innovative Transport Project: Westminster Bridge Fascia Replacement

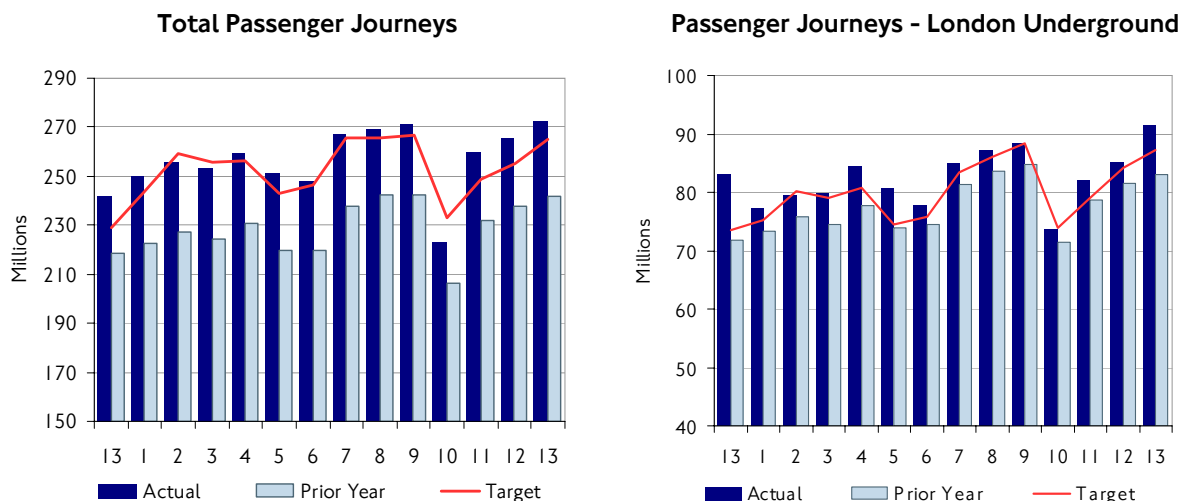
- Special Award/Outstanding Project: TfL/Tour de France London Grand Depart 2007
- London Underground Customer Service Team of the Year: King's Cross St. Pancras Station
- Transport Team / Partnership of the Year: TfL/Safer Transport Teams
- Travel Information and Marketing: Direct Enquiries Limited, London Underground
- Outstanding Contribution to Transport across London: Doug Oakervee, Crossrail.

The Tactile Maps project developed by London Underground with the Royal National Institute for the Blind (RNIB) was 'Highly Commended' in the Most Innovative Transport Project category.

- I.8 **Tour of Britain:** The Tour of Britain cycle race will start in London in September 2008. On 7 September, London will host the launch event as the cycle race starts its eight-day UK tour.
- I.9 **Metronet Sub-Surface Lines:** On 1 April 2008, TfL welcomed the announcement that Metronet had reached agreement with Bombardier UK and Westinghouse Rail Systems over the future upgrade of London Underground's sub-surface network (SSR): the Circle, District, Hammersmith & City, and Metropolitan lines. As part of the SSR Upgrade, Metronet contracted Bombardier to deliver new trains and sub-contracted the signalling upgrade to Westinghouse Rail Systems. Under the new arrangement, Bombardier will still supply the new trains and Westinghouse will continue to modify the existing SSR signalling system to allow the new trains to run on the old system until the new signalling system is installed.
- I.10 **iBus:** The iBus project won an award from the Intelligent Transport Society (ITS) at the ITS UK Annual Awards for Excellence. The judges praised the iBus innovations in design and implementation.
- I.11 **Freight Plan:** On 9 January 2008 TfL launched the London Freight Plan to improve and support London's freight industry. The Plan highlights the vital role that freight transport plays in maintaining London's status as a world-class city. Also, it recognises that changes are needed to improve the efficiency of the freight sector, reduce emissions and congestion and improve road safety.
- I.12 **Dial-a-Ride (DaR):** On New Year's Day, all DaR services became free of charge to registered members and their carers. All journeys will be pre-booked via the DaR call centre. Further improvements will be made to the service during 2008 including the introduction of new vehicles and the continued modernisation and centralisation of the journey booking system.
- I.13 **Heathrow Terminal Five:** On 27 March, the first passengers travelled to Heathrow Terminal 5 using the extended Piccadilly line and new Terminal Five station. The new station was delivered on time and on budget and is also used by Heathrow Express services.

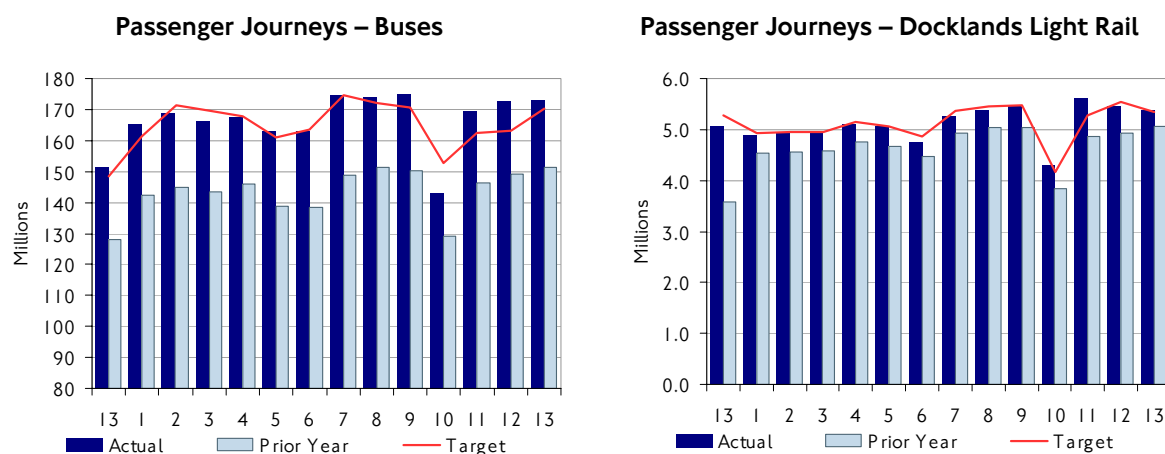
## Service Demand

- 2.0 Passenger numbers across the TfL network continued to grow in quarter four, with 1,021 million passenger journeys across the network. This was 18.8 million (1.9 per cent) higher than the target and an increase of 49 million (5.0 per cent) on the same quarter last year on a comparable basis. For the full year, there were 3,346 million passenger journeys. This was 42 million (1.3 per cent) higher than the target and an increase of 173 million (5.5 per cent) on 2006/07 on a comparable basis. When considering performance compared to last year, please note that there were 2 extra days in quarter four this year compared the same quarter in 2006/07. Also note the Easter weekend fell during quarter four of 2007/08, having previously fallen in quarter one of 2007/08, and there are fewer passenger journeys over the Easter period.



Note: 2006/07 bus passenger journey numbers are represented as previously reported (not re-stated), but a new methodology was applied from period 1 2007/08.

- 2.1 There were 332 million passenger journeys on the Underground during quarter four, an increase of 17.9 million (5.7 per cent) on the fourth quarter of last year and 8.0 million (2.4 per cent) more than target. For the full year, the Underground carried 1,073 million passengers, 58.2 million more than in 2006/07 and an increase of 5.7 per cent. This exceeded the full year target of 1,048 million passenger journeys by 25 million (2.3 per cent).



Note: 2006/07 bus passenger journey numbers are not re-stated but a new methodology was applied from period 1 2007/08.

- 2.2 Bus passengers made 658 million journeys during the fourth quarter, an increase of 28 million (4.5 per cent) on the fourth quarter of 2006/07 on a comparable basis, and 9.6 million higher than target. In the full year, bus passengers made 2,176 million journeys, an increase of 108.0 million (5.2 per cent) compared to 2006/07 and 15.7 million more than the full year target.

- 2.3 DLR passengers made 20.7 million journeys during the fourth quarter, an increase of 10.6 per cent on the same quarter last year and higher than the target of 20.3 million. In the full year, DLR passengers made 66.6 million journeys, achieving the 2007/08 target. This was 5.3 million (8.6 per cent) more than in 2006/07.

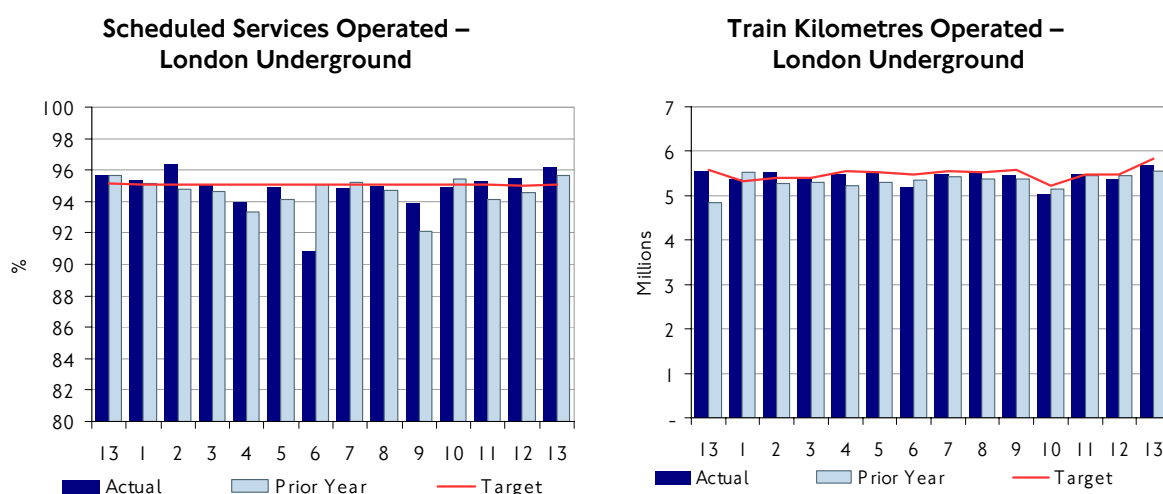
#### **Fare Trends**

- 2.4 During the fourth quarter, 3.7 per cent of Underground passenger journeys were cash fares, a reduction of 0.4 percent compared to last year. This was boosted by the effect of the early Easter holiday, without which cash fares on the Underground would have comprised 3.5 per cent of passenger journeys. Oyster pay-as-you-go journeys accounted for 29 per cent of all Underground journeys compared with 25 per cent a year ago.
- 2.5 On the bus network cash single fares accounted for 1.8 per cent of all journeys at year end, compared to 2.3 per cent last year. Oyster pay-as-you-go journeys comprised 17.0 per cent of all bus journeys, in line with last year.
- 2.6 Overall fare income compared to budget is discussed in section eleven.

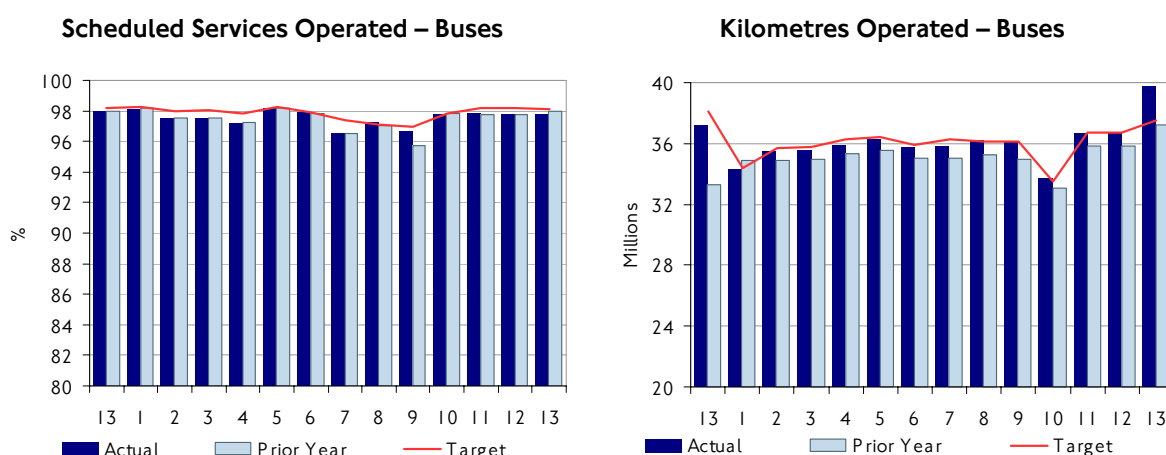


## Service Provision

- 3.0 London Underground operated 95.5 per cent of its scheduled services during the fourth quarter, 0.4 percentage points higher than target and an improvement of 0.6 percentage points compared to quarter four of last year. The improvement was achieved despite staff and rolling stock shortages which continued to affect performance on Circle and Hammersmith and City lines, rolling stock shortages on the Central line due to traction motor electrical problems and traction power problems on the Jubilee line on 5 and 6 February caused by defective trains. In the full year, 94.8 per cent of services were operated to schedule representing an improvement of 0.3 percentage points compared to last year. However, the full year result was 0.3 percentage points below the target of 95.1 per cent, mainly due to the effects of the Metronet strike in September 2007. The Northern line achieved its target in every period of the year, culminating in an outstanding 99.3 per cent of scheduled services operated in the final period. The Metropolitan, Victoria and East London lines also performed better than their targets for the year.



- 3.1 London Underground operated 21.6 million kilometres in quarter four, which was level with the service provided last year but below the target of 22 million kilometres. Although the train kilometres operated for the full year achieved a record of 70.5 million kilometres, it was 0.8 million lower than target due to the Metronet strike and more engineering works than had been allowed for in the target.

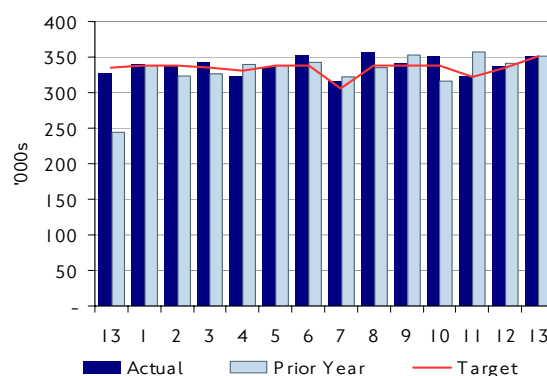


- 3.2 An average of 97.8 per cent of scheduled bus services were operated in the fourth quarter, 0.3 percentage points below target but in line with quarter four last year. This quarter, services were affected by the ongoing roadworks in the Tottenham Court Road/Holborn area; a burst water main on Edgware road; a large fire at Camden Market; the closure of Shaftesbury Avenue for two weeks; road closures due to subsidence near St Pauls; the closure of the Hammersmith gyratory on two

occasions and various police closures and demonstrations. In the full year, 97.5 per cent of bus services were operated, 0.3 per cent below target but the same as last year.

- 3.3 Bus kilometres operated, at 146.8 million kilometres, were 2.3 million higher than target and 4.8 million higher than the previous year. In the full year, there were 468.2 million bus kilometres operated, 0.7 million more than target and 10.3 million more than last year. Operating losses due to staffing or mechanical problems remained low.

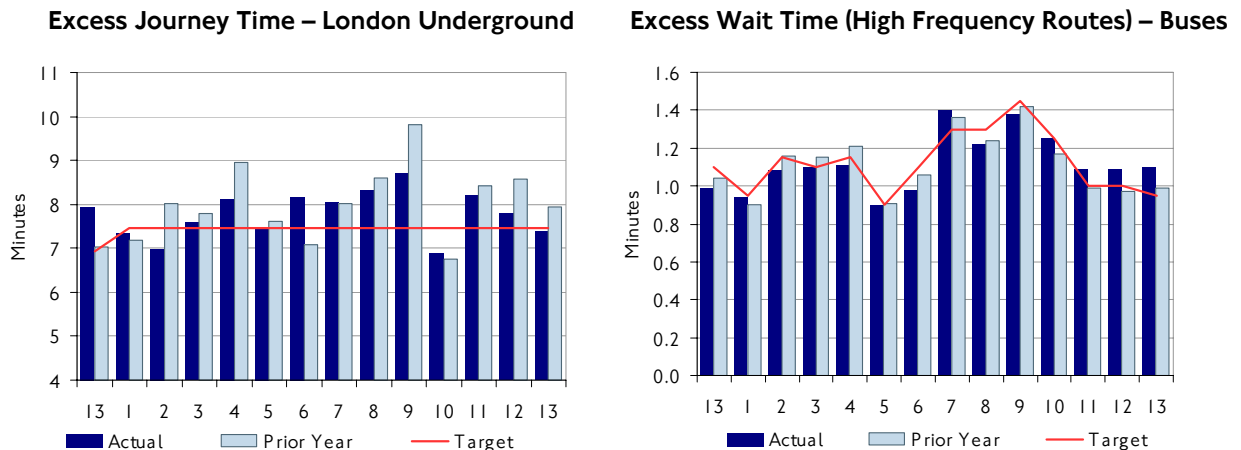
**Train Kilometres Operated – Docklands Light Rail**



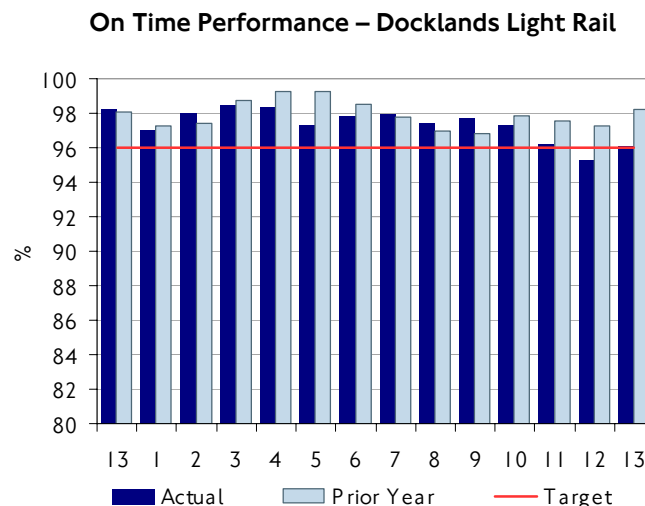
- 3.4 In quarter four, DLR operated 98.7 per cent of its scheduled services, 0.7 percentage points higher than target but 0.4 per cent lower than the previous year. In the full year, the DLR operated 99.1 per cent of its scheduled services, 1.1 per cent more than target and in line with last year.
- 3.5 DLR operated 1.3 million kilometres during the fourth quarter. This was 4.2 percentage points less than the target but 2.2 percentage points more than the same quarter last year. Service problems this quarter included Jubilee line disruption causing overcrowding as passengers transferred to DLR, requiring the activation of additional crowd control measures; signalling and system failures; closures of Bank station and a fire at Custom House. A review is being undertaken with the franchisee to restore the expected high level of performance. DLR operated 4.4 million kilometres in the full year, narrowly missing the target by 84,000 kilometres, but an increase of 60,000 kilometres compared to last year.
- 3.6 Dial-a-Ride operated 342,000 trips during the fourth quarter, 25 per cent lower than the target of 455,000 trips and 0.2 per cent less than the previous year. In the full year, Dial-a-Ride operated 1.1 million trips, 25 per cent lower than the target of 1.5 million trips. This target was based on the successful centralisation of local booking systems. The new system failed to work to the specified standard and did not include all local depots. Problems with the IT system are being addressed.

## Service Reliability

- 4.0 During the fourth quarter, excess journey time on the Underground averaged 7.6 minutes, an improvement of 0.3 minutes on the previous year, but 0.1 minute worse than the target of 7.5 minutes. Over the year, excess journey time averaged 7.8 minutes, 0.3 minutes higher than the target but an improvement of 0.3 minutes compared to the previous year. The Metronet strike in September 2007 added 0.1 minutes to excess journey time. The balance of the variance from target is attributed to record passenger numbers, which resulted in increased crowding in stations and on trains, both of which contribute to increased journey times.



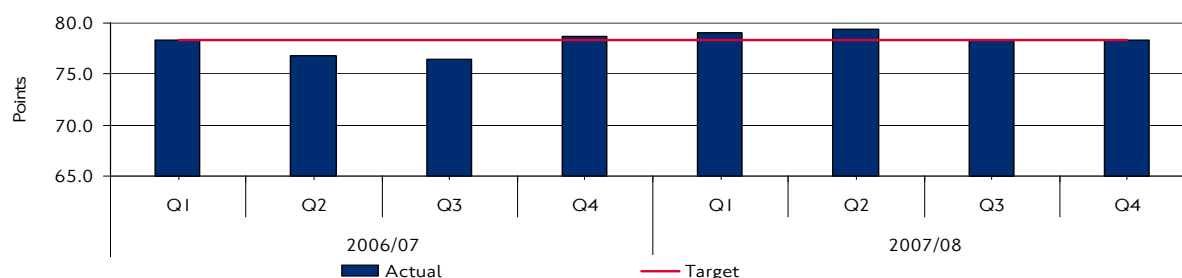
- 4.1 Excess wait time on the bus network was, on average, 0.1 minute higher than target and 0.1 minute higher than the same quarter last year. In the full year, excess wait time was in line with target and the same time last year.



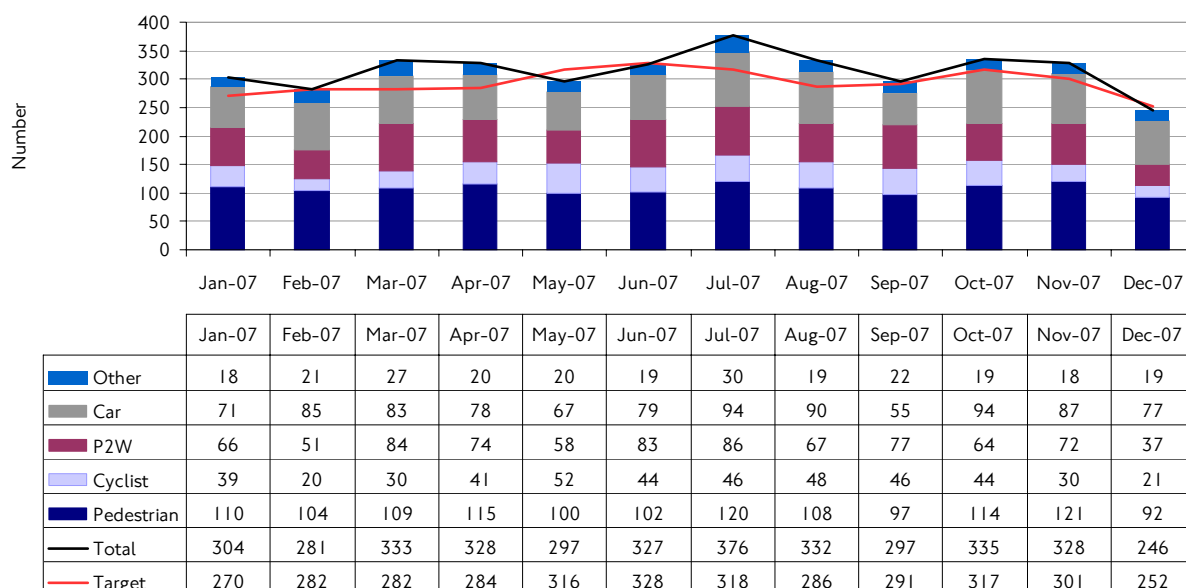
- 4.2 On the DLR, 96.2 per cent of trains were on time. This was 0.2 percentage points higher than target but 1.5 percentage points lower than the previous year. This was attributable to the disruption in quarter four caused by high passenger numbers, system failures, station closures and the fire at Custom House. In the full year, on-time performance was 1.3 percentage points higher than target but 0.5 percentage points worse than last year.

## Customer Satisfaction Scores (CSS)

- 5.0 The level of customer satisfaction on the TfL network in the fourth quarter was 78.4, 0.1 points higher than the target of 78.3 but 0.3 points lower than last year. In the full year, the TfL Group customer satisfaction score was 78.7, 0.3 points higher than the target of 78.3 and 0.9 points higher than the previous year.



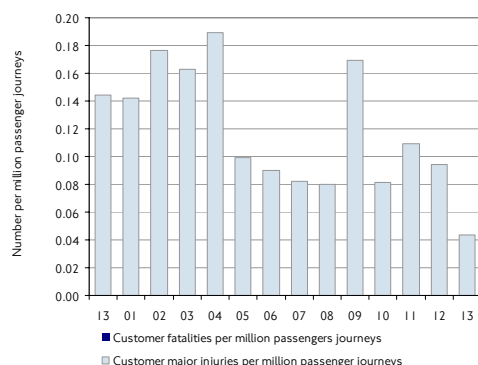
- 5.1 In the fourth quarter, the overall customer satisfaction score on London Underground was 76, 2 points lower than target and 1 point lower than quarter 4 last year. The score for ease of getting to the platform and ease of buying a ticket fell by 3 points compared to quarter four last year. The score for helpfulness and availability of staff was 2 points lower than last year and the cleanliness score was 1 point lower. The personal safety and security score improved by 1 point compared to the fourth quarter last year. The full year score was 77, 1 point below the target but 1 point higher than last year. London Underground analysis shows that the full year CSS score has been adversely impacted by congestion.
- 5.2 The overall customer satisfaction score on the bus network (day bus services) was 79. This was 1 point higher than target and in line with quarter 4 last year. Journey time, service reliability, state of repair of buses and smooth ride scores were 1 point lower than last year. Bus stop information and personal safety and security scores improved by 1 point compared to the fourth quarter last year. The full year customer satisfaction score for buses was 79, 1 point higher than the target and 1 point higher than last year.
- 5.3 The overall customer satisfaction score for the quarter on the DLR was 96.8, 6.8 points higher than the target of 90 per cent, but 0.1 point lower than last year. For the full year the customer satisfaction score for the DLR was 97.5, 7.5 points above target and 0.7 points higher than last year.



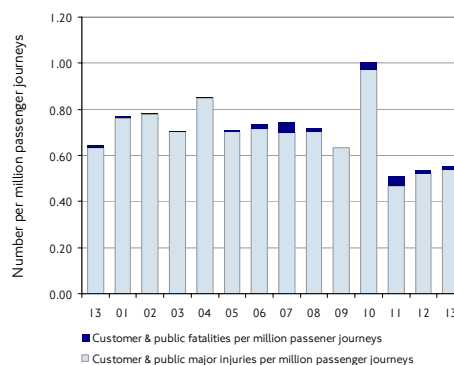
6.0 Due to reporting processes and the nature of road traffic accident data, results are reported 4 to 5 months in arrears and results are also subject to retrospective adjustments. During 2007/08 road traffic accident data has not been made available by the Metropolitan Police on a regular basis due to changes in the reporting system. However, data recently became available for the calendar year 2007 for numbers killed or seriously injured on London's roads. Data analysis is currently being conducted to identify the factors determining trends. Data for January to March 2008 is not yet available.

6.1 Overall, there were 3,784 people killed or seriously injured on London's roads in 2007, 257 more than anticipated. Of these 1,292 were pedestrians, 461 were cyclists, 819 were riders of powered-two-wheelers. However, this was 162 fewer casualties than in the previous year, representing a reduction of 4.1 per cent.

**Major Injuries and Fatalities (customers) – London Underground**



**Major Injuries and Fatalities (customers & public) – London Buses**



Please note: Major injuries and fatalities on London Buses and the Underground are represented per million passenger journeys.

6.2 The number of customer major injuries on the London Underground network in the fourth quarter of 2007/08, at 27, was 25 fewer than in quarter four last year. In the full year there were, on average, 0.12 major injuries to customers per million passenger journeys compared to a target level of 0.14. There were no accidental customer fatalities during 2007/08.

6.3 On the bus network in the fourth quarter of 2007/08, there was a 5.6 per cent decrease in major injuries and fatalities when compared to quarter four last year. In the full year, there were an average of 0.69 major injuries to customer and members of the public per million passenger journeys.

- 6.4 **Black, Asian and Minority Ethnic Communities:** Two road safety reports were published by the London Road Safety Unit (LRSU). The reports showed that the injury rate for black child pedestrians is one and a half times greater than for white children. The reports explore the relationship between deprivation, ethnicity and road safety. Findings show that road accidents involving London's Black, Asian and Minority Ethnic communities have decreased since 2000, with the casualty rate for black child pedestrians falling slightly faster than for white children over the last five years. The research also shows that there is strong link between deprivation and child injury rates, and this differs by ethnic groups. TfL is focusing on the issue by funding a number of pilot projects that work directly with local communities. This includes a Hammersmith and Fulham Borough project which works with Queens Park Rangers football club to promote road safety among young people.
- 6.5 **'Risk It and Lose It' Campaign:** Road safety campaign workshops to educate young drivers about the consequences of speeding were hosted by the London Safety Camera Partnership. Students from 20 London boroughs attended the 'Risk It & Lose It' workshops, which explored risk-taking behaviour and considered the role of the passenger and the driver in vehicle collisions.

## Sustainability

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- 7.0 Highlights of TfL initiatives with sustainability benefits in the fourth quarter were:
- 7.1 It was announced that Personalised Travel Planning (PTP) will be rolled out in Hounslow Town Centre and Wembley later in the year.
- 7.2 In February 2008, the London Borough of Richmond was announced as the next area for a 'Smarter Travel Programme', with a formal launch planned for September 2008.
- 7.3 The Smarter Driving campaign was launched on 25 February 2008. A 4-week campaign of mass media advertising (48 sheet billboards, bus backs, bus shelter posters, and petrol pump nozzles and 30 second radio adverts during evening drive time on all major London stations) was supported by a website and PR activities. The campaign aims to achieve a reduction in CO<sub>2</sub> emissions from cars, by promoting cost savings resulting from smarter driving techniques.
- 7.4 The London Rail Energy Action Plan was finalised. It contains twenty-eight specific actions to help deliver a reduction in CO<sub>2</sub> emissions. The majority of the actions relate to London Overground, DLR and the East London Line Project. The remaining actions are associated with influencing the activities of the rest of the rail industry.
- 7.5 The London Overground operator (LOROL) prepared its Sustainability Report for Willesden Junction station, setting out enhancements that can be made as part of the station refurbishment programme.
- 7.6 The procurement process for Hydrogen buses was completed. The conceptual design of the buses was completed and the final approval is due in July 2008.

## Community Safety

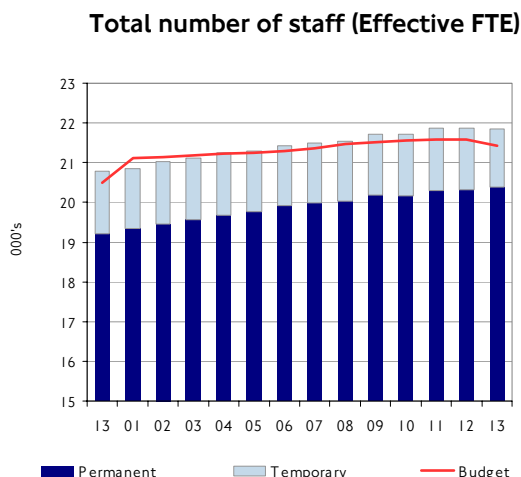
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- 8.0 Highlights of TfL initiatives with community safety benefits in the fourth quarter were:
- 8.1 **Section 17 of the Crime and Disorder Act 1998:** On 15 February 2008, TfL became legally bound by Section 17 of the Crime and Disorder Act 1998. This is a statutory requirement placed on all departments within TfL and follows a statutory instrument laid before Parliament at the end of October 2007. In order to comply with its statutory duty, TfL must demonstrate that administrative and decision-making processes are provided to tackle crime and disorder. Consequently every TfL department must include crime and disorder implications and considerations in all reports to Committees, the TfL Board and in the Business Plan. In light of the new legal responsibility, the Community Safety, Enforcement and Policing Directorate (CSEP), are currently co-ordinating the implementation of Section 17 provisions across TfL, through training and awareness sessions, to educate all departments on the implications of Section 17 and to integrate Section 17 in to all aspects of TfL's business.
- 8.2 **Safer Transport Teams:** Police and community support officers from the Safer Transport Teams will now be deployed on buses in eleven Central London boroughs. The specialist teams already operate on routes in 21 boroughs in outer London.
- 8.3 **London Wide Removals Service:** New technology was made available to traffic wardens who can use a PDA to identify and contact the closest removals truck to remove illegally parked vehicles from the red routes. Twenty one new trucks are equipped with satellite navigation and automatic number plate recognition software. Up to 58 per cent of Penalty Charge Notices (PCNs) are issued on the TLRN for "stopping where prohibited", so the scheme will reduce congestion on some of London's busiest roads.
- 8.4 **Parking Enforcement:** The first annual Parking Enforcement Report, covering the period of 2004 to 2007, was published in January 2008. The report is the first comprehensive overview of decriminalised parking enforcement to date. Parking offences have reduced by 23 per cent compared to last year.



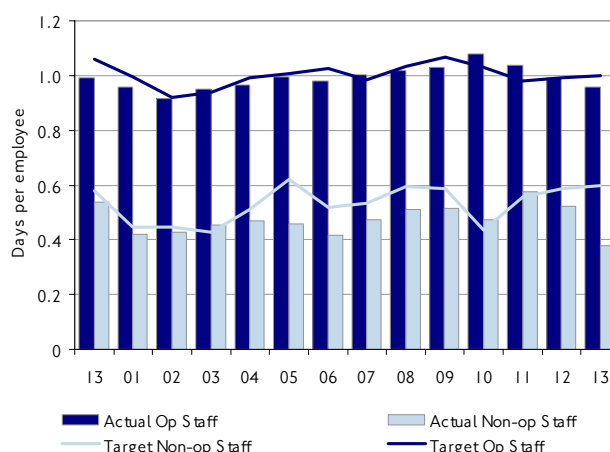
## Staff Numbers

- 9.0 At the end of 2007/08 TfL employed 21,848 full time equivalent (FTE) staff. This number increased by 129 since the end of quarter three and is 412 (2 per cent) more than budget. There were 1,459 temporary staff at the end of 2007/08 which was 78 fewer than last year but 342 more than budget.



- 9.1 There were 14,508 FTE staff in London Underground at the end of 2007/08, 222 more than budget. The largest variance was in Customer Services as a result of delay to the ticket office strategy and because there were still some train operators and station staff over establishment following closure of the East London line. There were also additional staff in Strategy and Service Development working on projects including the PPP review and the Victoria station upgrade; in Information Management working on various projects; and staff retained for longer than expected due to a delay in the implementation of Connect. Vacancies in Engineering and the PPP contract teams provided some offset.
- 9.2 Surface Transport had 4,765 FTE staff at the end of 2007/08, 7 more than budget. There were 157 fewer permanent staff than budget, offset by 211 more temporary staff. Recruitment of permanent staff continued at a slower rate than expected, partly due to the London Streets reorganisation.
- 9.3 There were 238 FTE staff in London Rail, 14 more than budget. The number of temporary staff at 42, was 3 higher than budget. London Rail continues to manage temporary staff numbers, by converting temporary staff to permanent contracts where appropriate. Some temporary positions are occupied by people with specialist skills, where permanent recruitment has proved challenging.
- 9.4 The Group Directorates had 2,336 staff, 169 more than budgeted. There were additional Oyster Control Centre staff in Fares and Ticketing; additional temporary staff in Group IM, replacing more expensive consultant resources, and due to be replaced by permanent staff in 2008/09; and, more staff in HR to cope with increased demand for resourcing and service delivery. This was offset by fewer staff in Planning.

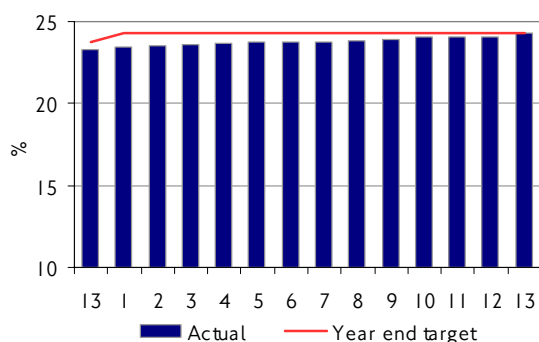
### Sickness Absence – Days per Employee



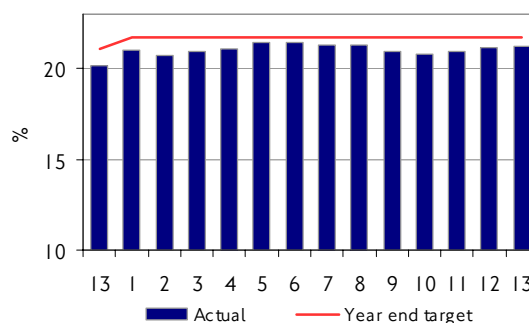
9.5 TfL staff were absent from work due to sickness for an average of 10.3 days per employee during 2007/08. This was 0.8 days (7.7 per cent) lower than the target of 11.1 days and a considerable improvement of 1.4 days compared to last year. The improvement was driven by non-operational sickness absence rates of 11.1 per cent lower than target. London Underground staff were absent for an average of 10.7 days per employee. This was 1.3 days better than target and an improvement of 2.0 days per employee compared to last year. This is the best sustained employee attendance rate achieved by London Underground for at least ten years. Surface Transport staff were absent for 11.1 days per employee, which was 1.7 days worse than target and was driven by higher rates of absence amongst operational staff. In London Rail, the absence rate of 3.6 days per employee was 1.4 days better than target and an improvement of 0.5 days compared to last year. Group Directorates staff were absent for 6.8 days per employee, which was 0.2 days better than target.

### Workforce Composition

#### Female staff



#### Female staff in senior management

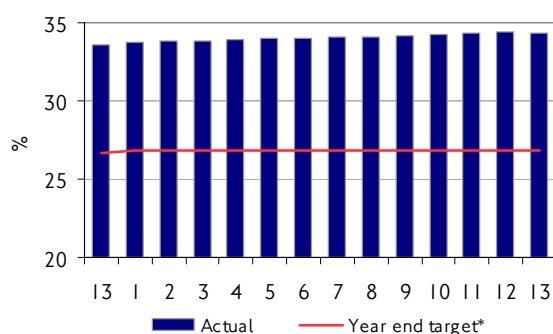


9.6 At the end of 2007/08, women made up 24.3 per cent of TfL staff, achieving the year end target. The percentage of women in senior management increased by 1.0 percentage point compared to last year to 21.2 per cent, 0.5 per cent below the year end target.

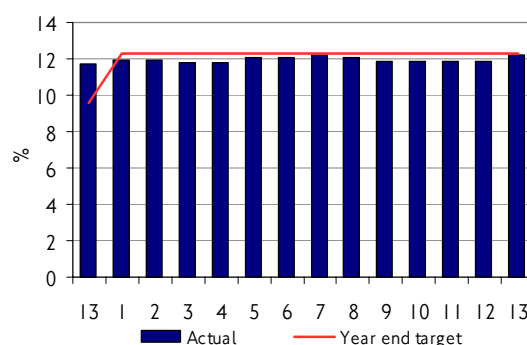
9.7 In London Underground, there was a sustained increase in the representation of women in operational roles, now at 17 per cent. Female representation at Duty Manager, Train Operator and Station Supervisor levels has increased by 1.5 percentage points during the year, now at 13.4 per cent, 9.3 per cent and 11.3 per cent respectively. This demonstrates the results of continuing effort to attract women into operational roles and to encourage existing female staff to apply for promotion. In Surface Transport the diversity competence programme was piloted in London Streets and there was strong participation in the TfL Mentoring programme. At year end female representation in Surface Transport was 27.8 per cent with 17.2 per cent at senior manager level.

Whilst external female recruitment into Surface Transport has been very positive, 33 women transferred from Surface to other areas TfL. Exit interviews are conducted with leavers to understand the reasons behind their decision and focus groups with women from Surface Transport have been held. The feedback will help to determine interventions for the coming year, which already includes further diversity competence training and the development of the flexible rostering initiative in East Thames Buses. In Surface Transport, female representation at senior levels is 17.2 per cent, exceeding the target of 14.5 per cent. Representation of women in London Rail, overall and at senior levels, has exceeded target. Research was conducted to determine the barriers to the employment of women, in particular female senior managers, and London Rail is now proceeding to develop an action plan to address the issues.

**Black, Asian and Minority Ethnic Staff**

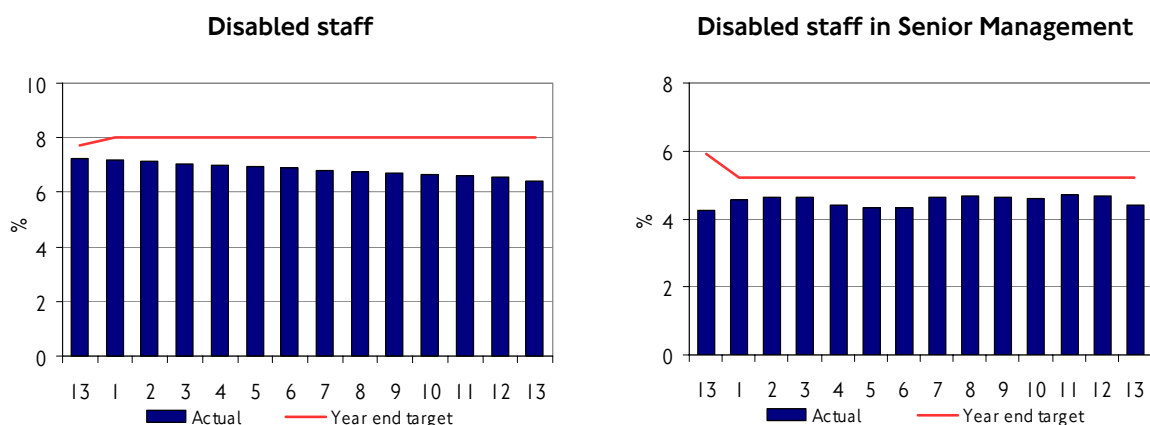


**Black, Asian and Minority Ethnic Staff in Senior Management**



- 9.8 The representation of BAME staff across TfL increased to 34.4 per cent, which was 7.8 percentage points higher than the year end target of 26.8 per cent. This target was representative of the economically active London population at the time the TfL budget was agreed.<sup>1</sup> The percentage of BAME staff in senior management increased by 0.5 percentage points compared to last year, to 12.2 per cent. This was 0.1 percentage points below the year end target.
- 9.9 Following a successful scheme last summer, London Rail and South Bank University are discussing arrangements for a BAME work experience scheme. Six work placements in London Overground will be available to BAME engineering students during summer 2008. TfL Group HR is implementing Project Breakthrough to improve the representation of BAME and other groups within senior management. It will look at TfL's recruitment and selection process and how internal candidates are prepared for promotion. An external consultant with expertise in recruitment and diversity best practice will be employed to undertake a review. Actions will be tailored for each mode to reflect different starting points and requirements.

<sup>1</sup> After the 2007/08 budget was set, an ONS survey commissioned by the GLA indicated that the BAME community represented 29 per cent of the economically active London population. The target for the 2008/09 budget will be revised accordingly.



9.10 Of the staff declaring their disability status, 6.4 per cent were recorded as disabled at year end. This was 1.6 per cent lower than the year end target of 8.0 per cent and 0.8 per cent lower than last year. Compared to last year, the proportion of disabled staff declined because 49 fewer disabled staff, and 476 more non-disabled staff, declared their status. The proportion of disabled staff in senior management increased to 4.4 per cent. This was 0.8 percentage points lower than the year end target of 5.2 per cent, but 0.1 percentage points higher than last year.

9.11 London Underground is in the third phase of its work experience programme for disabled people. Station accessibility assessments were been completed with a view to accommodating staff with disabilities. London Streets are interviewing candidates for the disability work placement scheme and one successful candidate has begun the placement. London Rail has a similar scheme with successful candidates already in posts.

9.12 Of those employees declaring sexual orientation, 1.0 per cent were lesbians, 4.4 per cent were gay men, 0.2 percent were bisexual women, 0.6 per cent were bisexual men, 58.4 per cent were heterosexual men and 28 per cent were heterosexual women. Of the senior managers declaring their sexual orientation 0.4 percent were lesbians, 3.0 per cent were gay men, 67.4 per cent were heterosexual men and 19 per cent were heterosexual women.

9.13 **‘YourSay’ Employee Survey – Results:** The response rate to ‘yoursay’, the first annual employee engagement survey, was 47 per cent. This is considered a good response compared to industry norms. TfL scored highly on:

- Understanding my mode’s objectives
- Understanding TfL’s policy on equality
- My business area’s commitment to providing a good service to customers
- Being treated with fairness and respect by colleagues
- Feeling able to suggest new ways of doing things in my job.

The main areas identified for improvement were:

- Senior managers communicating openly and honestly, and providing the opportunity to feedback on issues affecting individuals
- Providing leadership and a clear sense of direction
- Managing change well
- Dealing with poor performance effectively
- Supporting people’s development for the future.

TfL scored favourably compared to public and private sector benchmarks in many of the categories, particularly in the areas of Equality & Inclusion, satisfaction with TfL as an employer, and commitment to providing a good service to our customers. TfL’s overall Employee Engagement Index score was 63.9 versus a UK benchmark of 65 (out of 100). This score indicates the level of employee engagement and is based upon satisfaction, pride and commitment. The survey will be conducted annually in future. London Underground already conducts a similar employee survey, ‘Speak Up’.

## Efficiencies

10.0 TfL exceeded the 2007/08 year end efficiency target by £16 million, delivering £233 million of savings through a combination of back-office and operational efficiencies. The efficiencies programme exceeded the achievement of the previous year by £40 million (20.7 per cent).

Efficiency Initiatives £ m	Full Year (Sustained)		Full Year (In Year)		Total	
	Actual	Var to Budget	Actual	Var to Budget	Actual	Var to Budget
Procurement	56	0	42	22	98	22
Staff & BIP	15	(8)	8	(2)	23	(10)
Marketing & Other	15	(5)	5	5	20	0
<b>Total Back Office</b>	<b>86</b>	<b>(13)</b>	<b>55</b>	<b>25</b>	<b>141</b>	<b>12</b>
Rail Operations	2	0	0	0	2	0
Bus Network	59	0	6	6	65	6
Road Maintenance Contract	0	(0)	0	(3)	0	(3)
Other Surface Initiatives	0	0	2	2	2	2
Tube Lines refinancing	2	2		(2)	2	0
LUL Operational Efficiencies	16	1		(2)	16	(1)
LUL Communication Infrastructure	5	0		0	5	0
<b>Total Operations</b>	<b>84</b>	<b>4</b>	<b>8</b>	<b>0</b>	<b>92</b>	<b>5</b>
<b>Total Cashable</b>	<b>170</b>	<b>(9)</b>	<b>63</b>	<b>25</b>	<b>233</b>	<b>16</b>

Table may be subject to rounding errors

- 10.1 Additional procurement efficiencies were achieved from a number of initiatives including:
- Savings for traction power in London Underground achieved through the flexible electricity procurement strategy
  - Reduced track access charges on the Bakerloo line
  - Savings achieved in the Coulsdon Town Centre project following completion of the Coulsdon Relief Road.
- 10.2 The overall operational efficiencies target was achieved at year end. Of the targets exceeded:
- An additional £6 million was achieved through revising bus schedules where appropriate and extending the contracts for a number of routes
  - An additional £3 million was identified following the renegotiation of the old Highway Term Maintenance contracts
  - £2.4 million was achieved from a range of small Surface initiatives including savings in the Clear Channel bus shelter advertising contract and in consumables and maintenance.
  - Savings made on road maintenance contracts of £6 million have now been reported as part of the BPEP (Business Procurement Efficiencies Programme) procurement figure.
- 10.3 TfL is currently undertaking a comprehensive review of operational cost drivers throughout the organisation. The focus of the operational cost review is to identify areas of cost reduction whilst maintaining the outcomes TfL is trying to achieve. The outcome of this review will determine the basis of future efficiency targets and programmes.

## Financial Performance

All in £ Millions	Actual	Budget	Variance	Actual	Q3 Forecast	Variance to Q3 Forecast
<b>Income</b>						
London Underground	(1,640)	(1,649)	9	(1,640)	(1,647)	7
Surface Transport	(1,516)	(1,539)	23	(1,516)	(1,516)	-
London Rail	(80)	(73)	(7)	(80)	(77)	(3)
Group Directorates	(23)	(17)	(5)	(23)	(19)	(4)
	(3,259)	(3,279)	19	(3,259)	(3,259)	(1)
<b>Operating Expenditure</b>						
London Underground	2,526	2,616	(91)	2,526	2,508	18
Surface Transport	2,553	2,544	9	2,553	2,563	(10)
London Rail	167	173	(7)	167	181	(14)
Group Directorates	333	376	(43)	333	351	(18)
	5,578	5,710	(131)	5,578	5,603	(25)
<b>Net Operating Expenditure</b>	<b>2,319</b>	<b>2,431</b>	<b>(112)</b>	<b>2,319</b>	<b>2,345</b>	<b>(26)</b>
<b>Capital Expenditure (before group overprog)</b>						
London Underground	416	419	(2)	416	419	(2)
Surface Transport	190	289	(99)	190	198	(9)
London Rail	416	427	(11)	416	404	12
Group Directorates	48	74	(26)	48	45	3
	1,070	1,209	(138)	1,070	1,067	4
<b>Reimbursements from third parties</b>						
London Underground	(105)	(105)	(1)	(105)	(104)	(1)
Surface Transport	(5)	(30)	26	(5)	(5)	1
London Rail	(25)	(20)	(5)	(25)	(38)	13
Group Directorates	(4)	(21)	17	(4)	(5)	1
	(139)	(177)	37	(139)	(152)	13
Group Overprogramming	-	(70)	70	-	-	-
<b>Net Capital Expenditure</b>	<b>931</b>	<b>962</b>	<b>(31)</b>	<b>931</b>	<b>915</b>	<b>17</b>
Capital income (including property sales)	(94)	(52)	(41)	(94)	(41)	(53)
<b>Group Items</b>						
Interest Income	(113)	(74)	(39)	(113)	(109)	(4)
Debt Servicing Payments	125	111	15	125	125	-
Contingency	(2)	40	(42)	(2)	18	(20)
Provision for Metronet	210	-	210	210	262	(52)
Loss on Metronet put option	47	-	47	47	-	47
<b>Net Service Expenditure</b>	<b>3,424</b>	<b>3,418</b>	<b>6</b>	<b>3,424</b>	<b>3,515</b>	<b>(91)</b>

Table may be subject to rounding errors

## Operating Income

2006/07 YTD Actual	Income £m	Full Year					
		Actual	Budget	Variance	Actual	Q3 Forecast	Variance to Q3 Forecast
(1,415)	Underground fares income	(1,524)	(1,517)	(7)	(1,524)	(1,530)	6
(1,003)	Bus Network fares income	(1,053)	(1,059)	6	(1,053)	(1,047)	(7)
(54)	DLR fares income	(63)	(62)	(1)	(63)	(62)	(1)
-	Overground fares income	(15)	(9)	(6)	(15)	(13)	(2)
<b>(2,418)</b>	<b>LU, Buses and DLR fares income</b>	<b>(2,655)</b>	<b>(2,648)</b>	<b>(7)</b>	<b>(2,655)</b>	<b>(2,651)</b>	<b>(4)</b>
(252)	Congestion Charging and LEZ- fees and enforcement income	(329)	(341)	12	(329)	(333)	4
(48)	TPED enforcement income	(68)	(77)	9	(68)	(70)	2
(2,765)	Other income	(208)	(212)	5	(208)	(204)	(4)
<b>(3,066)</b>	<b>Total income</b>	<b>(3,259)</b>	<b>(3,279)</b>	<b>19</b>	<b>(3,259)</b>	<b>(3,259)</b>	<b>(1)</b>

- 11.0 Total operating income was £19 million lower than budget in the full year, in line with the forecast at quarter three.
- 11.1 London Underground operating income was £9 million lower than budget largely because of lower advertising revenue, but partly offset by higher fare income. Fare income was £109 million higher than last year as demand for Underground travel continued to grow. Income from the CBS advertising contract was lower than budget due to slower than predicted market growth and delays in installation of digital advertising equipment. In line with the quarter three forecast, London Underground operating income was £7 million lower than the full year forecast due to lower fare and advertising income, which was partly offset by higher than expected rental income.
- 11.2 Surface Transport income was £23 million lower than budget and in line with the full year forecast. This was driven by lower transport policing enforcement income, lower congestion charging income and lower income from the bus network. Bus network income was lower due to the reduced bus fares from 30 September 2007 and, from January 2008, the bus fare freeze. This was largely offset by higher travelcard and pay-as-you-go income. Lower congestion charging income from standard fees was partially offset by higher congestion charging enforcement income.
- 11.3 London Rail operating income was £7 million higher than budget, and £3 million higher than the forecast at quarter three, mainly due to higher revenue for London Overground as the budget was based on limited concession information.

## Operating Expenditure

2006/07 YTD Actual	Operating Expenditure £m	Full Year					
		Actual	Budget	Variance	Actual	Q3 Forecast	Variance to Q3 Forecast
2,470	London Underground	2,526	2,616	(91)	2,526	2,508	18
2,356	Surface Transport	2,553	2,544	9	2,553	2,563	(10)
129	London Rail	167	173	(7)	167	181	(14)
231	Group Directorates	333	376	(43)	333	351	(18)
<b>5,187</b>	<b>Total Operating Expenditure</b>	<b>5,578</b>	<b>5,710</b>	<b>(131)</b>	<b>5,578</b>	<b>5,603</b>	<b>(25)</b>

Table may be subject to rounding errors

- 11.4 Operating expenditure was £131 million lower than budget in 2007/08. Expenditure for the year was £25 million lower than was forecast at quarter three.
- 11.5 London Underground operating expenditure was £91 million lower than budget in the full year. This included £55 million of lower PPP costs, reflecting lower payments due to the Metronet strike, delays to the Metronet stations programme, the Central line derailment in July 2007, signal failures on the Victoria line earlier in the year and speed restrictions on the District line and the Metronet-maintained section of the Piccadilly line. Lower expenditure of £17 million on traction power was achieved through the flexible electricity procurement strategy. London Underground operating expenditure was £18 million higher than forecast at quarter three due to increased programme and risk expenditure.
- 11.6 Surface Transport spent £9 million more than budget in the full year and £10 million less than the quarter three forecast. This was due to lower expenditure on congestion charging and savings in management support. The variance to budget was mainly due to additional staff costs of £7 million following the implementation of the Highways Maintenance and Works contracts, £7 million additional spend in Road Network Performance on borough walking schemes and contract claim provisions. This was partly offset by lower expenditure on bus network operations contracts and on congestion charging, primarily because of savings in contract re-lets.
- 11.7 London Rail spent £7 million less than budget for the year and £14 million less than the full year forecast. This was due to adjustments for work completed in 2006/07 on London Overground infrastructure projects, the Oyster implementation project and capitalisation of North London Railway Gating and. This was partly offset by higher spend than budget on London Overground operations as the budget was set prior to all concession information being available.
- 11.8 The Group Directorates spent £43 million less than budget. This was mainly due to expenditure of £23 million less than budget on Borough Partnerships and Transport Planning and Policy, and £16 million less than budget on Information Management projects following reprioritisation of projects. Operating expenditure for 2007/08 was £18 million less than forecast at quarter three. It includes a variance of £16 million lower than forecast in the Finance directorate, primarily due to rephasing of Information Management projects into 2008/09 and a rebate on Oyster card production, and a variance of £7 million less than forecast in Planning. This was offset by Group Services forecasting a £5 million contingency provision at quarter three for the Palestra re-location which was not utilised by year end.

### Group Items

- 11.9 Net interest income was £24 million more than budget for the full year, £4 million more than was forecast at quarter three. TfL earned more interest income because of the increase in interest rates but this was partly offset by higher debt service payments, predominantly due to earlier draw down of debt than anticipated.



- 11.10 The two Metronet PPP companies, responsible for the BCV and SSL lines, went into PPP Administration on 18 July 2007. The provision for the loan to the administrators was £52 million less than the forecast of £262 million as the spend rate and the utilisation of the loan became clearer since quarter three. As part of the SR07 settlement, Government agreed to provide TfL with a fixed amount of grant to cover the Metronet Put option. In the event, the cost of this option was £47 million more than provided by Government, which TfL has to bear and could not be forecast at quarter three.
- 11.11 Full year TfL net service expenditure, which includes a provision of £210 million for the unbudgeted loan made available to the Metronet administrators, was £91 million less than the quarter three forecast and £6 million more than budget overall.

## Capital Expenditure

- 11.12 Net capital expenditure after third party reimbursements and reductions for overprogramming was £31 million lower than budget in 2007/08. Net capital expenditure for the full year was £17 million higher than the forecast at quarter three.

2006/07 YTD Actual	Capital Expenditure £m	Full Year					
		Actual	Budget	Variance	Actual	Q3 Forecast	Variance to Q3 Forecast
177	London Underground *	416	419	(2)	416	419	(2)
161	Surface Transport *	190	289	(99)	190	198	(9)
114	London Rail *	416	427	(11)	416	404	12
15	Group Directorates	48	74	(26)	48	45	3
-	Overprogramming	-	(70)	70	-	-	-
<b>467</b>	<b>Capital Expenditure</b>	<b>1,070</b>	<b>1,139</b>	<b>(68)</b>	<b>1,070</b>	<b>1,067</b>	<b>4</b>
(91)	Reimbursements	(139)	(177)	37	(139)	(152)	13
<b>376</b>	<b>Net Capital Expenditure</b>	<b>931</b>	<b>962</b>	<b>(31)</b>	<b>931</b>	<b>915</b>	<b>17</b>
(3)	Capital Income	(94)	(52)	(41)	(94)	(41)	(53)
<b>374</b>	<b>Net Capital</b>	<b>837</b>	<b>910</b>	<b>(72)</b>	<b>837</b>	<b>874</b>	<b>(36)</b>

Table may be subject to rounding errors

\* Shown after devolved overprogramming

- 11.13 London Underground capital expenditure, after devolved overprogramming, was £2 million lower than the budget and quarter three forecast. There was due to lower than budget and forecast expenditure on Operational Flexibility projects due to re-phasing; restructuring the Auto Reversing project on the Piccadilly line; the cancellation of the Connect transmissions options project and lower expenditure on congestion relief schemes, notably at Shepherd's Bush and Tottenham Court Road, offset by overprogramming.
- 11.14 Full year capital expenditure in Surface Transport was £99 million less than budget, after devolved overprogramming. This was due to delayed expenditure on road network improvements. This was caused by revised tendering requirements for Blackwall Tunnel Northbound; delays in receiving testing documents for iBus garage rollouts, and, the delayed start of bus garage construction, notably West Ham. The full year variance of £9 million below forecast was mainly driven by Congestion Charging Re-let and Futures following the final selection of the contracted service provider.
- 11.15 London Rail capital expenditure in 2007/08 was £11 million lower than budget mainly due to lower expenditure on DLR and the East London Line extension. Capital expenditure was £12 million higher than the full year forecast at quarter three mainly due to accelerated expenditure for land acquisition costs on the DLR 3-car and Woolwich Arsenal extension projects and increased expenditure on main works for London Overground Infrastructure projects.
- 11.16 Capital expenditure in the Group Directorates was £26 million less than budget in the full year. The main contributor to this was a £25 million variance in Finance largely due to the deferral of the Integrated Transport Smartcard Organisation (ITSO) project by the Department for Transport.
- 11.17 Capital income was £41 million higher than budget in the full year and £53 million higher than forecast at quarter three with the largest variance attributable to new lease arrangements for Overground rolling stock.

## Balance sheet

Transport for London Group Balance Sheet at end of Period 13 £m	Variance to Budget
Fixed Assets - <i>higher than budget</i>	(87)
Debtors and Payments in Advance - <i>higher than budget</i>	(250)
Cash - <i>higher than budget</i>	(13)
Creditors - <i>higher than budget</i>	196
Deferred Capital Grant - <i>lower than budget</i>	(301)
Provisions - <i>higher than budget</i>	34
<b>Total Net Assets - <i>higher than budget</i></b>	<b>(421)</b>

The balance sheet is in Appendix 2.

- 12.0 The debtor variances include the net effect of the loan to the Metronet Administrator of £32 million (loan of £242 million less provision of £210 million) and the pre payment of contributions to the TfL Pension Fund of £59 million. In addition to these £150 million of capital grant due from DfT in respect of 2007/08 was unpaid at the year-end, but has since been received.
- 12.1 The creditor variance includes £158 million for the PPP finance lease creditor due to increased fixed asset additions (£200 million) offset by lower interest charges and higher than budgeted payments due to higher inflation. In TTL joint facility ticket receipts in advance were £13 million higher than budget and added to this was an accrual of £20 million above budget for Prestige PFI payments. Elsewhere, higher than budgeted expenditure in the final period led to a general rise in accruals and trade and capital creditors at the year end.

Transport for London Group Balance Sheet Forecast for the Year End £m	Variance to Quarter 3 Forecast
Fixed Assets - <i>higher than forecast</i>	(36)
Debtors and Payments in Advance - <i>higher than forecast</i>	(129)
Cash - <i>higher than forecast</i>	(150)
Creditors - <i>higher than forecast</i>	70
Deferred Capital Grant - <i>lower than forecast</i>	15
Provisions - <i>higher than forecast</i>	19
<b>Total Net Assets - <i>higher than forecast</i></b>	<b>(211)</b>

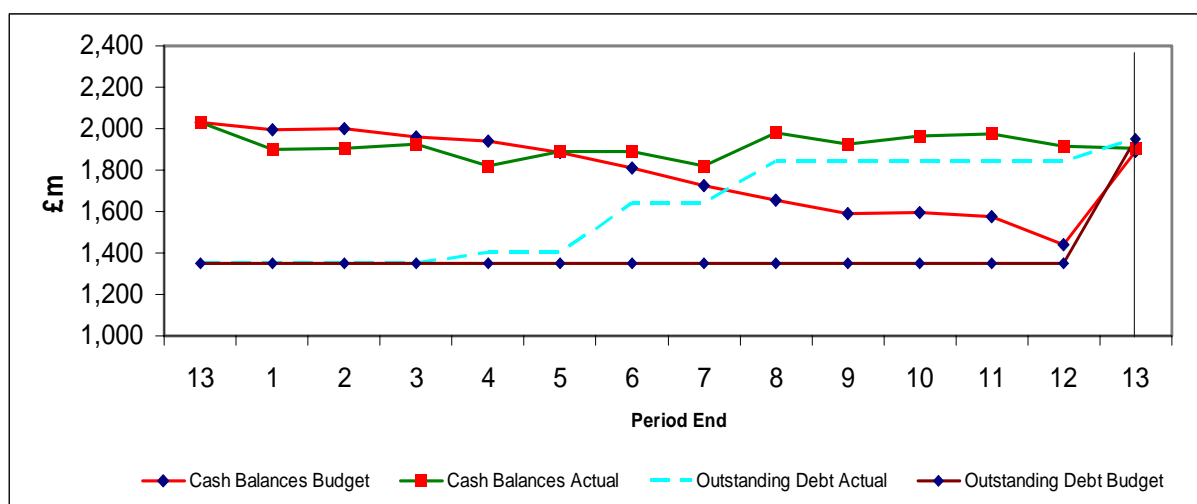
- 12.2 The debtor position includes the effect of accruing capital grant of £150 million as mentioned above. Creditor balances reflect higher than forecast spend in the final period.

## Cash summary

### Cash Balances and Debt

- 13.0 Cash balances at 31 March 2008 were £1,904 million, within £13 million of budget.
- 13.1 The graph below shows the actual cash balances and debt compared to budget at each period end throughout the year.
- 13.2 All of the £600 million approved borrowing has been drawn down resulting in outstanding debt in line with budget of £1,950 million.

Cash and Debt Balances 2007/08



### Performance

- 13.3 Performance is measured against a benchmark of the average of 3 month LIBOR minus 12.5 basis points. Recent changes in the financial markets have resulted in high demand for deposits in the 3-6 months range, forcing up 3 month LIBOR to approaching 7 per cent. Despite having to retain high short-term liquidity to meet the Metronet Administrators need for cash at short notice, TfL achieved a return 3 basis points short of its benchmark. The actual rate earned exceeded budget by 100 basis points. Interest earned was £112.9 million, £39 million in excess of budget.
- 13.4 Results for quarter four (periods 10, 11, 12 and 13) are noted in the table below:

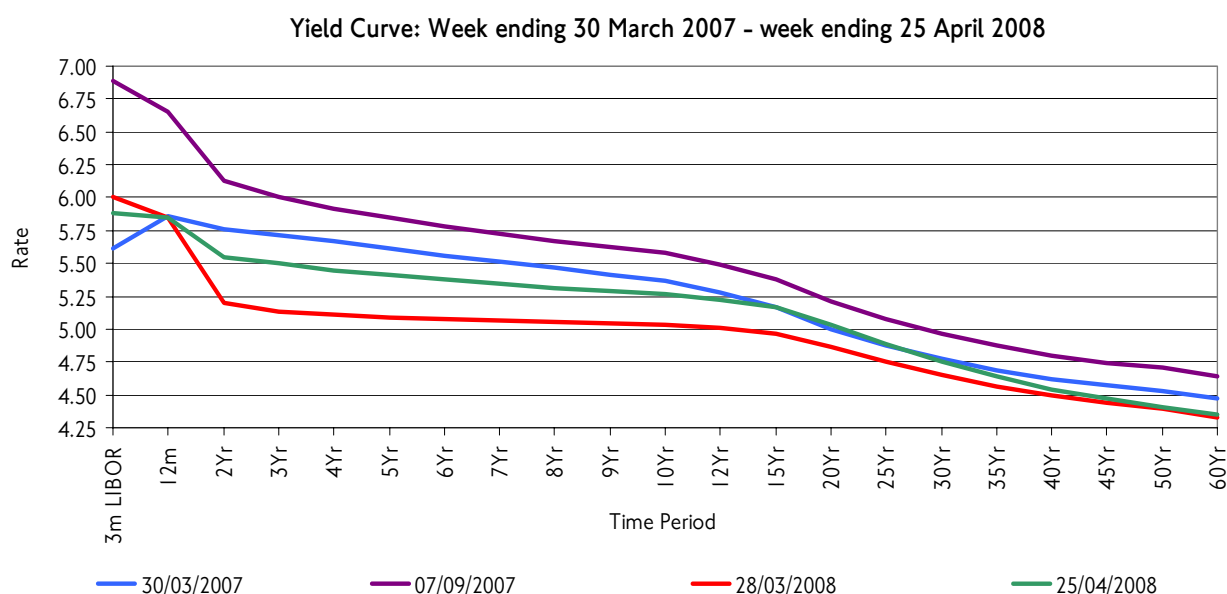
Treasury Management Yield Period End:	Period 10 5 Jan	Period 11 2 Feb	Period 12 1 Mar	Period 13 31 Mar	Full Year Actual	Full Year Budget
Benchmark	% 6.24	% 6.10	% 5.88	% 5.65	% 5.90	% 5.90
Average Rate of Return	6.22	6.09	5.85	5.77	5.87	4.87
Margin above/(below) Benchmark	(0.02)	(0.01)	(0.03)	0.12		
Interest Earned, Period	£9.5m	£9.4m	£8.7m	£9.1m		
Interest Earned, Year to Date	£85.7m	£95.1m	£103.8m	£112.9m	£112.9m	£73.9m

## Current Strategy

- 13.5 The Treasury Management Strategy for 2008/09 was approved at the 12 March Board meeting. The strategy focuses upon cross-checking Moodys ratings against those provided by other well-known agencies. It also abandons the idea of investing in Guaranteed Investment Contracts (GICs) for up to three years in light of the poor ratings awarded to the monoline insurers, who were the deposit takers most likely to give TfL improved returns.

## Yield curve

- 13.6 The latest yield curve summary is shown below for information.
- 13.7 This shows the effect of challenging financial market conditions from September where 3 month LIBOR rose to 6.89 per cent. The current trend of the yield curve is comparable to a year ago with 3 month LIBOR 26 basis points higher despite a 25 basis points reduction in Base Rate (now 5.00 per cent) compared to a year ago.



## Legal and Regulatory Risk

- 13.8 Prudential Indicators for Prudence and Affordability, Capital Expenditure and External Debt: Prudential Indicators approved by the Board for 2007/08 are monitored periodically and have not been exceeded.
- 13.9 Payment Card Industry Data Security Standards: As previously reported, new data security standards are being applied to merchants. TfL has received a report from its Quality Security Assessor commenting on the gap analysis and the remedial action that is required. Work is in progress to determine the priorities for the remedial work, its implementation and likely cost. TfL's merchant acquirer (Barclays) receives regular progress reports and has expressed its satisfaction on its content. Providing these reports, in order to demonstrate progress, should ensure that TfL will not be fined for alleged breaches of the new data standards.

## Annex One: Performance Summary

2007/08		Quarter 4				Full Year			
Key Performance Indicator	Unit	Actual	Target	Var	PY	Actual	Target	Var	PY
<b>Service Demand</b>									
Passenger Journeys - TfL Group	m	1,020.8	1,002.0	18.8	918.0	3,345.8	3,304.5	41.4	2,984.8
Passenger Journeys - LU	m	332.4	324.4	8.0	314.5	1,072.5	1,048.0	24.5	1,014.3
Passenger Journeys - Buses	m	658.3	648.7	9.5	576.0	2,176.1	2,160.4	15.7	1,880.3
Passenger Journeys - DLR	m	20.8	20.3	0.4	18.7	66.6	66.6	0.0	61.3
Passenger Journeys - Trams	m	8.2	7.6	0.6	7.9	26.3	24.6	-	24.8
Coach Departures - Victoria Coach Station	'000s	61.5	55.3	6.2	55.4	194.8	187.0	7.8	187.2
Passenger Journeys (total)- River Services	'000s	797.5	455.0	342.5	513.5	3,078.3	2,600.0	478.3	2,746.7
Passenger Journeys (multi stop only) - River Services	'000s	194.3	170.0	24.3	178.5	704.0	600.0	104.0	661.6
Total Trips - Dial a Ride	'000s	342.4	454.9	(112.5)	342.9	1,127.4	1,517.9	(390.5)	1,173.2
Cycle usage on TLRN (Index Mar 2000 = 100)	Index	151.4	166.9	(15.5)	158.1	190.8	185.0	5.8	182.6
<b>Service Provision (Supply)</b>									
% Scheduled Services Operated - LU	%	95.5	95.0	0.4	94.9	94.8	95.1	(0.3)	94.5
% Trains Operated in Peak Hours - LU	%	97.1	No Target	No Target	97.0	96.6	No Target	No Target	96.9
Train Kilometres Operated - LU	m	21.6	22.0	(0.5)	21.6	70.5	71.3	(0.8)	69.8
% Scheduled Services Operated - Buses	%	97.8	98.1	(0.3)	97.8	97.5	97.8	(0.3)	97.5
Bus Kilometres Operated - Buses	m	146.8	144.4	2.3	142.0	468.2	467.4	0.7	457.9
% Scheduled Services Operated - DLR	%	98.7	98.0	0.7	99.0	99.1	98.0	1.1	99.1
Train Kilometres Operated - DLR	'000s	1,339.2	1,397.5	(58.2)	1,366.0	4,442.9	4,526.6	(83.8)	4,383.0
% Scheduled Services Operated - Trams	%	99.5	98.0	1.5	99.1	99.0	98.0	1.0	99.3
% Scheduled Services Operated - River Services	%	97.1	98.5	(1.4)	99.2	98.3	98.5	(0.2)	98.5
No. of Taxi Drivers Licensed - PCO	'000s	24.7	24.9	(0.2)	24.6	24.7	24.9	(0.2)	24.6
No. of Private Hire Drivers Licensed - PCO	'000s	48.3	36.0	12.3	38.0	48.3	36.0	12.3	38.0
<b>Reliability</b>									
Excess Journey Time (Weighted) - LU	Mins	7.6	7.5	0.1	7.9	7.8	7.5	0.3	8.1
Peak Train Cancellations, Due to ONAs - LU	%	0.1	0.6	(0.5)	0.1	0.1	0.6	(0.5)	0.1
PPP Availability, Lost Customer Hours - LU	m	4.0	4.8	(0.8)	3.9	16.8	15.6	1.2	14.6
Excess Wait Time, High Freq Routes - Buses	Mins	1.1	1.1	-	1.0	1.1	1.1	-	1.1
On Time Performance, Low Freq Routes - Buses	%	79.7	77.4	2.3	79.4	79.1	77.0	2.1	78.1
On Time Performance, Night buses - Buses	%	86.2	83.4	2.8	86.4	85.0	82.9	2.1	85.2
On Time Performance - DLR	%	96.2	96.0	0.2	97.7	97.3	96.0	1.3	97.8
Road Traffic Signals Operating Effectively	%	99.1	98.6	0.5	99.2	99.2	98.6	0.6	-
<b>Safety</b>									
Customer Major Injuries & Fatalities -LU (per m journeys)	#	0.08	0.14	(0.06)	0.17	0.12	0.14	(0.02)	0.16
Customer Major Injuries & Fatalities - Buses (per m journeys)	#	0.69	No Target	No Target	0.72	0.85	No Target	No Target	0.88
Major Injuries & Fatalities - DLR (per m passenger journeys)	#	0.48	No Target	No Target	0.05	0.29	No Target	No Target	0.15
KSI:		Q4 (09 Dec 07 - 31 Mar 08) data is not yet available:				Jan 07-Dec 07:			
KSI, Total Londonwide - Road Network +	#					3,785	3,527	258	3,946
KSI, Powered 2-Wheel Riders Londonwide - Road Network +	#					819	731	88	848
KSI, Children Londonwide - Road Network +	#					331	363	(32)	392

## Annex One: Performance Summary (continued)

2007/08		Quarter 4				Full Year			
Key Performance Indicator	Unit	Actual	Target	Var	PY	Actual	Target	Var	PY
<b>Customer Satisfaction</b>									
Overall Customer Satisfaction - TfL Group	Score	78.4	78.3	0.0	78.7	78.7	78.3	0.4	77.4
Customer Satisfaction - LU									
Overall	Score	76.0	78.0	(2.0)	77.0	77.0	78.0	-	76.0
Crowding	Score	70.0	No Target	No Target	71.0	70.0	No Target	No Target	71.0
Safety & Security	Score	81.0	No Target	No Target	80.0	81.0	No Target	No Target	80.0
Information	Score	79.0	No Target	No Target	79.0	79.0	No Target	No Target	79.0
Customer Satisfaction - Buses									
Overall	Score	79.0	78.0	1.0	79.0	79.0	78.0	1.0	77.8
Crowding	Score	77.0	78.0	(1.0)	78.0	78.0	78.0	-	77.8
Safety & Security	Score	81.0	83.0	(2.0)	81.0	82.0	83.0	(1.0)	81.0
Information	Score	74.0	75.0	(1.0)	74.0	75.0	75.0	-	73.8
Reliability Journey Waiting Time	Score	79.0	80.0	(1.0)	79.0	80.0	80.0	-	79.0
Customer Satisfaction - DLR									
Overall	Score	96.8	90.0	6.8	96.9	97.5	90.0	7.5	96.8
Information	Score	96.5	90.0	6.5	96.7	97.4	90.0	7.4	96.5
Safety & Security	Score	97.9	90.0	7.9	95.3	98.0	90.0	8.0	95.6
Overall Customer Satisfaction - Trams	Score	85.0	No Target	No Target	85.0	85.0	No Target	No Target	84.0
Overall Customer Satisfaction - Dial-A-Ride	Score	91.0	No Target	No Target	92.0	92.0	No Target	No Target	92.0
Overall Customer Satisfaction - VCS	Score	78.0	76.0	2.0	74.0	78.0	76.0	2.0	77.0
<b>Financial Efficiency</b>									
Cost per passenger Kilometre - LU	p/km	26.3	27.2	(0.9)	25.4	24.9	26.9	(2.1)	26.7
Income per passenger Kilometre - LU	p/km	(20.3)	(20.6)	0.2	(19.8)	(20.3)	(20.5)	0.1	(20.4)
Cost per passenger Kilometre - Buses	p/km	22.9	25.6	(2.7)	23.9	22.3	24.3	(2.0)	23.1
Income per passenger Kilometre - Buses	p/km	(13.4)	(15.3)	1.9	(14.9)	(13.7)	(14.9)	1.3	(14.3)
Cost per Trip - Dial-A-Ride	£	27.9	17.1	10.8	26.6	25.9	17.8	8.1	23.8
<b>People</b>									
Number of Staff - TfL Group	FTE	21,847.7	21,435.5	412.2	20,778.0	21,847.7	21,435.5	412.2	20,778.0
Number of Temporary Contractors - TfL Group	FTE	1,458.8	1,116.5	342.4	1,573.4	1,458.8	1,116.5	342.4	1,573.4
No of days sickness absence per employee:	Sickness absence full year:								
TfL Group	Days	10.34	11.14	(0.80)	11.71	10.34	11.14	(0.80)	11.71
LU	Days	10.66	11.96	(1.30)	12.67	10.66	11.96	(1.30)	12.67
Surface Transport	Days	11.14	9.47	1.68	9.59	11.15	9.47	1.68	9.59
London Rail	Days	3.60	5.01	(1.40)	4.16	3.60	5.01	(1.40)	4.16
Group Directorates	Days	6.84	7.02	(0.18)	8.22	6.84	7.02	(0.18)	8.22
Women Staff - TfL Group	%	24.3	24.3	0.0	23.3	24.3	24.3	0.0	23.3
BAME Staff - TfL Group	%	34.4	26.8	7.6	33.6	34.4	26.8	7.6	33.6
Disabled Staff - TfL Group	%	6.4	8.0	(1.6)	7.2	6.4	8.0	(1.6)	7.2
Women Staff in Senior Mgt - TfL Group	%	21.2	21.7	(0.5)	20.2	21.2	21.7	(0.5)	20.2
BAME Staff in Senior Mgt - TfL Group	%	12.2	12.3	(0.1)	11.7	12.2	12.3	(0.1)	11.7
Disabled Staff in Senior Mgt - TfL Group	%	4.4	5.2	(0.8)	4.3	4.4	5.2	(0.8)	4.3
<b>GREEN:</b> better than or equal to target; <b>AMBER:</b> within 5% of target; <b>RED:</b> 5% or more below target Notes: Tables may be subject to rounding errors. FTE = Full Time Equivalents + Due to the reporting process and nature of road traffic accident data the latest data available is December 07.									

## Annex Two: Balance Sheet

Balance Sheet	Year to Date			Full Year		
£m	Actual	Budget	Variance	Forecast	Budget	Variance
<b>Fixed Assets</b>						
Tangible Assets	16,777	16,690	(87)	16,777	16,741	(36)
<b>Current Assets</b>						
Stocks	4	5	1	4	4	-
Debtors	371	204	(167)	371	219	(152)
Payments in Advance	208	124	(84)	208	231	23
Cash at Bank and in Hand	1,904	1,891	(13)	1,904	1,754	(150)
<b>Current Liabilities</b>						
Revenue	(831)	(929)	(98)	(831)	(754)	77
Receipts in Advance	(225)	(226)	(1)	(225)	(239)	(14)
Capital	(316)	(242)	74	(316)	(319)	(3)
<b>Long Term Liabilities</b>						
Balances with Infracos	(2,969)	(2,811)	158	(2,969)	(2,968)	1
Prudential Loans	(1,950)	(1,950)	-	(1,950)	(1,950)	-
Creditors Due after One Year	(387)	(324)	63	(387)	(378)	9
Capital Grants	(7,010)	(7,311)	(301)	(7,010)	(6,995)	15
Pension Provision	(948)	(948)	-	(948)	(948)	-
Other Provisions	(250)	(216)	34	(250)	(231)	19
<b>Total Net Assets</b>	<b>4,378</b>	<b>3,957</b>	<b>(421)</b>	<b>4,378</b>	<b>4,167</b>	<b>(211)</b>
<b>Capital and Reserves</b>						
Earmarked Reserves	1,407	968	(439)	1,407	1,141	(266)
Pension Reserves	(948)	(948)	-	(948)	(948)	-
General Fund	102	148	46	102	148	46
Other Reserves	3,817	3,789	(28)	3,817	3,826	9
<b>Total Capital Employed</b>	<b>4,378</b>	<b>3,957</b>	<b>(421)</b>	<b>4,378</b>	<b>4,167</b>	<b>(211)</b>



## Annex Three: Cash Summary

Cash Summary £m	Year to 31 March			Year to 31 March		
	Actual	Budget	Variance	Actual	Q3 Forecast	Variance
Net Revenue Expenditure	(4,286)	(2,500)	1,786	(4,286)	(2,642)	1,644
Working Capital Movements	6	82	76	6	(33)	(39)
<b>Cash Spend on Operating Activities</b>	<b>(4,280)</b>	<b>(2,418)</b>	<b>1,862</b>	<b>(4,280)</b>	<b>(2,675)</b>	<b>1,605</b>
Net Capital Expenditure	(976)	(1,095)	(119)	(976)	(1,026)	(50)
Working Capital Movements	80	(8)	(88)	80	65	(15)
<b>Cash Spend on Capital Activities</b>	<b>(896)</b>	<b>(1,103)</b>	<b>(207)</b>	<b>(896)</b>	<b>(961)</b>	<b>(65)</b>
<b>Funded by:</b>						
Transport Grant	4,301	2,595	(1,706)	4,301	2,598	(1,703)
Precept Funding	12	12	-	12	12	-
Prudential Borrowing	600	600	-	600	600	-
Third Party Contributions	139	177	38	139	152	13
<b>Total Funding</b>	<b>5,052</b>	<b>3,384</b>	<b>(1,668)</b>	<b>5,052</b>	<b>3,362</b>	<b>(1,690)</b>
<b>Net Movement in Cash</b>	<b>(124)</b>	<b>(137)</b>	<b>(13)</b>	<b>(124)</b>	<b>(274)</b>	<b>(150)</b>

## Annex Four: Approved Investments

Approved Investments at each period end date are noted below.

Period number	Period 10	Period 11	Period 12	Period 13
Period end date	5 Jan	2 Feb	1 Mar	31 Mar
Budget	1,597	1,574	1,442	1,891
Cash Balances	1,967	1,974	1,913	1,904
Increase/(decrease)	370	400	471	13

Cash Balances comprise:				
Investments	1,900	1,906	1,846	1,833
Investments-Guernsey	39	39	39	39
Cash & Credits in Transit (mainly LUL)	28	29	28	32

Investment Profile				
Up to 1 Month	177	277	243	170
1-2 Months	311	112	82	41
2-3 Months	457	498	470	593
3-4 Months	304	214	109	43
4-5 Months	-	-	-	-
5-6 Months	178	291	406	406
6-7 Months	-	-	-	40
7-8 Months	-	-	-	-
8-9 Months	-	-	9	9
9-10 Months	-	30	30	30
10-11 Months	-	-	-	-
11-12 Months	473	484	497	501

## Annex to the 2007/08 Quarter 4 Operational and Financial Report

### Best Value Performance Indicators

#### Introduction

TfL has been required to publish a Best Value Performance Plan (BVPP) as part of the Local Government Act 1999 and supplemented by ODPM circular 05/2006. In line with good practice, TfL has integrated its improvement planning with its business plan process.

The requirement to publish a BVPP was removed from 1 April 2008. The Best Value Performance Indicators are being replaced with a 'National Indicator' set (see below). However TfL is required to publish BVPI performance results for the 2007/08 performance year by 30 June 2008. It is also required to make a statement of compliance with requirements as per the Code of Practice on Workforce Matters in Public Sector Service Contracts.

#### Best Value Performance Indicators

This document sets out the TfL 2007/08 Best Value Performance Indicators (BVPIs) as prescribed by the Department for Communities and Local Government (DCLG). Also included are the 2006/07 performance results (where applicable) and the 2007/08 performance results and targets. The comparisons against other authorities have been made against 2006/07 data which is the most recent data available.

Due to the discontinuation of the Best Value Performance Indicators, no targets are being set for 2008/09

BV No.	Title	Page
Transport Best Value Performance Indicators		
BV 100	Temporary road closures	3
BV 102	Passenger journeys on buses	4
BV 165	The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the authority area	5
BV187	Percentage of the category 1, 1a and 2 footway network (on TLRN) where structural maintenance should be considered	6
BV215a	The average number of days taken to repair a street lighting fault, which is under the control of the authority	7
BV215b	The average number of days taken to repair a street lighting fault, where the response time is under the control of a DNO	8
BV223	Percentage of the authority principal road network where structural maintenance should be considered	9
BV99	Road Safety – number of road accident casualties	10-11
Corporate Health Best Value Performance Indicators		
BV 2a	Equality standard for local government	12
BV 2b	Duty to promote race equality	12
BV 8	Percentage of invoices paid on time	13

BV 11a	Top 5% of earners : women	14
BV 11b	Top 5% of earners : ethnic minorities	15
BV 11c	Top 5% of earners : with a disability	16
BV 12	Working days lost due to sickness absence	17
BV 14	Percentage of early retirements	18
BV 15	Percentage of ill-health retirements	18
BV 16	Percentage of employees with a disability	19
BV 17	Ethnic minority representation in the workforce	20
BV 156	Buildings accessibility to people with a disability	21

### Statement on contracts

During 2007-2008, two contracts were awarded which involved a staff transfer. TfL certifies that they complied with the requirements of the Code of Practice on Workforce Matters in Public Sector Service Contracts in respect of these transfers.

### National Indicators

On 11 October 2007 the Secretary of State for Communities and Local Government announced a new set of 198 National Indicators (NI) for English local authorities and local authority partnerships. This set underpins the new performance framework for local government and meets the Government's commitment, as set out in the local Government White Paper 'Strong and Prosperous Communities', to introduce a clear set of national outcomes and a single set of NIs by which to measure them. Like Best Value before it, only a small subset of NIs applies to TfL. Overall, there are 198 NIs of which around 14 apply to TfL. All are reported on an annual basis. At present, arrangements for reporting, including timescales and format are yet to be agreed.

## Transport Best Value Performance Indicators

BV100 Temporary road closures	2006/07 Actual	2007/08	
		Target	Actual
Number of days of temporary traffic controls or road closure on traffic sensitive roads caused by local authority road works per km of traffic sensitive roads	0.4 253 days	0.4 250 days	0.0 21 days
<p><b>Comment on performance</b></p> <p>The 2007/08 figure of 0.03 represented 21.2 days of traffic controls, which were the cumulative effect of 10 occurrences across the TLRN. These comprised:</p> <ul style="list-style-type: none"> <li>• a full closure of the Blackwall Tunnel for 1.2 days following a diesel spillage;</li> <li>• expansion joint replacement works on the A406 Redbridge Viaduct and River Roding Bridge, requiring slip road and main carriageway lane closures over five consecutive weekends accounting for 11.5 days;</li> <li>• a further 3.2 days of planned closures incurred where restrictive working was considered to be the least disruptive option on two schemes; and</li> <li>• an additional 5.3 days of unplanned closures due to emergency works.</li> </ul> <p>The 2007/08 actual falls markedly short of its target of 0.43 because the target, representing 250 days, was based on last year's actual of 253 which was partly attributable to exceptional occurrences such as the closure of Battersea bridge after a barge strike and other long closures such as the essential repair works on the Marylebone Flyover.</p> <p>All planned works are assessed and approved by Network Assurance to minimise the impact of works on the network.</p> <p>TfL's 2007/08 performance is better than the 2006/07 top quartile for all local authorities nationally.</p>			

BV 102 Passenger journeys on buses	2006/07 Actual	2007/08	
		Target	Actual
Number of local bus passenger journeys originating in the authority area undertaken each year	1,880 million	1,897 million	*2,103 million
Oystercard data	2,005 million	2,023 million	2,103 million
<p><b>Comment on performance</b></p> <p>Bus journeys for 2006/07 were previously reported as 1880 million journeys. The 2007/08 target was 1,897 million. These were calculated using a method including survey-based ticket usage factors. TfL revised the methodology to use more accurate Oystercard validations and the actual figures shown above for both years have been calculated on this basis. The 2007/08 target also was increased by 6.6 per cent to allow for this methodology change. (The methodology change also increased the 2006/07 actual figure by this percentage).</p> <p>The actual growth between 2006/07 and 2007/08 was 4.9 per cent. This increase follows a period of significant growth of nearly 50 per cent between 1999/2000 and 2006/07. Growth is expected to continue in 2008/09, but at a reduced rate.</p> <p>The actual increase in the last year has resulted from:</p> <ul style="list-style-type: none"> <li>• The additional journeys made by 11-17 year olds who are eligible for free travel</li> <li>• The fares reduction that took place in September 2007 cut single bus fares from £1 to £0.90 and weekly bus passes from £14 to £13. There was also a freeze in bus fares in January 2008.</li> </ul> <p>* Because it is calculated in a way that is consistent with the Best Value methodology used here (see above) the 2007/08 actual presented here will vary from that stated elsewhere in the Quarter 4 Operational and Financial Report. The Government, non Best Value, methodology excludes passenger boardings on TfL buses outside the GLA boundary and includes boardings on non-TfL buses within the GLA boundary. Therefore, the Best Value number is lower than the overall number of journeys taken, which is used for all other reporting.</p>			

BVI65 Pedestrian crossings with facilities for disabled people	2006/07 Actual	2007/08	
		Target	Actual
The percentage of pedestrian crossings with facilities for disabled people, as a proportion of all crossings in the local authority area	29.0%	50.0%	32.0%
<p><b>Comment on Performance</b></p> <p>The facilities included in the calculation of this metric are that a complete “crossing”, (i.e. multi-armed junction or a stand alone crossing point) must comply with the following key criteria: correctly arranged tactile paving of the correct length, depth and layout, dropped kerbs with an upstand from the carriageway of 6-9mm (dependent on the kerb type) and working audible signals and/or tactile cones within one metre of the crossing. However, these are only few of the elements that contribute to the compliance of a “crossing”.<sup>1</sup></p> <p>It is also worth noting that if one or more criteria are found to be below standard, then the “crossing” or junction in its entirety is rendered non-compliant. In addition to which, the upgrade and maintenance of the civil engineering component of compliance i.e. dropped kerbs, tactile paving and matters relating to the footway or carriageway are not managed under the same programme of upgrades as the signalling facilities i.e. audible signals and tactile cones. Therefore many junctions have been partially upgraded and are awaiting a 2<sup>nd</sup> phase of works. It is the combination of these factors that have resulted in the 2007/08 actual being lower than target.</p> <p>Nonetheless, despite having upgraded 197 junctions in 2007/08, in applying the highest possible standards to the criteria, overall compliance has only increased by 3%, which represents an increase of 39 additional junctions rendered fully compliant.</p> <p>TfL noted in last year’s Best Value Performance Plan that it had ongoing concerns with the methodology for measuring performance for this indicator and has since learnt that the indicator will be abolished without replacement in the new 2008/09 National Indicators.</p> <p>Nonetheless, given TfL’s commitment to Accessible London and the level of prior year investment in junction upgrades, TfL is seeking to develop a simplified indicator with more appropriate standards in 2008/09. This follows a full review of street environment accessibility, in which members of the disabled and mobility impaired communities were asked to rate the elements that were most important to them, so that this can be addressed in the new, local indicator.</p> <p>TfL’s 2007/08 performance lags significantly behind 2006/07 performance. It is low down the 2006/07 bottom quartile both in terms of London boroughs and local authorities.</p>			

<sup>1</sup> All the design requirements and standards are laid out in the following Department for Transport documents:

- Inclusive Mobility
- Guidance on the use of tactile paving surfaces, DETR 1998
- Audible & Tactile Signals at Pelican Crossings, TAL 4/91, DTLR 1991.
- Audible & Tactile Signals at Signal Controlled Junctions, TAL 5/91, DTLR 1991.
- The Design of Pedestrian Crossings, LTN 2/95, TSO 1995
- Puffin Pedestrian Crossings, TAL 1/01.
- Installation of Puffin Pedestrian Crossings, TAL 1/02.

BVI87 Condition of surface footway	2006/07 Actual	2007/08	
		Target	Actual
Percentage of category 1, 1a and 2 footway network (TLRN) where structural maintenance should be considered.	21%	23%	18%
<p><b>Comment on performance</b></p> <p>As part of the TfL Investment Programme, TfL focused on improving the condition of footways on the TLRN in 2007/08, which resulted in a significant reduction in footways where structural maintenance should be considered and a corresponding (and better than target) improvement in this indicator to 18 per cent.</p> <p>This indicator is based on the collection of Detailed Visual Inspection (DVI) measurements, and analysis using the United Kingdom Pavement Management Systems (UKPMS) national Rules and Parameters. It is designed to report the percentage length of the footway network with a Condition Index greater than a defined threshold value. The threshold for the Indicator of 20.0 is indicative of the need for an investigation to determine whether maintenance is needed to preserve the footway serviceability.</p> <p>The indicator is potentially misleading, as it does not report the <i>actual</i> condition of the footway, it purely indicates the percentage of footway <i>in need of investigation to determine whether maintenance is required</i> to preserve the footway serviceability. In addition for the TRLN the indicator is only relevant for approx 50 per cent of the network, as it only applies to the highest categories of footway 1a, 1 and 2.</p> <p>Therefore, although the proportion of footway in need of investigation is less than at the end of 2006/7, and better than target, this does not necessarily correspond to the level of footway in need of repair.</p> <p>In 2006/07, TfL introduced its own local indicator measuring the percentage of <i>all the footway network</i> with a threshold value of 50.0 or above which indicates the need for major repair. For 2006/07, this value was 6 per cent, with slight improvement in 2007/08 to 5.5 per cent.</p> <p>TfL's 2007/08 actual is just outside the 2006/07 top quartile for both London boroughs and local authorities.</p>			



BV2 I 5a Rectification of street lighting faults – Non DNO	2006/07 Actual	2007/08	
		Target	Actual
The average number of days taken to repair a street lighting fault, which is under the control of the local authority	6.16	7.00	10.05

#### Comment on performance

BV2 I 5a measures lighting faults that are the responsibility of TfL, whereas BV2 I 5b requires the same information for those failures which are the responsibility of the distribution network operator (DNO) i.e. the utility companies.

The total BV2 I 5a value includes all street lighting on the TLRN. However, TfL has adopted a risk-based approach to maintenance of street lights, whereby contractual response times by the highway maintenance works contractors (HMWCs) is determined by the impact and probability of causing disruption and/or injury. The response time to rectify the defects is dependent on their categorisation and so can vary from 24 hours to the next scheduled block closure of the network. Lighting failures on those parts of the TLRN with relatively high pedestrian usage where lighting is (or is perceived to be) a safety issue are categorised as high risk and are repaired with urgency. Less hazardous defects where repair works are disruptive (e.g. high-masted lights on high speed roads) are a lower risk and are managed accordingly through programmed repair. TfL has its own local indicators to monitor the timeliness of defect repairs based on the risk categorisation and in 2007/08, 95.6 per cent of Category I (high risk) lighting defects were made safe within 24 hours.

The target of 7 days for 2007/08 was set at the beginning of 2005/06 and presented to the Finance Committee in June 2007, when this indicator was first introduced. However, in April 2007, TfL's Term Maintenance Contracts (TMCs) ended and new Highway Maintenance Works Contractors (HMWCs) were appointed across London. In addition, faults are only captured when fixed, and the actual result includes a substantial number of long running faults which were inherited from the old contractors and subsequently fixed under the current arrangements. This transition in services was not factored into the target. The number of defects rectified in 2007/08 was 8.3 per cent higher than the previous year.

TfL's 2007/08 performance is not as good as the performance in 2006/07 of all London boroughs and local authorities.

BV215b Rectification of street lighting faults – DNO	2006/07 Actual	2007/08	
		Target	Actual
The average number of days taken to repair a street lighting fault, where response time is under the control of a DNO.	31.49	31.49	33.89
<p><b>Comment on performance</b></p> <p>BV215b includes all street lighting faults where responsibility for time to repair is under the control of the distribution network operator (DNO) which for London, is predominately, EDF Energy and supported by Scottish &amp; Southern Electricity in small parts of North London.</p> <p>TfL has limited influence over the DNOs performance and the actual results do not reflect that improved relations between TfL and the DNOs has resulted in a dramatic 78 per cent increase in the number of faults rectified that were referred to the DNO by TfL. However, as DNO faults represent less than 3 per cent of all faults, this figure does not represent a significant reduction in overall street lighting service as an average of 98.6 per cent of street lighting has been operational throughout the year.</p> <p>TfL's 2007/08 performance is slightly better than the 2006/07 bottom quartile of 34.82 days for all authorities in England.</p>			

BV223 Condition of principal roads	2006/07 Actual	2007/08	
		Target	Actual
Percentage of the local authority principal road network (TLRN) where structural maintenance should be considered.	10%	9%	Estimated 8%

### Background on Estimated Results

On 20 March 2008 DfT wrote to all Heads of Service clarifying the analysis and reporting timescale for BV223. For 2006/07 the parameters, thresholds and weightings used in the SCANNER RCI (Surface Condition Assessment of the National Network of Roads Road Condition Index) were adjusted significantly to give a more accurate reflection of the condition of local roads. This change will have a similar consequential affect on the reported value. In order for local authorities to understand how much of the change is due to a change in the condition of their roads, and how much is due to a change in the method of calculation, two separate weighting sets have been provided for use in UKPMS. These enable authorities to calculate the results using both the original values and the new revised values. The consequence of this is that the analysis is taking longer to undertake than in previous years. DfT have recognised this and have relaxed the reporting timescale for Authorities to report formally on BV 223 until late summer 2008. The Audit Commission was consulted and agreed to the issue of this DfT advice.

The estimate has been derived from looking at TLRN DVI results between 2005/06 and 2006/07, comparing them with Roads 2000 SCANNER results for the same period and trending our 2006/07 BV223 result on a pro rata basis.

### Comment on Estimated Performance

SCANNER is a machine based survey method, still in its infancy in terms of data interpretation. The indicator is not a measure of the network requiring investment, but an indication of where structural maintenance should be considered. Data is collected from the nearside lane, which is often difficult in London's environment.

It was extremely difficult to set a target for 2007/8, since as discussed above, the relation between the condition of the TLRN as revealed using the SCANNER method, and maintenance intervention activities on the network, are not clear. In addition, there are methodological issues such as the need to inspect the nearside lane and maintain a constant speed, both of which are uniquely difficult on a busy network such as the TLRN.

In addition to the above, the changes from the 2006/07 rule set in calculating the indicator, has had a significant impact which does not necessary reflect actual change in the network condition. However TfL continues to use the Detailed Visual Inspection (DVI) method (which does not suffer from the limitations and current inconsistency of the SCANNER method noted above) to monitor the entire width of the carriageway and has 6 prior years of comparable results to demonstrate improvement trends and to use for investment prioritisation.

The latest DVI results showed a slight decline from 5.75 per cent in 2006/07 to 6.3 per cent this year, as predicted on the level of investment provided and in light of the application of the new rules and parameters.

The revised SCANNER data is due to be available at the end of June 2008.

TfL's estimated 2007/08 performance is in the 2006/07 top quartile for London boroughs but is also below average for all English authorities in 2006/07.

## BV 99 Road Safety – Number of road accident casualties London-wide

Killed and Seriously Injured	2007/08 (based on 2006 data)	Percentage change in 2007/08 (2006 data) over 2006/07 (2005 data )	Percentage change from the baseline 1994-98 average to 2006/07
Road User Type	Actual		
Pedestrians	1,303	6%	-39%
Pedal Cyclists	392	5%	-31%
Powered two wheeler Riders or Passengers	848	0%	-9%
Car Drivers or Passengers	1,106	12%	-57%
Other Vehicle Drivers or Passengers	297	35%	-38%
<b>Total</b>	<b>3,946</b>	<b>8%</b>	<b>-41%</b>

Killed and Seriously Injured	2007/08 (Based on 2006 data)	Percentage change in 2007/08 (2006 data) over 2006/07 (2005 data ))	Percentage change from the baseline 1994-98 average to 2006/07
Road User Type	Actual		
Child Pedestrians	267	11%	-55%
Child Pedal Cyclists	37	9%	-67%
Child Car Passengers	60	13%	-69%
Other Child Casualties	28	4%	-27%
<b>Total</b>	<b>392</b>	<b>10%</b>	<b>-58%</b>

Slightly Injured	2007/08 (Based on 2006 data)	Percentage change in 2007/08 (2006 data) over 2006/07 (2005 data )	Percentage change from the baseline 1994-98 average to 2006/07
Road User Type	Actual		
Pedestrians	4,238	-12%	-41%
Pedal Cyclists	2,566	2%	-33%
Powered two wheeler Riders or Passengers	3,827	-11%	-26%
Car Drivers or Passengers	12,741	-8%	-34%
Other Vehicle Drivers or Passengers	2,492	-10%	-30%
<b>Total</b>	<b>25,864</b>	<b>-8%</b>	<b>-34%</b>

## **BV 99 Road Safety – Number of road accident casualties London-wide**

### **Comment on performance**

#### **Total Killed and Seriously Injured (KSI)**

The total number of KSIs London-wide for 2007/08 (2006 data) recorded at 3,946 is 8 per cent more than the 2006/07 (2005 data) total and 41 per cent less than the 1994-98 average.

The target for reduction in KSI casualties across all groups by 2010 compared to the 1994-98 base average was set at 40 per cent. However, owing to the exceptional success of road casualty reduction in 2004, the end point targets had nearly been met six years in advance. New end point targets for 2010 were agreed. These set out reduction targets of 50 per cent in killed and seriously injured (KSI) casualties by 2010 against the 1994-98 average across all modes both London-wide and on the TLRN. Within the modes the vulnerable road user groups; pedestrian and pedal cyclists, have a 50 per cent reduction target, while powered two-wheelers retain a 40 per cent reduction target.

#### **Children Killed and Seriously Injured (KSI)**

The total number of Children KSIs London-wide 2007/08 (2006 data) recorded at 392 is 10 per cent less than the 2006/07 (2005 data) total and 58 per cent less than the 1994-98 average.

The target for reduction in Child KSI casualties across all groups by 2010 compared to the 1994-98 base average was set at 50 per cent. Exceptional success of road casualty reduction in 2004 means a new end point target of a 60 per cent reduction has been agreed. The results at the end of 2007/08 are close to this revised target.

#### **Slightly Injured**

The full year results for 2007/08 show that the total number of slightly injured London-wide recorded at 25,864 is 8 per cent less than the 2005/06 total and 34 per cent less than the 1994-98 average.

The London-wide 2010 target in slightly injured across all groups was previously a 10 per cent reduction compared to the 1994-98 base average. A new target of a 25 per cent reduction has now been agreed.

The physical differences between TfL, London boroughs and local authorities mean that comparing road safety between them is not meaningful.

## Corporate Health Best Value Performance Indicators

BV 2a Equality standard for local government	2006/07 Actual	2007/08	
		Target	Actual
The level of the Equality Standard for local government to which the authority conforms in respect of gender, race and disability	Level 4	Level 5	Level 5
<b>Comment on performance</b> <p>TfL completed its level 5 submission and has been audited by external assessors. The result of the assessment is due at the end of June 2008. TfL has achieved level 5 and is working with the Improvement and development agency as it develops a new standard for equality performance in the public sector.</p> <p>TfL's 2007/08 performance is better than the performance in 2006/07 of all the English PTAs and the same as the GLA.</p>			

BV 2b Duty to promote race equality	2006/07 Actual	2007/08	
		Target	Actual
The quality of an Authority's Race Equality Scheme (RES) and improvements resulting from its application	68%	79%	79%
<b>Comment on performance</b> <p>TfL has completed a comprehensive review of its RES during 2007 with extensive research and consultation. The target has been achieved with the publication of the new RES. TfL is currently reviewing its approach to equality and inclusion.</p> <p>TfL's 2007/08 performance is above the average performance in 2006/07 of 70 per cent for all Authorities in England.</p>			

BV 8 Percentage of invoices paid on time	2006/07 Actual	2007/08	
		Target	Actual
Percentage of undisputed invoices for commercial goods and services paid by the Authority within 30 days of receipt or within agreed payment terms.	89.50%	88.00%	90.40%
<p><b>Comment on performance</b></p> <p>TfL Group has achieved the cumulative result of 90.4 per cent of undisputed invoices paid within agreed terms for financial year 2007/08. Following the implementation of a Shared Service Centre for TfL in September 2004, there has been steady progress across all modes and there have been additional process improvements implemented in 2007/08 which contributed to the improved result. The most significant of these was the move to consolidated billing for a number of TfL's major suppliers which reduced processing time considerably. This as well as the introduction of various process initiatives within the Accounts Payable team and across TfL has led to continuing improvement on last year and again TfL has exceeded the year's target.</p> <p>TfL's 2007/08 performance is better than the 2006/07 average of 89 per cent for all London Boroughs but in the 2006/07 Bottom Quartile for England as a whole.</p>			

BV 11a Top 5% of earners : women	2006/07 Actual	2007/08	
		Target	Actual
Percentage of top paid 5% of authority staff who are women	20.22%	21.30%	20.52%

#### Comment on performance

Although TfL has not met its 2007/08 target it has achieved a year on year improvement for four consecutive years.

While TfL's performance is below average when compared to London boroughs in 2006/07, it is slightly better than the average for the more comparable Passenger Transport Authorities in 2006/07, reflecting good performance in a marketplace traditionally dominated by men.

TfL continues to pursue the following objectives:

- Attract an increasing number of female applicants into operational and technical roles – significant work has been undertaken on TfL's employer brand
- Improving retention by making TfL an employer of choice where women want to stay and have access to career development, and to roles in senior management – mentoring programmes have been introduced as well as a number of Staff Network Groups
- Flexible working by making sure it is part of TfL's culture in helping women achieve a work-life balance
- Making TfL a workplace that is free from discrimination, and
- Continue to attract women to senior positions in the organisation
- Working with organisations such as UK Resource Centre for Women in Science, Engineering and Technology

TfL has been making particular process in addressing Equal Pay, in particular in closing the gender pay gap in the organization and has been recognized by Opportunity Now as an Exemplar Organisation.



BV 11b Top 5% of earners : ethnic minorities	2006/07 Actual	2007/08	
		Target	Actual
Percentage of top paid 5% of authority staff who are from an ethnic minority.	11.78%	12.30%	10.71%

#### Comment on performance

TfL continues to be a strong 'brand' for attracting workforce from ethnic minority communities. Despite the target not being achieved in percentage terms there has been no decrease in the absolute number of ethnic minority staff in the top 5 per cent of earners – the reduction is due to an increase both in the number of staff declaring their ethnicity status who were previously unknown and the number of staff in the Top 5 per cent.

The overall percentage of BAME staff employed at TfL has continued to increase year on year and is currently 34.35 per cent. The organisation continues to take action that will improve the balance of BAME representation at senior level within the organisation including:

- Ensuring appropriate representation on the TfL mentoring scheme
- Coaching programme
- Providing for secondment opportunities
- Rolling out the leadership programme across TfL (700 delegates to attend)
- The launching of a 'development for all' approach
- Reviewing our recruitment and selection processes – the Breakthrough Strategy with a particular focus on senior management appointment processes.

Compared to 2006/07, TfL's performance in 2007/08 does well in national terms although relatively poorly relative to London Boroughs where the average was 12.93 per cent.

BV 11c Top 5% of earners : with a disability	2006/07 Actual	2007/08	
		Target	Actual
Percentage of top paid 5% of authority staff who have a disability.	4.49%	5.10%	4.10%
<p><b>Comment on performance</b></p> <p>Disability status is monitored in the organisation through self declaration by staff. In accordance with Best Value guidelines, the number of disabled people is reported as a percentage of those who have declared their status and not as a percentage of the whole organisation.</p> <p>The decline in the percentage of disabled staff was largely caused by an increase in the number of people who have provided information on their disability status. There has been an increase in the number of staff responding to the most recent survey whereas the actual number who declared having a disability remained the same.</p> <p>TfL is continuing to review policies and procedures associated with recruiting of disabled people and ensuring that the working environment encourages their development and retention.</p> <p>In terms of 2006/07 results, TfL's 2007/08 performance is above average in terms of London boroughs (3.74 per cent) and local authorities nationally (3.63 per cent).</p>			

BV 12 Working days lost due to sickness absence	2006/07 Actual	2007/08	
		Target	Actual
The number of working days/shifts lost to the Authority due to sick absence All Staff	*11.70	*11.00	10.34
Operational Staff	*14.46	*13.80	12.94
Non-Operational Staff	*6.91	*6.50	6.22

#### Comment on performance

TfL's overall sickness performance at 10.34 days represents a 12 per cent reduction on the previous year and is significantly better than target.

Operational sickness levels overall are 6 per cent better than target with significant improvements being achieved in London Underground and Corporate Operational staff. Absence has increased in Surface operational areas although a number of initiatives have been launched in an attempt to reduce employee absence levels – these have included the engagement of Active Health Partners for a 6 month pilot. The pilot is due for validation in the middle of 2008.

Non-operational sickness levels have fallen for the fourth year in a row and for the second consecutive year are better than target.

It is not easy to make comparisons for operational and non-operational results, as this split is unique to TfL and is not published by other authorities. The level of non-operational absence at 6.22 days represents upper quartile performance when compared to the London Boroughs.

In terms of 2006/07 results, TfL's 2007/08 performance is worse than average compared to both London boroughs (8.68 days) and local authorities nationally (9.44 days).

\*The values presented here for the 2006/07 actual and the 2007/08 target are calculated in a way that is consistent with the Best Value methodology. Therefore only the 2007/08 actual presented here is consistent with the 2007/08 actual cited elsewhere in the Quarter 4 Operational and Financial Report.

BV 14 Percentage of early retirements	2006/07 Actual	2007/08	
		Target	Actual
Percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce	0.26%	0.40%	0.47%
<p><b>Comment on performance</b></p> <p>In the two prior reporting years TfL had performed significantly better than target and it is believed that this is a reflection of the amount of organisational change that had been occurring as a result of the Efficiencies Programme. The percentage of early retirements was lower than target mainly due to TfL working proactively to ensure that staff who were affected by the organisational change were found suitable alternative work within the organisation. The 2007/08 target was narrowly missed at 0.47 per cent versus the target of 0.4 per cent. This is considered to be due to the impact of the Age legislation introduced in October 2006 and the formal right to request working beyond the normal retirement age of 65.</p> <p>Compared to 2006/07 results, TfL's 2007/08 level of early retirements is better than the median, in terms of London Boroughs (0.57 per cent) and England (0.53 per cent).</p>			

BV 15 Percentage of ill health retirements	2006/07 Actual	2007/08	
		Target	Actual
Percentage of employees retiring on the grounds of ill-health as a percentage of the total workforce <b>All Staff</b>	0.60%	0.60%	0.26%
<b>Operational Staff</b>	0.76%	0.70%	0.50%
<b>Non-Operational Staff</b>	0.33%	0.40%	0.28%
<p><b>Comment on performance</b></p> <p>In 2007/08 TfL's overall performance is better than target. This is the third consecutive year that the organisation has met or exceeded its targets in this area.</p> <p>Significant effort has been spent on the redeployment process and challenging previous historic practice, particularly in London Underground. Within London Underground there has been an increased focus on the management of attendance both for casual and long term absence and improved collaboration with the Occupational Health Department - this is likely to have decreased the number of employees exiting the business on the grounds of ill health.</p> <p>Compared to TfL's performance in 2006/07, TfL's ill health retirement levels are high in 2007/08.</p>			

BV 16 Percentage of employees with a disability	2006/07 Actual	2007/08	
		Target	Actual
The percentage of authority employees with a disability	7.21%	8.00%	6.41%
Compared with the percentage of the economically active population in the authorities area who have a disability. <sup>2</sup>	12.70%	-	12.70%

#### Comment on performance

Disability status is monitored in the organisation through self declaration by staff. In accordance with Best Value guidelines, the number of disabled people is reported as a percentage of those who have declared their status and not as a percentage of the whole organisation.

The decline in the percentage of disabled staff was partly caused by an increase in the number of people who have provided information on their disability status, which were disproportionately not disabled. Since TfL first collected data in 2005/6 the population declaring their disability status has grown by more than 1,000 people.

The TfL Disability Equality Scheme was published in December 2006 includes activities to improve access to employment for disabled people, including a review of recruitment practices and promoting opportunities to disabled applicants, through targeted advertising and working with organisations of and for disabled people. The establishment of the Independent Disability Advisory Group in 2006 has provided TfL with additional expertise in addressing some of the historic barriers faced by disabled people in employment.

TfL is developing a holistic attraction strategy designed to ensure that TfL recruits people to enable the organisation to reflect London's diversity. There is an active Staff Network group to support disabled employees and a significant piece of work has been undertaken regarding reasonable adjustments in the recruitment and selection process as well as for current employees.

Compared to 2006/07, TfL's 2007/08 performance is well inside the top quartile in London (4.33 per cent) and England as a whole (4.43 per cent).

<sup>2</sup> Source: 2001 Census Standard Table ST106

BV 17 Ethnic minority representation in the workforce	2006/07 Actual	2007/08	
		Target	Actual
The percentage of authority employees from ethnic minority communities	33.6%	29.0% or above	34.0%
<b>Comment on performance</b>  TfL continues to maintain a workforce well above the percentage of economically active minority communities in the authority area, which currently stands at 29 per cent. Recruitment performance has again been particularly strong in this area during the year, this being the third successive year of improvement. TfL is performing better than the 2006/07 London Borough average (26.9 per cent).			

BV 156 Buildings accessibility to people with a disability	2006/07 Actual	2007/08	
		Target	Actual
The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people. <sup>3</sup>	33.00 %	34.70%	37.30%
<p><b>Comment on performance</b></p> <p>This indicator includes TfL's portfolio of building within its control and includes both operational and non operational buildings. In 2007/08 it exceeded its target by 3 per cent, reflecting the steady progress being made in accessibility. This is in contrast to 2006/007 when it missed its target of 33.6 percent by 0.6 percentage points.</p> <ul style="list-style-type: none"> <li>• London Underground continues to increase the number of stations that are accessible, with the station at Heathrow Terminal 5 bringing the total of London Underground accessible stations to 49.</li> <li>• Almost all Bus stations are accessible with Edmonton Green being the latest station to become accessible.</li> <li>• All the stations on the DLR are accessible and suitable for disabled people.</li> <li>• Of the 4 Head Office buildings that are open to the public, 2 are accessible – Albany House (the LUL Customer Service Centre) and the Lost Property Office. The London Transport Museum is also accessible.</li> </ul> <p>Within its Head Office infrastructure, TfL continues to focus on addressing physical and communication barriers as these are most likely to inhibit both staff and the public from having full use of buildings and their facilities.</p> <p>It must be emphasised that in relation to the DDA, TfL has had an established practice since 1999, in any fit-out and refurbishment upgrade projects, of ensuring that existing facilities such as reception areas and toilets are upgraded to allow universal use and to comply with the Approved Document to part M of the Building Regulations in force at the time. In addition, renewals of building services and systems, e.g. fire alarms and PAs, also include the requirements of the Building Regulations Approved Document M, 2004 version.</p>			

### Best Value User Satisfaction Surveys

TfL is required to report on Best Value Performance Indicator surveys carried out by the London Boroughs on a three-yearly basis to collect data for satisfaction performance in relation to local transport information (BVI02) and local bus services (BVI03). This was last carried out in 2006/07 and so is not reported on here.

<sup>3</sup> The assessment was carried out using Building Regulations Approved Document M, 2004 version

Appendix Two  
TfL Investment Programme Report  
Quarter Four 2007/08







# Investment Programme Report

## Fourth Quarter, 2007/08



# Transport for London

## Investment Programme Report

Fourth quarter, 2007/08 (9 December – 31 March)

### I Programme Highlights

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- I.1 TfL's Investment Programme this quarter generally continued to progress as planned. A number of key milestones detailed in this report were met in the period, as well as seven from the second quarter.
- I.2 The key highlights from the fourth quarter of 2007/08 were:
- The London Rail concession rolling stock detailed design process is now complete and the first unit is forecast to be on Bombardier's Derby test track on 30 May.
  - The track work is now complete on the Docklands Light Railway extension to Woolwich Arsenal.
  - The iBus rollout is continuing with installation complete on 1,957 buses and 19 garages by the end of quarter four.
  - The Low Emission Zone scheme was successfully launched on 2 February for HGVs and will be extended to cover other vehicle classes.
  - The main contractor took possession of the former East London Line track and stations in January 2008 and work is progressing towards the opening of the new line.
  - The dual fit out area (DFA) on the Jubilee line was accepted into service on 26 March 2008.

Post quarter events include:

- On the sub surface line upgrade, the final 'D stock' District Line train (train 75) was delivered into service this quarter.
- For the Connect Radio programme, train radio went live on the Central Line on 26 April 2008.

## 2 Projects (over £100m)

TfL's Investment Programme contains a range of programmes and projects over £100m in addition to a range of smaller activities which are delivered by TfL directly, through our partners in the London Boroughs or through long-term partnerships with the private sector such as the PPP on London Underground and Private Finance Initiatives (PFI)

This section reports on discrete projects with a total cost greater than £100m.

For each project, key milestones are given with a forecast date against the current planned date for the 2008/09 year, and if appropriate, additional milestones from the 2008/09 Budget Deliverables document.

### Key to RAG status:

Within 1 month of target	●
Between 1 - 3 month delay	▲
Greater than 3 month delay	■

## London Underground

### Channel Tunnel Rail Link (CTRL) at King's Cross

Milestones	Current Plan Date	Actual / F'cast Date	RAG
MRSSL give BBCEL access to hub shaft, PIC and Northern ticket hall tunnels	12-06-2008	12-06-2008	●
Handover the site known as the bomb gap to NR	30-09-2008	30-09-2008	●
Handover roof slab to NR	30-09-2008	30-09-2008	●
PFI power complete installation of LUL power supply	07-01-2009	07-01-2009	●
Phase 2 completion	31-12-2010	31-12-2010	●

King's Cross Congestion Relief (Channel Tunnel Rail Link) covers increased capacity at King's Cross St Pancras. Phase 1 included an expanded Tube ticket hall and new Western Ticket Hall. Phase 2 includes a new Northern Ticket Hall, step-free access to the Metropolitan & Circle lines and links to the new CTRL Terminal. The King's Cross project is funded by the Department for Transport (DfT) and contracted by London Underground to Metronet.

Phase 1 included refurbishment of the Metropolitan and Circle line platforms and was completed on 10 December 2006.

Phase 2, including the Northern Ticket Hall, is continuing on site. For the key milestones of the handover of the site known as the 'bomb gap' and Northern Ticket Hall, there is little or no float in the schedule, but the work remains on target. The Department for Transport now require that the Northern Ticket Hall should open in December 2009 (from February 2010) to coincide with the commencement of high speed services from St Pancras. An accelerated programme has been developed and is being reviewed.

## 2.1 Victoria Station Upgrade

Milestones	Current Plan Date	Actual / F'cast Date	RAG
ITT main works implementation	29-09-2008	29-09-2008	●
No other 08/09 milestones			

With 80 million people passing through it each year, Victoria is one of the most congested stations on the Underground network. Temporary station closures are regularly used to manage access to, and congestion within, the station, particularly during the morning peak. This project will provide a significant increase in passenger circulation space in key congested areas of the station and step-free access from street to platform for the Victoria Line.

Asbestos removal continues to plan and the temporary ticket hall is operational.

With the TWAO submitted in November 2007 and the objection period closed, the QC has stipulated that the Public Inquiry should be re-scheduled to Autumn 2008 (from June 2008). This will allow more time for the resolution of stakeholder issues and removal of objections prior to the inquiry. The Project is awaiting confirmation of the Public Inquiry date from the DfT.

The latest confirmed scope / schedule of Cooling the Tube and Power Migration projects respectively have rendered elements of VSU TWA submission unjustifiable at the Public Inquiry. This has necessitated a redesign of the new North Ticket Hall to ensure a supportable land acquisition proposal.

Preparation continues for the tender of the main works contract, with three tenderers shortlisted. The Invitation to Tender is now planned for September 2008 as a result of the changes in scope referred to above.

The delivery into service date, based on conservative estimates, is planned for Quarter 2 2017.

## 2.2 Tottenham Court Road Congestion Relief

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Completion of Stage E design	28-02-2008	31-05-2008	▲
Detailed design RIBA stage F complete	30-01-2009	30-01-2009	●
Contract award –delivery demolition	16-01-2009	16-01-2009	●
Start on site – demolition	30-06-2009	30-06-2009	●

Tottenham Court Road station is currently operating in excess of its capacity and suffers from significant congestion. Demand at the station is forecast to increase further with Crossrail. The congestion relief scheme includes an enlarged ticket hall, improved and additional entrances to the station, additional escalator access to the Northern Line platforms, and improved circulation space and step-free access throughout the station.

The design to RIBA Stage E design is underway and expected to complete in May 2008. Topographical surveys are now complete.

The utility diversions works are continuing to plan, including sewers, telecommunications, gas, electric and water diversions. Gas connections in Oxford Street have now been completed.

The Powers for the new ticket hall are included within the provisions for the Crossrail Hybrid Bill. The expected Royal Assent date is July 2008.

## 2.3 Tunnel Cooling

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Victoria Line Tunnel Model Stage 5 Completion	31-10-2007	25-10-2007	Completed
Air Handling Unit Factory Test and Commission Completed	31-01-2008	09-11-2007	Completed
Portable fan rollout summer 2008	31-08-2008	31-08-2008	●
Portable fan rollout summer 2008 decommissioning complete	31-01-2009	31-01-2009	●
Central services tunnel – RIBA C approval	15-09-08	15-09-08	●
Victoria Line – Start on site VP9	01-10-08	01-10-08	●
Kings Cross RIBA D CDS approved	28-02-09	28-02-09	●

This is a long term programme to control ambient temperatures, which would rise further as a result of the increased capability provided by the Line Upgrades. Measures include increased ventilation, improved energy efficiency, and train-based measures. The new strategic priorities are measures to facilitate the Victoria Line Upgrade and restoring out-of-service fans. The Victoria Line Cooling works comprise mainly of Mid Tunnel Vents (MTV) and cooling at specific stations. The Design and Build contracts for the first two (of nine) MTV sites are now out to tender. Design work on other lines is continuing only to the end of the already-started design packages.

Preparations for the Summer 2008 Quick Wins programme are under way. These include portable fans at key hot spots. Ticket Hall cooling at Euston Station is also progressing.

The trial of the Stockwell borehole has been halted for a number of reasons including the likely cost of work, which is now much more than originally anticipated and cannot be justified for a trial, and unresolved negotiations with the landowner.

## 2.4 LU Line Upgrade – PPP BCV

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Waterloo & City line upgrade complete	March 2007	July 2007	Completed
Second pre-production train delivered	18/04/2008	09/07/2008	▲
Approval to test signalling control in engineering hours	20/05/2008	08/08/2008	▲
Commence rolling stock full production	29/05/2008	29/05/2008	●
Full overlay available	17/07/2008	06/06/2008	●
Approval to test line control in engineering hours	24/12/2008	24/12/2008	●
Approval for testing in traffic hours	26/01/2009	31/01/2009	●
Approval to trial signalling control in passenger hours	22/03/2009	01/03/2009	●

For the BCV network, the first major line upgrade is the Victoria Line. The works include new rolling stock, signalling, control equipment, depot and track.

The programme remains dependent on the timely resolution of key software and assurance issues to remain on target. Successful automatic run of Train I was achieved between Blackhorse Road and Tottenham Hale. The Level zero programme has been updated to

incorporate a revised jointly developed (Westinghouse, Bombardier, Metronet and LU) delivery strategy.

Train 2 (the second pre-production train) is now running on the test track at Derby but delivery to London for line-testing in engineering hours has slipped to July

Some signalling work is slipping – a revised delivery strategy is being implemented that will allow more flexible sequencing and optimise test track use in Derby.

The accelerated programme to achieve journey time capability (JTC) in February 2012 is 17 months ahead of the contract date of August 2013. LU and Metronet are examining the programme in detail to address significant technical hurdles relating to signalling, rolling stock and the control centre in order to maintain this early finish.

## 2.5 LU Line Upgrade – PPP JNP

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Jubilee Line –Train Based Track Control Rolling Stock Delivery of 59 Trains	31/10/2008	31/10/2008	●
Jubilee Line –JLS1 - Maturity Level 3 Testing	27/11/2008	27/11/2008	●
Piccadilly Line - PLU - Contract Award	10/01/2009	10/01/2009	●
Jubilee Line –JLS2 - Maturity Level 3 Testing	13/03/2009	13/03/2009	●
Jubilee Line –JLS2 - Ready for Revenue Service	16/03/2009	16/03/2009	●

Work is underway on both the Jubilee and Northern Line Upgrades which comprise signal and train control replacement.

On the Jubilee Line programme, The Dual Fitout Area (DFA) was accepted into passenger service on 26 March 2008. However, continuing software defects have meant that only fifty per cent of attempted runs using Transmission Based Train Control (TBTC) have been successfully completed. For this reason, trial running has been limited to Instructor-Operators. Tube Lines are currently working with Thales to identify software fixes but they may not be available until mid May 2008.

Tube Lines has proposed that the two Journey Time Capability milestones, J2 and J3, be combined to a new “J2/3” date. This allows the train production to be re-scheduled. However, it also introduces greater risk in commissioning a larger section of the line in one step. Train production rates have improved this Quarter as have production forecasts, meaning that the rolling stock programme is no longer on the critical path. The critical milestone of 59 trains available to ensure acceptance for the new “J2/3” milestone is expected to be in October 2008. Overall, completion of the Jubilee Line is still forecast before the contract date of December 2009.

On the Northern Line upgrade, Tube Lines are developing a new programme based on a reversed build sequence (North to South) which is intended to reduce the overall programme duration. This will be finalised once Thales’ new programme becomes available at the end of April 2008. In the absence of this programme, Tube Lines have been asked to commit to a firm DFA and “N2” milestone dates to enable LU to plan its deliverables.

For the Piccadilly line upgrade (PLU), the rolling stock specification issues have been resolved. The invitation to tender for the Piccadilly Line Rolling Stock was issued on 20 March 2008 with tender returns due in June 2008. Due to the decision to delay introduction of signalling on the SSL lines and the possibility of a change of signalling system, Tube Lines need to reconsider interoperability solutions for PLU in the areas that cross over. LU will comment on information from the Conceptual Design Review with Thales, enabling comments to be



considered before the Preliminary Design. Tube Lines have not agreed a cost and resource loaded programme (for signalling systems) with Thales and have requested resubmission. Completion date for the upgrade is in 2014.

## 2.6 LU Line Upgrade – PPP Sub-Surface Line (SSL)

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Create a Strategic Level Plan for the Plan	24/05/2008	24/05/2008	●
D Stock train No. 75 into Service (Final Train)	18/07/2008	28/03/2008	Completed
LUL Review & Accept the Design Compliance Report - Train	28/08/2008	28/08/2008	●
Issue Approved PAP (Issue 2) to LUL	29/08/2008	29/08/2008	●
Construction Site Established Finish (Circle Line)	01/02/2009	01/02/2009	●
Phase I Final Detailed Design (Finish)	15/02/2009	15/02/2009	●
LUL Approve OPO CCTV Train Design	13/03/2009	13/03/2009	●

The SSL network (consisting of the Circle, District, Hammersmith & City and Metropolitan lines) upgrades will provide new and refurbished rolling stock, new signalling and a new control centre. The programme is scheduled to complete by 2018.

The programme has shown decline since the Metronet administration, with delays in some work streams of up to 17 periods (signalling). Metronet's Administrator finalised an agreement with Bombardier and Westinghouse over the SSL upgrade on 31 March 2008. The milestones above do not reflect this slippage and will be updated once an overall "plan of the plan" is developed and agreed. Under the new arrangement Bombardier will still supply the new trains (191 trains and spares support) but the proposed new signalling system will be re-tendered. However, Westinghouse will continue to modify the existing SSL signalling system to allow the new trains to run (ie track circuit immunisation works).

For the D stock (D78) Refurbishment project the last train (75) was handed to fleet for service on 28 March 2008 and was achieved ahead of the accelerated schedule, and 4 months ahead of the original baseline target. Further work on these trains now includes: completion of the Saloon Ventilation System overhaul, practical completion of remaining trains and close-out of snagging items identified during practical completion - all expected to be finished by August 2008.

The first installations of Extra Low Loss Composite Conductor Rail are due in April at Farringdon and at Watford south Junction to trial the technical concept.

## London Rail

### 2.7 East London Line Extension

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Main contractor takes occupancy of ELL Track way & Stations	31-03-2008	01-03-2008	●
Completion of the launch of bridge GE19	31-05-2008	31-05-2008	●
Completion of main spar New Cross Gate	31-05-2008	31-05-2008	●
Handover of bulk supply point to EDF	31-08-2008	31-08-2008	●
Operational building complex available for use by employer	31-12-2008	31-12-2008	●
Test running	31-01-2010	14-05-2009	●
Completion	29-06-2010	19-10-2009	●

The upgraded and extended East London Line (ELL) is planned to open in 2010 with TfL as the passenger service operator through a joint ELL/North London Rail concession with LOROL.

The East London Line closed for operation on 22 December and was handed over to the main works contractor in January, ahead of schedule. GE19 (bridge over East Coast Mainline) was successfully demolished in the Christmas blockade, with a replacement due to be installed at the end of May. The bridge over Shoreditch High Street was successfully lifted into place at the end of March. The main works contractor has continued to achieve on-time the short term critical milestones; however the rate of production of the design submissions, although improving, remains a concern.

The project remains on track for the ELL to re-open by the scheduled date of June 2010.

### 2.8 London Rail Concession Rolling Stock

Milestones	Current Plan Date	Actual / F'cast Date	RAG
First Unit Assembled	05-06-2008	07-04-2008	●
First NLR unit accepted	31-10-2008	31-10-2008	●
First ELR unit delivered for NR test track	31-12-2008	31-12-2008	●
Trains in Service - NLR	31-12-2008	31-12-2008	●
Trains in Service - ELL	30-06-2010	30-06-2010	●

The London Rail Concession Rolling Stock project will provide 216 new vehicles in three-car and four-car formation to be utilised on the North London Railway and the East London Line. The first of the new London Overground branded trains is expected to be in operation by the end of 2008.

The detailed design process is now complete. Although the start of manufacture was slightly delayed, the first unit is forecast to be on Bombardier's Derby test track by 30 May.

## 2.9 DLR Bank-Lewisham 3 Car Infrastructure

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Beckton Depot (Phase 1) completion	20-10-2006	11-02-2008	Completed
Shadwell track slew completed	31-05-2008	04-05-2008	●
Westferry platform units installed	31-08-2008	17-08-2008	●
Underpass transition slab complete	31-11-2008	21-11-2008	●
Sectional completion – Cable Street viaduct	31-01-2009	30-01-2009	●
Sectional completion package 2	31-01-2009	05-01-2009	●
Sectional completion – Stepney causeway	31-03-2009	13-03-2009	●
Construction/trackwork/signalling complete	31-01-2010	28-09-2009	●
Service operational	31-01-2010	31-10-2009	●

This project will deliver the structural works necessary for 3 car operation on the DLR from Bank and Tower Gateway to Lewisham.

The main focus is on achieving the necessary design approvals in preparation for the various site works. Work has now started on the construction of the new station at South Quay. The volume of work in engineering hours is requiring increasingly detailed planning to avoid clashes with the Thales signalling work and new railcar testing.

## 2.10 DLR Woolwich Arsenal Extension

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Completion of tunnelling	31-08-2007	22-07-2007	Completed
Completion of track works	31-03-2008	20-03-2008	Completed
Completion of station	31-08-2008	27-08-2008	●
Systems testing complete	31-12-2008	31-12-2008	●
Project completion	28-02-2009	28-02-2009	●

This project delivers the extension of the DLR from King George V station to Woolwich Arsenal through a PFI contract.

The track work has now been completed and the tie-in at King George V has been achieved. The mechanical and electrical installation in both tunnels is almost complete, with the stand-alone testing due to take place between July and August 2008.

### 2.11 DLR Stratford International Extension

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Commence Works – Package 7	31-05-2007	31-05-2007	Completed
Commence Works – Package 6	30-06-2007	02-07-2007	Completed
Stratford Int. Station – Completion of New Platform Structure	18-07-2008	18-07-2008	●
Stratford Int. Station – Completion of Main Platform Canopy and Finishes	03-11-2008	03-11-2008	●
Completion of Construction of Star Lane Platform, Canopies and SER (expand TLA)	19-02-2009	19-02-2009	●
Complete Works on Package 6	30-06-2010	30-06-2010	●

This project covers the extension of the DLR from Canning Town to Stratford International, using existing North London Line alignment as far as Stratford Regional Station.

Package 8 (Network Rail platforms at Stratford Station) remains on target to complete by 31 July 2010, with work on the Stratford International Station structure continuing to go well. Design approvals are progressing and overall progress on implementation is on time. On Package 6 (Conversion of NLL to DLR), the main focus is on design and approvals. The approval in principle for all stations south of Abbey Road has been achieved. Package 6 is on schedule to complete by 1 July 2010.

### 2.12 DLR Railcars

Milestones	Current Plan Date	Actual / F'cast Date	RAG
18 <sup>th</sup> Vehicle Delivered	18-09-2008	18-09-2008	●
18 <sup>th</sup> Vehicle in Service	18-10-2008	18-10-2008	●
24 <sup>th</sup> Vehicle Delivered	16-12-2008	16-12-2008	●
1 <sup>st</sup> railcar delivered for Stratford Int. Extension	09-01-2009	09-01-2009	●
24 <sup>th</sup> Vehicle in Service	16-01-2009	16-01-2009	●

This project covers the provision of 16 extra railcars for 3-car operation, 6 for the Woolwich Arsenal extension, 9 for the Stratford International extension and 22 for the 2012 Games.

The fourth vehicle arrived at Beckton in March and there are a further 18 vehicles in production at Bautzen. Type testing continues to progress well.

### 2.13 North London Railway Infrastructure Project

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Completion of preliminary (GRIP4) design	30-09-2008	30-09-2008	●
Prime contract award	31-10-2008	31-10-2008	●
Project Completion	31-01-2011	31-01-2011	●

The North London Railway Infrastructure Project (NLRIP) covers a programme of track, signalling and civil infrastructure enhancements to facilitate the operation of the future London Overground service commitment, which is to be introduced in January 2011.

The project team is now co located with the Network Rail team at 55 Broad Street, and work is underway on forming a single team by July 2008. Discussions are underway on agreeing an implementation agreement, which is expected to be in place by June 2008. Tenders for the

core works contract were issued to the four interested parties in February, with GRIP 4 information to be passed to them in April/May, with final tender submissions due in mid-June 2008. The single tender action with the signalling framework contractor will be issued in early June 2008 with tender returns in mid-July 2008. GRIP 4 designs are ongoing with initial deliverables now being received. The track access option has been submitted to Network Rail for agreement and onward transmittal to ORR.

#### 2.14 DLR Dagenham Dock Extension

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Submit TWA Order Application	31-01-2008	28-04-2008	▲
Public inquiry for Dagenham Dock commences	31-10-2008	30-10-2008	●
TWA Powers Granted	31-01-2009	30-04-2009	▲

This project covers a possible future extension of the DLR from Gallions Reach through the Barking Riverside development area involving 4.5km of new railway and up to 5 new stations. Currently funding covers only ongoing feasibility and development work to TWA application.

Work continues in preparation for the Transport and Works Act (TWA) submission, which should be submitted during April 2008.

### Planning

#### 2.15 Cross River Tram

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Complete public consultation on route options	30-03-2007	28-03-2007	Completed
Recommend preferred route/scheme	31-01-2009	31-01-2009	●

Cross River Tram is a 16km tram scheme with a core route proposed between Euston and Waterloo, with branches to Camden and King's Cross in the north and Peckham and Brixton in the south. The project is to undertake option development, technical feasibility and submit a Transport and Works Order application to obtain powers for the scheme.

Funding is provided in the Business Plan until 2010 for the development of the design, assessment of the impacts, refinement of the business case, selection of the preferred route and to start preparation of the evidence needed to submit a TWA order.

#### 2.16 Croydon Tramlink Crystal Palace Extension

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Issue report on 1 <sup>st</sup> route option public consultation	31-05-2007	31-05-2007	Completed
Recommend preferred route	31-01-2009	31-01-2009	●

The project is to undertake option development and technical feasibility of extending the Croydon Tramlink to Crystal Palace and submit a Transport and Works Order application to obtain powers for the scheme.

Funding is provided in the Business Plan until 2010 for the development of the design, assessment of the impacts, refinement of the business case, selection of the preferred route and to start preparation of the evidence needed to submit a TWA order.

## 2.17 Thames Gateway Bridge

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Approval/Decision by Secretary of State	30-03-2007	30-07-2007	Completed
Complete proofs of evidence for re-opened public inquiry	28-02-2009	28-02-2009	●

This project is for a new fixed link between Beckton and Thamesmead in the borough of Greenwich to stimulate the regeneration of the Thames Gateway area.

The LDA has agreed to lead and fund the preparation of the TGB economic regeneration and development report, which is planned for completion by October 2008. DfT has now suggested further analysis to strengthen the regeneration analysis. Work is underway on preparing the necessary transport modelling required for the re-opened public inquiry.

### 3. Other Projects

This section reports on the remainder of the projects identified from the latest Oversight risk categorisation process which have a value below £100m and are therefore not included in section 2.

To improve TfL's project assurance, a TfL Corporate Gateway Review process is being implemented for all projects with an outturn cost in excess of £5m. This process will consolidate and review both internal and external assurance of projects' value for money, affordability and deliverability, at up to 5 project gates covering the project lifecycle.

#### London Underground

##### 3.1 Olympic Works (station accessibility)

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Green Park outline Design approved RIBA C/D	08-05-08	31-03-09	■
Southfields contract award – detailed design	17-09-08	24-06-08	●
Green park commence detailed design RIBA E/F	03-10-08	09-09-08	●
Baker St outline approved RIBA C/D	26-10-08	31-08-08	●
Southfields RIBA E/F design approved	02-02-09	13-05-09	■

This programme provides step-free access at three Games-critical stations: Southfields, Green Park and Baker Street (SSL only).

Work at Southfields is progressing with intrusive surveys now completed on site. The contract for detailed design is expected in June 2008, two periods early.

Baker Street is progressing to complete RIBA D (scheme design) in August 2008. Essential enabling works are being brought forward into the design phase following funding approval.

For Green Park, the contract strategy has been changed and Tube Lines will be awarded the design and build contract. This may delay early milestones but reduce interface and handover delays. The end date is not affected.

The programme is currently on target to meet the Olympic delivery date.

##### 3.2 Connect Airwave

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Commissioning of 5 lines complete (Airwave)	31-10-07	18-12-07	Completed
Bakerloo Line – Line Track handover	30-12-07	07-12-07	Completed
Upgrade EBTS to new airwave components – Batch 7, Schedule 6 completion	02-09-08	30-05-08	●
Upgrade EBTS to new airwave components – Batch 9, Schedule 6 completion	24-11-08	18-08-08	●

This project enhances the emergency services' communication system on the Underground by expanding coverage and capacity. The contract was awarded in January 2007 and all work is now progressing to an accelerated plan. 107 stations have been made available for

commissioning, 82 stations have been given a Qualified Take Over Certificate from LU and 75 stations are now approved for operational service by the National Policing Improvement Agency. Work continues ahead of contract commitments.

## Surface Transport

### 3.3 iBus

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Compulsory purchase and side road orders	31-05-2007	29-08-2007	Completed
Rollout 3,300 buses	29-07-2008	29-07-2008	●
Roll out of new technology to fleet complete	28-02-2009	28-02-2009	●
Old system decommissioned and all operations transferred to new system	28-02-2009	28-02-2009	●

The iBus project is to procure and implement a radio communication and Automatic Vehicle Location solution. This will improve quality of information to customers, both on-bus and at bus stops, and reduce the current risk of a system failure.

After some initial problems which caused delays with the installation of the iBus system, 1,957 buses and 19 garages were completed by the end of Quarter four. The production rate continues to improve and the new forecast date of 28 February 2009 for completion of the fleet installation has been set.

### 3.4 A406 Bounds Green

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Commence Public Inquiry	11-03-2008	11-03-2008	●
Commence Contract Procurement	03-11-2008	03-11-2008	●
Commence Construction	30-06-2009	25-06-2009	●
Complete Construction	01-04-2011	01-04-2011	●

The project will make a number of safety and environmental improvements along Telford Rd, Bowes Rd and the North Circular Rd between the A109 Bounds Green Rd/Station Rd and Chequers Way.

The London Borough of Enfield has issued Planning Permission for the scheme. The significant objection from the Bowes Telford Community Action Group as well as the threat for Judicial Review of Enfield's Planning Permission was dropped following protracted negotiations. The Compulsory Purchase Order and the Side Roads Order Public Inquiry started on 11 March 2008. A decision from the Secretary of State is expected within three to six months.

### 3.5 Bus Priority – TLRN Schemes

Milestones	Current Plan Date	Actual / F'cast Date	RAG
8 Bus Lane Schemes Completed	31-03-2008	09-05-2008	Completed
200 bus lane kilometre hours per week	31-03-2008	09-05-2008	Completed



This annualised programme reported delay in meeting fully all its targets for the year. The remaining four out of eight bus lane schemes were completed by May 2008 rather than by the end of March 2008 as originally planned.

### 3.6 Low Emission Zone (LEZ)

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Scheme Go-Live for HGVs (Euro III standard for PM10)	31-01-2008	04-02-2008	Completed
Scheme Go-Live for lighter HGVs, buses and coaches (Euro III standard for PM10)	06-07-2008	06-07-2008	●
Scheme go-live for heavier LGVs and minibuses	01-11-2010	01-11-2010	●
Scheme Go-Live for heavy HGVs – Buses and Coaches (Euro IV standard for PM10)	01-02-2012	01-02-2012	●

The LEZ is being introduced to cut harmful emissions from lorries, coaches and buses to improve air quality across London by a reduction of pollutants that are harmful to human health.

The Low Emission Zone Phase I, Go-Live for Heavy Goods Vehicles (Euro III standard compliance for PM10) was successfully launched on 2 February 2008. Vehicle compliance with the LEZ standard was higher than anticipated, with an initial average daily non-compliance rate of around 7%. This measurement is significantly lower than the 25% of non-compliance which was observed when monitoring first started in May 2007. The next phase to be implemented by the LEZ project is forecast to Go-Live for lighter HGVs, buses and coaches (Euro III standard for PM10) in July 2008.

### 3.7 East London Transit (Phase 1a)

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Invitation To Tender	23-03-2007	04-01-2008	Completed
Contract for construction awarded	14-07-2008	14-07-2008	●
Construction starts on East London transit scheme phase 1a	31-10-2008	28-10-2008	●
East London transit phase 1a – commence construction Barking town centre	31-01-2009	02-01-2009	●
ELT service starts	21-10-2009	21-10-2009	●

The East London Transit (Phase 1a) project is to establish a 9km route between Ilford, Barking and Dagenham Dock, with new dedicated access through Barking Town Centre and a package of highway measures including signal-based bus priority and enhanced enforcement due to be completed in 2009.

The Invitation to Tender (ITT) was successfully dispatched for the civils contract in January 2008. Discussions have continued with London Borough of Barking and Dagenham, English Partnerships and London Thames Gateway Development Corporation to develop the agreement of the handover of Barking town centre for the delivery of the scheme.

### 3.8 Greenwich Waterfront Transit (Phase 1)

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Public Consultation	30-08-2007	11-01-2007	Completed
Complete tender documents	19-08-2008	19-08-2008	●
Detailed Design submitted for approval	12-08-2008	12-08-2008	●
Service Commences	31-10-2011	31-10-2011	●

This project is to establish a 13km bus transit route from Abbey Wood to North Greenwich via Woolwich, part of which will be a segregated busway, to be completed by 2011.

The Greenwich Waterfront Transit Detailed Design is progressing well. The public consultation report was published on 8 May 2008.

## 4. PPP/PFI Investment

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### 4.1 Connect Works

Milestones	Current Plan Date	Actual / F'cast Date	RAG
Metropolitan Line go live	31-12-06	11-12-06	Completed
Connect – 4 Lines Radio Systems go live	29-02-08	29-02-08	Completed
Central Line Radio – Commencement of train cutover	26-05-08	07-06-08	▲
Northern Line Radio – Commencement of train cutover	22-09-08	22-09-08	●

Connect is a 20-year PFI contract to upgrade and maintain the radio and transmission system used through the London Underground network.

Central Line – Planned go live has been rescheduled to 07 June 2008.

Northern Line – Planned launch date is on target for 22 September 2008. Design approvals are now progressing, with the latest drawings for the Northern line fleet being updated to reflect the experience obtained from the Jubilee line fleet trial fit.

Jubilee Line – Train Radio went live on 28 April and complete transfer to the new system took place on 10 May.

## 4.2 Power Works

Milestones	Current Plan Date	Actual / F'cast Date	RAG
SSL – Issue first S&D Package include LU Approval	30-11-07	16-11-07	Completed
SSL Finchley Road & Neasden s/stn outline design	08-02-08	08-02-08	Completed
VLU – Manor House DC protection Upgrade Complete	31-03-08	25-01-08	Completed
Northern Line Power – Award Design and build contract	01-04-08	01-04-08	See notes below
VLU Power Upgrade – Cobourg Street Transformer Rect 3 power on	19-05-08	19-05-08	●
Award Finchley Road & Neasden DD&B	01-07-08	01-08-08	●
SSL Met Line DD&B issue of ITT	07-07-08	07-08-08	●
Jubilee Line Power Upgrade – Start on site (Waterloo)	25-07-08	27-06-08	●
Jubilee Line Power Upgrade – Award Finchley Rd & Neasden Design and build contract	01-08-08	05-05-08	Completed
Piccadilly - Provisional Concept Design Compete	18-08-08	18-09-08	●
SSL Power Upgrade – S&D package   staged project life end	30-09-08	12-10-08	●
VLU 11kV Cabling- switch at Cloudsley Road ready to terminate	14-10-08	23-09-08	●
VLU Power Upgrade – Full completion of 22kv power cable	12-12-08	12-12-08	●

The Major Power Works programme will deliver the Power Upgrades that are required for the Line Upgrades.

The Victoria Line Power upgrade completion date remains at December 2009, later than the PPP obligation date of 16 June 2009. The actual 'power on' date will still be in line with the PPP obligations on LU because the Line Upgrade will not require the full power capability until December 2009. The EdF Energy Networks Bulk Supply Point remains on schedule despite further slippage in civil enabling works by VLUC at Manor House. All cabling deliveries are now complete on the Victoria Line tunnel sections. Residual works at Northumberland Park Depot and jointing and fettling works will be carried out in planned closures on 6 and 13 June. Cabling works on the Hammersmith & City line remain on schedule with all cabling delivered. Duct route work at Liverpool Street is due for completion in September 2008. The new power distribution boards at Cloudesley Road, Stockwell and Dover Street have been commissioned into service.

The Sub Surface Lines (SSL) power upgrade is currently being developed under a Scoping & Development contract with the AMEC / Siemens / Mott MacDonald Joint Venture. This contract will be completed in August 2008. Current delays to this project phase are being

mitigated by an increase in resource levels and an improved delivery programme. Development of tender documents for the Detailed Design & Build (DD&B) phase will commence May 2008 with the first ITT planned for issue in August 2008. The first package of DD&B works will be contracted to a third party by March 2009.

For the bulk supply point (BSP) SSL, EdF Energy Networks are currently developing a design for the Bulk Supply Point (BSP) works required to support the Power Upgrade. They have now ramped up their resource for the project and are undertaking scoping works on cable routing between St. John's Wood to Griffiths House & Willesden to Neasden BSP. Requirements for early ordering of High Voltage equipment to meet the Power Upgrade programme dates are currently being determined.

For the Northern Line Power Upgrade, Tube Lines (TLL) rejected LU's 630V-based conceptual design for the power upgrade and is developing its own scheme based on the existing train fleet being converted to operate at 750V. This introduces uncertainty into the programme. LU has pre-emptively completed an initial evaluation of the impact of using 750V (as opposed to 630V) and the additional works appear to be limited to a further sub-station upgrade at Leicester Square. Power on remains at April 2009.

The Jubilee Line Power Upgrade detailed design and build tenders have been successfully evaluated and the contract will be awarded shortly. A detailed design and build programme will be available in June 2008. Power on remains at August 2009.

For the Piccadilly Line Power Upgrade, the current delivery programme and budget assumes that the power upgrade for the Piccadilly Line is to 630V specifications and not 750V. An assumption has been made that the line will be transitioned to 750V operation and the cost and programme implications of this change are currently being assessed.

## 5. Olympics

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Progress on TfL's contribution to the London 2012 Olympic Games is reported each period to the Olympic Delivery Authority (ODA). The latest report is attached in **Annex I**.

## 6 Investment Programme – Financial Progress

Total Investment Programme Expenditure £ millions	Full Year		
	Actual	Budget	Variance to Budget
Capital Expenditure			
London Underground (after overprogramming)	415	419	(3)
Surface (after overprogramming)	177	278	(101)
London Rail	416	427	(11)
Group Directorates	46	74	(27)
Overprogramming (group level only)	-	(48)	48
<i>Total Capital Expenditure (after overprogramming)</i>	<b>1,054</b>	<b>1,150</b>	<b>(94)</b>
Development & Borough Expenditure	245	270	(25)
<i>Directly Managed Expenditure</i>	<b>1,300</b>	<b>1,421</b>	<b>(121)</b>
<i>Indirectly Managed Expenditure</i>	1,421	1,229	192
<b>Total Gross Investment Expenditure</b>	<b>2,721</b>	<b>2,650</b>	<b>72</b>

### 6.1 London Underground

Actual capital expenditure spend for London Underground was £415m being £4m behind budget.

There was an over spend on the interchange programme driven primarily by works at King's Cross being £8m above plan, although this was matched by increased reimbursement.

A saving occurred on planned rolling stock spend on the Piccadilly Line as a result of delays to main signalling contract works. The variance related to rolling stock refits to accommodate signalling works which is not covered by the existing contract with Tube Lines. This project is being restructured as LU has yet to agree commercial terms with Tube Lines, although the intention is to achieve this before October 2008.

For the Network Operations Control centre for the Victoria Line, only design work has so far been completed which has resulted in an under spend of £2.3m. Implementation and building works for the project is being re-phased into 2008/09.

A number of under spends have arisen on station congestion relief projects, most notably Shepherds Bush, Paddington, Tottenham Court Road and the former Silverlink stations, where slippage has meant costs falling back into 2008/09.

## 6.2 Surface Transport

Actual capital expenditure spend for Surface Transport was £101m less than budget. The material variances include:

Project slippages on iBus have resulted in under spends of £15.0m in 2007/08 which have been carried forward to 2008/09. The primary cause was a lack of documentation for depots at the time of planned implementation.

Delays in construction of West Ham garage as a result of more detailed planning (£32.9m gross expenditure before third party funding) and the selection of Lea Interchange as the alternative site for Wyke Road garage (based on a rental agreement rather than land purchase), which saved £5.9m compared to budget, resulted in Bus Garages being £38.8m below budget. Spend for West Ham garage has been carried forward to 2008/09 and work is underway on the permanent garage, final completion of the garage is expected to be 3 months later than originally budgeted as a result of planning.

The vehicle programme was £5.0m below budget, mainly due to a £3.9m re-phasing for re-tendering of the London Hydrogen Partnership project, following withdrawal of the preferred bidder. The bidder has now been selected and contract negotiations are nearing completion.

London Trams was £1.2m under budget as a result of the cancellation of an electronic document and records system project (£1.3m).

An underspend of £10.1m in Congestion Charging Re-Let and Futures was mainly the result of re-profiling following the selection of IBM as the new service provider (£5.7m has been carried forward to 08/09). In addition, there have been savings arising from the selection of the new service provider on system refresh and consultancy costs.

Major route and safety programmes were £38.8m under spent against budget. This was mainly due to delays in Blackwall Tunnel North refurbishment resulting from extended stakeholder consultation and delays in securing land from LBTH/Veolia (£19.6m), and project slippage on A316 Country Way Flyover (£5.0m), Westminster Bridge (£4.1m), Fore Street Tunnel (£2.1m) partially off-set by accelerated works in 2006/07 on Coulsdon project (£3.3m).

Slippage of £7.6m on East London Transit (ELT), due to a delay in borough agreements with LB Barking and Dagenham over the potential displacement of Barking market, coupled with slippage on Greenwich Waterfront Transit project of £1.4m, resulted in a £9.1m under spend on Bus transit schemes.

Bus Priority is £8.1m below budget as a result of carry forward spend for SVD iBus, Route 38 and Route 133 to 2008/09 (£4.0m) and slippage on other flagship schemes.

The Driver Machine Interface (DMI) project in Ticket Technology has been carried forward (£4.8m) to 2008/09 resulting in an under spend this year.



### 6.3 London Rail

Actual capital expenditure spend for London Rail was £11m behind budget.

The Docklands Light Railway (DLR) saw some delays in the completion of phase one works at the Beckton depot and commencement of phase two, delaying £3.5m of spend. The schedule has been impacted by poor weather conditions in February which affected grout setting on track work, holding up subsequent works.

The NLR Stations upgrade project was £3.2m underspent due to a change in procurement strategy for delivering the stations enhancement work. This will now be delivered by LOROL and work commenced in November 2007 in line with the wider LOROL programme.

### 6.4 Development & Borough Expenditure

There were a number of under spends within London Rail which made up the bulk of the variance, including North London Rail infrastructure project (£11m), NLR installation of Oyster and gating equipment (£8m) and NLR stations (£1m). These items had been budgeted as revenue expenditure, but as the North London Railway is now part of TfL, these works can now be capitalised.

### 6.5 Indirectly Managed

The majority of the capital expenditure which is being indirectly managed is undertaken by Tube Lines and Metronet Rail under the PPP contracts.

It should be noted that the budget against which Metronet performance is measured reflects the latest approved Annual Asset Management Plan (AAMP) for the Infracos. Agreement of the most recent AAMP was not achieved and the budgets are therefore based on their 2006 plan.

Metronet shows an overall overspend in the year of £68m against budget. The main areas of overspend being Stations at £143m due to increased costs compared to the old AAMP submission. Work in the final quarter has been restricted to completing stations that had all ready been started prior to Administration. Direct control of these works has passed to Metronet from Trans4m in this time. During the final quarter the spend rate fell as the new arrangements were put in place.

Track over the year was £65m under spent. Of this some £30m was due to the reclassification of previous years spend in the year from capital improvement work to operational maintenance. However, encouragingly work volumes increased in the final quarter, especially on SSL.

Tube Lines expenditure was £13m over their initial submission on which the budget was based. The prime areas of increase were in stations £40.7m and Signals £31m reflecting increased levels of activity on the Jubilee Line signalling installation work.

Communications work was £25.8m below target which is due to the works at stations being classified under the stations heading. Rolling stock was £9m lower than target of which £2m were revised costs of Piccadilly Line bogie upgrades in the final quarter.

Track and Structures were £23m below target. On track the reduced spend reflects the revised volumes of ETR (Enhanced Track Replacement) works planned in the current year following a re-evaluation of their strategy which has been reflected in subsequent AAMP submissions.

In the final quarter, spend rates on stations decreased by 30% and signalling by 20% taking them below the rates predicted in the 2006 AAMP submission used as the budget.

## Report Details: Period Covered: 3 March 2008 to 31 March 2008

Owner: Steve Allen

### Introduction:

The following report highlights progress towards delivery of the Games related projects for which TfL has responsibility. The report examines current issues, how they are being addressed and confirms whether or not the improvements will be delivered to the planned timescales.

The projects are divided into two categories:

- improvements required for the Games where TfL was committed to delivering before winning the Olympic bid and
- those additional improvements, requiring separate funding, which TfL has committed to as part of winning the bid.

This report will be updated and issued every month reflecting progress up to the TfL 4 weekly reporting period for which information is available as at the date of the report.

### Key Highlights:

- A media event to mark the arrival of the first three new DLR vehicles with the Mayor took place on 13 March 2008 at West India Quay.
- The first section of concrete track slab for the East London line extension was completed on 12 April 2008, a day ahead of the target date.
- Woolwich Arsenal DLR extension track work is now complete including the tie in at King George V.
- New rolling stock for the ELL/NLR has now been granted assurance acceptance on all twelve technical cases for the detailed design phase.

## **TfL Funded, Games-Enabling Projects in Investment Programme: Period Update**

### **London Rail**

#### **East London Line Extension \***

A number of milestones were achieved, with the first section of concrete track slab (240m) completed on 13 April, one day ahead schedule. Also on 13 April, the main bridge steelwork on the Surrey Canal Road Bridge was completed seven days ahead of schedule, and completion of the steel frame, floors and staircases at the rolling stock maintenance facility at New Cross Gate was achieved, two days behind programme.

The final short term critical milestone, erection of the walls and columns at Dalston Station, is programmed for completion on 8 May 2008.

#### **ELL/NLR Rolling Stock**

With the manufacture of unit one now underway after a delayed start, Bombardier are developing their programme but are still not in a position to advise on dates for completion of the first unit or the start of manufacture of the second unit. A number of micro-milestones have been agreed with Bombardier to mitigate the slippage and Bombardier is looking to recover the programme by the end of December 2008.

All twelve technical cases for the detailed design phase have now been granted assurance acceptance, following approval of the remaining two cases in the period.

#### **North London Railway (NLR) - Stations Improvement Programme \*\***

The deep cleaning works (Phase 2) have nearly reached the full acceptance stage for Brondesbury Park, Kensal Rise, Canonbury and Kentish Town West. London Rail has accepted London Overground Rail Operations Limited (LOROL's) final proposal for ambience for Kentish Town West and three more proposals are currently under review. These include Finchley Road & Frognal, Willesden Junction and Kensal Rise. It is anticipated that two to four proposals for ambience and systems per period will be submitted by LOROL from the end of May 2008 onwards.

#### **DLR Woolwich Arsenal/3 Car Railcars \***

Type testing has now been completed on the three car sets. The sixth vehicle (vehicle 109) arrived at Beckton on 2 April 2008 and a further 17 vehicles are in production at Bautzen. Bombardier is still working towards gaining approval for multi-vehicle testing from LUL and having restrictions lifted at Stratford. This is standard procedure where lines run in close proximity and electromagnetic interference may occur. A media event to mark the arrival of the first three new DLR vehicles with the Mayor took place on 13 March 2008 at West India Quay.

#### **DLR 3 Car North Route \*\***

On Packages 3 (North Route) and 4 (East Route), the works scheduled for the possessions on 8 March and 21 March 2008 were all completed on time. The All Saints temporary crossover was relocated south of the station and at Bow Church, the existing crossover was also relocated. Design is progressing well with architectural design ahead of programme. All possessions are in place.

#### **DLR 3 Car Bank-Lewisham \***

On all the 3 Car packages design submission work continued with the main focus directed towards gaining the necessary design approvals.

On Package 1 (Bank Crossharbour), temporary trackside protection hoardings have been erected at Shadwell and work to install the pre-cast platform planks was completed on 19/20 April 2008. Utility diversions at Limehouse have commenced and Crossharbour trial holes have been bored.

On Package 2 (Lewisham Extension), work progressed well and sidings points at Mudchute have been locked out, the

conductor rail disconnected and signalling loop changes effected. The sidings are now blockaded and have been handed over to the contractor. At Greenwich, the site set up has commenced. Package 2 is on programme to complete by October 2009.

On Package 5 (Delta Junction), work to complete the outstanding tasks from the earlier possessions continued. The schedule has been slightly delayed following poor weather conditions in February which impacted grout setting on track work. A high level meeting with the directors from Taylor Woodrow and Carillion took place on 7 March 2008 resulting in the contractors' Package 5 team being restructured and additional resources being brought in by Taylor Woodrow.

On Package 7 (Canning Town Junction), work continued installing track protection fencing during engineering hours at the Limmo site near Canning Town with planned completion by 20 April 2008. The project is still on programme to complete by January 2010.

#### **Woolwich Arsenal DLR Extension \***

Good progress continued to be made and all track work is now complete including the tie in at King George V. The mechanical and electrical installation in both tunnels is almost complete and stand alone testing is due to take place between July and August 2008. Construction work in the intervention shaft has progressed in accordance with the revised programme, but still remains a critical activity. The revenue date remains as 28 February 2009.

#### **Stratford International DLR Extension \*\***

On Package 8 (Network Rail platforms at Stratford Station), work on the Stratford International Station Box continued to progress to plan with the walls to the box 30% complete. The signalling and communications parallel design process is in place and the majority of the signalling records are with contractors. Design approvals are occurring as expected and overall implementation progress is on schedule with Package 8 on target to complete by 31 July 2010.

On package 6 (Conversion of NLL to DLR), the main focus is on completing and gaining design approvals, with 'Approval in Principle' designs now signed off for all stations South of Abbey Road. Approval For Construction (AFC) designs are also now being submitted. Package 6 is on schedule to complete by 1 July 2010.

### **London Underground**

#### **LU Line Upgrades PPP BCV (Victoria Element) \*\***

Successful automatic run of Train 1 was achieved between Blackhorse Road and Tottenham Hale and the cab simulator has also completed user acceptance testing. The current master programme has been updated to incorporate a revised jointly developed (Westinghouse, Bombardier, Metronet and LU) delivery strategy.

*The VLU programme has a contractual delivery date of 17 August 2013. The VLU is not a Games deliverable. Metronet has adopted an aggressive 2-year early delivery date. This accelerated target delivery date slipped primarily due to delays in the signal and rolling stock component. The most current programme information indicates that barring future delays, the journey time capability will be available by February 2012. However, the only delivery date that can be enforced through the contract remains the contract commitment date. LU recognises its obligation to maintain the service level of the Victoria Line consistent with its Games related commitments.*

#### **LU Line Upgrades – PPP JNP (Jubilee Elements) \***

The current key project deliverables in this portfolio are signalling upgrades to the Jubilee Line. The Dual Fitted Area (DFA) was introduced into passenger service on 26 March 2008. LU is presently assessing a Tube Lines proposal to merge and jointly commission sections J2.1 (Stratford to North Greenwich) and J3 (North Greenwich to Westminster) as a single migration section with a delivery date slightly later than previously planned, Christmas 2008. A study of the risks and benefits of the proposal is being concluded to allow a decision to be made.

#### **LU Stations Modernisation and Refurbishments – PPP BCV (Metronet) \***

Following a review of the programme it has been agreed that all the stations where work is in progress will be completed

as soon as possible and a number of other stations currently in the design and planning stages will also proceed but the remainder will be deferred. The plans will be revisited after the transfer of Metronet to TfL has been completed and there is a clearer picture of the financial situation and the capacity of the organisation.

#### **LU Stations Modernisation and Refurbishments – PPP JNP (Tube Lines) \***

Tube Lines have a contractual obligation to modernise and refurbish 97 stations during the first 7.5 year review period. Tube Lines have declared Willesden Green as delivered into service for the period. LU is currently reviewing the documentation. To date, Tube Lines have delivered into service 47 stations with 50 remaining.

#### **LU Stations Modernisation and Refurbishments – PPP SSL (Metronet) \***

Following a review of the programme it has been agreed that all the stations where work is in progress will be completed as soon as possible and a number of other stations currently in the design and planning stages will also proceed but the remainder will be deferred. The plans will be revisited after the transfer of Metronet to TfL has been completed and there is a clearer picture of the financial situation and the capacity of the organisation.

#### **CTRL at King's Cross (Northern Ticket Hall) \*\***

Critical tunnelling works for the period have progressed according to programme with the installation of rings in the Piccadilly Line Area escalator barrel. All Northern Line Area secondary structures are now complete and work in the Victoria Line Area is achieving the current programmed rates. Works on the Bomb Gap Building first floor are on target to commence in early May 2008. Within the Northern Ticket Hall, level 4 slab pours have commenced on programme and preparations are continuing for the Inclined Slab pour. Critical wall pours are continuing to enable architectural fit-out activities. The transformer rooms were completed and handed over to EDF during the period.

#### **LU Extensions – Piccadilly Line Extensions to Heathrow T5\***

Train running trial operations were completed successfully and the station opened for passengers on the 27 March 2008. The project is now in the close out phase.

#### **Wembley Park\*\***

This project was completed on 15 May 2006.

#### **Olympics Accessibility Works (Green Park, Baker Street (SSL) and Southfields)**

**Green Park:** The main issue with the proximity of the new lift to the existing escalator has been resolved in principle with the details to be finalised in the next stage of design. Following comments from the Engineering Directorate the outline design report is being closed out with Morgan EST. The project is now being repackaged to Tube Lines for detailed design and build with agreement of a baseline programme expected after completion of due diligence.

**Baker Street:** Currently the main issues are the access rights/compensation for bore holes to confirm designs. A draft agreement is required between a local pub and LU for access to land to confirm the platform 6 lift design. The one necessary bore hole for the platform 5 lift design is on the station approach road which is used by a local tour bus company.

**Southfields:** The current action plan is to have a direct contract with Atkins to speed up the procurement activities. Design works commenced on the 17 March 2008 and are estimated to last 2 months. The intrusive surveys have already been completed. In parallel, the detail design and construction is currently out to tender with acceleration proposals part of the tender requirements.

#### **North Greenwich Congestion Relief**

This is now complete.

#### **Surface Transport**

#### **East London Transit Phase 1a \***

Stakeholder engagement work is programmed following the Mayoral elections in May to ensure full engagement with affected residents and businesses. Following informal agreement with the developer, legal documents are being finalised to secure the transfer of the land for the preferred eastern terminus at Dagenham Dock station. London Thames Gateway Development Corporation (LTGDC) board agreement for financial contribution to urban realm enhancements is being followed up to establish a formal agreement. London Borough of Barking and Dagenham have indicated that

handover of Barking town centre in January 2009 should be deliverable, and an agreement is being drafted to secure this position.

**Greenwich Waterfront Transit Phase 1\*\***

The updated project business case was approved at the April 2008 Surface Approvals Board, and will be further refined before presentation to the TfL Project Review Group. Detailed design is largely on schedule, although the land acquisition programme has slipped by 3 months due to a number of complexities associated with Open Space land and the Royal Arsenal conservation area. However, the overall project completion date is currently on target for Autumn 2011.

**Relocation of bus garages from Waterden Road**

This is now complete.

\* Denotes: Projects in the guarantee from TfL      \*\* Denotes: Other infrastructure projects that may support the Games

## **Public Sector Funded Package (PSFP), Olympic-Enabling Projects in Investment Programme: Period Update**

### **London Rail**

#### **North London Railway Infrastructure Project**

Invitation to tender documentation was returned by three of the bidders on 14 March 2008. All bids appeared compliant and interviews commenced in April. The track access option was issued for review and acceptance to the Office of Rail Regulator (ORR) on 14 March 2008, who have subsequently commenced their industry consultation. It is anticipated that a decision in principle will be obtained from the ORR before the end of July 2008. TfL/NR staff have now co-located to a joint project team office in Broad Street, London. The roles and responsibilities, previously defined in order to realise a more efficient and effective project delivery team, are now being implemented.

There are two options available to facilitate clearances to the new overhead line electrification (OLE) installation up to Highbury & Islington – lowering the tracks along this route or raising the bridges. Macdonald have been commissioned to consider both options and the impact on both programme and cost.

#### **DLR Olympics Additional Railcars**

Please refer to page 2, where these are reported by route.

#### **DLR 3 Car Poplar – Woolwich Arsenal**

On Packages 3 (North Route) and 4 (East Route), the possessions, which took place on 8 March and 21 March 2008, went well, with all the work scheduled being completed. At All Saints the new temporary crossover was installed and relocated south of the station and at Bow Church the existing crossover has been relocated. Design is progressing well and is ahead of programme on the architectural design.

#### **DLR Olympics Station Capacity Improvements**

ExCel is continuing with design work and have served DLR with a Notice of Intent. ExCel ITT documents are being reviewed by DLR and a station access improvement contract is due to go out to tender with the intention to be at Preferred Bidder stage by May 2008. Additional Legion modelling required by the ODA has commenced at Prince Regent, Canning Town and Custom House stations. There is a discussion around the split of funding between the ODA and ExCel.

#### **DLR West Route Signalling Improvements**

Thales have priced an alternative option which is a preventative measure for time outs on the system and would provide a resilience benefit to the whole network during the Olympics (and after the Games have finished). Agreement was reached with the ODA and Serco for this project to be joint funded by them. A contract has not yet been entered into with Thales which has resulted in the end date of this project slipping to the end Apr 2009. An updated business case along with the change control paper has been submitted to the ODA to allow them to approve the change in scope.

#### **DLR West Route Resilience**

This project has been procured as part of the 3 Car Bank-Lewisham project - under Package 1. Please refer to the 3 Car Bank-Lewisham report for more detailed project updates.

### **London Underground**

#### **LU West Ham (Station)**

Agreement has been reached on the way forward for the West Ham Olympic Scheme. ODA have agreed to procure design works for the scheme independently from LU. However, LU will play a key role in assuring the design and implementation as well as in ensuring Tube Lines and Metronet are engaged in the design process to facilitate effective adoption of assets for operation and maintenance. ODA have appointed a dedicated planning specialist to conduct planning applications and engage with London Borough of Newham officials.

#### **Stratford Station Upgrade – LU Support**

The project is performing to plan and piling work for the new Central Line platform is well under way. The project team is working to mitigate the effects of a greater than expected number of underground obstructions although this is not thought to have affected the completion date of the overall station upgrade programme. LU has also successfully



delivered two packages of work to allow Network Rail's neighbouring Olympic upgrade programme to be maintained. Work to agree the remaining design and design assurance responsibilities is progressing well and site activities for upgrades within the existing Jubilee Line building are on track to begin in June.

## **Surface Transport**

### **Walking and Cycle Route Enhancements**

Cycling Walking & Accessibility (CWA) continue to work with the ODA on the development of the Olympic walking and cycling programme and associated initiatives and act as the ODA's delivery partner, particularly for the infrastructure portfolio.

The ODA are leading on a walk/cycle demand study, which will provide a basis for further programme activities. This study will be finalised in May 2008. CWA will use this study as a basis for the route enhancement project's business case. Depending on the finalisation of the ODA demand study, the business case is to be finalised in June 2008 and then be submitted to the ODA and TfL approval boards.

Feasibility studies have been commissioned to look in more detail at improvement requirements and associated scheme options for each of the identified walking and cycling routes around the new Olympic Park. Local and managing authorities are leading on these studies.

The scope of the Active Spectator Programme (ASP) is to be agreed in October 2008. The ODA and LOCOG are leading on this, with TfL contributing to the exercise. No funding has yet been allocated to the ASP programme.

CWA will contribute to the definition of the operational costs and submit costs by 18 July 2008.

CWA took part in the TfL 2012 travel demand management workshop on 29 April. CWA also work with the TfL Smarter Travel Unit on the Games travel demand management study, to incorporate walking and cycling in this work stream.

Stakeholder engagement continues on a regular basis. The London 2012 Route Sponsors Forum and London 2012 Active Travel Advisory Group (ATAG) meet quarterly; the next meetings are scheduled for June 2008.

### **Olympic Route Network (ORN) Carriageways & Junction Improvements**

#### **Junctions & Carriageways Improvements**

Consultants are working towards finalising the feasibility designs for proposed legacy schemes and drawing to a conclusion the Olympic Lane Operational Assessments. Proposed legacy schemes will be reviewed with the ODA in April to determine which schemes are to be progressed further taking into consideration Olympic and legacy benefits. The Stage 3.3 report drawing together activity to date for the project was concluded at the end of March marking the completion of Stage 3.

## Key Programme Risks

### Metronet

In light of the Government settlement and an improving understanding of the position within the Metronet companies prior to our actual take over of the responsibility of running the companies, we are reviewing their investment programmes and related priorities. Until this is complete it is not possible to confirm the programme.

### Active Spectator Programme

The funding agreement between TfL and the ODA focuses on infrastructure improvements for walking and cycling. There is a lack of detail regarding any further funding of the Active Spectator Programme, which is a core enabler for the walking and cycling programme.

## Issues / Decisions

None this period

## Independent Engineer Status Report

**None this period**

### Recent Reviews

### Date

3 Car North Route	Completed* - Previously reported
3 Car Bank – Lewisham	Completed* - Previously reported
DLR 3 Car Poplar – Woolwich Arsenal	Completed* - Previously reported
Greenwich Waterfront Transit	Completed - Previously reported
Stratford Regional Station	Completed - Previously reported
Stratford International DLR Extension	Completed - Previously reported
East London Transit Phase 1a	Completed - Previously reported
East London Line	Completed - Previously reported
Woolwich Arsenal DLR Extension	Completed – Previously reported
3 Car Railcars & Olympic Railcars	Completed – Previously reported
Olympic Route Network	Quarter 4 2007/8 - This is now complete
King's Cross CTRL	Quarter 4 2007/8 - This is now complete
Olympics Accessibility (Southfields, Baker St)	Quarter 1 2008/9 - This is now complete
East London Line Extension	Quarter 1 2008/9 – This is now complete
North London Railway Stations	Quarter 1 2008/9 – This is now complete
West Ham Olympics Works	Quarter 2 2008/9 – This is currently on hold awaiting design completion
Olympics Accessibility (Green Park)	Quarter 1 2008/9 – This will be presented to the P1 BMR

\* Completed as part of one review

## Milestones<sup>1</sup>

●	Project on schedule
▲	Project behind schedule
■	Project behind schedule impacting Games delivery

### TfL Funded

#### East London Line Extension (LR – PJ01)

	Original Plan	Actual/forecast date	RAG status
Close existing East London Line	31/12/2007	22/12/2007	Completed
Commence Bridge GE19 Demolition	31/12/2007	25/12/2007	Completed
Main Contractor Takes Occupation of ELL Trackway and Stations	31/03/2008	22/01/2008	Completed
Completion of main spar New Cross Gate	31/05/2008	31/05/2008	●
Handover of bulk supply point to EDF Energy	31/08/2008	31/08/2008	●
Operational building complex available for use	31/12/2008	31/12/2008	●
Test Running Commences	31/01/2010	14/05/2009	●
East London Line (Phase 1) Complete	30/06/2010	19/10/2009	●

#### ELL/NLR Rolling Stock (LR – PJ303)

	Original Plan	Actual/forecast date	RAG status
Award Contract	12/07/2006	31/08/2006	Completed
Preliminary Design Phase Complete and Assurance Accepted	31/08/2007	21/08/2007	Completed
NLR Unit Body shell Manufacture Starts	30/09/2007	20/09/2007	Completed
NLR – first unit accepted	31/10/2008	31/10/2008	●
ELR – units delivered for track tests	31/12/2008	31/12/2008	●
Trains in Service - NLR	31/12/2008	31/12/2008	●
Trains in Service - ELR	30/06/2010	30/06/2010	●

<sup>1</sup> Following a review of milestones at the beginning of the financial year 2007/08, additional milestones have been included. Original Plan dates now include the milestones originally reported in this report, together with planned dates for new milestones.

**North London Railway – Station Improvement Programme (LR – PJ33)**

	Original Plan	Actual/forecast date	RAG status
Completion of Station Design proposals	30/10/2006	30/10/2006	Completed
Completion of Enabling Works for Concessions Start	11/11/2007	11/11/2007	Completed
Start of enhancement work	30/11/2007	30/11/2007	Completed
Completion of initial station repairs	31/05/2008	18/05/2008	●
Completion of preliminary design (GRIP4)	30/09/2008	30/09/2008	●
Prime contract awarded	31/10/2008	31/08/2008	●
Completion of installation of Station systems (North London Railway)	30/11/2009	11/11/2009	●
Completion of enhancement to existing fabric on Stations (North London Railway)	30/11/2010	11/11/2010	●
Project completion	31/01/2011	31/01/2011	●

**DLR Woolwich Arsenal/3 Car Railcar (LR – PJ04/501)**

	Original Plan	Actual/forecast date	RAG status
First painted car body	30/09/2006	02/02/2007	Completed
First train delivered	31/08/2007	22/12/2007	Completed
Car number 18 delivered	31/03/2008	18/09/2008	▲
Last train delivered	31/12/2008	23/12/2008	●
All cars in service	28/02/2009	25/01/2009	●

**DLR 3 Car North Route (LR – PJ05)**

	Original Plan	Actual/forecast date	RAG status
Powers / consents granted	31/03/2007	19/07/2007	Completed
Contract award	01/09/2007	31/10/2007	Completed
Poplar to Stratford section complete	19/01/2009	19/01/2009	●
Construction work complete	31/12/2009	31/12/2009	●
Operational date	30/06/2010	31/03/2010	●

**DLR 3 Car Bank – Lewisham (LR – PJ06)**

	Original Plan	Actual/forecast date	RAG status
Beckton Depot completion	20/10/2006	31/01/2008	Completed
Tender documents returned	30/11/2006	21/12/2006	Completed
Contract award (Package 1&2)	29/01/2007	03/05/2007	Completed
Construction work starts	30/04/2007	04/06/2007	Completed
Cable Street Viaduct completion	30/01/2009	30/01/2009	●
Construction/track work/signalling complete	30/09/2009	28/09/2009	●
Service operational	31/10/2009	31/10/2009	●
Royal Mint Street Viaduct	25/01/2010	25/01/2010	●

**Stratford Regional DLR Station (LR – PJ07)**

	Original Plan	Actual/forecast date	RAG status
Start works	31/08/2005	01/08/2005	Completed
Completion of phase 1 (South Platform)	31/12/2006	18/06/2007	Completed
Canopy complete	27/02/2007	31/03/2007	Completed
Completion	31/03/2007	10/12/2007	Completed

**London City Airport DLR Extension (LR – PJ08/500)**

	Original Plan	Actual/forecast date	RAG status
Complete station construction	30/08/2005	24/11/2005	Completed
Completion date	31/12/2005	02/12/2005	Completed

**Woolwich Arsenal DLR Extension (LR - PJ09/503)**

	Original Plan	Actual/forecast date	RAG status
Complete Thames Intervention Shaft	31/07/2007	27/09/2007	Completed
Complete down tunnel	21/07/2007	23/07/2007	Completed
Completion of track work	31/03/2008	20/03/2008	Completed
Stations Complete	27/08/2008	27/08/2008	●
Project completion	31/12/2008	28/02/2009	●

**Stratford International DLR Extension (LR – PJ10)**

	Original Plan	Actual/forecast date	RAG status
Contract award package 7	29/01/2007	03/05/2007	Completed
Contract award Package 6 (Middle Section)	28/05/2007	29/06/2007	Completed
Commence Works	31/10/2007	09/03/2007	Completed
Start on site Package 6 (Middle Section)	30/06/2007	02/07/2007	Completed
Start on site Package 7 (Canning Town Flyover)	31/05/2007	31/05/2007	Completed
New platform structure Package 8	18/07/2008	18/07/2008	●
New platform canopy & finishes	03/11/2008	03/11/2008	●
Construction of Star Lane platform	19/02/2009	19/02/2009	●
Completion date	30/06/2010	30/06/2010	●

**DLR Railcar Refurbishment (LR – PJ15)**

	Original Plan	Actual/forecast date	RAG status
Completion of 94 <sup>th</sup> vehicle	30/11/2006	30/03/2007	Completed

**Victoria Line Upgrade – BCV Line Upgrades (part of LU – PF20)**

	Original Plan	Actual/forecast date	RAG status
Start overlay commissioning	04/06/2007	08/01/2008	Completed
Depot works complete	18/02/2008	27/02/2008	Completed
Approval to test line control in engineering hours	19/11/2008	24/12/2008	●
Approval to trial signalling in passenger hours	27/11/2008	11/12/2008	●
Approval for testing in passenger service	18/11/2008	08/01/2009	●
Train 1 accepted to run in LUL traffic hours	31/01/2009	31/01/2009	●
Commence rolling stock full production	31/05/2009	31/05/2010	●
Service control centre demonstration	31/08/2011	31/08/2011	●
JTC delivery	17/08/2013	17/08/2013	●

**Jubilee Line Upgrade – JNP Line Upgrade (part of LU – PF 21)**

	Original Plan	Actual/forecast date	RAG status
Dual Fitted Area Complete	24/08/2007	28/01/2008	Completed
Delivery last train	30/04/2008	31/08/2008	▲
LUL acceptance of first section	30/06/2008	31/10/2008	▲
Start of revenue service J23	16/03/2009	03/11/2008	●
LUL acceptance of entire line	14/11/2009	14/11/2009	●

**Station Modernisation and Refurbishment – PPP SSL (LU – PF 34)\***

	Modernisations	Enhanced Refurbishments	Refurbishments	RAG
2004/05	1	0	4	Completed
2005/06	1	4	7	▲
2006/07	0	4	10	▲
2007/08	4	0	2	▲
2008/09	2	9	13	▲
2009/10	5	4	8	▲
2010/11	1	0	2	▲

\* See programme notes (page 8)

**Station Modernisation and Refurbishment – PPP BCV (LU – PF 32)\***

	Modernisations	Enhanced Refurbishments	Refurbishments	RAG
2004/05	0	0	3	Completed
2005/06	2	2	9	▲
2006/07	3	2	2	▲
2007/08	6	2	6	▲
2008/09	2	2	6	▲
2009/10	4	3	1	▲
2010/11	0	1	0	▲

\* See programme notes (page 8)

**Station Modernisation and Refurbishment – PPP JNP (LU – PF33)**

	Modernisations	Enhanced Refurbishments	Refurbishments	RAG
2004/05	4	5	0	Completed
2005/06	3	8	0	Completed
2006/07	7	4	0	Completed
2007/08	3	11	3	Completed
2008/09	6	5	1	●
2009/10	4	5	1	●
2010/11	3	6	18	●

**CTRL at King's Cross (Northern Ticket Hall) (LU – PF41)**

	Original Plan	Actual/forecast date	RAG status
Phase 1 Final completion	31/12/2006	31/12/2006	Completed
Bomb gap complete	25/08/2008	25/08/2008	●
Roof slab complete	01/09/2008	01/09/2008	●
PFI power installation of LUL power supply	28/11/2008	28/11/2008	●
Phase 2 Final completion	31/12/2010	31/12/2010	●



**LU Extension – Piccadilly Line Extension to Heathrow T5 (LU – PF45)**

	Original Plan	Actual/forecast date	RAG status
Re-opening of the T4 Loop	30/09/2006	17/09/2006	Completed
Opening of service to the new T5 at Heathrow	31/03/2008	27/03/2008	Completed

**Wembley Park Station (LU – PJ 34)**

	Original Plan	Actual/forecast date	RAG status
Full enhancement of the station	31/12/2005	15/12/2005	Completed
Station modernisation works	31/05/2006	31/05/2006	Completed

**Olympics Accessibility - Green Park, Baker Street (SSL) and Southfields (LU – PJ214)**

	Original Plan	Actual/forecast date	RAG status
Completion of feasibility for Green Park	24/04/2007	24/04/2007	Completed
Completion of development for Green Park	18/02/2008	04/04/2008	Completed
Completion of design for Green Park	30/06/2008	31/03/2009	▲
Completion of construction of Green Park	31/03/2011	30/09/2011	▲
Completion of feasibility for Baker Street	14/06/2007	14/06/2007	Completed
Completion of development for Baker Street	27/09/2008	24/09/2008	●
Completion of design for Baker Street	30/06/2009	20/11/2009	▲
Completion of construction for Baker Street*	31/03/2011	30/09/2011	▲
Completion of feasibility for Southfields	14/06/2007	14/06/2007	Completed
Completion of design for Southfields	30/09/2007	15/03/2009	▲
Completion of development for Southfields	04/02/2008	15/03/2008	Completed
Completion of construction for Southfields	31/03/2009	01/11/2010	▲

**North Greenwich Congestion Relief (LU – PJ30)**

	Original Plan	Actual/forecast date	RAG status
Substantial completion of station congestion relief	31/12/2006	31/01/2007	Completed

\* Original Plan was amended to reflect correct dates.

**East London Transit Phase 1a (ST – PJ24)**

	Original Plan	Actual/forecast date	RAG status
Detailed design complete	31/08/2007	31/08/2007	Completed
Invitation to tender	21/11/2007	14/01/2008	Completed
Contract awarded	16/07/2008	16/07/2008	●
Infrastructure works complete	22/01/2008	10/09/2009	▲
Service starts	16/02/2008	13/10/2009	▲

**Greenwich Waterfront Transit (ST – PJ25)**

	Original Plan	Actual/forecast date	RAG status
Completion of preliminary design	05/11/2007	18/01/2008	Completed
Completion of public consultation	17/12/2007	11/01/2008	Completed
Detail design completed & submitted for approval	12/08/2008	12/08/2008	●
Infrastructure works complete	25/06/2010	10/06/2011	▲
Service starts	31/08/2010	31/10/2011	▲

**PSFP Funded**

**North London Railway Infrastructure Project (LR – PJ302)**

	Original Plan	Actual/forecast date	RAG status
GRIP 2 Complete	18/05/2007	08/06/2007	Completed
GRIP 3 Complete	24/08/2007	12/10/2007	Completed
GRIP 4 stage gate review	01/07/2008	01/07/2008	●
Prime contract awarded	31/10/2008	31/10/2008	●
Project Completion	31/01/2011	31/01/2011	●

**DLR Olympic Additional Railcars (LR – PJ20)**

	Original Plan	Actual/forecast date	RAG status
First Painted Car body	27/05/2008	22/01/2009	▲
First railcar delivered	31/07/2008	20/05/2009	▲
Final railcar delivered	31/12/2009	12/04/2010	▲
All cars in service	30/06/2010	10/05/2010	▲

**DLR 3 Car Poplar – Woolwich Arsenal (LR – PJ22)**

	Original Plan	Actual/forecast date	RAG status
Submit planning application	31/08/2006	15/08/2006	Completed
Award design and construction contract	31/12/2007	31/10/2007	Completed
Start Construction	31/01/2008	22/03/2008	Completed
Service operational	31/03/2011	30/06/2010	●

**DLR Olympic Stations Capacity Improvements (LR – PJ25)**

	Original Plan	Actual/forecast date	RAG status
Submit planning application	31/12/2006	02/08/2006	Completed
TWA Powers Granted	31/10/2007	19/07/2007	Completed
Award construction contract (package 4)	31/12/2008	31/12/2008	●
Start Construction	31/01/2009	02/01/2009	●
Construction Work Complete	31/03/2011	31/03/2010	●

**DLR West Route Signalling Improvements (LR – PJ23)**

	Original Plan	Actual/forecast date	RAG status
Contract award	31/05/2007	31/05/2008	▲
Commence Installation	31/12/2007	30/07/2008	▲
Signal loop operational	31/03/2008	30/04/2009	▲

**DLR West Route Resilience (LR – PJ27)**

	Original Plan	Actual/forecast date	RAG status
Award design and construction contract	31/03/2007	03/05/2007	Completed
New software operational	30/09/2008	30/09/2008	●
Additional resilience in operation	31/01/2010	31/01/2010	●

**LU West Ham Station (LU - PJ218)**

	Original Plan	Actual/forecast date	RAG status
Feasibility Complete	31/05/2007	11/06/2007	Completed
Complete Stages C/D (including Approval In Principle)	31/12/2007	On hold at ODA request	▲
Development of options complete	28/11/2007	28/11/2007	Completed
Complete Stages E-G (including Compliance Submission)	31/08/2008	31/08/2008	●
Commence works on site	31/01/2009	05/03/2009	▲
Project completion	08/02/2011	08/02/2011	●

**Cycle Route Enhancements and Walking Routes (ST – PJ163/164)**

	Original Plan	Actual/forecast date	RAG status
Finalise strategic route selection	12/02/2007	12/02/2007	Completed
Commence detailed route development	31/03/2007	31/03/2007	Completed
Outline Programme and ODA PID	30/09/2007	01/10/2007	Completed
Feasibility Studies and Development of options	31/03/2008	31/03/2008	Completed
Definition of works programme	02/06/2008	02/06/2008	●
Major improvement works – preliminary & detailed design approvals	01/12/2008	01/12/2008	●
Major improvement works – implementation of walking & cycling infrastructure schemes	31/03/2011	31/03/2011	●
Minor improvement works – design & implementation	31/03/2011	31/03/2011	●

**ORN Carriageways and Junction Improvements (ST – PJ161)**

	Original Plan	Actual/forecast date	RAG status
Commence Stage 3 (outline design & indicative costings)	01/04/07	5/04/07	Completed
Stage 3 Submission of Scheme Options and Opportunities Report	29/06/07	29/06/07	Completed
Stage 3 Agreement of Preferred Schemes	27/07/07	27/07/07	Completed
Stage 3 Draft Outline Design Report	22/12/07	22/12/07	Completed
Stage 3 Final Outline Design Report	28/03/08	04/04/08	Completed

**Transport Co-ordination Centre (ST – PJ162)**

	Original Plan	Actual/forecast date	RAG status
TCC Stakeholder Workshop	12/11/2007	12/11/2007	Completed
Release ODA Funding	01/12/2007	11/01/2008	Completed
TCC Stage 1 Consultants Appointed	01/02/2008	08/02/2008	Completed
TCC Floor Layout Requirements	30/04/2008	30/04/2008	Completed
TCC Planning & Design Complete	30/05/2008	30/05/2008	●
TCC Procurement Stage 1	30/11/2009	30/11/2009	●
TCC Fit-Out Complete	31/05/2010	31/05/2010	●

**Stratford Regional Station Upgrade (FP – PJ26)**

	Original Plan	Actual/forecast date	RAG status
Submit Updated Schemes Cost and Funding Proposals to Project Board	25/05/2006	25/05/2006	Completed
Commence Detail Design	24/05/2006	26/06/2006	Completed
Obtain Planning Consent and Powers	31/08/2006	30/11/2006	Completed
Complete Scheme Definition and Programme	30/03/2007	30/03/2007	Completed