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This Plan is based on certain assumptions and forecasts with respect to, without limitation, customer demand, political and economic conditions and government regulation of the transport industry in London. There can be no assurance that these assumptions and forecasts are correct: the Plan will need to be revised to the extent that any of the assumptions or forecasts prove incorrect.

To allow consistent preparation of the Investment Programme, project timetables and milestones were fixed against a financial position taken shortly before publication. As a result, there may have been recent changes to the timetables of certain projects that are not reflected in this document.

Note that totals may appear to be incorrect due to rounding.

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Message from Bob Kiley

TfL's updated 5-Year Investment Programme continues the work begun last year. It supports the development of new projects and investment in London's existing transport assets.

London continues to grow and thrive. The latest studies predict there will be a million more people in the Capital by 2026, driving the growth not just of this great city but of the wider UK economy. Transport is vital to underpin that growth.

The framework for the Investment Programme is the groundbreaking deal TfL achieved with the Government last year. This secured £10 billion of funding for London's transport system over 5 years. Last year's Investment Programme was a balanced, fully funded programme of investment in London's transport infrastructure. In this new plan for 2006/7 we continue to focus on the delivery of our Investment Programme commitments. London's successful bid to host the 2012 Olympic and Paralympic Games add to the importance of these priorities.

The Investment Programme represents a realistic programme of works, but the scale of this task and the challenges we face should not be underestimated, particularly in relation to obtaining the relevant consents for major projects. We are working to mitigate issues around gaining project consent and an Oversight Group has been established to ensure delivery of the Investment Programme.

Maintaining support for our work locally and across London continues to be an essential component in ensuring the success of the Investment Programme. TfL's ongoing relationship with stakeholders – the Boroughs, Trade Unions, MPs, Assembly Members, the Government, businesses, disability groups and voluntary and community groups – will be crucial in securing the delivery of projects in Investment Programme.

TfL has proven it can deliver – the successful introduction of the congestion charge, the Oyster card and the dramatic increase in bus use are all examples of TfL making a real difference to public transport in the capital.

In recent months TfL dealt with two extremes – the joy of winning the Olympics for London on 6 July and the terrible events of 7 July. Both exemplified the strength and resilience of TfL. Our costed and timetabled plans for improving London's infrastructure were a major factor in the successful 2012 Olympic bid. The response of our staff and partners both on 7 July and in bringing the bus and Tube networks back to full service were testament to that resilience.

This organisation and its people are determined to deliver a world class transport system for London. Our 5-Year Investment Programme reflects that determination and I commend it to you.



Robert R Kiley
Commissioner of Transport for London

TfL's 5-Year Investment Programme

Building on achievements

Over the last five years Transport for London has earned the reputation of an organization that delivers. Working in partnership with Government and London's Boroughs, businesses and community groups, Transport for London (TfL) has begun tackling London's transport problems by setting innovative policies and carrying out the investment necessary to maximise the efficiency and safety of the Capital's transport system. The new co-ordinated approach and increased investment in London's transport system has resulted in a number of improvements both in terms of deliverables and resulting performance which has led to a modal shift from private car usage to public transport, against the trend elsewhere in the UK and the World. The share of travel by public transport between 1999 and 2004 has increased from around 30.4 per cent to 34.6 per cent, while travel by car has fallen by 4 per cent or 400,000 trips per day.

Transport for London is pleased to report a record of achievement and delivery. TfL has proved that enhanced investment in London's transport system can lead to greater productivity and increased user satisfaction and does represent value for money. Using public resources responsibly and working alongside key partners, TfL has proven that a public organisation can deliver on its promises. And this is perhaps the most important achievement of all.

London Underground

London Underground (LU) only became part of TfL on 15 July 2003. Since then it has been establishing the best way of managing the PPP contracts for the benefit of London. During 2004/05, the first full year that LU is part of the TfL family significant improvements in services have been achieved.

- All seven of the Government's performance targets were met, with more trains run and excess wait time reduced
- Customer satisfaction reached the highest levels in LU's history
- Ridership on the Underground reached a record high of 976 million trips in 2004/05, more than 5 per cent higher than in 1999/00.

Improving Bus Services

Over the last five years bus services in London have been transformed. Both service levels and bus reliability have improved substantially with the introduction of performance based contracts and the contribution made by congestion charging, transport policing and bus priority measures.

- London Buses have experienced the longest period of sustained passenger growth since records began, with bus ridership increasing by more than 38 per cent between 1999/00 and 2004/05
- London buses now carry the highest number of passengers since 1965, with 1.8 billion bus trips in 2004/05 alone
- Excess wait time has been reduced by nearly 50 per cent since 1999/2000, to 1.1 mins.
- Improved bus services enhance social inclusion by improving access to goods, services and jobs, with 95 per cent of London's buses being accessible.

Congestion charging

On 17 February 2003, London became one of the first cities in the world to reduce substantially congestion in the city centre, through the congestion charging scheme.

- Traffic delays in central London have been reduced by 30 per cent, with 65,000 fewer car movements per day in the charging zone
- Congestion levels in the zone are now the lowest they have been since the mid 1980s
- The reduced congestion and other transport benefits from congestion charging are provisionally estimated to be worth around £180 million per year, before allowing for any benefits from the use of net revenues from the scheme, which for the last two years have amounted to more than £170 million.

Docklands Light Railway (DLR)

DLR runs a 35-train service comprising single and two-car vehicles carrying in excess of 170,000 passengers a day. DLR's services have consistently achieved 98 per cent reliability and passenger satisfaction levels have increased to more than 90 per cent. Other Key achievements include:

- DLR ridership has increased by more than 62 per cent since 1999/2000, with more than 50 million trips in 2004/05
- In the last 5 years DLR has received several awards, including Best Light Rail and National Rail Operator of the Year (twice).

Road safety

In 2001 TfL published London's first Road Safety Plan, setting out how the Government's road casualty reduction targets will be achieved. Since then substantial progress has been made.

- London's road accident rates are improving almost four times faster than the rest of the country
- The number of Killed and Seriously Injured (KSI) Londonwide has been reduced by 40 per cent.

Ticketing strategy

Transport for London has introduced a revolutionary ticketing and revenue collection service known as Oyster Card, which reduces queues at Tube stations and time spent by buses at stops.

- More than 2.5 million users are already taking advantage of the service. There are 16,000 Smartcard devices at 370 stations, on 8,000 buses and at 2,500 agency outlets
- Pre-Pay customers can charge money onto their Oyster Card and then use it to travel on London Underground, London Buses and DLR
- 3.9 million journeys are made each day on Oyster Card.

Local and environmental schemes

Over the last five years, TfL has substantially invested in a number of small-scale projects, which taken together have made London a better place to live.

- The 'World Squares for All' project at Trafalgar Square, for which TfL has received the National Transport Street Environment award has created a major new pedestrian area between the Square itself and the National Gallery, linked by a new central staircase.
- Nitrogen oxide emissions in the Congestion Charging zone dropped by 12 per cent as a result of fewer cars. Carbon dioxide emissions were reduced by a variety of initiatives including the purchase of 'green electricity', now representing 20 per cent of total consumption, from renewable sources.
- Cycling has increased by more than 42 per cent over the last five years aided by the provision of 5,000 cycle parking spaces at schools.

Developing this programme

This Investment Programme is based on more than 30 months development work and builds on TfL's achievements since it was established in 2000. The programme represents an integrated and deliverable range of projects which have been prioritised to take into account stakeholder priorities, surveys of asset condition, extensive market research, forecasts of London's growth and strategies to address as well as mitigate trends.

TfL is accountable for the delivery of this programme, which has a critical role to play in meeting London's growing transport needs.

This work will need to continue after the plan period – work will still need to be done to return the transport system to a state of good repair, and as the system ages additional needs will emerge. The process of planning, prioritising and putting together financing plans is one that must be repeated at regular intervals to assure continuing progress. Throughout the implementation of this programme, TfL will continue to be mindful of the emerging needs and priorities of London.

Investment Programme structure

TfL's 5-Year Investment Programme brings together all TfL's investment projects. It includes all works on TfL's assets and assets transferred to TfL's contractors, for example in relation to the PPPs and PFIs which focus on renewing or upgrading London's transport assets. It also includes TfL funding to upgrade assets owned by London's Boroughs.

The Investment Programme contains descriptions of individual projects, portfolios and programmes in terms of what will be delivered, when they will be delivered, and what outcomes TfL is seeking to achieve in relation to each. Schedules of gross investment expenditure are shown in outturn prices. The expenditures are also before allowing for third party funding of the project works, for instance where projects are joint-funded with other Government organisations or private developers.

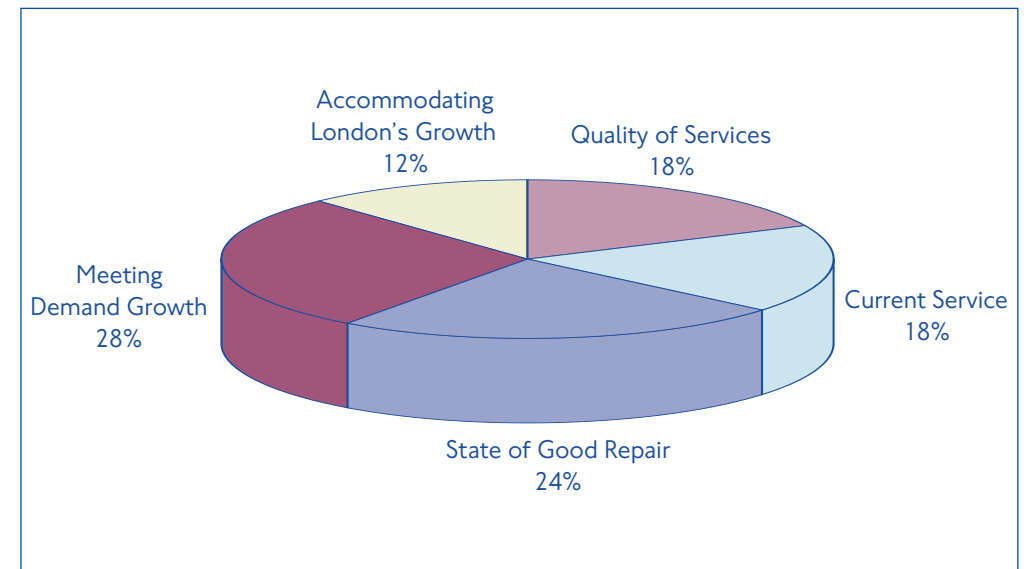
Summaries of all projects over £2 million are included. These have been grouped into areas of accountability for delivery: (a) London Underground, (b) Surface (the part of TfL responsible for bus services, streets and other non-rail transport modes), (c) London Rail (which has responsibility for DLR, the East London Line extension and TfL's support for the National Rail system), and (d) those which are managed centrally (such as the development of major schemes). These summaries also include brief justifications for the expenditure, including the benefit:cost ratio, net financial effect and other benefits.

TfL's Investment Programme

TfL's 5-Year Investment Programme is the cornerstone of TfL's work to support the growth and prosperity of London. Its key objectives are to:

1. Ensure the **current services** levels are supported
2. Achieve a **state of good repair**, addressing a backlog of maintenance or asset replacement
3. Meet demand growth on the existing network
4. **Accommodate London's growth** by focusing on regeneration – such as in the Thames Gateway area
5. **Enhance quality of service** – such as environmental improvements, information systems and fares integration.

The following pie-chart illustrates the split between these investment objectives.



Investment Programme highlights

Improvements to the Underground

TfL will be upgrading carriages, track and signalling to improve the Tube's reliability and enable trains to run an extra 3 million kilometres each year by 2009/10.

230 Tube stations will be modernised or refurbished by 2010. They will feature accessibility improvements, including provision of tactile guidance for the partially sighted and enhanced audio/visual information. Our aim is for a quarter of all Underground stations to be step-free from street to platform by 2010.

Completion of the Wembley transport infrastructure improvements will cater for 90,000 people on event days at the new Wembley Stadium that is expected to open in May 2006. The new capacity has now been substantially delivered and the remaining works are on programme to complete in 2006.

Major congestion relief works will be undertaken at a number of central London Underground stations including King's Cross St Pancras Western and Tube Ticket Hall by 2006, with the Northern Ticket Hall by 2009 and Vauxhall by 2009.

Longer trains will operate on the Jubilee line from 2006, with further improvements to the line by 2009 – passenger carrying capacity will increase by 45 per cent. All District line trains are due to be refurbished by 2009, the first of which are in service now. The Piccadilly line extension to Heathrow Terminal 5 is on target to open in March 2008.

Rail extension and capacity increases

The East London Line will be extended north to Dalston Junction and south to West Croydon and Crystal Palace. It is due to open by 2010 and will be ready to support the 2012 Olympics.

New DLR links will play a vital role in the regeneration of East London and will also benefit the 2012 Olympics. The DLR London City Airport link is due to open in December 2005, and will extend to Woolwich Arsenal by 2008. An extension from Canning Town to Stratford International is also due to open in 2009.

Three-car DLR trains, designed to add 50 per cent capacity to support the growth of Docklands, are due in service on the Bank to Lewisham branch by 2009. Constraints on the DLR Network are also being addressed by the implementation of the Delta Junction grade separation project.

New transit schemes and road improvements

East London Transit (Phase 1a) is a 9 kilometre 'bus-based' rapid transit service linking Ilford, Barking and Dagenham Dock. It is due to be completed in February 2008.

Greenwich Waterfront Transit (Phase 1) is a 12 kilometre bus-based rapid transit service from Abbey Wood to North Greenwich. It is due to be completed in late 2009.

TfL is currently seeking permission to construct the Thames Gateway Bridge. If consent is obtained, construction of the bridge – linking Beckton to Thamesmead with dedicated lanes for public transport, pedestrians and cyclists – is planned to start in 2009.

Extension of the congestion charge into further parts of Westminster and Kensington & Chelsea is scheduled to be introduced in February 2007.

Thames Road Bexley, a joint project with the Office of the Deputy Prime Minister to widen 1.8 kilometres of the A206 (Thames Road), is due to be completed in 2007.

Safety enhancements will continue on TfL's road network, including safety improvements to the Blackwall, Rotherhithe and Fore Street tunnels, Westminster Bridge and replacement bridges on the A406 and A40.

Road safety initiatives have already reduced the number of people killed and seriously injured (KSI) on London's roads by 40 per cent compared with overall figures for 1994 – 98. The current plan incorporates a new target of a reduction in the KSI number by 50 per cent by 2010. TfL, in conjunction with the boroughs and the police, are exploring the means to achieve this more challenging target.

Better buses

Major enhancements of London's bus infrastructure are proposed with expenditure on new bus garages, stations, stops and shelters, improving bus priority and real-time customer information systems. A 100 per cent accessible bus fleet is due to be in service by the end of 2005 and all vehicles will be fitted with CCTV. A new bus radio, vehicle location and countdown system, due to be introduced by 2008, will improve bus reliability and give better real-time information to passengers. In addition, 7,000 illuminated bus stops will be introduced by 2011. So far, 126 have been installed.

Improvements to interchanges

Finsbury Park transport interchange improvements, due to be completed by 2007, are designed to make it easier to change between different modes of transport, and make the area safer and more accessible for cyclists and pedestrians.

A new bus station at Hounslow, due to be completed by 2010, will make waiting for services and changing to other transport modes more comfortable, accessible and convenient. Similar improvements to passenger facilities will be provided by the redevelopment of Golders Green Bus Station, due for completion in 2008. Subject to planning permissions, which have been difficult over the past year, a new bus interchange will also be built at Dalston to provide convenient interchange with the East London Line extension. New bus garages at North Acton, due to be completed by 2007, and at Hounslow, scheduled to be completed by 2008, will provide capacity for extra buses.

Supporting National Rail

TfL is keen to see the integration of the planning and delivery of London's national rail services with other transport modes for which it is responsible.

CCTV will be introduced on trains and in stations on ONE, Southern, Thameslink and South East trains to give passengers greater security.

Investment in local areas and sustainable travel

Local travel environment improvements will be made to town centres, interchanges and residential streets improving quality, safety and accessibility of local communities. Walking and cycling improvements, totalling £166 million will be made to TfL and borough roads.

The London Cycle Network Plus will be completed in 2009, a year earlier than in last year's plan.

The use of non-pricing measures to influence travel choices/behaviour will be actively encouraged. This includes soft travel demand management (TDM) measures including school travel plans, work place travel plans, car clubs, walking and cycling promotion.

Crossrail

Although not part of the Business Plan, TfL believes that Crossrail is essential to meeting the transport requirements arising from London's expected growth.

This vitally important project is progressing through the statutory approval stage. The Second Reading of the Hybrid Bill took place in Parliament on 18 July 2005. The issue of funding Crossrail is still to be resolved.

2012 Olympics in London

The awarding of the 2012 Olympics will have a major impact on the delivery of transport schemes to meet the needs of the Olympic family and spectators at the Games. The principle adopted by TfL and the Olympic transport team was to meet Olympic needs with schemes that had enduring legacy value to London's transport i.e. that the Olympics could facilitate, bring forward and contribute to these schemes.

On the Docklands Light Railway (DLR) network, Olympic needs are met by the planned expansion of the infrastructure network and service level enhancements including:

- Extensions to London City Airport and Woolwich Arsenal
- Creation of the Stratford International/Canning Town line including conversion of the North London Line to DLR operation
- Enhancing capacity on the DLR network
- Increase in the DLR fleet size to run higher service levels for the Olympics
- Tactical measures to enhance access and egress at Prince Regent and to improve network resilience.

On the London Underground network, the Public Private Partnership (PPP) contracts secure the bulk of infrastructure needs, in particular line upgrades, with other Olympics needs being primarily met by operational measures. Plans being developed include:

- Completion of the East London Line extension
- Enhanced service patterns through the day, extended hours running (0530/0230), and selective 24 hour running
- Improved resilience to run enhanced service patterns
- Upgrade of West Ham station to serve the Olympic Park.

London Rail and the Olympic transport team are developing improved services on the North London Line to provide a higher capacity into Stratford Regional station (the new terminus for North London Line).

Surface Transport schemes being developed to meet Olympics needs include:

- Upgraded Traffic Control Centre
- Bus service enhancements for Olympic venues
- Improved cycling and walking access provision at Olympic venues.

Overall accessibility to Olympic sites is also being addressed, to ensure accessible transport is available as appropriate.

Ensuring delivery of the programme

The scale of TfL's 5-Year Investment Programme requires scrutiny at the highest level, and an Oversight Group is being established to provide independent assurance about the Programme's progress to the Commissioner. The Group will establish partnerships with independent engineering firms to undertake detailed reviews of critical projects and programmes. Working closely with Chief Officers and staff across the TfL business, the Group will challenge and support project progress and seek to mitigate related risk.

Funding the Programme

TfL's 5-Year Investment Programme is funded as follows:

- **Prudential borrowing:** TfL has the authority from Government to borrow £3.1 billion to finance the Investment Programme. TfL must comply with the Prudential Code produced by CIPFA in line with local authority funding legislation. This requires all borrowing to be used for capital expenditure and that the borrowing is affordable in the long term.
- **Transport Grant:** TfL receives grant from the Department for Transport to support operations and capital investment.
- **Third party funding:** This includes funding from Government for specific investment works agreed with Government and capital receipts from commercial developers for development rights around TfL property.
- **Capital Expenditure under LU PPP and PFI contracts, Payments to Operators and Boroughs, A13 DBFO:** The LU PPP and other PFI contract payments include provision for substantial capital investment by the Infracos.
- **Reserve transfers** – transfers from Earmarked Reserve funds where funds have been carried forward for completion of specific projects from previous years

| £m | 2005/06 | 2006/07 | 2007/08 | 2008/09 | 2009/10 | Total 2005/10 |
|---|--------------|--------------|--------------|--------------|--------------|------------------|
| Investment Programme | 2,198 | 2,490 | 2,638 | 2,790 | 2,566 | 12,682 |
| Overprogramming | -5 | -158 | -157 | -162 | -165 | -647 |
| Net Investment | 2,193 | 2,332 | 2,481 | 2,628 | 2,401 | 12,036 |
| Contingency | 0 | 26 | 27 | 28 | 28 | 109 |
| Working Capital Movements | 82 | 38 | 55 | 9 | 25 | 209 |
| Net Capital | | | | | | |
| Funding Requirement | 2,276 | 2,397 | 2,563 | 2,665 | 2,454 | 12,353 |
| Funded by: | | | | | | |
| Prudential Borrowing | 550 | 604 | 600 | 750 | 600 | 3,104 |
| Operating Surplus | 47 | 70 | 288 | 228 | 108 | 742 |
| Non-recurring funding | 0 | 0 | 4 | 137 | 58 | 199 |
| Third Party Funding | 169 | 234 | 194 | 132 | 123 | 852 |
| Capital Expenditure under LU PPP contracts | 1,069 | 1,086 | 920 | 831 | 921 | 4,827 |
| Capital Expenditure under LU PFI contracts | 0 | 15 | 45 | 160 | 149 | 369 |
| Payments to Operators, Boroughs etc | 310 | 336 | 367 | 303 | 298 | 1,613 |
| Capital Reserves Drawdown | 130 | 52 | 144 | 123 | 197 | 645.9 |
| Total Funding | 2,276 | 2,397 | 2,562 | 2,664 | 2,454 | 12,353 |

Reconciliation to Business Plan

The following table shows a reconciliation of expenditure as presented in the Investment Programme, with that shown in the TfL 2005/06–2009/10 Business Plan. The items which constitute the difference are made up of PFI/ PPP spend, plus payments made to operators and Boroughs for work which is of a capital nature.

| £m | 2005/06 | 2006/07 | 2007/08 | 2008/09 | 2009/10 | Total 2005/10 |
|---|--------------|--------------|--------------|--------------|--------------|------------------|
| Investment Programme | 2,198 | 2,490 | 2,638 | 2,790 | 2,566 | 12,682 |
| Over-programming | (5) | (158) | (157) | (162) | (165) | (647) |
| Net investment | 2,193 | 2,332 | 2,481 | 2,628 | 2,401 | 12,036 |
| Less: | | | | | | |
| Capital Expenditure under LU PPP contracts | (1,069) | (1,086) | (920) | (831) | (921) | (4,827) |
| Capital Expenditure under LU PFI contracts | 0 | (15) | (45) | (160) | (149) | (369) |
| Payments to Operators, Boroughs etc | (310) | (336) | (367) | (303) | (298) | (1,613) |
| Capital Projects (net of over-programming) | 815 | 895 | 1,149 | 1,332 | 1,034 | 5,225 |

Investment Programme by Mode

This section presents a more detailed picture of the Investment Programme for each mode. Within each mode, the programmes are described, and the expenditure is split by year and portfolio. The following table shows a summary of the Investment Programme split by mode.

TfL Group Capital Table by Mode

| £m | Forecast | | | | | Total |
|----------------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| | 2005/06 | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2005/10 |
| London Underground | 1,408.3 | 1,505.1 | 1,441.7 | 1,523.1 | 1,582.9 | 7,461.1 |
| Surface Transport | 459.4 | 538.9 | 553.9 | 533.3 | 562.6 | 2,648.2 |
| London Rail | 176.0 | 263.7 | 436.8 | 568.3 | 251.5 | 1,696.3 |
| Group Services | 10.0 | 4.6 | 6.2 | 4.5 | 4.1 | 29.5 |
| Finance and Planning | 41.6 | 35.6 | 58.1 | 21.5 | 24.7 | 181.4 |
| Boroughs | 103.0 | 142.4 | 141.2 | 139.0 | 140.2 | 665.7 |
| Total | 2,198.4 | 2,490.2 | 2,638.0 | 2,789.7 | 2,566.0 | 12,682.2 |

While this table shows the changes, by mode, from last year's Investment Programme – showing where investment has increased by a total of £2,550 million from last year's total of £10,132 million.

TfL Group Capital Table – Differences by Mode

| £m | Forecast | | | | | Total |
|----------------------|--------------|--------------|--------------|--------------|--------------|----------------|
| | 2005/06 | 2006/07 | 2007/08 | 2008/09 | 2009/10 | 2005/10 |
| London Underground | 345.1 | 453.6 | 317.4 | 447.0 | 444.0 | 2,007.1 |
| Surface Transport | (98.2) | 18.7 | 8.7 | 47.6 | 114.9 | 91.7 |
| London Rail | 74.8 | 66.0 | 100.1 | 131.7 | 14.2 | 386.8 |
| Group Services | (15.8) | (6.0) | (0.2) | 0.6 | 0.7 | -20.6 |
| Finance and Planning | (45.3) | (4.9) | (2.3) | (5.6) | (6.1) | -64.3 |
| Boroughs | (5.3) | 38.4 | 36.3 | 38.3 | 41.0 | 148.7 |
| Total | 255.3 | 565.9 | 459.9 | 659.7 | 608.7 | 2,549.5 |

The London Underground PPP contracts are largely output specified – defining levels of performance with the expectation that the private sector will optimise cost and risk to deliver the investment necessary to achieve (and exceed) performance targets.

The original Investment Plan baseline set in 2004 incorporated an accounting estimate of the likely value of capital works that would be provided by the Infracos under the PPP contracts. LU has now started to receive more information from the Infracos on their investment plans. The revised plan has been recast to reflect the capital expenditure proposed in the most recent Annual Asset Management Plan, provided directly by Infracos.

As the Infracos have the opportunity to change their plan each year, all PPP investment programmes are also measured against their original commitments at the start of the PPP, as well as their current programme.

The amounts included in the Investment Plan represent capital payments the Infracos plan to make to their sub-contractors, which in some cases run ahead of the actual delivery of the capital work. Furthermore, LU has not formally approved these plans and the quality and validity of this data is yet to be proven.

This accounts for £1,348 million of the London Underground increase.

£241 million of the increase in London Rail reflects the fact that the contractor's capital expenditure in relation to London Rail's PFI contracts is now included in the Investment Programme.

The remaining difference mainly reflects changes in direct TfL managed capital expenditure (before allowing for third party funding), the main elements behind the increase are:

| | millions |
|---|----------|
| Increased costs of existing commitments: | |
| CTRL at Kings Cross – increased scope of scheme | £284 |
| LEZ – increased cost of enforcement equipment | £50 |
| Accessibility – increased costs on existing schemes | £77 |
| LU Congestion Relief – increased costs on existing schemes | £65 |
| Stratford International – increased scope | £20 |
| DLR 3 car – scope and cost increases | £36 |
| Victoria Station Upgrade – advancing the work | £90 |
| LU Power Upgrade – change in financing | £88 |
| iBus, Congestion Charging and IM projects – increased costs | £6 |
| Streets Projects – increased costs | £43 |
| TLRN Improvements and Traffic Signal Modernisation | £23 |
| Connect Enabling works – increased costs | £30 |
| New commitments and initiatives: | |
| LU Olympics – changes since the bid | £124 |
| DLR Delta Junction (Poplar) – removal of operating conflict | £25 |
| Stratford International – Canning Town flyover | £25 |
| Other Olympic schemes included in London's Olympic bid | £78 |

How to Find your Project

The following programme summaries are organised by TfL Mode/Business Unit, as follows:

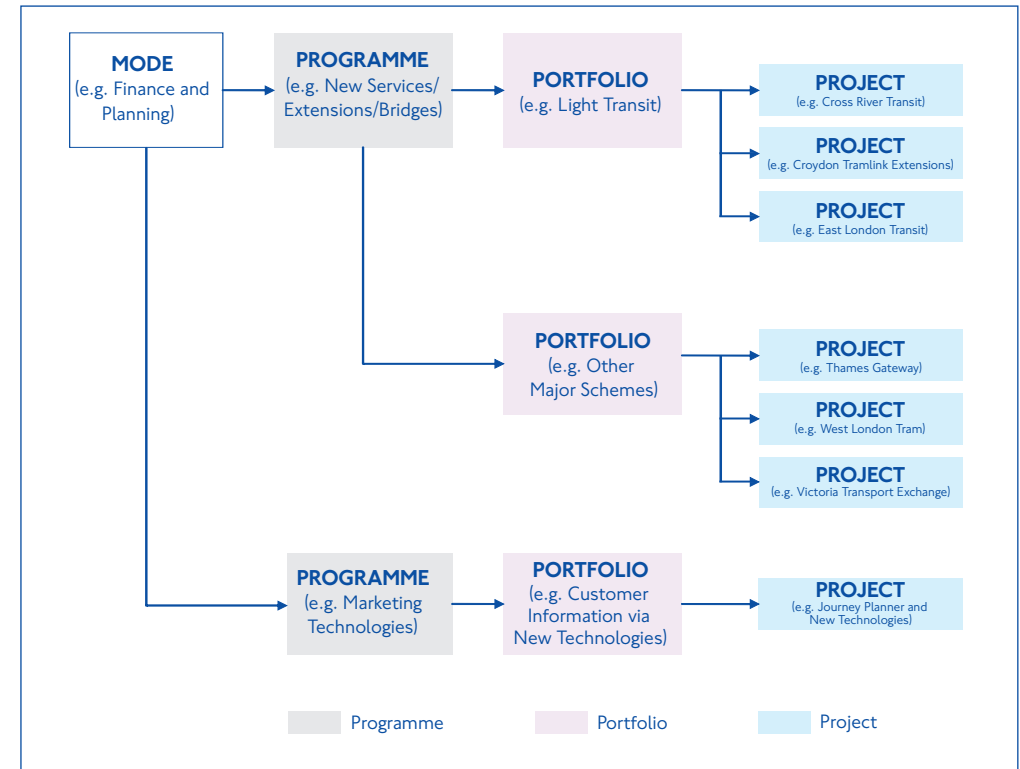
- London Underground (LU-PR01, LU-PR02, etc)
- Surface Transport (ST-PR01, etc)
- London Rail (LR)
- Group Services (CS)
- Finance and Planning (FP)
- Boroughs (BR).

Within each mode, the Investment Programme is split into programmes, portfolios and projects:

- **Projects** are discrete areas of work which enable delivery of specific improvements or assets by a given completion date
- **Portfolios** are groups of projects which are jointly managed to provide effective integration and efficient project support. In cases of commercial confidentiality, portfolios have been created to aggregate individual project expenditure
- **Programmes** are portfolios which have been grouped to achieve an overall transport outcome. This can be either an improvement to Londoners' transport experience or an improvement in cost effectiveness. These outcomes are aligned with the goals TfL has set itself to deliver the Mayor's transport objectives.

This hierarchy is illustrated in the following diagram:

Within each mode, there is an index showing all the programmes, portfolios and projects indicated by the colours shown in the chart below that make up the investment expenditure of that mode. To find the relevant summary just note the code (PR01, etc.), and use the index system to locate the relevant details.



LU Investment Programme

Introduction

London Underground (LU) carries over three million passengers a day, covers a route of 409 kilometre and serves 275 stations.

LU's Capital Programme is delivered through three mechanisms: investment via the three PPP contracts, LU's PFI contracts (covering power, communications and ticketing equipment), and additional direct investment provided through the TfL Investment Programme.

Under the Public Private Partnership (PPP), London Underground has entered into three 30-year contracts with private consortia:

- Metronet Rail SSL (Sub-surface lines): Circle, District, Metropolitan, Hammersmith & City and East London line
- Metronet Rail BCV: Bakerloo, Central, Victoria and Waterloo & City
- Tube Lines (JNP): Jubilee, Northern and Piccadilly

The PPPs provide for the renewal and enhancement of many of the Underground's assets (such as track, depots, signals and basic improvements to stations). The PPPs also provide additional train service capacity through a series of line upgrades.

However, PPP does not address some of the fundamental investment needs of the system. For example multi-million pound station congestion relief works, such as those planned for Victoria, are not part of the PPP, nor will the Mayor's aspirations for an accessible network be achieved through PPP investment alone. PPP does not cover network extensions, nor do the core contracts provide for other engineering improvements, particularly those that would require planning powers. For this reason London Underground must make additional investment on top of that provided by PPP and the PFIs – this will be achieved through grant and prudential borrowing.

Investment Programme Outcomes

London Underground's Investment Programme delivers investment worth £7.46 billion over the plan period. The Investment Programme is designed to:

- Support delivery of the day to day service in the short term
- Overcome the investment backlog and bring assets up to a state of good repair
- Provide new capacity in the longer term to meet the needs of future demand
- Improve the quality of service provided for all customers, including those with special needs

The 2006/07 Business Plan includes the second year of TfL's five year investment programme. Important progress on the Investment Programme has already been made in a number of areas. By the second year, the work rate will have increased significantly with investment schemes moving from the feasibility to development and delivery stages.

The investment programme is categorised into fourteen mainly asset based programmes, beneath which sit portfolios of projects divided into PPP, PFI and additional investment. The following table summarises the overall investment expected through the plan.

| £m | | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---------------------------|---------|---------------------|----------------|----------------|----------------|----------------|--------------------------|
| | | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| LU Track | LU-PR01 | 135.4 | 168.8 | 202.2 | 193.1 | 178.1 | 877.6 |
| LU Structures | LU-PR02 | 85.7 | 77.5 | 77.2 | 93.8 | 116.1 | 450.4 |
| LU Rolling Stock | LU-PR03 | 145.5 | 97.2 | 74.6 | 90.7 | 170.5 | 578.5 |
| LU Depots | LU-PR04 | 28.3 | 40.5 | 28.7 | 16.7 | 11.7 | 125.9 |
| LU Signals | LU-PR05 | 20.6 | 18.6 | 12.5 | 8.4 | 13.9 | 74.0 |
| LU Line Upgrades | LU-PR06 | 278.6 | 311.3 | 286.8 | 275.0 | 300.1 | 1,451.8 |
| LU Power | LU-PR07 | 9.4 | 19.8 | 67.8 | 198.7 | 190.2 | 486.0 |
| LU Communications | LU-PR08 | 152.3 | 73.7 | 56.7 | 62.3 | 31.8 | 376.8 |
| LU Stations | LU-PR09 | 407.5 | 469.7 | 455.6 | 457.2 | 458.9 | 2,248.8 |
| LU Safety/Security | LU-PR10 | 20.7 | 31.8 | 19.1 | 16.2 | 13.4 | 101.2 |
| LU Interchanges | LU-PR11 | 101.1 | 163.6 | 142.2 | 74.9 | 44.7 | 526.6 |
| LU Extensions | LU-PR12 | 2.2 | 4.8 | 2.8 | 24.7 | 42.1 | 76.6 |
| LU Accommodations | LU-PR13 | 14.6 | 14.5 | 4.5 | 4.6 | 4.7 | 43.0 |
| LU Information Technology | LU-PR14 | 6.4 | 13.3 | 10.9 | 6.9 | 6.6 | 44.1 |
| Total | | 1,408.3 | 1,505.1 | 1,441.7 | 1,523.1 | 1,582.9 | 7,461.1 |

NOTE: This table includes LU direct investment plus notional capital figures for investment via the PPP and PFI mechanisms. PPP data is drawn from the Infraco Annual Asset Management Plans and should be taken as being indicative of the investment the Infracos will be making. The PPP contracts are largely output specified – defining levels of performance with the expectation that the private sector will optimise cost and risk to deliver the investment necessary to achieve (and exceed) performance targets.

Within the above Investment Programme for LU, there is £4,827 million of indirectly managed investment being made by the Infracos. Set out below is a comparison between the Infraco original Bids and the current Annual Asset Management Plans (AAMPs).

Indirectly Managed Investment: Comparison between Infracos' Original Bid and Latest Annual Asset Management Plans (AAMPs)

| £m | Original Contract Bid | Baseline (Estimated in 04/05) | 2005/06 Plan (Based on Infraco AAMP) | Variance: Baseline (Estimated 04/05) v 2005/06 Plan (Based on Infraco AAMP) | Variance: Original Contract Bid v 2005/06 Plan (Based on Infraco AAMP) |
|-----------------|-----------------------|-------------------------------|--------------------------------------|---|--|
| | Total | Total | Total | Total | Total |
| Track | £650.9 | £541.4 | £759.9 | £218.5 | £109.0 |
| Structures | £289.9 | £288.9 | £308.2 | £19.3 | £18.3 |
| Rolling Stock | £64.1 | £63.4 | £427.5 | £364.1 | £363.4 |
| Depots | £80.7 | £77.9 | £126.0 | £48.1 | £45.3 |
| Signals | £124.1 | £89.0 | £69.5 | (£19.5) | (£54.6) |
| Line Upgrade | £1782.8 | £1,217.8 | £1,451.8 | £234.0 | (£331.0) |
| Power | £0.0 | £29.8 | £0.0 | (£29.8) | £0.0 |
| Communications | £264.8 | £239.2 | £196.2 | (£43.0) | (£68.6) |
| Stations | £874.9 | £866.3 | £1,402.0 | £535.7 | £527.1 |
| Safety/Security | £73.8 | £65.3 | £86.2 | £20.9 | £12.4 |
| Total | £4,206.0 | £3,479.0 | £4,827.3 | £1,348.3 | £621.3 |

| £m | Original Contract Bid | Baseline (Estimated in 04/05) | 2005/06 Plan (Based on Infraco AAMP) | Variance: Baseline (Estimated 04/05) v 2005/06 Plan (Based on Infraco AAMP) | Variance: Original Contract Bid v 2005/06 Plan (Based on Infraco AAMP) |
|----------------|-----------------------|-------------------------------|--------------------------------------|---|--|
| | Total | Total | Total | Total | Total |
| Metronet BCV | £1,207.9 | £1,067.2 | £1,475.5 | £408.3 | £267.6 |
| Metronet SSL | £1,608.7 | £1,401.4 | £1,673.1 | £271.7 | £64.4 |
| Tube Lines JNP | £1,389.4 | £1,010.4 | £1,678.7 | £668.3 | £289.3 |
| TOTAL | £4,206.0 | £3,479.0 | £4,827.3 | £1,348.3 | £621.3 |

The original Investment Plan baseline set in 2004 incorporated an accounting estimate of the likely value of capital works that would be provided by the Infracos under the PPP contracts. LU has now started to receive more information from the Infracos on their investment plans. The revised plan has been recast to reflect the capital expenditure proposed in the most recent Annual Asset Management Plan, provided directly by Infracos.

As the Infracos have the opportunity to change their plan each year, all PPP investment programmes are also measured against their original commitments at the start of the PPP, as well as their current programme. The amounts included in the Investment Plan represent capital payments the Infracos plan to make to their sub-contractors, which in some cases run ahead of the actual delivery of the capital work. Furthermore, LU has not formally approved these plans and the quality and validity of this data is yet to be proven.

Track

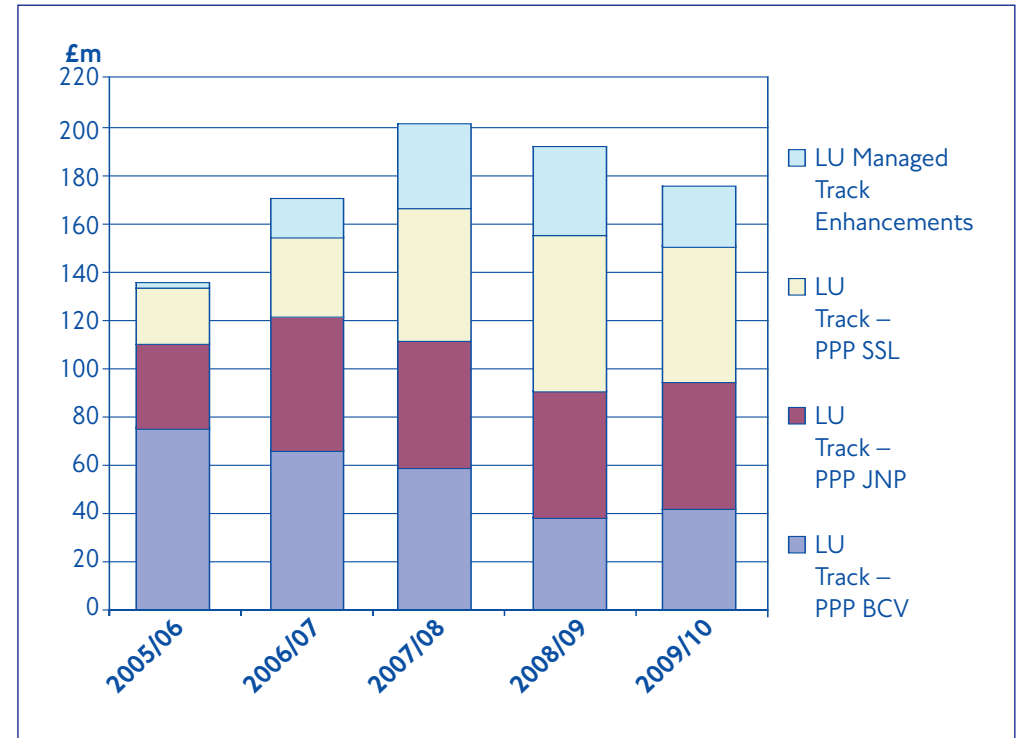
Renewal of Track and Other Improvements (LU-PR01)

The Underground has 1,140 kilometre of track over a route of 409 kilometre to a radius of almost 45 kilometre from central London. A well-maintained track (which includes ballast, sleepers, drainage, etc.) is essential to deliver a safe and reliable service.

The investment in the first five years of the Capital Programme starts the process to bring the track up to a good state of good repair. Over the last 2 years around 37 kilometre of track has been renewed with a further 35 kilometre planned for 2005/06. By 2010, the condition of all track assets will be fully surveyed and around 280 kilometre of track will have been completely renewed, including the sections of track in the poorest condition. By 2018 the majority of track assets will be rated condition A, which means they have a minimum useful life of 10 years, and in most cases substantially longer. A renewed track will be more reliable, will reduce journey times because higher speeds will be permissible, and provide an improved ride quality. LU is committed to prioritising sections of track that are known for poor reliability (e.g. due to inadequate drainage) and significant progress has already been made on the north side of the Circle, an area notorious for this problem.

In addition, LU is investigating locations where effective capacity can be increased by providing improvements to junctions, crossovers, sidings and termini. Additional crossovers and sidings provide improved flexibility and recovery from disruptions by providing more opportunities to reform the train service. Feasibility and development work over the last year has identified some early schemes, including a project to reinstate sidings in the Wembley area, which will be the first operational flexibility project to go on site. Feasibility studies will continue over the coming year to identify options for other locations.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|-------------------------------|---------------------|--------------|--------------|--------------|--------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| LU Track – PPP BCV | 74.7 | 63.5 | 59.5 | 39.8 | 41.9 | 279.4 |
| LU Track – PPP JNP | 36.1 | 59.4 | 52.9 | 51.6 | 52.6 | 252.6 |
| LU Track – PPP SSL | 22.9 | 29.8 | 54.6 | 63.6 | 57.0 | 227.9 |
| LU Managed Track Enhancements | 1.7 | 16.1 | 35.2 | 38.1 | 26.6 | 117.7 |
| Total | 135.4 | 168.8 | 202.2 | 193.1 | 178.1 | 877.6 |



Structures

Renewal and Upgrade of Bridges, Tunnels, Drainage and Other Structures (LU-PR02)

The 312 kilometre tunnels, embankments, cuttings and 1,104 bridges and viaducts that comprise the civil infrastructure are as important as the track assets. Regular upkeep includes fence repairs, painting of structures, management of lineside foliage, and maintenance of over 1,000 drainage pumps.

As with track, the priority for the next few years is to survey the asset condition of all structures and civils with the aim of renewing all assets in the poorest condition by 2010. Achieving and maintaining a state of good repair for the civil infrastructure is important in maintaining overall reliability. In particular, as the investment backlog is overcome, there should be reductions in delays (for example due to track flooding) and increases in permissible speeds on certain structures.

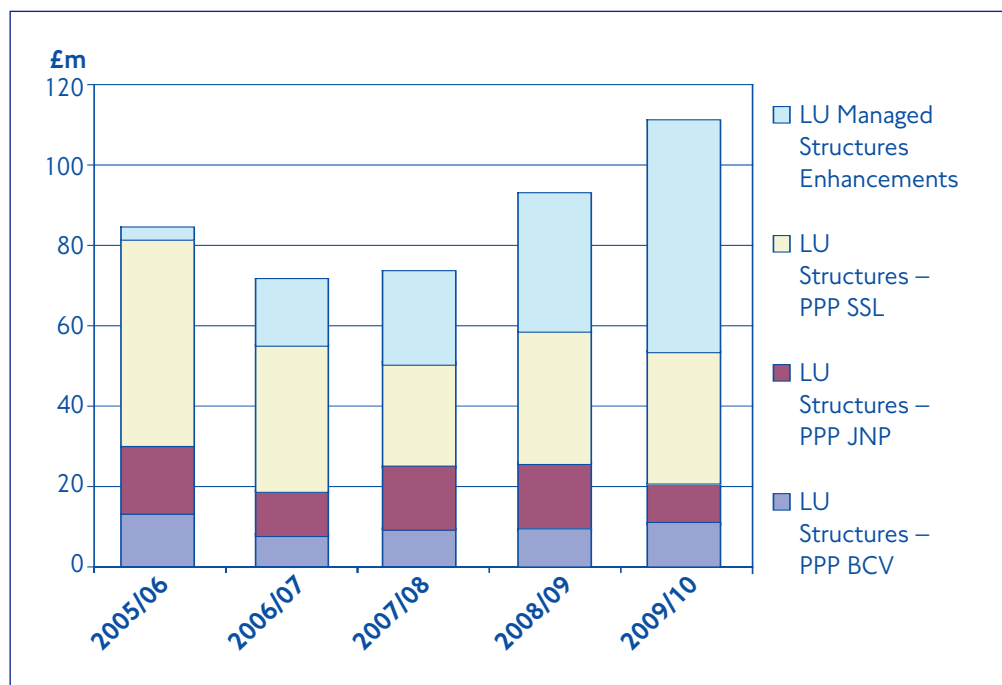
Tunnel Cooling

The structures programme includes work to investigate and progress tunnel cooling options, in order to mitigate the effect of rising temperatures on the LU network, which are caused by planned service increases, consequential increases in energy consumption, the configuration and condition of existing ventilation equipment, global warming, and other factors.

During 2005/06 the project definition phase of this work will be substantially completed, allowing the scope, cost and schedule for implementation of the chosen solutions to be robustly defined. Also, a trial of ground water cooling technology will be implemented at Victoria. In 2006/07 the project will move towards the early implementation phase, which will include the return to service of some 35 ventilation fans.

In the plan years beyond 2006/07, full implementation of the project is expected to include rolling out ground water cooling to more stations, assessment of evaporative cooling and rolling out that form of cooling in the tunnel areas if deemed acceptable. Full project implementation will include the building of new ventilation plant and structures, which will take five to seven years to complete, as a number of new ventilation shafts will be required, which have a long implementation timescale due to the planning and consents requirements.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|------------------------------------|---------------------|-------------|-------------|-------------|--------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| LU Structures – PPP BCV | 14.1 | 7.1 | 9.6 | 9.9 | 10.1 | 50.8 |
| LU Structures – PPP JNP | 16.3 | 13.2 | 14.8 | 14.0 | 12.9 | 71.2 |
| LU Structures – PPP SSL | 52.8 | 39.2 | 27.2 | 33.1 | 33.9 | 186.2 |
| LU Managed Structures Enhancements | 2.5 | 18.0 | 25.6 | 36.8 | 59.2 | 142.2 |
| Total | 85.7 | 77.5 | 77.2 | 93.8 | 116.1 | 450.4 |



Rolling Stock

Replacement, Refurbishment and Other Enhancements (LU-PR03)

The LU rolling stock fleet currently comprises almost 4,000 cars, which last year travelled a total of 69.4 million kilometres in customer service. The short term priority for rolling stock is to continue improvements in maintenance regimes to drive up levels of fleet reliability. In the longer term, the capital programme provides for refurbishment of the newer trains and replacements of older trains, as well as augmentation of the fleet on certain lines.

The following table sets out dates by which the major stock refurbishments and replacements are expected to be complete. Typically stock migration takes 2 to 4 years, hence new and refurbished trains are likely to begin to operate a number of years ahead of the latest dates. For example, the first new sub-surface trains are expected around the end of the decade, while prototypes for the new Victoria line train could be operating by 2007.

| Line | Current age | Refurbishment | Expected Replacement |
|--------------|-------------|---------------|----------------------|
| Jubilee | 7 years | 2017 | |
| Northern | 8 years | 2017 | |
| Central | 13 years | 2017 | |
| W&C | 13 years | 2017 | |
| District | 21 years | 2009 | 2018 |
| Bakerloo | 33 years* | | By 2020 |
| Victoria | 37 years* | | 2013 |
| Piccadilly | 31 years* | | 2014 |
| H&C, Circle | 35 years* | | 2015 |
| Metropolitan | 41 years* | | 2015 |

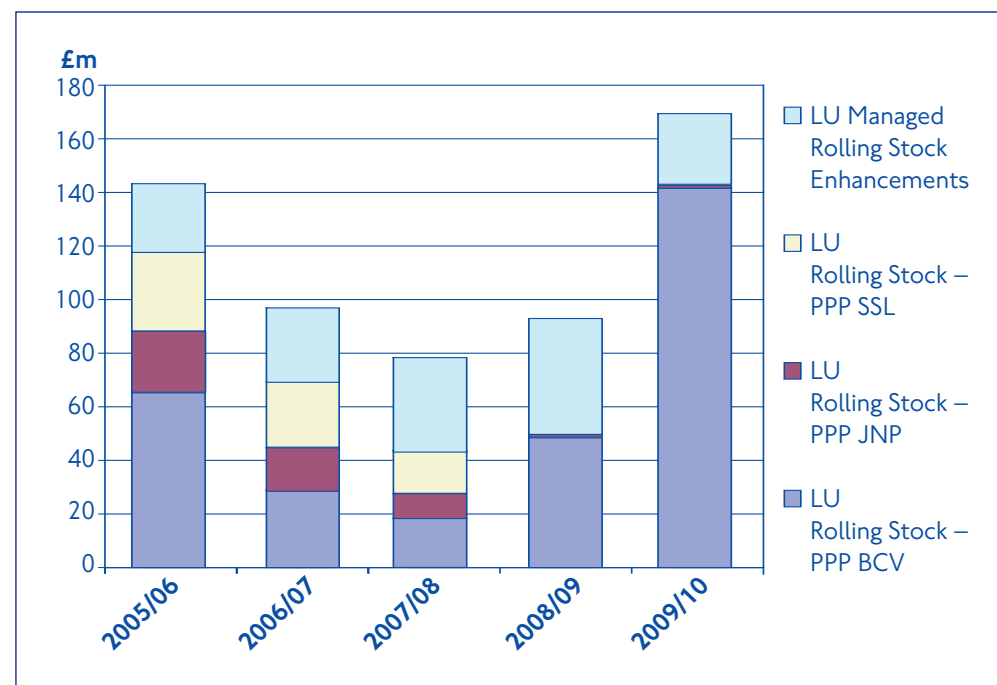
Fleets marked * underwent half life refurbishments in the 1990s. Note the East London line has been omitted because the extension project, described elsewhere, will include fleet replacement.

The first deliverables of the rolling stock Investment Programme will be seen in the coming year. Already the first refurbished District line trains have entered into limited service. The refurbishment has brought improvements such as colour contrasted grab rails, talkback emergency alarm systems, improved CCTV, higher quality audio and visual information systems, and provision of multi-purpose areas capable of accommodating wheelchairs, pushchairs, luggage, etc, as well as providing a new look and feel to these trains.

Early in 2006 the Jubilee line trains will be converted from 6 to 7 cars, instantaneously providing a 16 per cent increase in capacity per train.

LU are also investigating opportunities to increase train capacity on the sub-surface lines when the new fleet is introduced. This includes potential investment to permit longer trains on the Hammersmith and Wimbledon branches and the Circle line. In line with the Mayor's commitment, all trains in the new sub-surface fleet will be fitted with air cooling as they are delivered from 2012.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--|---------------------|-------------|-------------|-------------|--------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| LU Rolling Stock – PPP BCV | 65.9 | 30.2 | 18.3 | 49.0 | 142.5 | 305.9 |
| LU Rolling Stock – PPP JNP | 21.5 | 17.9 | 8.0 | 0.7 | 0.7 | 48.8 |
| LU Rolling Stock – PPP SSL | 33.8 | 24.0 | 15.0 | | | 72.8 |
| LU Managed Rolling Stock Enhancements | 24.3 | 25.1 | 33.3 | 41.0 | 27.3 | 151.0 |
| Total | 145.5 | 97.2 | 74.6 | 90.7 | 170.5 | 578.5 |



Note: This table and chart do not provide a complete picture of investment in rolling stock. Some investment is classified under the Line Upgrades programme.

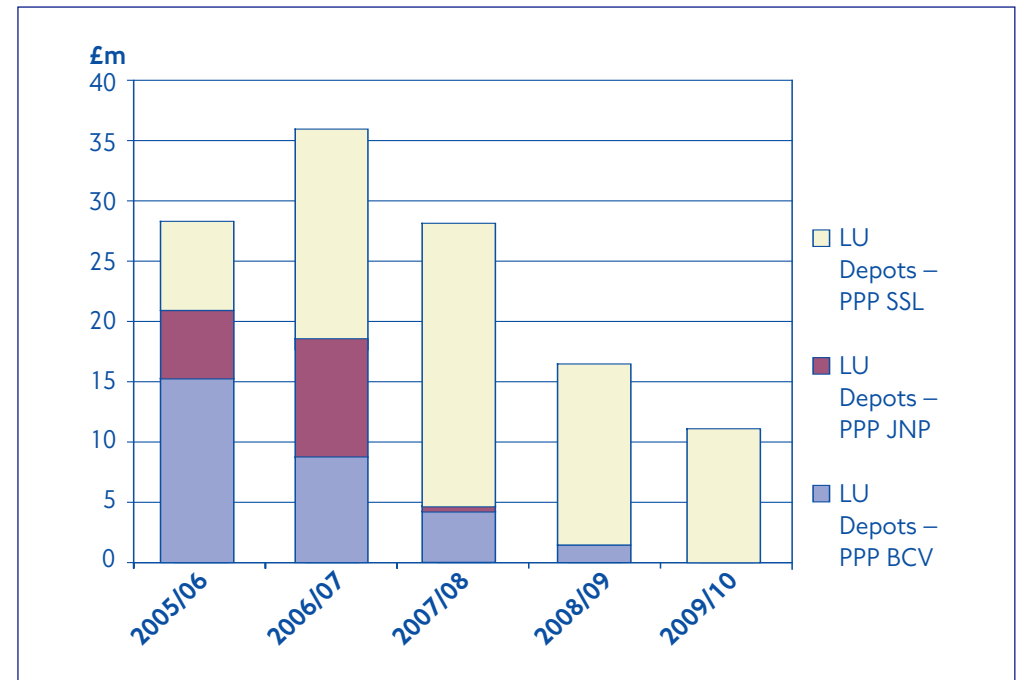
Depots

Renewal of Assets at Train Depots (LU-PR04)

London Underground's 4,000 rail cars are maintained at 18 major depots. Depot work is a 24-hour activity with maintenance and regular overhauls taking place on spare trains during the day, while at night, the next day's fleet is readied for service. In the early years of this business plan, depot investment continues to focus on safety improvements (such as walkways), renewal of rails, replacement of manually operated ground levers for points with powered controls and installation of new facilities for train maintenance such as wheel lathes (enabling maintenance without time consuming bogie removals).

Later in the plan years, depot investment will be focused around improvements required to accommodate new fleets. On the Sub-Surface Lines for example, Neasden depot will be made a central maintenance hub for the entire Sub-Surface railway, with other depots adapted to support.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---------------------|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| LU Depots – PPP BCV | 15.1 | 11.7 | 4.7 | 2.1 | | 33.6 |
| LU Depots – PPP JNP | 5.8 | 9.2 | 0.5 | | | 15.5 |
| LU Depots – PPP SSL | 7.4 | 19.6 | 23.5 | 14.6 | 11.7 | 76.8 |
| Total | 28.3 | 40.5 | 28.7 | 16.7 | 11.7 | 125.9 |



Signals

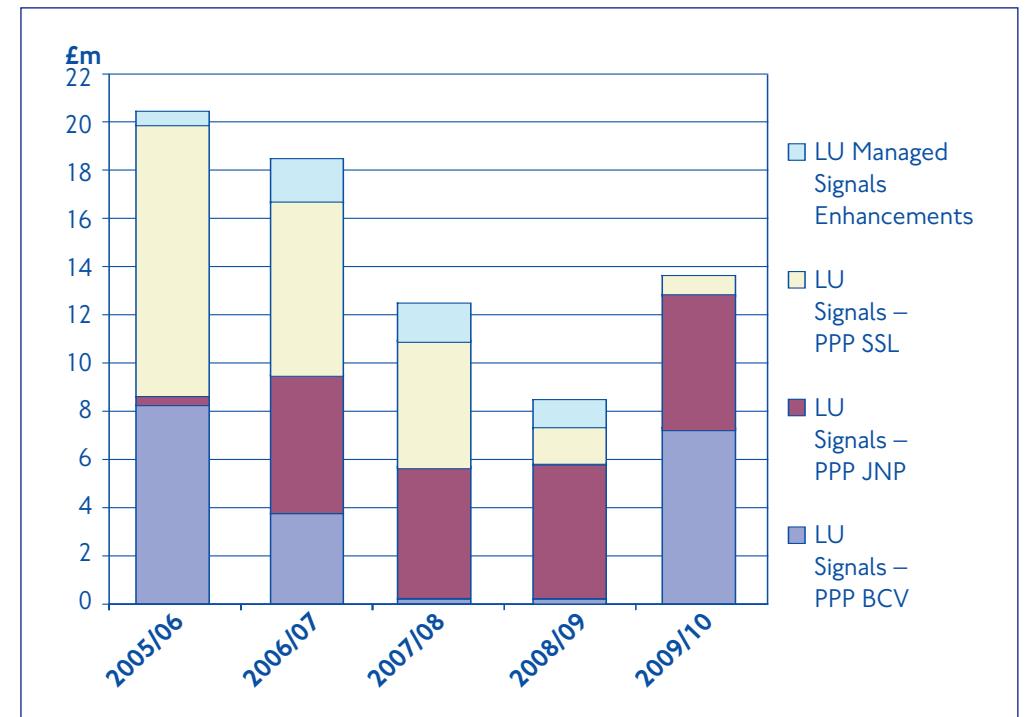
Renewal of Signal and Control Equipment (LU-PR05)

A safe, high capacity signalling system is essential for a metro service. Current signalling systems on the Underground range from the traditional two-colour lineside signals, to forms of automatic control on the Victoria line and more recently, the Central line.

On a number of lines the signalling systems are approaching the end of their intended lives. This, together with poor quality track and drainage in certain locations, is a cause of poor service reliability. Improvements in basic maintenance will yield a certain improvement. In the longer term, new signalling systems will be introduced as part of the line upgrades programme.

It is expected that the design solutions for most lines will involve the next generation of automatic train operation, as operated by other metro systems. In the last year our PPP contractor Tube Lines demonstrated their new signalling system for the Jubilee and Northern lines at their test track facility near Highgate. Development work on the new Victoria line signalling system continues to progress. As part of the signalling upgrades, line control centres will be renewed, with central control facilities replacing the few remaining signal cabins.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|------------------------------------|---------------------|-------------|-------------|------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| LU Signals – PPP BCV | 8.1 | 3.8 | 0.2 | 0.2 | 7.0 | 19.3 |
| LU Signals – PPP JNP | 0.3 | 5.9 | 5.7 | 5.8 | 5.8 | 23.5 |
| LU Signals – PPP SSL | 11.7 | 7.4 | 5.2 | 1.3 | 1.1 | 26.7 |
| LU Managed Signals Enhancements | 0.5 | 1.5 | 1.4 | 1.1 | | 4.5 |
| Total | 20.6 | 18.6 | 12.5 | 8.4 | 13.9 | 74.0 |



Note: This table and chart do not provide a complete picture of signals investment. Some investment is classified under the Line Upgrades programme.

Line Upgrades

Major performance improvements through extensive co-ordinated renewal and replacement of assets (LU-PR06)

Over the next 20 years, all LU lines will be upgraded to provide increased capacity to meet increasing demand. A line upgrade involves a co-ordinated renewal of assets to increase overall capacity. Upgrade works typically include some combination of improvements to:

- Rolling stock, depots and sidings
- Signalling, service control and regulation
- Track and civil engineering infrastructure
- Power supply and distribution

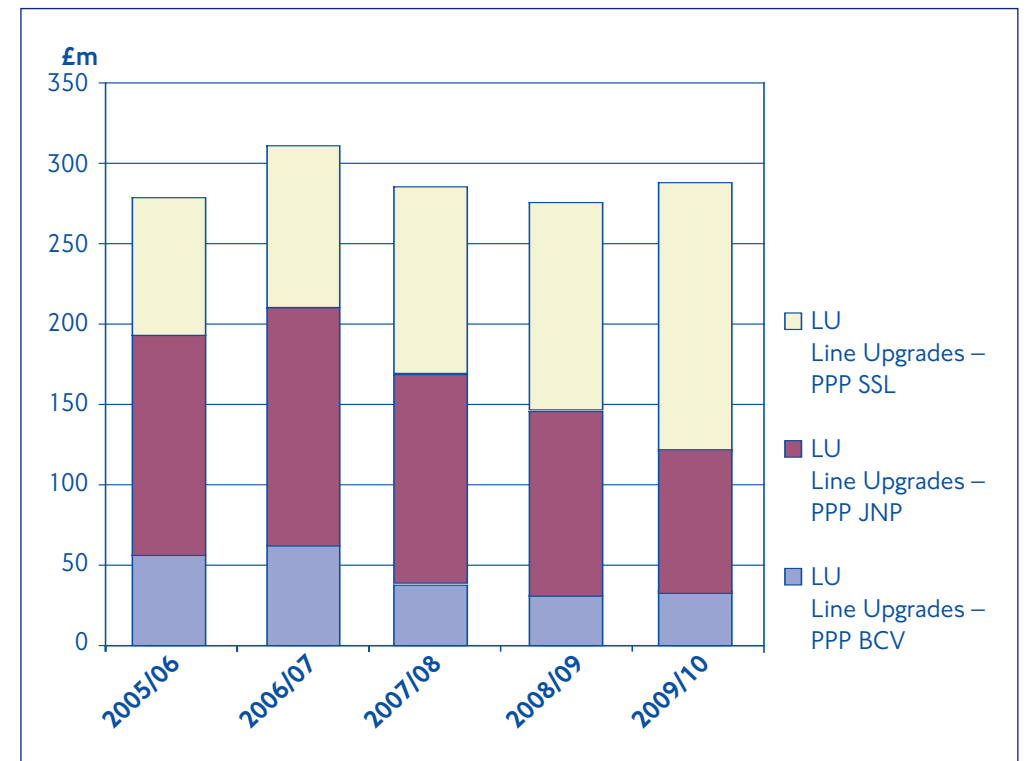
The table below sets out the latest dates for the upgrades, and the estimated effects in terms of reduced journey times and passenger carrying capacity. Line upgrades take a number of years and improvements will be introduced gradually in advance of the latest completion date. For example, on the Jubilee line, the 7th car project is due in 2006, as part of a full line upgrade due for completion in 2009.

| Line | PPP Latest Date | Reduction in journey time | Estimated increase in capacity (cumulative) |
|--------------------|-----------------|---------------------------|---|
| Bakerloo | 2020 | 18% | 23% |
| Central | 2006 | 5% | 29% |
| Victoria | 2006 | 5% | |
| | 2013 | 11% | 35% |
| Waterloo & City | 2007 | 12% | 30% |
| Jubilee | 2009 | 22% | 48% |
| Northern | 2012 | 18% | 21% |
| Piccadilly | 2014 | 19% | 35% |
| Southern SSL | 2012 | 1% | |
| | 2015 | 2% | |
| | 2018 | 13% | |
| Northern SSL | 2012 | 2% | |
| | 2015 | 17% | |
| Sub surface total: | | | 19% |
| Network | | 13% | 26% |

Note: capacity figures are based on expected increases in service volume, however the exact capacity increase will depend on the nature of the line upgrade solution adopted by the respective Infraco. The East London line is excluded as development of the line is being taken forward through the separate extension project.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06-09/10 |
|----------------------------|------------------|--------------|--------------|--------------|--------------|-------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| LU Line Upgrades – PPP BCV | 52.5 | 65.1 | 36.7 | 26.4 | 27.4 | 208.1 |
| LU Line Upgrades – PPP JNP | 136.5 | 147.7 | 134.0 | 114.4 | 92.6 | 625.2 |
| LU Line Upgrades – PPP SSL | 89.6 | 98.5 | 116.1 | 134.2 | 180.1 | 618.5 |
| Total | 278.6 | 311.3 | 286.8 | 275.0 | 300.1 | 1,451.8 |

These amounts include significant payments from Metronet Infracos to their supply chain based on contract due dates, and do not fully represent the value of actual work that will have been achieved at these dates.

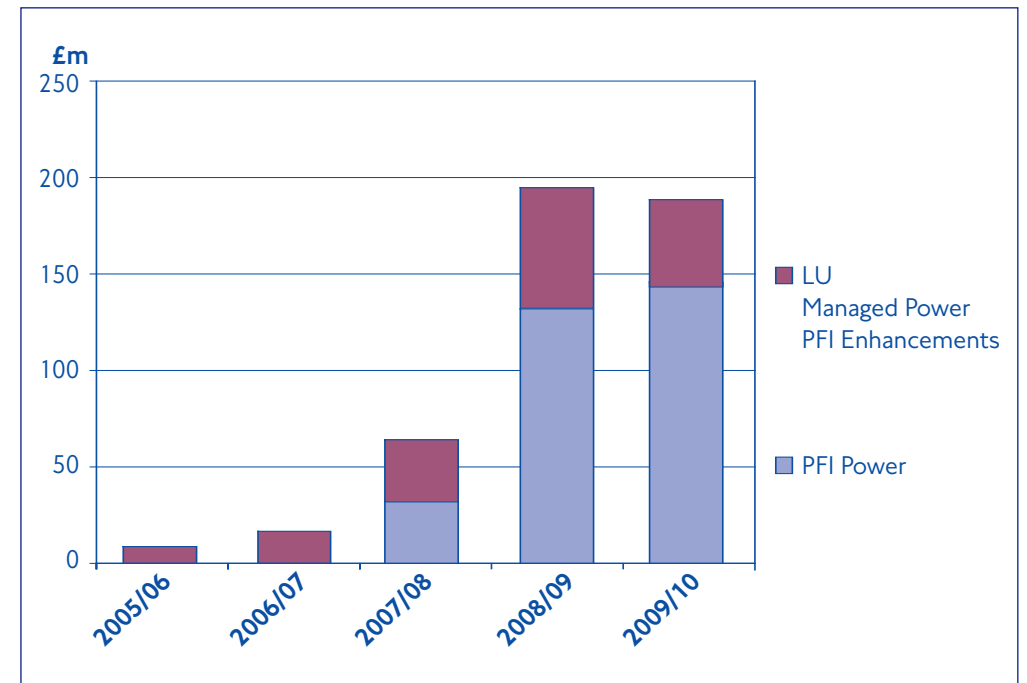


Power

Provision and Renewal of Power Infrastructure (LU-PR07)

A programme of major investment in power assets commenced in the late 1990s. The aim was to switch the Underground's power supply from internal generation to the national grid, renew and maintain high voltage power assets, and provide new power control equipment on most lines. Almost all of this work has now been completed. The focus of power investment in the capital programme is on providing the power capacity to support investment in line upgrades, rolling stock, communications and other assets. Generally this is being achieved through the provision of new or expanded substations and transformer rooms, cable reinforcement and the installation of more energy efficient conductor rails.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--------------------------------------|---------------------|-------------|-------------|--------------|--------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| PFI Power | | | 29.8 | 139.5 | 143.0 | 312.4 |
| LU Managed Power PFI Enhancements | 9.4 | 19.8 | 38.0 | 59.2 | 47.2 | 173.6 |
| Total | 9.4 | 19.8 | 67.8 | 198.7 | 190.2 | 486.0 |



Note: This table and chart do not provide a complete picture of investment in power assets. Some investment is classified under the Line Upgrades programme.

Communications

Operational communications systems and provision of customer information (LU-PR08)

The telephone and radio are the principal means of communication used on the Underground. The radio systems on a number of lines are life-expired and exhibit poor reliability. Installation of a new, modern communications network is underway, provided through the Connect Private Finance Initiative (PFI) contract, agreed in 1999 (prior to LU transferring to TfL). The contractor has suffered delays on the original programme and the focus of both LU and the contractor is now ensuring the new radio rolls out across the network during 2006/07.

The new radio and transmission network will be capable of handling telephone, IT, CCTV, PA, 12,000 plus radios, and other functions over a fibre-optic architecture that will become the backbone for data transmission across the company. The optical fibre transmission lines will allow much higher quality CCTV and public address. With the elimination of radio 'dead spots' together with shorter communication chains between control centres, trains, stations, depots and emergency services, incidents can be dealt with more quickly and effectively, causing less disruption to the service. At the same time, station staff will have access to more real time information which they can then pass on to customers.

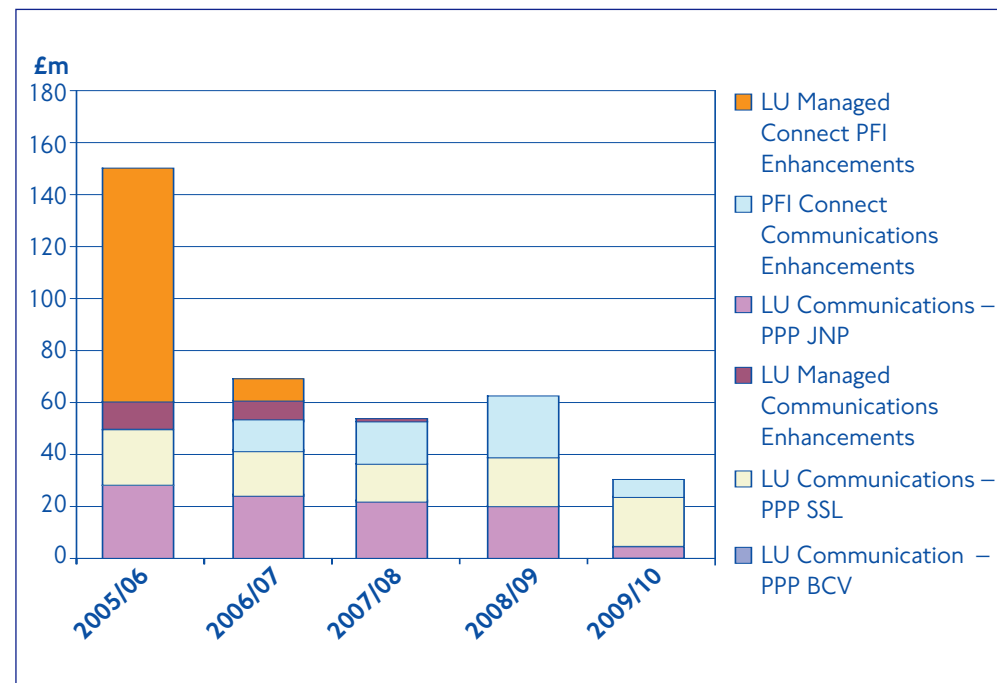
In addition, while at present LU and British Transport Police staff can use their radios on all LU stations, an extension of the Connect project will provide functionality to allow the Metropolitan Police and other Police and Emergency Services radios to operate below ground.

The Investment Programme also includes significant investment in information systems to improve communication of service information to customers.

The key elements of this include:

- Provision of electronic whiteboards with real time information at major stations
- Improved next train information provided to staff to enable better customer information
- Adaptation of the Tracker train management information system to provide train service information directly to customers

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| LU Communications – PPP BCV | 1.0 | 0.8 | 0.3 | 0.3 | 0.3 | 2.7 |
| LU Communications – PPP JNP | 27.0 | 23.5 | 22.2 | 20.1 | 3.8 | 96.6 |
| LU Communications – PPP SSL | 20.9 | 20.9 | 17.6 | 18.4 | 19.1 | 96.9 |
| PFI Connect Communications Enhancements | | 14.7 | 15.4 | 20.9 | 5.9 | 56.9 |
| LU Managed Communications Enhancements | 11.5 | 8.0 | 1.2 | 2.6 | 2.7 | 26.1 |
| LU Managed Connect PFI Enhancements | 91.9 | 5.7 | | | | 97.6 |
| Total | 152.3 | 73.7 | 56.7 | 62.3 | 31.8 | 376.8 |



Stations

Station enhancement, accessibility improvements and congestion relief (LU-PR09)

The stations element of the Investment Programme comprises four main strands

- Station enhancements (PPP)
- Lift and escalator programme (PPP)
- Accessibility programme
- Congestion relief programme

Station Enhancements

The first set of station enhancements were completed in 2004/05. These are the first in a programme that will lead to 250 LU-owned stations undergoing an enhancement in the form of a station modernisation or refurbishment project by 2012 (with over 90 per cent completed in the plan period). In addition to works focused on asset condition improvement, the enhancement brings all stations up to the required facilities standard, by providing:

- Comprehensive CCTV and associated recording equipment
- Help points
- High quality public address in all areas
- Electronic information displays in ticket halls and on platforms providing service and next train information
- Features to help the visually impaired
- Other features including induction loops, and handrails
- Improved seating and, at some locations, waiting areas

Lifts and Escalators

With deep tube stations, lifts and escalators are essential for minimised journey times. The Investment Programme includes investment to bring the fleets of lifts and escalators back to a state of good repair and overcome the backlog in investment. In the last two years over 40 lifts and escalators have undergone renewal works. Over 30 projects are planned for 2005/06 and the work rate increases further in 2006/07 to the end of the plan period. In addition new lifts and escalators will be provided as part of station congestion and access schemes.

Accessibility

Due to the age and original design of the Underground system, it does not currently provide a particularly welcoming service to those with mobility difficulties.

All stations will benefit from some accessibility improvement as part of the enhancement programme (such as audio/visual information, tactile guidance systems, etc.), but major investment is required to deliver step free access. A small number of key stations will be made step free as part of the station congestion relief and interchange works, described below. In addition 16 schemes will be delivered as part of the PPP station enhancement programme.

However, the Investment Programme also includes provision for an expansion in the number of step free stations to achieve our target of at least 25 per cent of stations providing step free access by 2010. The focus in the early years is on stations that provide interchange and access to local centres, as well as those stations which will play an important part in our transport plan for the Olympics and Paralympics in 2012. The first tranche of stations therefore includes Euston Square, Waterloo, Hendon Central, Finchley Central and Southfields. Pre-feasibility studies are currently underway for around 90 stations to determine the best candidates for further tranches of access works due to start later in the plan period.

Providing step free access from platform to train is also a key concern for LU and the Investment Programme includes the roll out of 'platform humps' to complement step free stations.

Station Congestion Relief

Many stations experience severe congestion at certain times of the day, leading to crowd control measures such as temporarily holding customers outside the station. In the extreme, some stations such as Victoria are closed at peak times.

One of the earliest projects to complete is the project at Wembley Park to enable the station to handle 37,500 customers per hour and meet the needs of the new Wembley Stadium. The new capacity has now been substantially delivered and the remaining works are on programme to complete in 2006.

Other station congestion projects in the Investment Programme include:

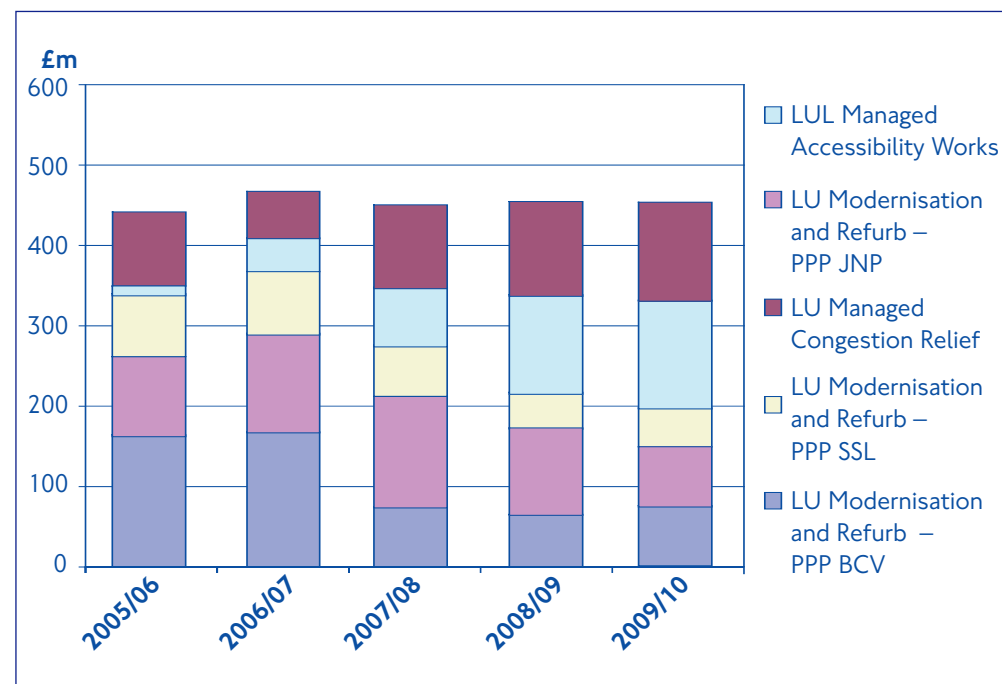
- North Greenwich: additional escalators in support of the Meridian Delta development of the area for 2006
- Covent Garden: The Public Inquiry into TfL's Camden Town congestion relief proposals reported earlier this year. The transport case was recognised, however planning consent and the TWA Order were refused by the Secretary of State. London Underground and LB Camden are undertaking a review of the project, particularly the design of the over-station development, and will undertake a consultation exercise. Given the timescales, substantive implementation before 2010 is unlikely. As a consequence, funding for the implementation of the Camden Town project has been omitted from the current business plan. This position will be reviewed once a revised project proposal has been agreed
- Queensway: a small scale scheme to reduce congestion around the lift lobby/ticket hall, which takes advantage of the station closure required while the lifts are replaced.
- Subterranean works at Shepherd's Bush and construction of a new Hammersmith & City line station to serve the White City development opening in 2008
- Vauxhall: installation of the third escalator and ticket hall works to complement bus/National Rail interchange improvements timed for the end of the plan period

- Paddington: works to relieve congestion on the Hammersmith & City line station, which will enable the station to meet the needs of development in the Paddington area, and cope with the higher capacity train service following the line upgrade early next decade
- Tottenham Court Road: construction of an enlarged ticket hall and improved access to platforms, both relieving congestion and supporting the planned Crossrail station
- Bank: a progressive series of schemes over the next 15 years to increase capacity throughout this complex station
- West Ham: construction (subject to feasibility) of a northern station entrance to support the Olympic park and future development in the area

In addition, the King's Cross and Victoria interchange projects (see LU-PR11) provide major congestion relief benefits to the Underground as well as the general interchange improvement.

Victoria, Bank and Tottenham Court Road are particularly large-scale projects, which will require significant investment and time to complete. Subject to powers being obtained, all these schemes will be started in the plan period, but will continue on beyond 2010. Further congestion relief schemes may be pursued if complementary developments are undertaken.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---|---------------------|--------------|--------------|--------------|--------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| LU Modernisations and Refurbishment – PPP BCV | 156.0 | 167.4 | 95.9 | 65.0 | 88.7 | 573.0 |
| LU Modernisations and Refurbishment – PPP JNP | 98.7 | 120.1 | 129.2 | 106.1 | 69.7 | 523.8 |
| LU Modernisations and Refurbishment – PPP SSL | 83.1 | 74.0 | 52.5 | 47.2 | 48.5 | 305.3 |
| LU Managed Accessibility Works | 8.0 | 38.3 | 83.2 | 119.9 | 136.9 | 386.3 |
| LU Managed Congestion Relief | 87.6 | 69.9 | 94.7 | 119.0 | 115.2 | 486.4 |
| Total | 433.5 | 469.7 | 455.6 | 457.2 | 458.9 | 2,274.8 |



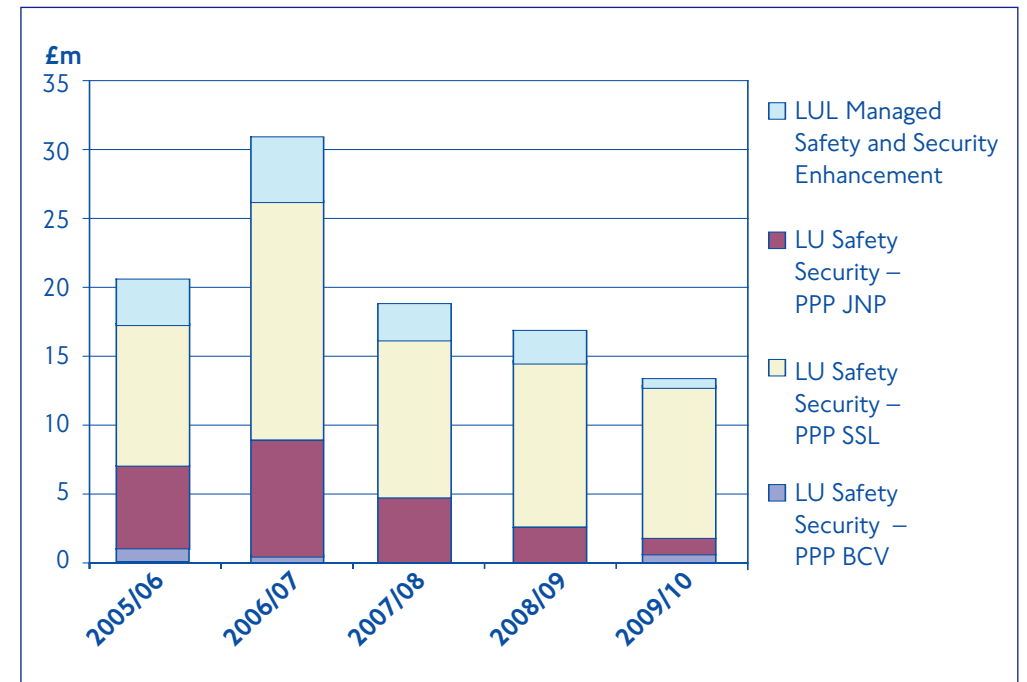
Safety and Security

Resilience programme and general safety and security measures including fire safety and CCTV enhancements (LU-PR10)

A programme of resilience work is in place to enhance protection of LU customers, staff and assets. Key aspects of critical LU assets and infrastructure will be further hardened against attack and other measures will be taken to enhance LU's ability to prevent, detect, manage and recover from major terrorist attacks.

Safety and security improvements are considered as part of all asset projects, such as track works, and station and train refurbishment programmes.¹ In addition to those improvements and the resilience work outlined above, the Investment Programme contains a number of specific projects for the improvement of safety and security, including: depot safety improvements; upgrades to fire protection systems; measures to improve the visibility of certain signals; and a programme to co-ordinate and integrate CCTV works and upgrade systems at various critical locations.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| LU Safety/Security – PPP BCV | 1.6 | 1.1 | | | | 2.7 |
| LU Safety/Security – PPP JNP | 5.8 | 7.4 | 4.3 | 2.2 | 1.8 | 21.5 |
| LU Safety/Security – PPP SSL | 9.9 | 18.0 | 11.4 | 11.4 | 11.3 | 62.0 |
| LU Managed Safety and Security Enhancement | 3.4 | 5.3 | 3.4 | 2.6 | 0.3 | 15.0 |
| Total | 20.7 | 31.8 | 19.1 | 16.2 | 13.4 | 101.2 |



¹ Hence the investment total for the Safety and Security programme grossly understates the actual investment in safety and security improvements

Interchanges

Works at King's Cross St. Pancras, Victoria and Walthamstow, plus Car Park development (LU-PR11)

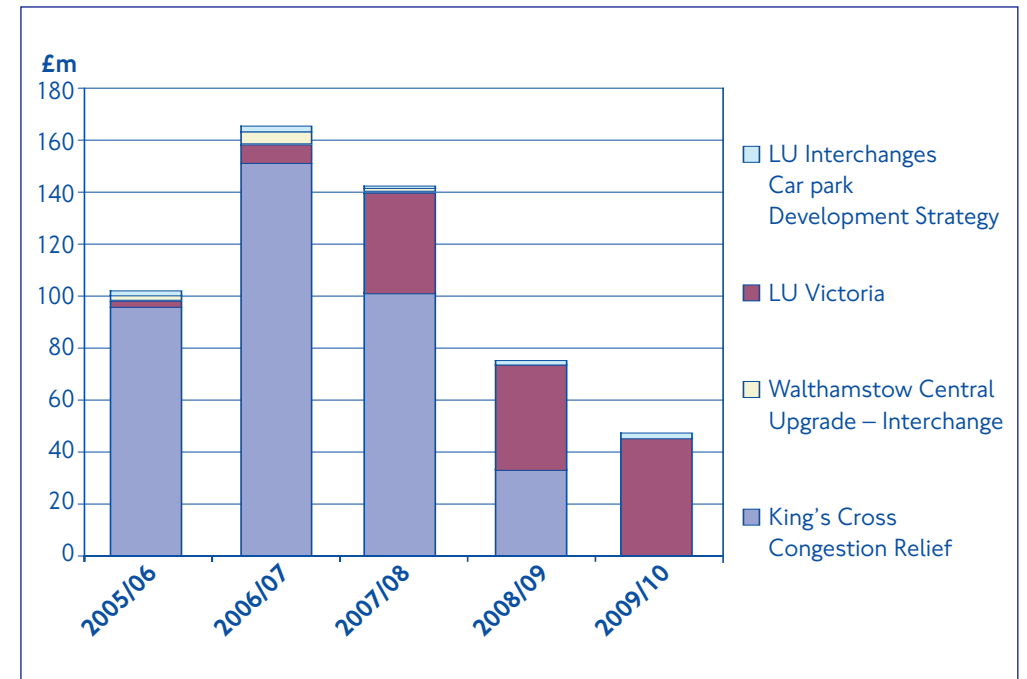
London Underground is leading a number of schemes that provide significant improvements in interchange between different modes.

These include two of the largest projects on the LU network:

- King's Cross St. Pancras: congestion relief project to complement the Channel Tunnel Rail Link works at St Pancras. The project, which is currently on site, delivers three new or enlarged ticket halls, significantly easier access between lines and step free access throughout the station. Following the Secretary of State's decision to proceed with the Northern ticket hall, the full project is due to complete in 2009
- Victoria: commencement of a major scheme to relieve congestion at Victoria Underground station – one of the most congested stations on the LU network at present, and a critical tube/rail/bus/coach interchange. This phased scheme would see an additional ticket hall and a further bank of escalators, and lifts to enable step free access

The programme also includes interchange improvements at Walthamstow (now on site) and investment in LU's car parks to encourage reduction in car use.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---|---------------------|--------------|--------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| King's Cross Congestion Relief | 95.5 | 152.9 | 102.3 | 34.0 | | 384.7 |
| LU Victoria | 3.8 | 6.6 | 38.3 | 39.3 | 43.1 | 131.1 |
| Walthamstow Central Upgrade – Interchange | 1.5 | 3.0 | 0.6 | | | 5.1 |
| LU Interchanges Car Park Development Strategy | 0.3 | 1.1 | 1.0 | 1.6 | 1.6 | 5.6 |
| Total | 101.1 | 163.6 | 142.2 | 74.9 | 44.7 | 526.6 |



Extensions

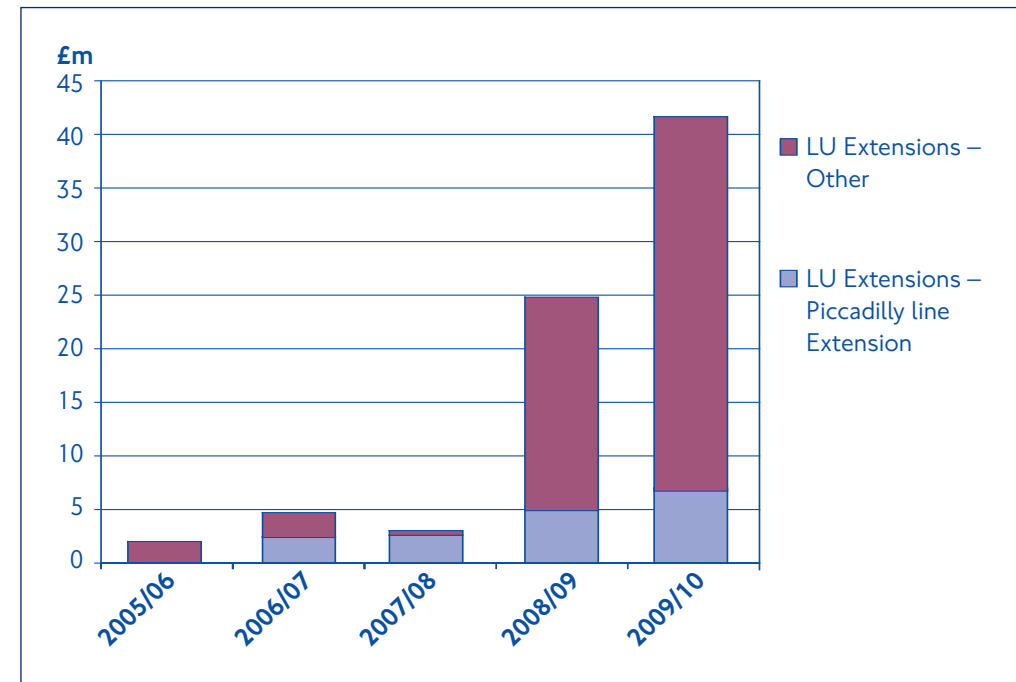
Extensions including Heathrow Terminal 5 and other projects (LU-PR12)

London Underground was the first metro to serve a major international airport when the Piccadilly line was extended to Heathrow in 1977 and to Terminal 4 in 1986. Terminal 5 is due to open in 2008 with an extension of the Piccadilly line and a new station being constructed. The extension is expected to handle 3 million customers per annum by 2010, and will make a significant contribution to BAA's target of 50 per cent public transport modal share. Most of the costs of the extension will be borne by BAA, while LU pays for costs such as those incurred when connecting the existing Heathrow loop to the new extension. In the last year, significant progress has been made including construction of the station box and the temporary closure of Terminal 4 station/the 'T4 loop' to enable construction of the new junction to T5. The extension is planned for completion in 2008.

The Croxley project will extend the Metropolitan line from Croxley to Watford Junction via Addison Road and the disused line through Watford High Street. The proposed route of the Croxley link serves key areas of economic activity and employment and provides development opportunities to the Watford area. The scheme is being promoted by Hertfordshire County Council, supported by London Underground. Progress on the scheme remains critically dependent on the swift attainment of powers, and agreements by all other parties to provide the necessary funding.

London Underground is also supporting the East London line extension project being led for TfL by London Rail.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--|---------------------|------------|------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| LU Extensions – Piccadilly Line Extension | 0.3 | 2.4 | 2.7 | 5.1 | 6.9 | 17.4 |
| LU Extensions – Other | 2.0 | 2.3 | 0.2 | 19.6 | 35.1 | 59.2 |
| Total | 2.2 | 4.8 | 2.8 | 24.7 | 42.1 | 76.6 |



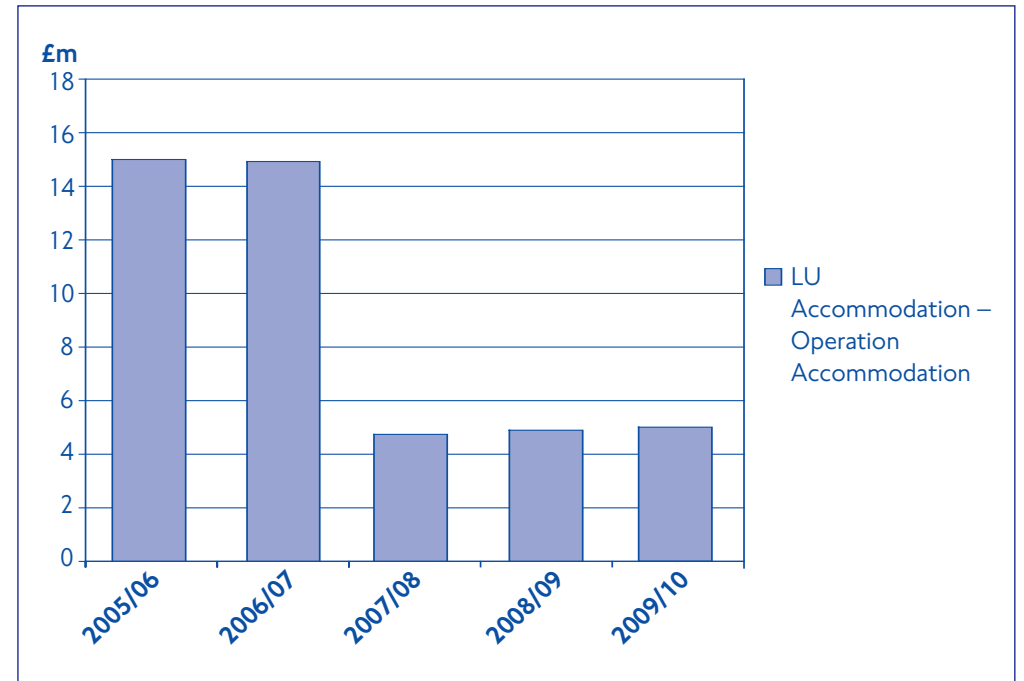
Accommodation

Renewal and refurbishment of staff accommodation (LU-PR13)

Despite significant investment in recent years, operational staff accommodation remains an area where LU's investment backlog is most evident, with much of the accommodation in current use falling well below world quality standard. The Investment Programme seeks to address this through the following workstreams:²

- Upgrades to train staff accommodation to meet current and future needs, and to support higher service volumes, including works on site at Acton, Morden and Wembley
- A programme to address equality impediments, e.g. adequate provision of female changing, toilet and shower facilities
- A general programme of improvements to the train crew, station, and service control accommodation in the poorest condition

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--|---------------------|-------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| LU Accommodation – Operational Accommodation | 14.6 | 14.5 | 4.5 | 4.6 | 4.7 | 43.0 |
| Total | 14.6 | 14.5 | 4.5 | 4.6 | 4.7 | 43.0 |



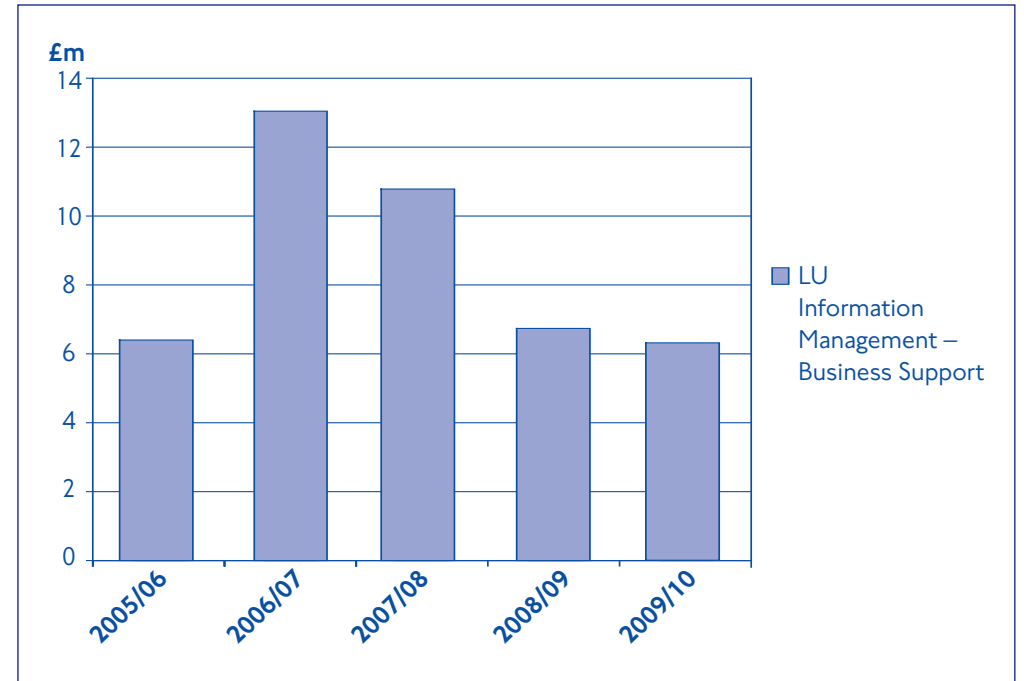
²Note that certain accommodation improvements form part of PPP station and line upgrade works; accordingly, the investment is included in those programmes hence the total for this programme understates the total investment in accommodation.

Information Technology

IT infrastructure to support business efficiency and Oyster (LU-PR14)

As already described under the Information portfolio (Communications programme), LU is making significant investment in IT systems to support the delivery of real time information. In addition, further investment is being made in support of LU's business capability. These include development of a virtual asset register for LU through an electronic window into Infracore asset records, and the installation of Chip and Pin technology at all LU sales points. The largest project in the programme is to upgrade the 'Few Fare' type of ticket machine so that these machines will support Oyster and therefore reduce ticket queues.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--|---------------------|-------------|-------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| LU Information Management – Business Support | 6.4 | 13.3 | 10.9 | 6.9 | 6.6 | 44.1 |
| Total | 6.4 | 13.3 | 10.9 | 6.9 | 6.6 | 44.1 |



Investment Outside the Programme

The Investment Programme represents the vast majority of LU's investment expenditure. In addition, however, around £140m will be expended over the plan period on other investment that cannot be treated as capital (and therefore sits outside the TfL 5-Year Investment Programme).

This investment covers the following areas:

- Temporary measures to enable the PPP station programme, such as temporary relocation of ticket gates and communications equipment while the underlying infrastructure is treated
- An operational readiness programme (including redesigning processes, further training, testing and assurance) to assist in the smooth transition to the new systems resulting from the PPP line upgrade programme
- Removal of track-based graffiti to follow up on the success of the projects to eliminate train borne and station graffiti
- Engineering research and initial feasibility studies in areas of new technology
- Other initiatives such as installing improved lineside signage

Surface Transport Investment Programme

London Buses

London Buses manages the provision of bus services in London. It plans routes, specifies service levels and monitors service quality. It is also responsible for bus stations, garages, stops and shelters and other support services including transport policing and enforcement. The bus services are operated by private operators, which work under contract to London Buses, and who invest in buses, plant and garage premises, paid for through the bus contracts.

The bus network in London is one of the largest and most comprehensive urban transport systems in the world. Every weekday over 7,000 scheduled buses carry over 6 million passengers on over 700 different routes; amounting to over 1.8 billion passengers a year. The bus network is dynamic, and responds to changes in London's growth and spatial pattern. Every year about a fifth of the whole bus service is re-tendered, with half of the network subject to some level of review each year.

TfL's Investment Programme includes a number of projects that facilitate and enhance the quality of bus services in London. New bus stations will improve the waiting environment, access for people with disabilities and interchange with other modes. At the same time, TfL remains committed to maintaining existing facilities to a standard required to maintain a high quality environment and meet accessibility requirements. Bus Stop improvements will include the rolling out of illuminated bus stop timetables and flags using solar energy, making information easier to read, and more replacement shelters. Bus Garage investment at Hounslow and North Acton will further support increases in the bus network capacity.

The Investment Programme makes provision for operating a core system (iBus) which comprises the Band III bus radio and Automatic Vehicle Location (AVL) networks. The Technical Services Group also provides Countdown, the real time passenger information service at 2000 bus stops across the bus network. This results in providing better service control and expansion of real time information provision.

Streets

Surface Transport is responsible for operating and improving conditions for all road users on 580 kilometre of London's most important roads, known as the Transport for London Road Network (TLRN). The TLRN accounts for about 5 per cent of London's roads but carries 33 per cent of London's traffic. TfL manages and maintains all aspects of the TLRN including street lighting and signs, the carriageways, pavements, 900 structures and 10 major tunnels. Surface Transport is also responsible for all of London's 4,700 sets of traffic signals and the control systems behind them.

The priorities are to achieve a state of good repair of the assets, to improve road safety, provide and improve facilities for sustainable transport, improve the street environment, and to mitigate congestion, for all users of London's streets (pedestrians, motor and pedal cyclists, bus passengers, people with disabilities, drivers and those transporting goods). Within the Investment Programme there are improvements planned for both the TLRN and Borough roads, for pedestrians and cyclists, to reduce road casualties in line with the Road Safety Plan, and to combat the effects of growing congestion by bus priority measures.

TfL has a number of major safety enhancement projects in its Investment Programme that include the replacement or the strengthening of bridges and tunnels across the TLRN to bring them to the required EC and UK safety standards. There are three road schemes that will benefit all road users, the A23 Coulsdon, A406 Bounds Green and the A13 DBFO. A programme of accessibility improvements including dropped kerbs will continue, and the modernisation of traffic signal systems. There will also be large-scale reconstruction and on-going small-scale work on the TLRN to ensure that road surfaces and structures meet the Government deadline of 2010 for clearance of the backlog of maintenance.

Traffic and Road Network Management

Surface Transport is also managing real time traffic management, and are actively managing TfL's responsibilities under the Traffic Management Act 2004 for road network management. The Investment Programme provides for work to support these activities.

Congestion Charging

The operation of the Congestion Charging scheme is also carried out in Surface Transport, and the Investment Programme provides for the renewal of the congestion charging infrastructure and the proposed western extension of the Congestion Charging zone.

The Combined Services Agreement (CSA) and Western Extension Supplemental Agreement (WSA) for the operation of the extended congestion charging scheme are valid until February 2010. At this time, the combined scheme could be re-let and potentially operated by new Service Providers.

TfL have made a Variation Order for a Western Extension to the Central London Congestion Charging Scheme. An extension to the west of the current central London congestion charging scheme, in combination with improvements to public transport, would provide a powerful means of helping secure one of the Mayor's key transport priorities – tackling traffic congestion – while simultaneously contributing to the delivery of other mayoral priorities and providing revenues to bring forward other transport initiatives for London which would further reduce congestion and improve public transport. The Western Extension scheme is currently targeted to go-live in February 2007.

Road Safety

This Investment Programme relates to investment in engineering measures on the Transport for London Road Network (TLRN) and Borough Principal Road Network (BPRN), which reduce casualties by the implementation of physical schemes, which give higher safety standards. The overall Road Safety programme aims to meet the Government and Mayoral Road Safety targets, which are:

- A reduction of 40 per cent in numbers Killed and Seriously Injured (KSI) by 2010 compared with 1994-1998 overall
- Separately for pedestrians, cyclists and motorcyclists, a reduction of 40 per cent in killed and seriously injured by 2010
- A 50 per cent reduction in the number of children killed or seriously injured
- A reduction of 10 per cent in the slight casualty rate per 100 million vehicle kilometres.

The success of recent results has given rise to the proposal by the Mayor to adopt new higher targets, i.e. from a 40 per cent reduction to 50 per cent reduction for all KSI by 2010.

Sustainability

A programme of sustainability improvements aims to reduce the environmental impact of transport and encourage sustainable modes, in line with TfL's Environment Plan and the various Mayoral Strategies, such as the Air Quality Strategy. The Investment Programme includes programmes to:

- Encourage increased walking – new footpaths, footbridges, pedestrian signing, replacement of subways by surface level crossings, refuges, and upgraded pedestrian crossings
- Increase cycling – cycle parking, local access improvements, green corridor routes and the full implementation of the London Cycle Network Plus by 2009
- Support Disability Discrimination Act (DDA) accessibility works such as dropped kerbs.

In addition, a London-wide Low Emission Zone for lorries, buses and coaches will be introduced subject to consultation by the end of January 2008 at the earliest, and TfL's Investment Programme will provide supporting enforcement and other infrastructure.

Other Surface Transport Responsibilities

Surface Transport's responsibilities also include:

- The licensing of the private hire and taxi trades and their integration with other public transport
- The operation of river passenger piers
- Operating Victoria Coach Station, East Thames Buses and Dial-a-Ride (providing door-to-door transport for those who need it)
- London Trams (managing the Croydon Tramlink concession);
- Transport Policing and Enforcement
- Implementation of the Thames Gateway Transit Schemes (Greenwich Waterfront and East London Transit).

The Investment Programme includes provision for work to support these services.

Investment Programme Outcomes

The Investment Programme delivers investment worth £2,648 million over the plan period, with significant further investment beyond the Plan.

The Investment Programme is designed to:

- Support delivery of the day to day service in the short term
- Overcome the investment backlog and bring assets up to a good state of repair
- Provide, where appropriate, new capacity in the longer term to meet future demand
- Improve the quality of service provided for all customers, including those with special needs.

Summary of Modal Investment Expenditure

The Investment Programme related to the mode Surface Transport amounts to £2,648.2 million over the period 2005/06–2009/10. This is allocated between the individual programmes as follows.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06– 09/10 |
|---|---------------------|--------------|--------------|--------------|--------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Surface capitalisation of staff costs ST-PR22 | | 7.2 | 9.3 | 10.8 | 10.6 | 37.9 |
| Bus Garages ST-PR01 | 3.2 | 5.3 | 2.1 | | | 10.6 |
| Bus Stations ST-PR02 | 5.2 | 6.8 | 4.0 | 8.3 | 5.2 | 29.4 |
| Bus Priority ST-PR03 | 23.1 | 22.5 | 26.5 | 26.4 | 25.3 | 123.9 |
| Vehicles ST-PR04 | -0.9 | 2.9 | 2.9 | 3.0 | 2.8 | 10.6 |
| Bus Stops and Shelters ST-PR05 | 5.1 | 4.4 | 4.5 | 4.1 | 3.9 | 22.0 |
| Radio/AVL/Countdown and Ticketing ST-PR06 | 14.4 | 22.8 | 33.4 | 28.3 | 7.4 | 106.2 |
| Taxis and Private Hire ST-PR07 | 1.1 | 0.7 | 0.5 | 0.5 | 0.6 | 3.4 |
| Dial-a-Ride ST-PR08 | 3.9 | 1.6 | 0.1 | 0.2 | 0.3 | 6.2 |
| Victoria Coach Station ST-PR09 | 0.3 | 0.9 | 0.7 | 0.7 | 0.5 | 3.1 |
| Street Maintenance and Renewals ST-PR10 | 59.6 | 44.3 | 41.2 | 46.9 | 47.9 | 240.0 |
| Major Route and Safety improvements ST-PR11 | 59.8 | 72.0 | 78.0 | 63.9 | 51.5 | 325.2 |
| Traffic Management ST-PR12 | 17.0 | 12.6 | 12.2 | 15.8 | 14.1 | 71.8 |
| Road Safety ST-PR13 | 15.2 | 11.6 | 11.9 | 12.2 | 12.5 | 63.5 |
| Sustainability ST-PR14 | 14.8 | 32.6 | 37.6 | 23.9 | 34.5 | 143.4 |
| Transport Policing and Enforcement ST-PR15 | 4.7 | 8.5 | 6.9 | 4.9 | 2.9 | 28.0 |
| Congestion Charging ST-PR16 | 32.4 | 50.5 | 25.2 | 37.1 | 89.6 | 234.9 |
| Bus Transit Schemes ST-PR17 | 1.2 | 10.3 | 22.8 | 5.3 | | 39.7 |
| Information Management ST-PR18 | 4.5 | 5.2 | 4.8 | 2.8 | 3.7 | 20.9 |
| Bus Network Operations ST-PR19 | 192.8 | 214.9 | 227.6 | 237.7 | 249.2 | 1,122.2 |
| London Trams ST-PR20 | 1.3 | 0.5 | 0.9 | | | 2.7 |
| London River Services ST-PR21 | 0.5 | | | | | 0.5 |
| Bus Operations ST-PR23 | 0.3 | 0.8 | 0.5 | 0.5 | 0.2 | 2.2 |
| Total | 459.4 | 538.9 | 553.9 | 533.3 | 562.6 | 2,648.1 |

Bus Garages (ST-PR01)

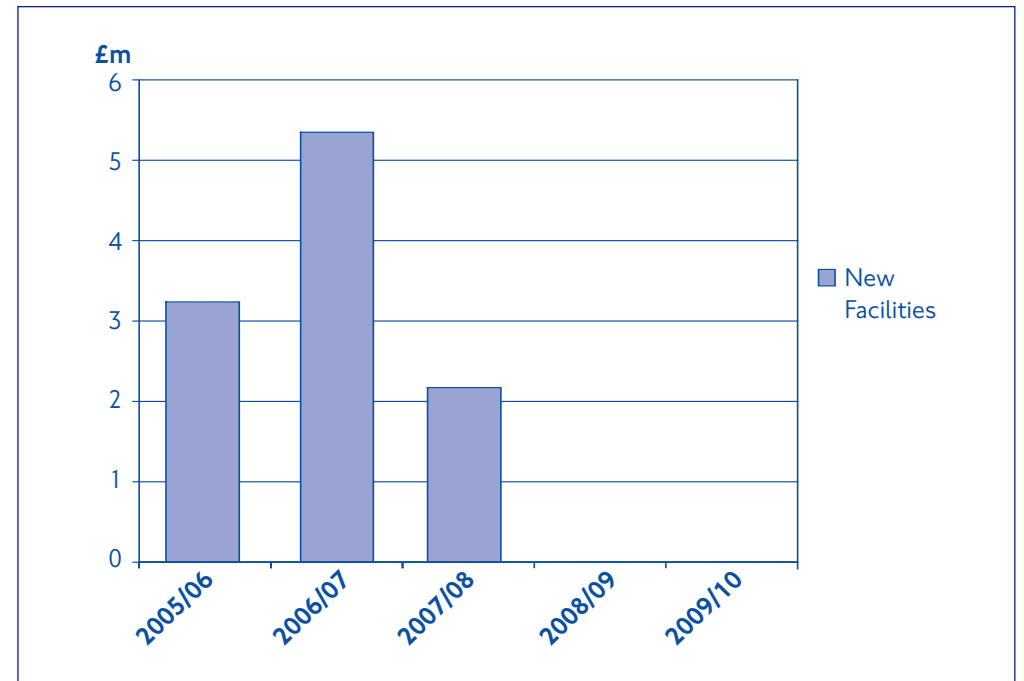
London Buses Infrastructure Development designs, develops, constructs and maintains London's bus passenger infrastructure. This includes the development and construction of bus garages for lease to bus operators in support of the bus network.

There are 8 TfL owned bus garages, and 86 owned by operators. This programme is for new TfL owned bus garages at Hounslow and North Acton.

The Hounslow project is to replace the existing bus garage which lies adjacent to Hounslow Bus Station so as to enable the expansion of the latter (see Surface Transport – Bus Stations PR02). Initial proposals for a new garage in Hanworth Road have encountered difficulties with the local planning authority, and alternatives are currently being considered.

North Acton is designed for use by articulated buses thereby supporting increases in bus network capacity. TfL will benefit from reduced bus service operating costs through the contract. The new garage will provide an improved maintenance and operational building with an open-air bus standing area. The new garage is targeted to open in August 2007.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|----------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| New Facilities | 3.2 | 5.3 | 2.1 | | | 10.6 |
| Total | 3.2 | 5.3 | 2.1 | 0.0 | 0.0 | 10.6 |



Bus Stations (ST-PR02)

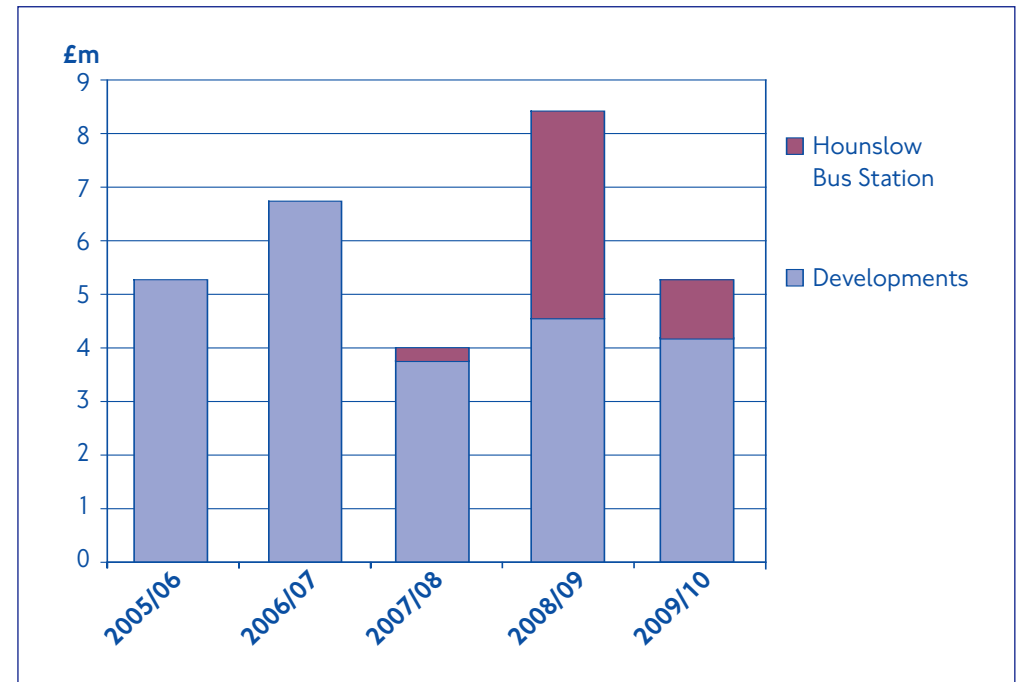
London Buses Infrastructure Development designs, develops, constructs and maintains London's bus passenger infrastructure. This includes the development and construction of bus stations, which are required to support the bus network, be fully accessible and are part of high quality interchange facilities.

The programme includes provision for the maintenance and development of bus stations throughout London. This will deliver enhanced capacity as well as accessible bus stations that form high quality interchange facilities. The developments will enhance the built environment and provide wheelchair access, CCTV, help points and improve access, safety and personal security.

The programme also includes provision of an extended bus station at Hounslow to replace the existing one, which is operating at capacity and is inaccessible to people with disabilities. The new bus station will provide easier and safer conditions for passengers, be fully DDA compliant and will accommodate future expansion of services. Construction is planned to commence in 2009, following the replacement of the adjacent bus garage (see Surface Transport – Bus Garages PR01).

Golders Green Bus Station will also be redeveloped to provide a safer and more pleasant environment for passengers. This work is expected to commence in 2007 and to be completed the following year.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|----------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Developments | 5.2 | 6.7 | 3.7 | 4.6 | 4.1 | 24.4 |
| Hounslow Bus Station | 0.0 | 0.0 | 0.3 | 3.7 | 1.1 | 5.0 |
| Total | 5.2 | 6.8 | 4.0 | 8.3 | 5.2 | 29.4 |



Bus Priority (ST-PR03 – see also BR-PR05)

Bus priority measures on TLRN and borough roads have protected bus services from increases in traffic congestion and made bus journeys more reliable. Without bus priority, bus passengers would experience longer journey times, a less reliable and attractive service and operating costs would increase. A less attractive bus service would also jeopardise achievement of environmental and equality and inclusion objectives.

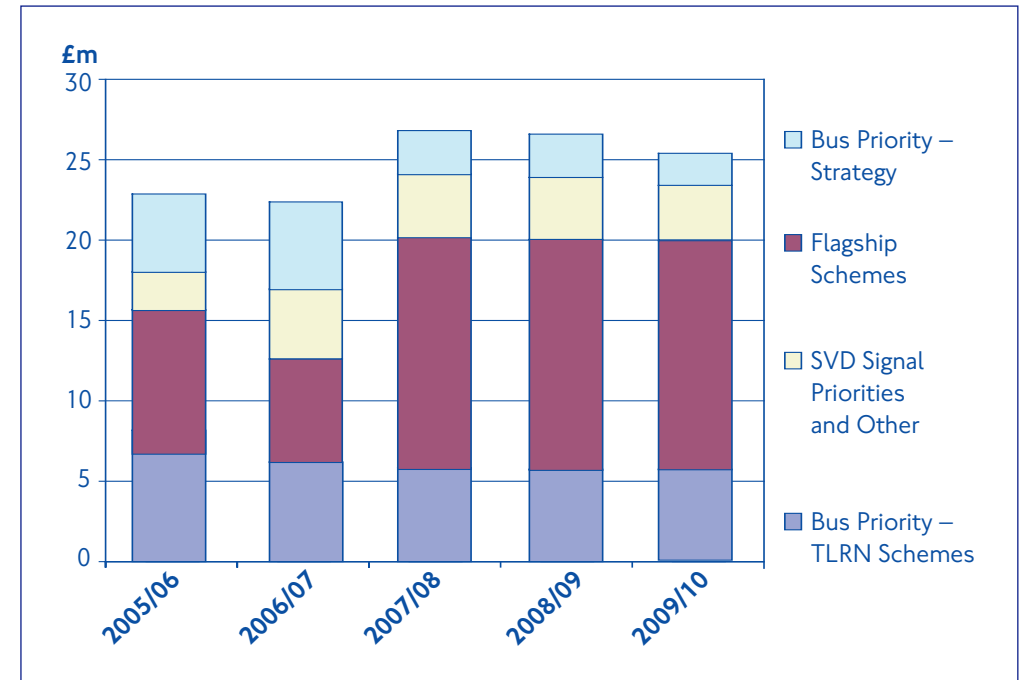
The measures consist of bus lanes, both with and without contra flow, facilities only for buses (banned turns for other traffic), signal schemes and other traffic management and engineering measures.

The full programme comprises delivery of new bus priority measures on TLRN and Borough roads delivered through comprehensive route treatment such as corridor management or at individual problem locations. Bus lane kilometre hours per week are targeted to increase from 17,800 (March 2005) to 22,690 (March 2010).

Flagship bus priority measures provide more intensive co-ordinated bus priority on busy bus corridors including routes 149, 25, 53, 115, 133, 185, 207, 253. This programme is aimed at routes with large passenger volumes and to deliver sustained improvements in bus journey running speed and reliability of journey times. This portfolio is expected to increase bus lane kilometre hours/week of operation by at least 1600 by March 2010.

The Selective Vehicle Detection (SVD) programme introduces an enhancement at traffic signalled junctions that reduces delay to buses whilst having little adverse effect on other traffic. The number of signalled junctions equipped with SVD is planned to increase from 1080 to 2080 by March 2010.

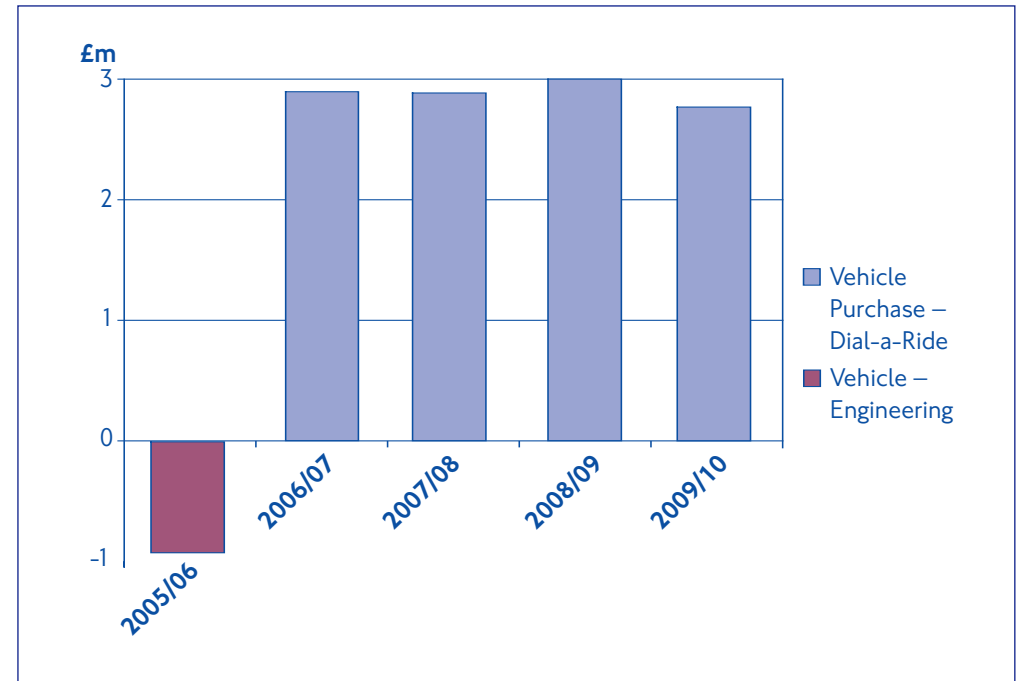
| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---------------------------------|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Bus Priority – TLRN Schemes | 6.8 | 6.1 | 6.0 | 6.0 | 6.0 | 31.0 |
| Flagship Schemes | 9.0 | 6.9 | 14.1 | 14.0 | 14.0 | 58.0 |
| SVD Signal Priorities and Other | 2.4 | 4.1 | 3.9 | 3.9 | 3.2 | 17.5 |
| Bus Priority – Strategy | 4.9 | 5.4 | 2.5 | 2.5 | 2.1 | 17.4 |
| Total | 23.1 | 22.5 | 26.5 | 26.4 | 25.3 | 123.9 |



Vehicles (ST-PR04)

In addition to investment in vehicles used on mainstream bus operations (see Surface Transport – Bus Network Operations PR19), this Investment Programme will also allow for the replacement of the life expired vehicles used by Dial-a-Ride and will enhance the quality of services operated (see also Surface Transport – Dial-a-Ride PR08 for details of the DaR service). By the end of the plan period, 290 of the current 310 strong vehicle fleet will have been replaced, resulting in an average fleet age of approximately 4 years, down from the current age of 6 years. A number of smaller vehicles will be procured under the programme which will also allow a more modern and appropriate vehicle to be used on some journeys. The programme will also provide environmental benefits due to the use of smaller vehicles and more vehicles with engines complying to the latest Euro standards of emissions.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--------------------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Vehicle Purchase – Dial-a-Ride | 0.0 | 2.9 | 2.9 | 3.0 | 2.8 | 11.5 |
| Vehicle – Engineering | -0.9 | | | | | -0.9 |
| Total | -0.9 | 2.9 | 2.9 | 3.0 | 2.8 | 10.6 |



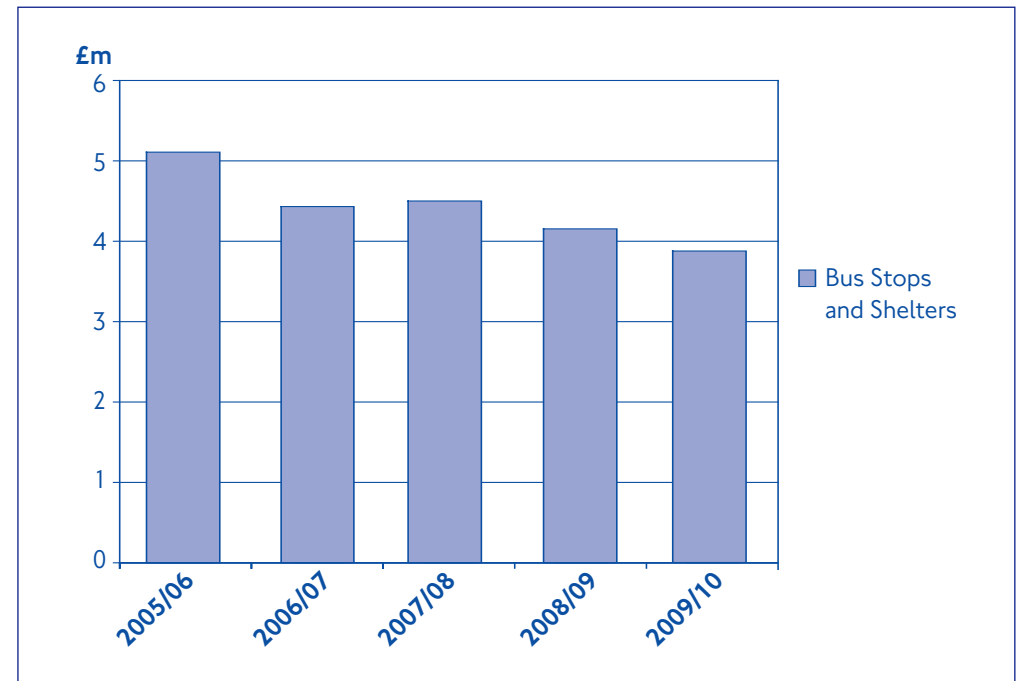
Bus Stops and Shelters (ST-PR05)

London Buses Infrastructure Development designs, develops, constructs and maintains London's bus passenger infrastructure. This includes the provision of bus stop and bus shelter assets, which are required to support the bus network. There are currently some 17,500 bus stops of which more than 11,000 have passenger shelters managed by London Buses.

TfL's Investment Programme will enable the continuation of the bus shelter renewal programme to replace life expired shelters, some of which are more than 15 years old. Some 3,000 shelters will be renewed and approximately 240 new additional shelters will be installed.

A programme to illuminate bus stop timetables and flags using solar energy will commence in 2005 and proceed at a rate of 1400 stops per annum throughout the Plan period, so that 7,000 illuminated bus stop timetables and flags will be in place by April 2010.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|------------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Bus Stops and Shelters | 5.1 | 4.4 | 4.5 | 4.1 | 3.9 | 22.0 |
| Total | 5.1 | 4.4 | 4.5 | 4.1 | 3.9 | 22.0 |

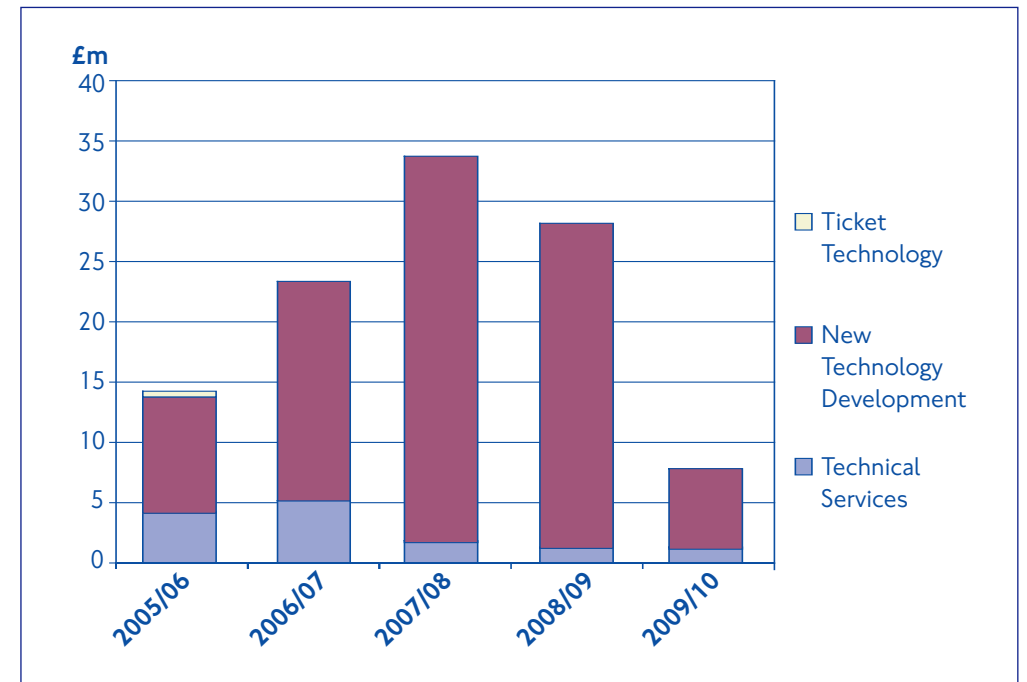


Technical Services and iBus (ST-PR06)

The Technical Services Group (TSG) operates a core system which comprises the Band III bus radio and Automatic Vehicle Location (AVL) networks. TSG also provides Countdown, the real time passenger information service at 2000 bus stops across the bus network. The key requirements of the core system are to provide a 'Code Red' emergency service, service control facilities for bus operators, a performance monitoring tool and historic journey time information.

New Technology Development (iBus) – TSG's Investment Programme is focused on new technology development, which means that the existing radio system will be replaced as the current system dates from the 1980s. All radios on buses (over 8,000 vehicles) will be replaced, to complement the new central system assets which will be introduced. The programme also allows for visual and audio next stop passenger information on buses. Outcomes of the programme include robust 'Code Red' functionality with improved radio coverage and reliable AVL supporting improved service reliability with the potential to reduce waiting times. It will provide more reliable real time information for bus users on Countdown signs. Next stop information on buses will make the network easier to understand particularly for new users, people with disabilities and people facing language barriers.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|----------------------------|---------------------|-------------|-------------|-------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Technical Services | 4.4 | 5.2 | 1.7 | 1.4 | 1.4 | 14.2 |
| New Technology Development | 9.6 | 17.5 | 31.6 | 26.9 | 6.0 | 91.7 |
| Ticket Technology | 0.4 | | | | | 0.4 |
| Total | 14.4 | 22.8 | 33.4 | 28.3 | 7.4 | 106.2 |



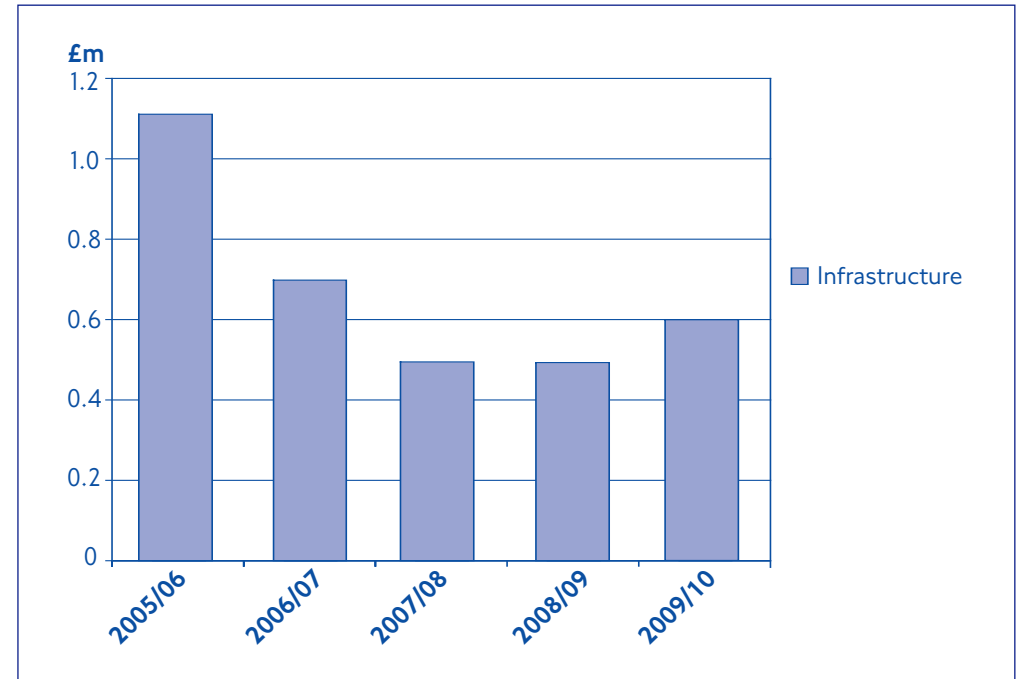
Taxis and Private Hire (ST-PR07)

The Public Carriage Office (PCO) licenses London's 25,000 taxi drivers, 21,000 taxis, 2,300 private hire operators, 36,000 private hire drivers and 36,000 private hire vehicles. It regulates taxi fares and taxi ranks, and is responsible for developing taxi and private hire services.

The PCO element of the Investment Programme will deliver taxi rank poles, totems and shelters, and will maintain and improve on street facilities for taxi ranks. This will provide better integration with other public transport.

An information technology (IT) business development programme will deliver more efficient and effective licensing services, improve the exchange of data with other agencies and third parties, and provide improved taxi and private hire travel information.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|----------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Infrastructure | 1.1 | 0.7 | 0.5 | 0.5 | 0.6 | 3.4 |
| Total | 1.1 | 0.7 | 0.5 | 0.5 | 0.6 | 3.4 |



Dial-a-Ride (ST-PR08)

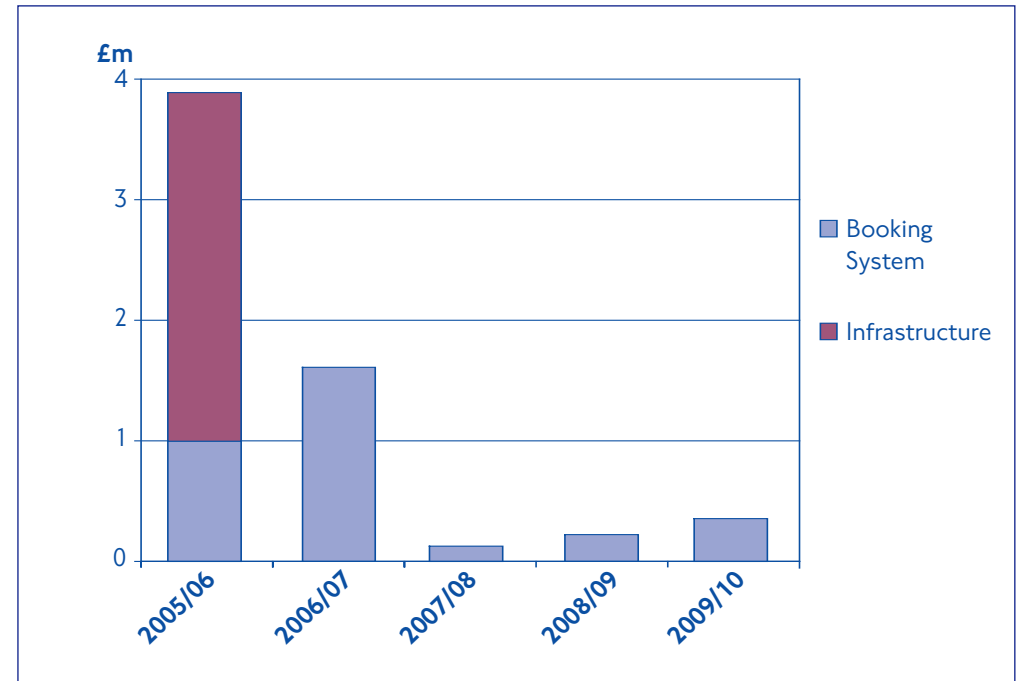
The mainstream bus service is due to become 100 per cent accessible by the end of 2005 providing opportunities for more people to use these services. However, there is still a need for door-to-door services for those unable to use public transport, and TfL continues to provide a Dial-a-Ride service and supports the Taxicard scheme.

Dial-a-Ride provides door-to-door transport for older people and those with mobility impairments who are unable to access mainstream public transport. Dial-a-Ride has a fleet of 310 vehicles carrying over 1.3 million passengers a year. The Dial-a-Ride Investment Programme is focused on vehicles (see Surface Transport – Vehicles ST-PR04) and other investment to support the service.

The Investment Programme includes the implementation of a scheduling and booking system. The system will be live at all Dial-a-Ride depots by April 2006, enabling the current refusal rate of 90,000 to be halved, better scheduling and improved call answering, with same day bookings being possible.

In addition, Mobile Data Terminals (MDT) will be purchased and allocated to each of the vehicles. The cost of the Mobile Data Terminals will be offset by enhanced levels of trips from existing resources and negate the current dependency and use of mobile phones that are issued to all drivers for communication purposes.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|----------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Booking System | 1.0 | 1.6 | 0.1 | 0.2 | 0.3 | 3.3 |
| Infrastructure | 2.9 | | | | | 2.9 |
| Total | 3.9 | 1.6 | 0.1 | 0.2 | 0.3 | 6.2 |



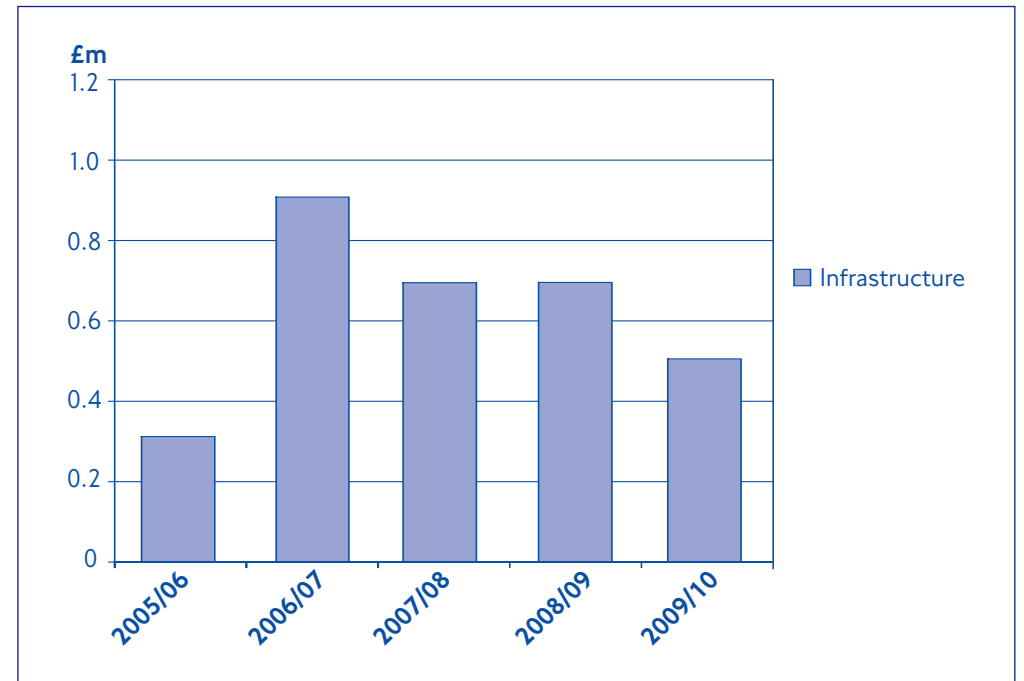
Victoria Coach Station (ST-PR09)

Victoria Coach Station (VCS) provides the only off-highway dedicated arrival and departures facility for coaches in London. Setting down and pick-up provision for coaches supported by a range of facilities for passengers including waiting areas, toilets and retail outlets. There are around 10 million passengers per annum travelling on over 400,000 coaches provided by over 40 coach operators. Coach operations are principally express services serving both the United Kingdom and Continental Europe with a range of day tours and holiday operations. Express coach travel caters especially for low-income groups.

The VCS Investment Programme is split into two distinct parts:

- Expenditure focused on improving the conditions of the existing Coach Station and includes the refurbishment of the public toilet facilities and ticket hall
- Expenditure on the design and development of the new London Coach Terminal with projected construction starting at the end of the 5 year plan.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|----------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Infrastructure | 0.3 | 0.9 | 0.7 | 0.7 | 0.5 | 3.1 |
| Total | 0.3 | 0.9 | 0.7 | 0.7 | 0.5 | 3.1 |



Street Maintenance and Renewals (ST-PR10)

TfL's Investment Programme on the 580 kilometres of the Transport for London Road Network (TLRN) includes a combination of activities including large-scale reconstruction and ongoing small-scale work to ensure that road surface and structures stay in safe condition. Activities on the TLRN include carriageways and footways, structures and lighting, and tunnels, with the objective to clear the backlog in asset condition over the plan period, in line with Government targets.

Carriageways and Footways – Reconstructing and resurfacing carriageways and footways on approximately 220 lane kilometres of a total TLRN network of 710 lane kilometres over the plan period. United Kingdom Pavement Management System (UKPMS) surveys are used to determine the condition of the network. The year on year budget requirements and prioritisation of works are determined using the UKPMS model.

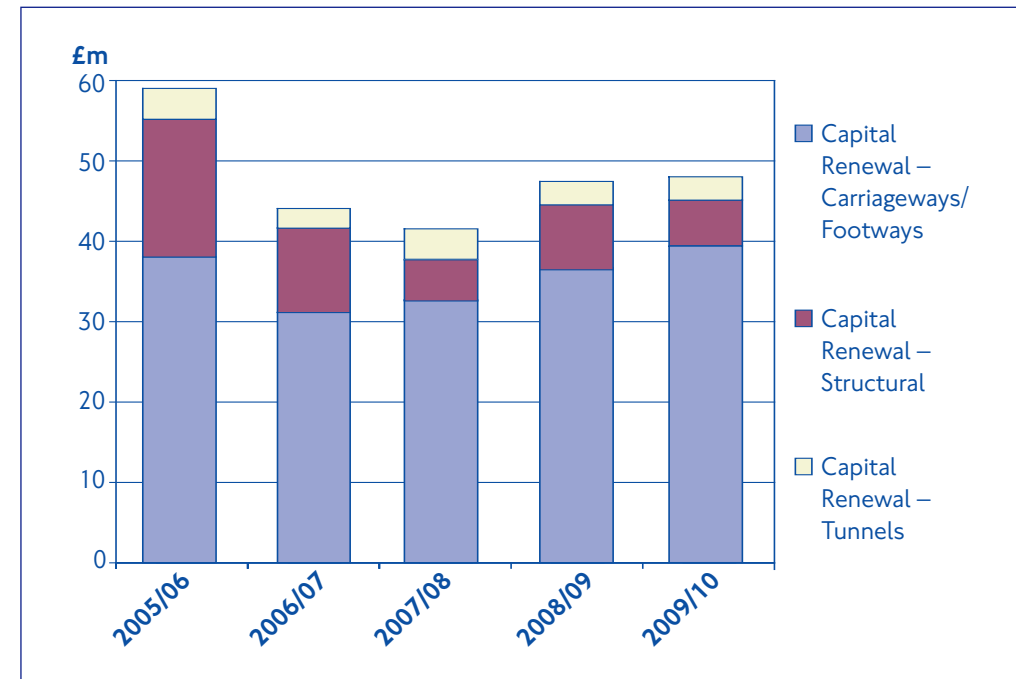
Structures and Lighting – Strengthening and waterproofing of structures following problems identified by Stewards or during structural inspections to assure continuing structural integrity. Upgraded street lighting to increase luminosity or replace life-expired columns. Improved lighting will assist in the reduction of accidents and contribute to personal safety. Other capital renewal works on all types of asset, including the refurbishment of ageing drainage systems.

Tunnels – Essential capital renewal works in tunnels consisting primarily of lighting and drainage works and cladding replacement. These works are essential to the maintenance of tunnel operations which otherwise would eventually require to close with consequential severe network disruption.

This overall programme sustains consistent operation, safety, and minimises congestion that might otherwise arise from ad hoc emergency maintenance action and subsequent major works.

Note: These figures do not include Borough Schemes – see Borough Partnership sheets

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Capital Renewal – Carriageways/Footways | 37.5 | 31.3 | 32.5 | 36.6 | 39.6 | 177.6 |
| Capital Renewal – Structural | 17.9 | 10.1 | 5.8 | 7.3 | 5.2 | 46.3 |
| Capital Renewal – Tunnels | 4.1 | 2.9 | 2.9 | 3.0 | 3.1 | 16.1 |
| Total | 59.6 | 44.3 | 41.2 | 46.9 | 47.9 | 240.0 |



Major Route and Safety Improvements (ST-PR11)

TfL manages the 580 kilometre TLRN (Transport for London Road Network). The Investment Programme contains major improvements to the network, which break down into two categories – road schemes and structural safety enhancements for bridges and tunnels.

Major Route Improvements:

The **A13 DBFO** – This consists of managing and supervising the A13 DBFO contract. Road Management Services A13 plc was awarded a Design, Build, Finance and Operate (DBFO) contract for enhancement of the A13 corridor by the Highways Agency in April 2000, which was inherited by TfL in July 2000. The contract includes five major new schemes along the 20 kilometre section of the A13 between Butcher Row in the West and Wennington in the East, subsequent reconstruction of various other structures and operating and maintaining the A13 and A1261 roads for 30 years.

Coulsdon By Pass Scheme – Phase 1 provides a new relief road to divert the through traffic on the A23 away from Coulsdon town centre, construction is in progress. A new 2-way single carriageway road will take around 80 per cent of traffic from the town centre and contribute to a reduction in accidents.

A406 Bounds Green – An improvement scheme is planned for the A406 at Bounds Green Road, comprising safety and environmental improvements and improved pedestrian crossing and cycling facilities.

Major Safety Enhancements:

Structural safety enhancements and tunnel safety schemes –

To restore and keep in a state of good repair, and in line with European safety standards.

A40/A406 Hangar Lane and Western Avenue – This programme provides for the construction of four new bridges on the A40 and A406 over the Great Western main rail lines, resulting in improved and safeguarded traffic operations and potential for reduced accidents. Without this investment, these vital arteries will be fettered by vehicle weight restrictions and eventually would be forced to close with devastating effect on traffic operations in west London.

Blackwall Tunnel Northbound – Major maintenance to ensure that the ageing northbound tunnel meets all current standards and criteria with regard to safety, security and the environment. Refurbishment will ensure that future maintenance costs are minimised and tunnel operations will be more reliable, efficient and safe.

Rotherhithe Tunnel – Major refurbishment of the tunnel to ensure that as far as reasonably practicable meets all current standards and criteria with regards to safety, security and environment. The scheme will include the introduction of modern equipment to monitor traffic and environment and to provide immediate incident response.

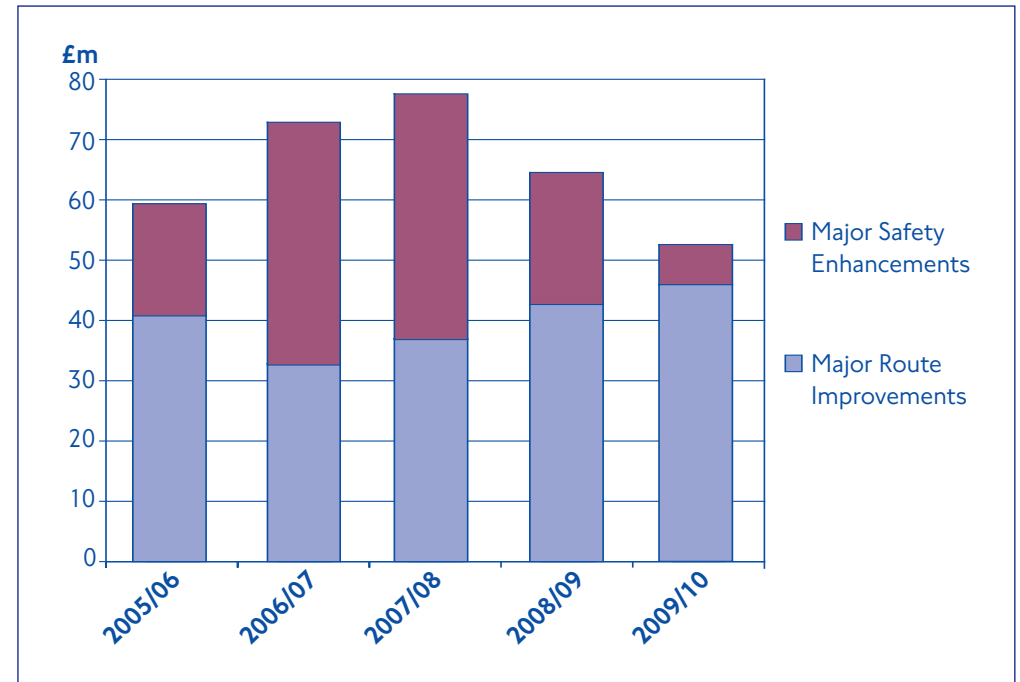
Fore Street Tunnel – This tunnel has been found to be suffering significant defects and is in need of urgent remedy to address both safety and to protect the life of the structure. Intended works ensure that the tunnel will remain open and that future disruption caused by maintenance activities will be kept to a minimum.

Westminster Bridge – Bridge works are required in order to reduce the risk of severe damage from scour beneath the bridge piers and of bridge strikes, to reduce maintenance liability and improve aesthetics.

Upper Holloway Bridge – Major bridge works are needed to replace the corroded and spalling deck, which poses a serious risk of debris falling through onto the railway line below.

Ardleigh Green Bridge – This bridges is in poor structural condition and is insufficient to meet current loading standards. Replacement will mitigate significant safety risk, especially of HGV mounting weak pavement structure.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---------------------------|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Major Route Improvements | 40.8 | 32.0 | 37.1 | 42.1 | 45.7 | 197.7 |
| Major Safety Enhancements | 19.0 | 40.1 | 40.9 | 21.8 | 5.8 | 127.5 |
| Total | 59.8 | 72.0 | 78.0 | 63.9 | 51.5 | 325.2 |



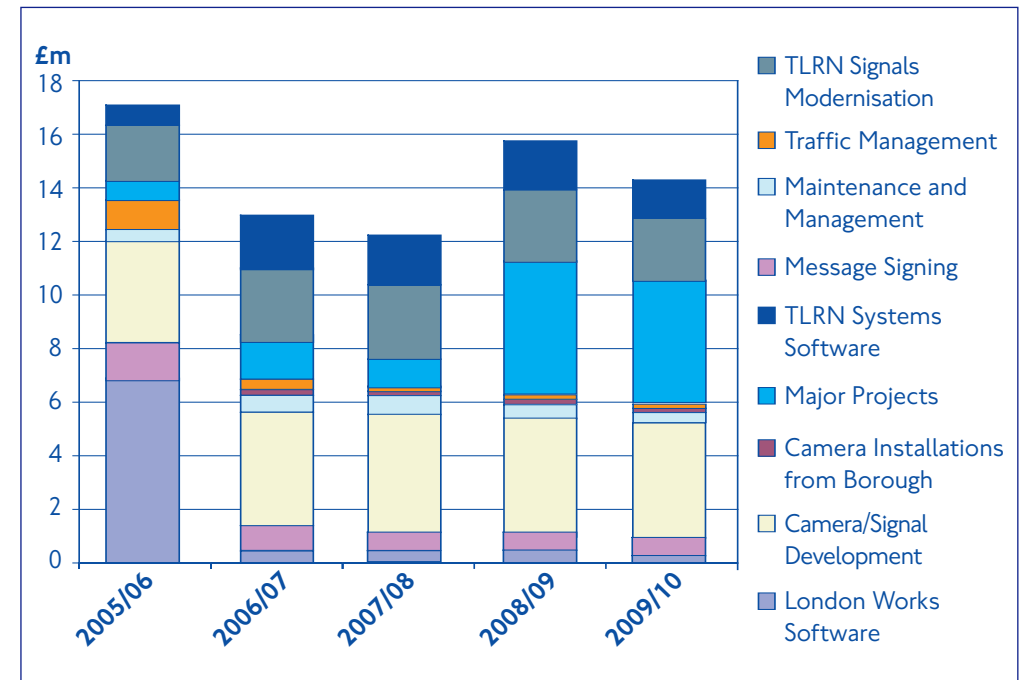
Surface Transport – Traffic Management (ST-PR12)

The remit of the Traffic Operation's Directorate is to 'Keep London Moving', through the optimisation of London's traffic signals and road network performance as well as mitigating, minimising and managing congestion. The London Traffic Control Centre monitors London's roads 24/7 and activities affecting the network. It also co-ordinates event planning and incident response, in collaboration with London Buses and the Metropolitan Police Service (MPS). In addition the Directorate has the responsibility for the design, installation and commissioning of all traffic signals schemes on the TLRN and local authority roads in the Greater London area and the design, development and deployment of equipment including CCTV & VMS.

Investment is required in order to:

- Improve the provision of real time traffic information to the LTCC. This will be achieved both through the expansion of the proportion of the network covered by data sources such as SCOOT, ANPR & CCTV cameras and the development of supporting IT solutions
- Design, develop, modify, install and maintain in a state of good repair, traffic signals, CCTV, network monitoring, control and information systems
- Accelerate the Modernisation Programme which renews London's traffic signals, controllers and other associated ancillary equipment as the equipment ages and becomes uneconomic and difficult to maintain.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|-----------------------------------|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| London Works Software | 6.8 | 0.2 | 0.2 | 0.2 | 0.1 | 7.6 |
| Message Signing | 1.5 | 1.0 | 0.6 | 0.6 | 0.6 | 4.3 |
| Camera/Signal Development | 3.9 | 4.6 | 4.7 | 4.8 | 4.7 | 22.7 |
| Maintenance and Management | 0.4 | 0.3 | 0.7 | 0.3 | 0.2 | 2.0 |
| Camera Installations from Borough | 0.0 | 0.1 | 0.1 | 0.1 | 0.1 | 0.4 |
| Traffic Management | 1.1 | 0.2 | 0.1 | 0.1 | 0.1 | 1.7 |
| Major Projects | 0.3 | 1.7 | 1.1 | 4.7 | 4.3 | 12.0 |
| TLRN Signals Modernisation | 2.1 | 2.4 | 2.7 | 3.0 | 2.4 | 12.6 |
| TLRN Systems Software | 0.8 | 2.1 | 2.0 | 1.9 | 1.6 | 8.5 |
| Total | 17.0 | 12.6 | 12.2 | 15.8 | 14.1 | 71.8 |



Road Safety (ST-PR13)

The London Road Safety Unit (LRSU) co-ordinates and manages the majority of TfL's activities in road safety. There are four main work areas:

- Collection, analysis and dissemination of casualty data
- Management of road safety engineering programmes
- Formulation and management of programmes covering road safety education, publicity and training
- Providing TfL's contribution to the London Safety Camera Partnership.

The overall Road Safety programme aims to meet the Government and Mayoral Road Safety targets, which are:

- A reduction of 40 per cent in numbers Killed and Seriously Injured by 2010 compared with 1994-1998 overall
- Separately for pedestrians, cyclists and motorcyclists, a reduction of 40 per cent in killed and seriously injured by 2010
- A 50 per cent reduction in the number of children killed or seriously injured
- A reduction of 10 per cent in the slight casualty rate per 100 million vehicle kilometres.

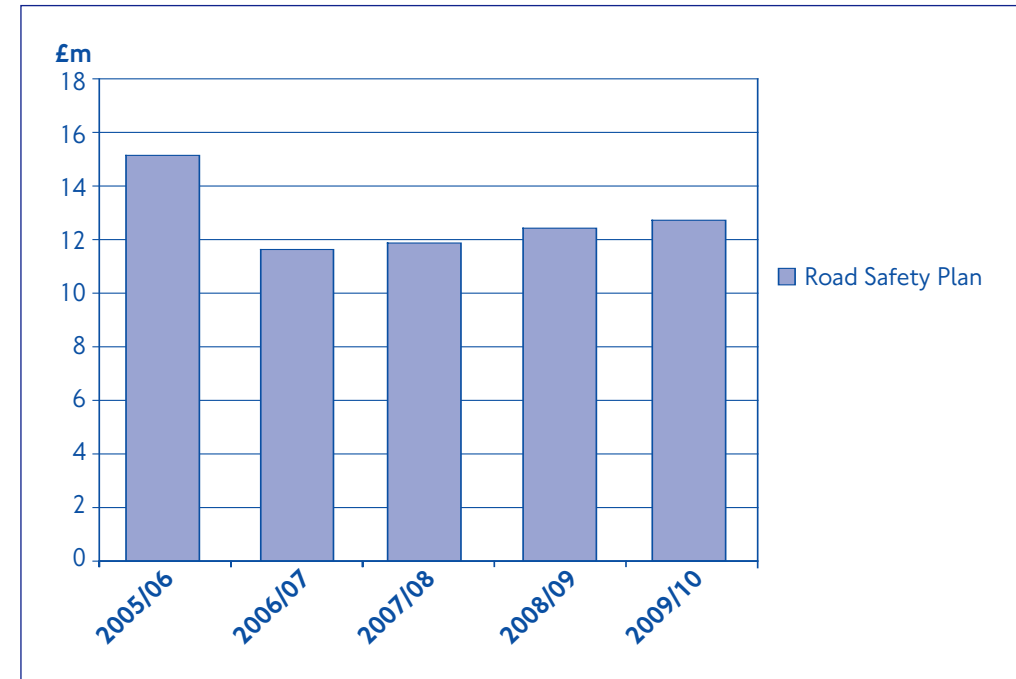
The success of recent results has given rise to the proposal by the Mayor to adopt new higher targets, i.e. from a 40 per cent reduction to 50 per cent reduction for all KSI by 2010.

This programme relates to investment in engineering measures on the TLRN, which reduce casualties by the implementation of physical schemes, which give higher safety standards.

Based on the expenditure profile across the plan period, TfL will meet the targets set out above by 2010.

Note: These figures do not include Borough Schemes – see Borough Partnership sheets

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|------------------|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Road Safety Plan | 15.2 | 11.6 | 11.9 | 12.2 | 12.5 | 63.5 |
| Total | 15.2 | 11.6 | 11.9 | 12.2 | 12.5 | 63.5 |



Sustainability (ST-PR14)

In London nearly half of journeys made are under one mile in length, and there is the potential for more to be made by walking, cycling or by public transport, in preference to the car. On the TLRN, the Investment Programme includes programmes to encourage increased walking and cycling, and Disability Discrimination Act (DDA) accessibility works such as dropped kerbs (schemes are also being supported on Borough roads – see BR-PR09).

The Investment Programme is working towards a target of 6 million journeys on foot by 2015. Walking initiatives include new footpaths, new footbridges, pedestrian signing, replacement of subways by surface level crossings, refuges, and upgraded pedestrian crossings.

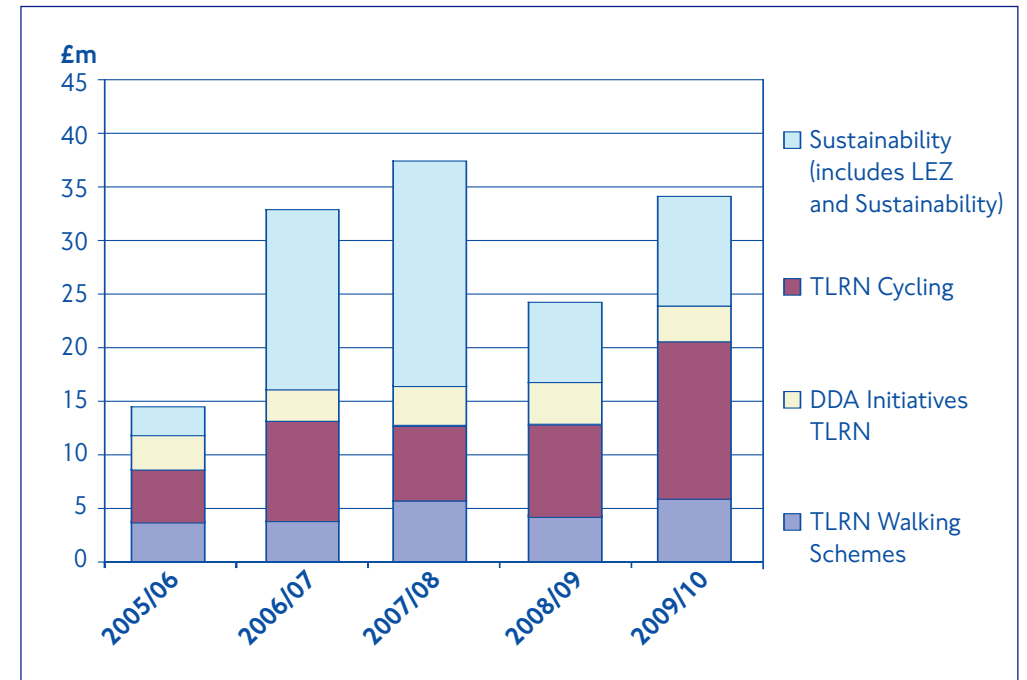
The Investment Programme aims to contribute to an 80 per cent increase in cycling by 2010. Cycling initiatives include cycle parking both on and away from the highway, local access improvements, green corridor routes and the full implementation of the London Cycle Network Plus by 2009. Surface Transport is also fulfilling a Mayoral commitment in 2006/07 to contribute towards the cost of the construction of a new East London Velodrome (together with other partners including the LDA).

A London-wide Low Emission Zone for lorries, buses and coaches will be introduced, subject to consultation, by the end of January 2008 at the earliest, and TfL's Investment Programme provides supporting enforcement and other infrastructure. A sustainable freight distribution project aims to reduce the impact of freight deliveries in London, including a freight journey planner, and legal loading information system.

All these improvements aim to reduce the environmental impact of transport and encourage sustainable modes, in line with TfL's Environment Plan and the various Mayoral Strategies, such as the Air Quality Strategy.

Note: These figures do not include Borough Schemes.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| TLRN Walking Schemes | 3.5 | 3.6 | 5.4 | 4.7 | 6.2 | 23.4 |
| TLRN Cycling | 5.2 | 9.3 | 6.9 | 8.4 | 14.7 | 44.6 |
| DDA Initiatives TLRN | 3.1 | 2.9 | 4.1 | 3.4 | 3.5 | 17.1 |
| Sustainability (includes LEZ and Sustainability) | 3.0 | 16.8 | 21.1 | 7.4 | 10.1 | 58.3 |
| Total | 14.8 | 32.6 | 37.6 | 23.9 | 34.5 | 143.4 |

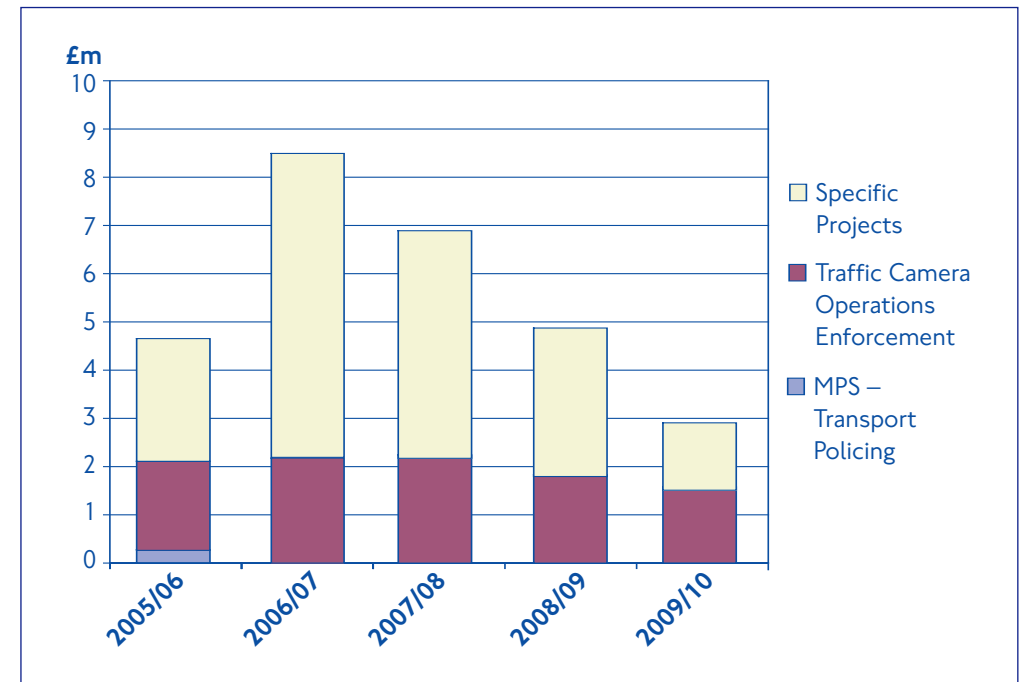


Transport Policing and Enforcement (ST-PR15)

The Transport Policing and Enforcement Directorate (TPED) is responsible for delivering transport policing and enforcement services across TfL operational businesses. Its key areas of operation include:

- Overseeing the work of the joint TfL/Metropolitan Police Service (MPS) Transport Operational Command Unit (TOCU) and other parts of the MPS delivering services of interest to TfL such as Traffic OCU
- Overseeing the work of the British Transport Police (BTP) delivering to London Underground, Docklands Light Railway (DLR) and London Rail
- Enforcing traffic, parking and bus lane regulations on the Transport for London Road Network (TLRN)
- Working with boroughs to undertake traffic and parking enforcement on key bus corridors
- Tackling fare evasion on London's buses
- Investigation and private prosecution of fare evaders and other offenders
- Working with TfL's operational businesses to reduce crime and tackle anti-social behaviour
- TfL's Investment Programme supports the work of TPED through developing the enforcement infrastructure and installing a further 50 CCTV enforcement cameras per year from 2006/07 through to 2009/10. Including existing units, this will deliver an enforcement network of 850 CCTV cameras. The Investment Programme will also deliver a Digital Traffic Enforcement System (DTES) across CCTV, bus mounted and fixed camera networks. This programme will continue until 2010. Ongoing enforcement infrastructure maintenance and renewal, to maintain a state of good repair, is also incorporated.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| MPS – Transport Policing | 0.3 | | | | | 0.3 |
| Traffic Camera Operations Enforcement | 1.9 | 2.1 | 2.2 | 1.8 | 1.6 | 9.5 |
| Specific Projects | 2.5 | 6.4 | 4.8 | 3.1 | 1.3 | 18.1 |
| Total | 4.7 | 8.5 | 6.9 | 4.9 | 2.9 | 28.0 |



Congestion Charging (ST-PR16)

The Congestion Charging Division within Surface Transport is responsible for operating, maintaining and improving the existing congestion charging scheme. The division is also responsible for developing, implementing and managing the proposed western expansion of the scheme, the possible further development of road user charging in London and associated technological developments.

The Central London Congestion Charging Scheme (CLoCCS) is to be extended to cover most of the royal Borough of Kensington and Chelsea and Westminster South of Harrow Road, with a target go-live date of February 2007. New assets would include enforcement cameras and number plate reader equipment, which make up the enforcement infrastructure and the core systems IT equipment and databases required to operate the extended scheme.

The Investment Programme also supports a series of technology trials for road user charging methods and equipment. The evaluation of new technology is aimed at reducing scheme operating costs, improving vehicle detection rates and allowing for increased flexibility on policy policing. It will also enable informed decisions to be made about possible ways forward for road user charging in London over the foreseeable future. Further recommendations from the technology trials are planned to be available in spring 2006 and 2007.

The remainder of the Investment Programme for Congestion Charging provides for the Re-Let of all Congestion Charging contracts. This is required as the existing contracts complete and the associated equipment needs to be refreshed. The programme includes the replacement of the enforcement cameras and number plate readers in the existing Central Scheme, providing an upgrade to the new technology which it is anticipated will have been installed in the Western Extension, and the design, test and delivery of new IT systems to control and manage the overall enlarged scheme. This will

include new systems for sales, operations, management reporting and finance. A provisional estimate has also been included to allow for the equipping of DSRC (tag and beacon) technology across the congestion charging network should this addition be required. The operational date for the Re-Let systems is scheduled for early 2010.

FINANCIAL INFORMATION IS NOT SHOWN FOR THESE PROJECTS FOR REASONS OF COMMERCIAL CONFIDENTIALITY

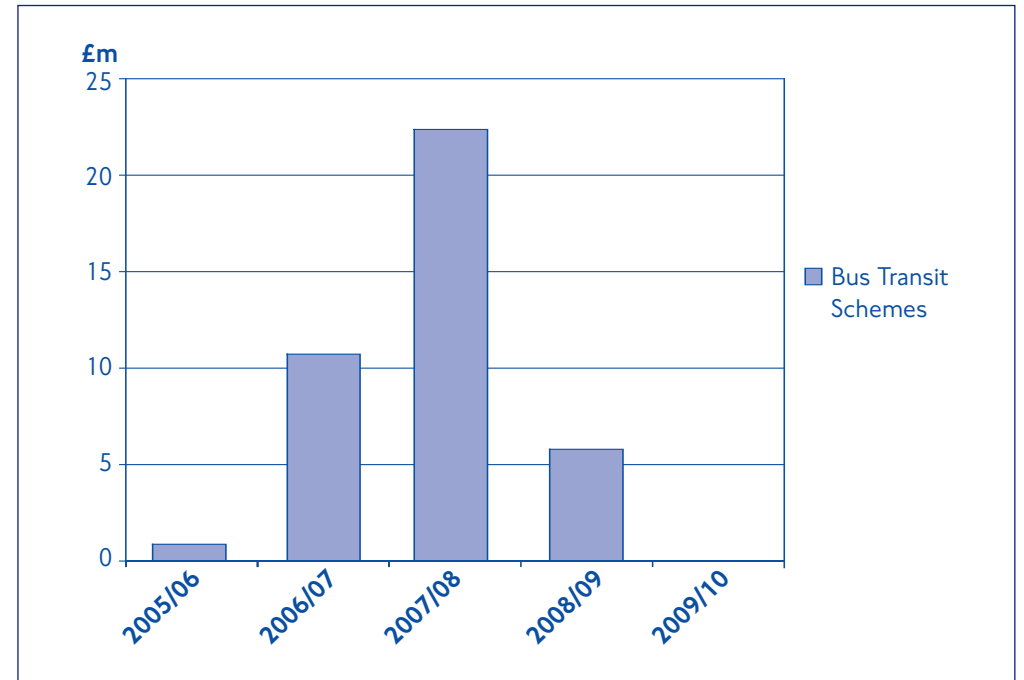
Bus Transit Schemes (ST-PR17)

Two bus transit schemes are provided for in the Investment Programme. Each is intended to serve key parts of the Thames Gateway and provide significant enhancements to journey time reliability and accessibility, by the provision of exclusive or priority right of way and other bus priority measures. This is essential if the early stages of the planned major regeneration of this area is to be supported by adequate public transport. They will be integrated with the development of other projects in the Thames Gateway region including the Thames Gateway Bridge. The schemes also provide better bus penetration of the town centres they serve. They will enable full accessibility.

East London Transit Phase 1a – a 9 kilometre 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 February 2008.

Greenwich Waterfront Transit Phase 1 – A 12 kilometre route from Abbey Wood to North Greenwich via Woolwich, part of which will be a segregated busway, due to be completed by late 2009.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---------------------|---------------------|-------------|-------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Bus Transit Schemes | 1.2 | 10.3 | 22.8 | 5.3 | | 39.7 |
| Total | 1.2 | 10.3 | 22.8 | 5.3 | 0.0 | 39.7 |



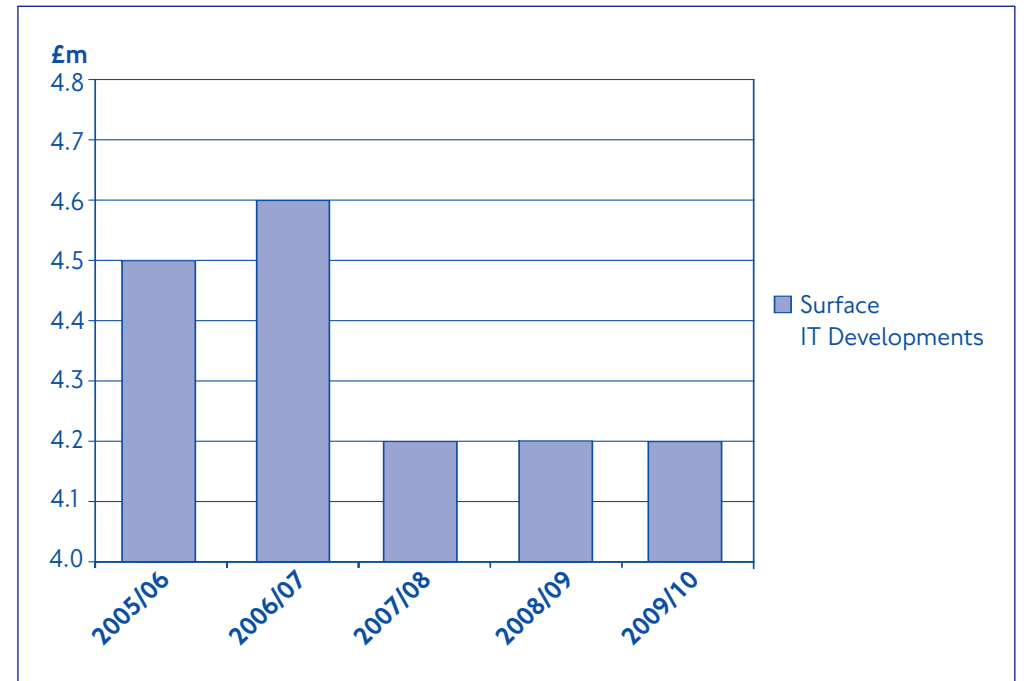
Information Management (ST-PR18)

This programme funds investments in improvements to Information Technology, which supports all the business units across Surface Transport. The programme includes provision to carry out IM strategic initiatives, to support new and additional systems as they are delivered, to refresh software and hardware and the delivery of new systems in pursuit of TfL and Surface Transport strategies.

Outcomes of the IM Strategy include:

- Reducing expenditure, support costs and gaining operational efficiencies
- More effective investment in IT that supports current and long term business objectives.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|-------------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Surface IT Developments | 4.5 | 4.6 | 4.2 | 4.2 | 4.2 | 21.8 |
| Total | 4.5 | 4.6 | 4.2 | 4.2 | 4.2 | 21.8 |

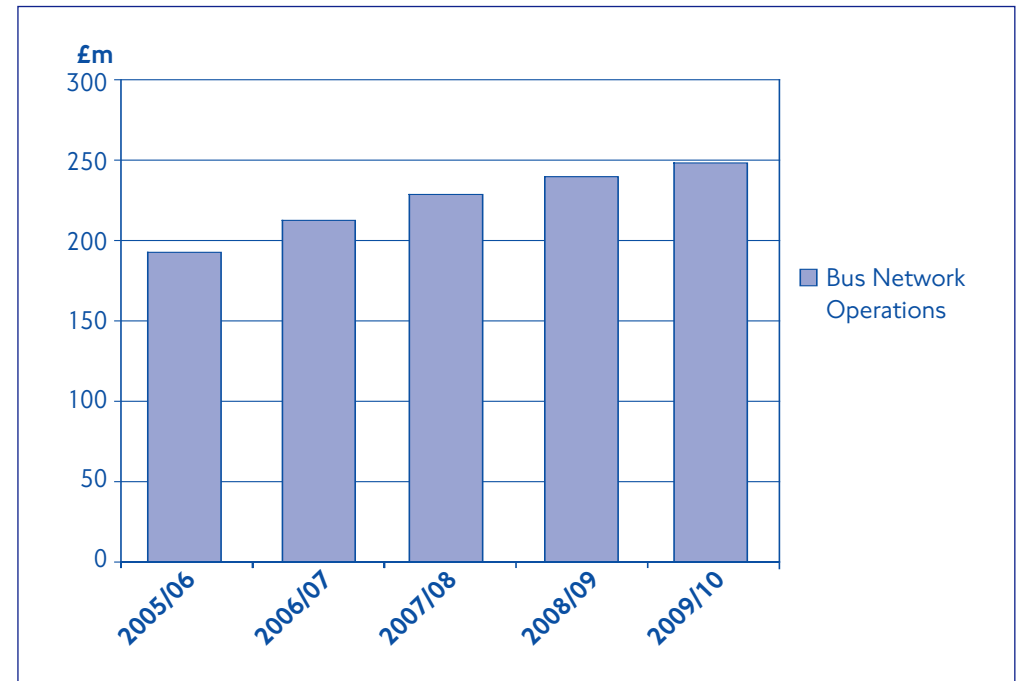


Bus Network Operations (ST-PR19)

The bus network is procured through revenue contracts.

The costs quoted represent the notional revenue spend to finance the capital spend made by bus companies on vehicles.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|------------------------|---------------------|--------------|--------------|--------------|--------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Bus Network Operations | 192.8 | 214.9 | 227.6 | 237.7 | 249.2 | 1,122.2 |
| Total | 192.8 | 214.9 | 227.6 | 237.7 | 249.2 | 1,122.2 |



London Trams (ST-PR20)

Croydon Tramlink, which opened in May 2000, has brought fully accessible, high frequency, reliable rail based public transport into central Croydon. This Investment Programme provides for works required to convert the tram stop platform at Centrale (a major new retail development) into an operational tram stop.

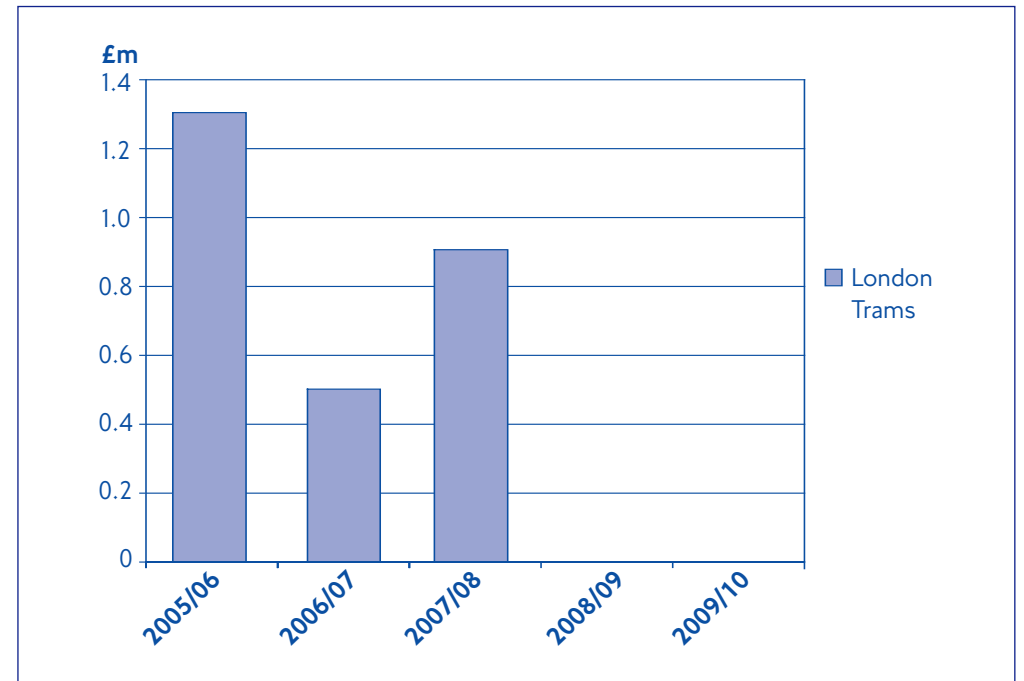
TfL will also fund the purchase an additional tram in order to run 22 trams from a 25 tram fleet. This additional purchase is based on being able to satisfy operating scenarios that will include the newly operational stop.

The works will be procured through the existing Croydon Tramlink Concession Agreement and is governed by the ability of the PFI Concessionaire to deliver the programme.

The outcome of this programme of work:

- Improves access into Croydon Town Centre for Tramlink passengers
- Encourages modal shift and therefore reduce car traffic – it is estimated that the addition of the new stop into the Tramlink system will create 1760 new trips per day
- Relieves crowding at George Street, Church Street and West Croydon tram stops and therefore improve safety and capacity
- Maintains or improves upon the overall performance and capacity of the existing Tramlink system
- Provides an accessible and integrated public transport system.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| London Trams | 1.3 | 0.5 | 0.9 | | | 2.7 |
| Total | 1.3 | 0.5 | 0.9 | 0.0 | 0.0 | 2.7 |

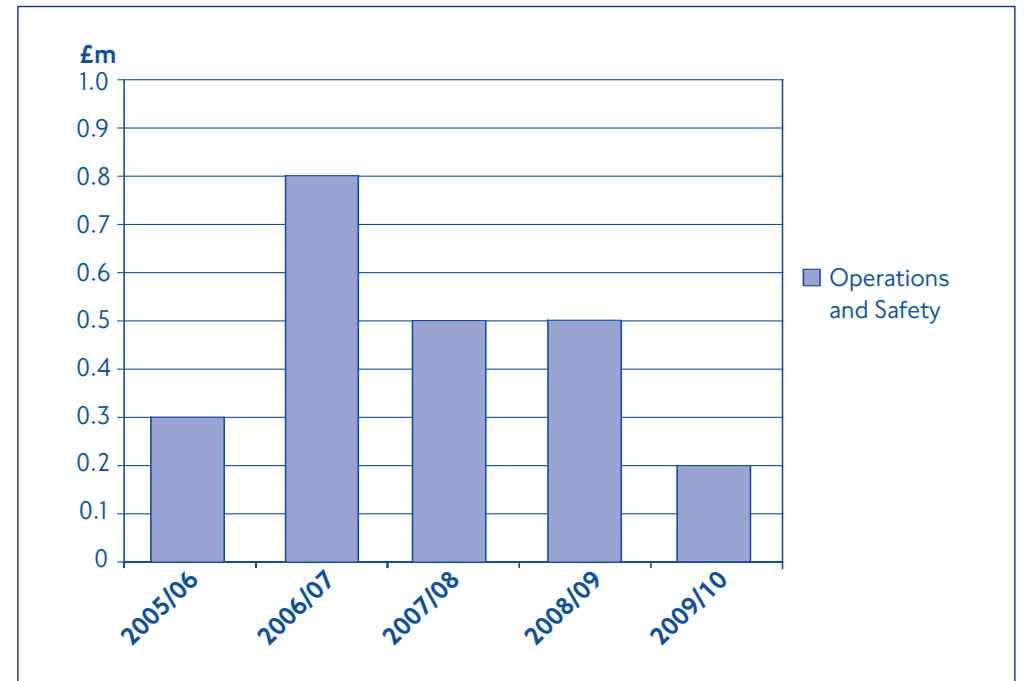


Bus Operations (ST-PR23)

To allow CentreComm (the emergency control centre) gain remote access to On-Bus CCTV systems – this programme will be delivered through the Technical Services Group as part of the delivery of the Future Business Solutions contract. The following benefits will be realised:

- ‘Real Time’ Access to on bus CCTV cameras, by CentreComm
- Remote monitoring by Police, during specifically targeted operation
- Drivers able to make silent Code Red calls
- Heightened security levels, and remote monitoring of on board CCTV.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|-----------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Operations and Safety | 0.3 | 0.8 | 0.5 | 0.5 | 0.2 | 2.2 |
| Total | 0.3 | 0.8 | 0.5 | 0.5 | 0.2 | 2.2 |



London Rail

Introduction

London Rail has developed much needed plans for expanding and improving London's railways, and the Mayor has won Government backing for his proposals to take greater control of the rail network within the Greater London Authority boundary in the White Paper published in July 2004.

The Mayor of London and London Rail have proposed a wide range of improvements to the network and are in detailed discussions with Government officials and ministers about the best ways of developing these plans.

London Rail's investment plans include:

- Providing a truly comprehensive, multi-modal, integrated transport network for London
- Expanding and increasing the capacity on the network in key areas through the provision of new rail infrastructure and station improvements
- Simplifying timetables, and improving stations, passenger information and security
- Capacity and resilience measures on key routes serving the 2012 Olympics.

Investment within this programme is focussed on National Rail developments within London, the Docklands Light Railway and the East London Line Extension Project. London Rail is also a partner in the Crossrail project.

Key projects

London Rail is leading the drive forward on major rail projects that will help to transform the Capital over the next decade.

Crossrail

In July 2004, the Government gave the go-ahead for Cross London Rail Links (CLRL) to prepare a Hybrid Bill for submission to Parliament. This Bill passed its Second Reading in July 2005, and Royal Assent is expected in 2007.

Crossrail, in which London Rail is a partner, will provide a high frequency, direct transport from Maidenhead and Heathrow in the west to Shenfield and Abbey Wood in the east, via seven new underground stations in central London. Crossrail is a joint project with the Department for Transport (DfT). The development stage is being progressed with funding from the DfT, in parallel with the Bill management process.

East London Line Extension

London Rail has taken over this project to extend and upgrade the existing East London Underground Line, converting it into a new heavy rail metro train service. The East London Line will be critical in bringing £10 billion worth of economic regeneration benefits to some of London's neediest areas and will play a key in increasing capacity on key routes serving the 2012 Olympics.

Phase one of the project, which will be funded within this Investment Programme, will extend existing services north to Dalston Junction and south to Crystal Palace and West Croydon running at 12 trains per hour. Phase two of the project, which is outside of the current Investment Programme, will further extend services north to Highbury & Islington and west to Clapham Junction.

The project will construct four new stations in phase one and will act as catalyst for considerable urban regeneration. Advance work in master planning the Dalston area has already been undertaken, which would see a residential development and bus interchange above Dalston Junction station.

Phase one will be delivered by June 2010, in good time to support the 2012 Olympics.

Docklands Light Railway

The award-winning Docklands Light Railway (DLR), part of London Rail – has expanded faster than any UK railway to cope with rising demand. It opened in 1987 as a small-scale, £77 million railway to serve the modest developments expected at that time in the Docklands area. Initially serving just 15 stations, it has grown to a £1 billion, 27 kilometre network with 34 stations and 94 vehicles. DLR now carries over 50 million passengers a year, a five-fold increase in 10 years. Plans are in hand for a 3 car service, running between Bank and Lewisham to cope with further growth and new trains are being manufactured to meet the increased demand.

The London City Airport Extension opens in December 2005, and work has commenced on a further extension to Woolwich Arsenal, which is due to be completed by early 2009.

DLR has received Government support for converting the North London Line between Canning Town and Stratford to a DLR service to create extra stations and frequent services, which will assist regeneration and provide improved transport to the Olympics sites. The project also includes an extension from the existing Stratford Regional station to the new Stratford International station, improving links to the Channel Tunnel rail link.

Upgrading existing railways

The Mayor has declared an objective of promoting metro-style services – bringing more frequent trains and better facilities – across the Capital. London Rail is already supporting the development of metro-style rail services and is working with train operators and local authorities to improve security and station facilities as part of a programme of changes. With greater powers and funding this process will be extended across London, with schemes in South, North and West London, which include enhancements to service frequency and capacity, passenger information and station security.

London Rail's proposals for improving London's rail network have been enhanced by the Government's recent decision on prudential borrowing.

Investment Programme Outcomes

The Investment Programme delivers the following outcomes:

- East London Line Extension phase 1 by 2010 providing a 12 train per hour service, step-free access to all new stations and access for some of London's most disadvantaged areas to jobs, retail and leisure opportunities across London
- Continued development of the Crossrail project with the aim of gaining Royal Assent in early 2007 following the hybrid bill submission in 2005 – although Crossrail work is not funded in this plan
- An integrated package of improvements for Silverlink Metro services including Station and security improvements, Off-Peak capacity enhancements and revenue protection measures.

- CCTV improvements on-train and at stations on the London National Rail network
- 3 Car operation on the DLR between Bank/Tower Gateway and Lewisham increasing the am peak capacity from 17 trains per hour (2 car) to 15 trains per hour (3 car)
- 3 Car operation on the DLR between Poplar and Woolwich Arsenal, a key cross-river route serving the Olympics sites
- Extension of the DLR to London City Airport and beyond to North Woolwich (King George V station)
- Extension of the DLR to Woolwich Arsenal from King George V station with a new combined station at Woolwich Arsenal linking with town centre, buses, South Eastern rail services and Waterfront Transit
- Continued work on the design and seeking powers for the extension of the DLR to Barking Reach
- Extension of the DLR from Canning Town using the existing North London Line alignment to Stratford Regional station with 3 new intermediate stations and new construction onwards to the new Stratford International Station
- Provision of double track DLR platforms at Stratford Station to replace the existing single narrow platform and allow the potential to increase frequency on the Stratford Branch

- New DLR railcars to support services to the extensions and upgrades to the network, and to provide capacity for the Olympics
- 3 Car capacity enhancement the north route serving Stratford on the DLR to support both regeneration and the Olympics
- Full refurbishment of the existing DLR fleet of trains including full audio & visual announcements, colour contrasting fittings for visually impaired, compliant wheel chair bay with call for aid and exterior contrasts for visually impaired. In addition the upgrading of the vehicle interior will increase vehicle capacity by an estimated 10 passengers per railcar
- Increased safety and security on the DLR network with the installation of on-train CCTV and enhancement to the radio and communications system on the DLR including enhancements to the public address system and the installation of an integrated communications and control system
- Resilience measures on the DLR network to allow greater operational flexibility and service reliability.

Summary of Modal Investment Expenditure

The Investment Programme for London Rail amounts to £1,696.3 million over the plan years. This is allocated between the individual programmes as follows:

| London Rail Programmes | | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--------------------------------------|---------|---------------------|--------------|--------------|--------------|--------------|--------------------------|
| £m | | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| London Rail New Services | LR-PR01 | 47.8 | 138.1 | 241.8 | 350.5 | 141.7 | 919.9 |
| London Rail Line Upgrades | LR-PR02 | * | * | * | * | * | * |
| Major Modernisation | LR-PR03 | 2.5 | 0.8 | | | | 3.3 |
| DLR Rolling Stock | LR-PR04 | 15.2 | 11.2 | 32.6 | 5.7 | 12.4 | 77.1 |
| DLR Line Upgrades | LR-PR05 | 4.5 | 22.0 | 52.0 | 97.9 | 33.9 | 210.3 |
| DLR Stations | LR-PR06 | 6.2 | 15.9 | 4.2 | 0.9 | 4.4 | 31.7 |
| DLR Safety/Security | LR-PR07 | * | * | * | * | * | * |
| DLR New Services/ Line Extensions | LR-PR08 | 94.8 | 70.1 | 96.6 | 95.9 | 49.0 | 406.5 |
| Total | | 176.0 | 263.7 | 436.8 | 568.3 | 251.5 | 1,696.3 |

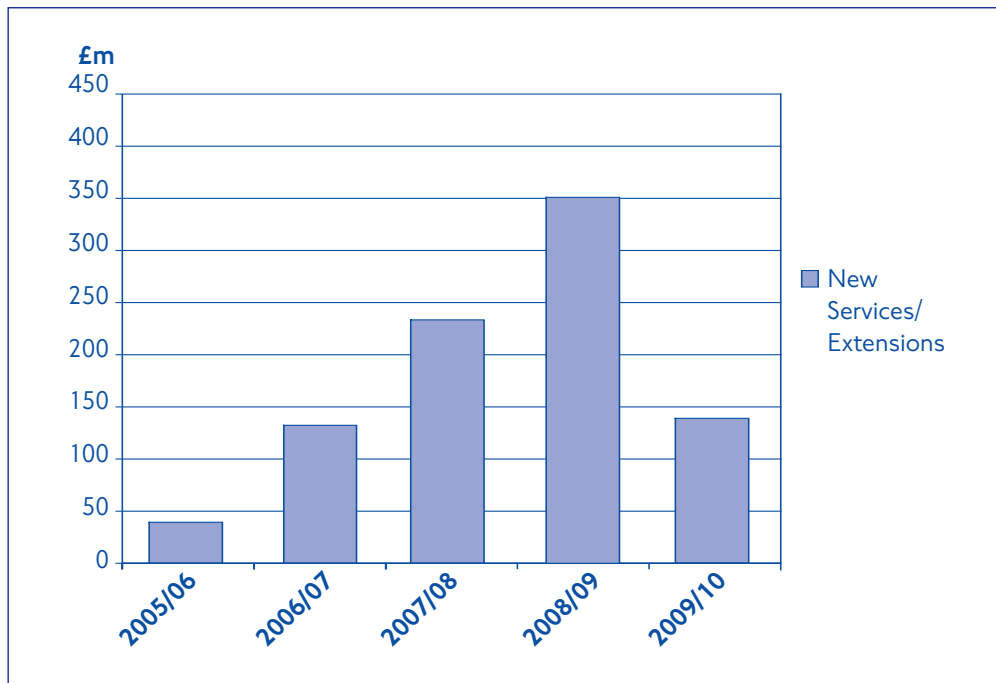
*These figures are not shown for reasons of commercial confidentiality

The table includes £241 million of contractor's capital expenditure under PFI contracts, provided for information only. These figures are based on data gathered from bid models and therefore are only approximations as, due to the nature of the contracts, DLR does not have access to updated models as work progresses on each of the projects.

London Rail – New Services (LR-PR01)

The first phase of the East London Line Extension (ELLX) project, which covers Dalston to West Croydon and Crystal Palace will be delivered by 2010 for £1022m. Crossrail is also to be taken forward by a joint venture company between Government and TfL. A hybrid Bill has been submitted and passed its Second Reading in Parliament in July 2005.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|-------------------------|---------------------|--------------|--------------|--------------|--------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| New Services/Extensions | 47.8 | 138.1 | 241.8 | 350.5 | 141.7 | 919.9 |
| Total | 47.8 | 138.1 | 241.8 | 350.5 | 141.7 | 919.9 |



London Rail – Line Upgrades (LR-PR02)

Silverlink Metro services cover a major element of the train services for North London. They comprise of services on the:

- North London Line (NLL)
- Watford DC Line (i.e. Euston-Watford local services)
- West London Line (WLL)
- Gospel Oak to Barking Line (GOB)
- Watford – St Albans services.

London Rail has developed an integrated package of improvements for Silverlink Metro services. This covers:

- Station and security improvements
- Off-Peak capacity enhancements.

In terms of station modernisation, a programme of improvements will be undertaken at stations on the Silverlink Metro network. The improvements cover upgrade of communications links, CCTV, installation of help points, installation of real time Customer Information System (CIS), improved lighting, structural improvements and graffiti cleaning.

The NLL is a key orbital route around London carrying some 15 million passenger per annum. It is one of the most over-crowded lines in the UK on the basis of the SRA measure 'Passengers in Excess of Capacity' (PIXC). There will be additional off-peak services on the WLL and GOB and strengthening of NLL evening and Sunday services.

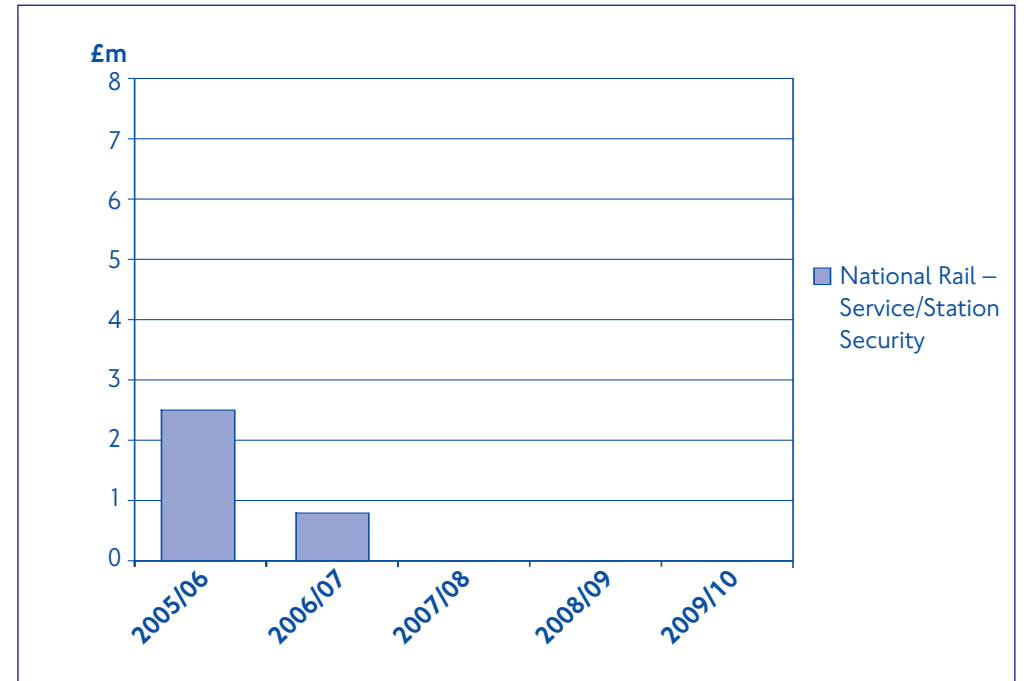
FINANCIAL INFORMATION IS NOT SHOWN FOR THESE PROJECTS FOR REASONS OF COMMERCIAL CONFIDENTIALITY.

London Rail – Major Modernisation (LR-PR03)

London Rail major modernisation will deliver significantly improved service/station improvements on selected National Rail trains and stations. This will encompass installation of CCTV on-train for ONE, and Southern Trains, station CCTV at ONE, Thameslink, South Eastern, Southern, Great Western Link, South West Trains and C2C stations.

The outcome of this programme will be an improvement in the customer satisfaction measures relating to security and station quality, and a gradual increase in usage. This will lead to an improved and integrated public transport network that will benefit lower income Londoners who do not have access to the use of a car.

| £m | Forecast 2005/06 | Plan | | | Total 05/06- 09/10 |
|---|---------------------|------------|---------|---------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | |
| National Rail – Service/Station Security | 2.5 | 0.8 | | | 3.3 |
| Total | 2.5 | 0.8 | | | 3.3 |



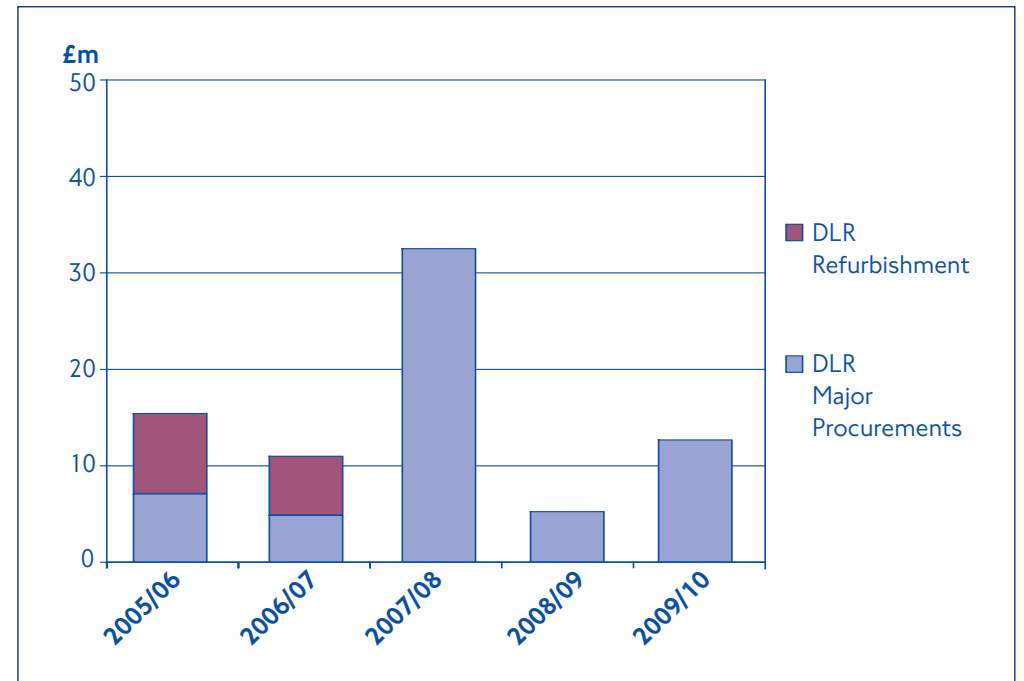
DLR Rolling Stock (LR-PR04)

One of the projects in this programme is the DLR railcar refurbishment, which will refurbish 94 DLR cars to a standard layout with measures to meet to improve reliability and include enhancements to contribute to DLR's duties under the Disability Discrimination Act (DDA) 1995. Improved facilities will incorporate better colour contrasts for handrails, floors, doorways and better wheelchair bays.

The other projects in this programme include buying 18 new vehicles for the 3 car upgrade on Bank/Tower Gateway- Lewisham route and 6 vehicles for Woolwich Extension. The 3 Car Upgrade is needed to meet the continuing increase in demand from commercial and residential growth in Canary Wharf area. The upgrade will reduce passenger congestion and overcrowding by increasing the AM Peak Capacity from 17 tph (2 car) to 15 tph (3 car). The extension to Woolwich is expected to result in local regeneration.

In addition to this, a further 22 new vehicles are required to meet Olympics demand, particularly on the converted North London Line and the extension to Woolwich Arsenal.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|------------------------|---------------------|-------------|-------------|------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| DLR Major Procurements | 6.9 | 5.3 | 32.6 | 5.7 | 12.4 | 62.9 |
| DLR Refurbishment | 8.3 | 5.9 | | | | 14.2 |
| Total | 15.2 | 11.2 | 32.6 | 5.7 | 12.4 | 77.1 |

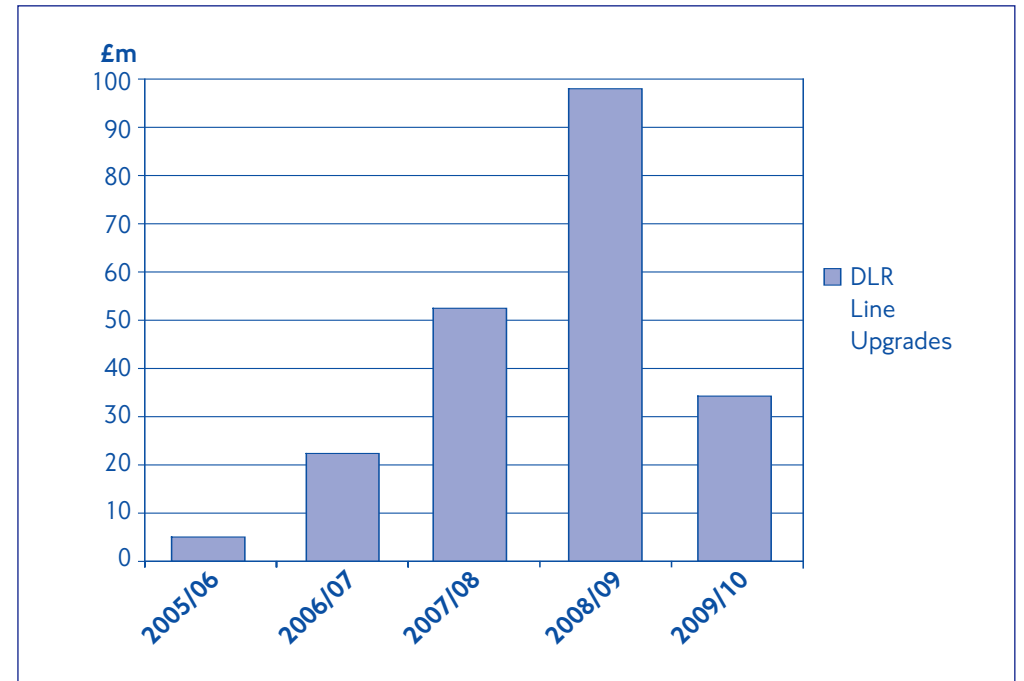


DLR Line Upgrades (LR-PR05)

This programme consists of improvements to existing lines to provide increased capacity. 3 Car on the Bank-Lewisham line includes the upgrading of viaducts and stations to allow 3 Car operations. Similar projects on the North Route to Stratford and the extension to Woolwich Arsenal provide capacity enhancements on those lines. The improvements will provide key capacity to the Olympics sites.

Also included in this programme is a scheme to grade-separate the delta junction adjacent to West India Quay, removing a timetabling constraint, and a project to provide signalling improvements to the west route (into Tower Gateway/Bank). These projects increase capacity and service flexibility, giving more resilient operations.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|-------------------|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| DLR Line Upgrades | 4.5 | 22.0 | 52.0 | 97.9 | 33.9 | 210.3 |
| Total | 4.5 | 22.0 | 52.0 | 97.9 | 33.9 | 210.3 |



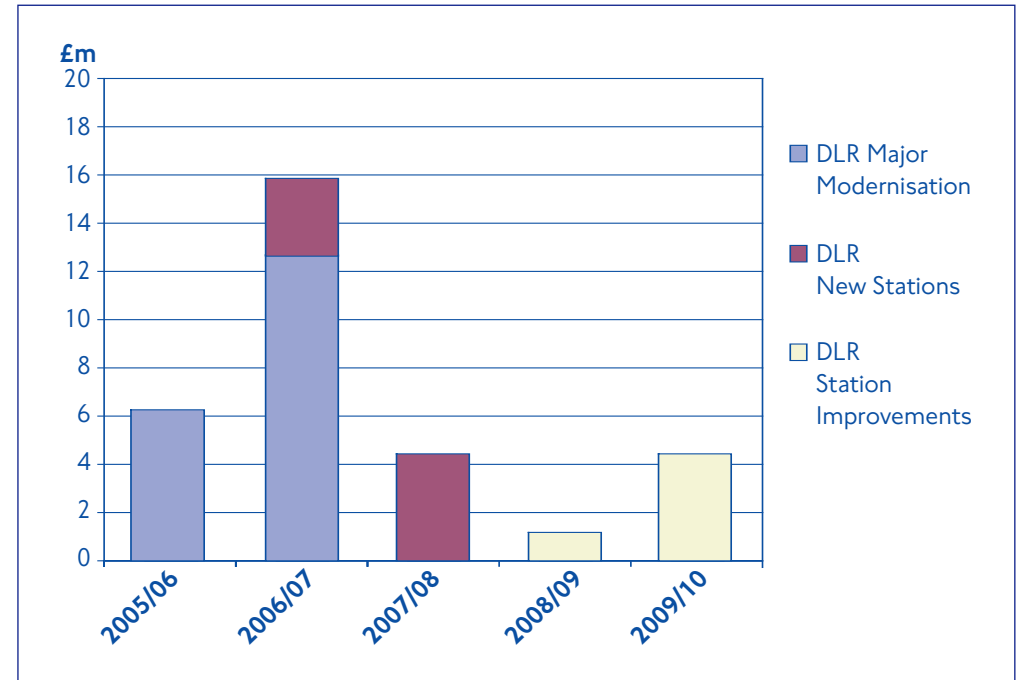
DLR Stations (LR-PR06)

This programme will provide additional operational capacity and flexibility for the DLR at Stratford Regional station, with a new DLR platform and interchange links. This will improve passenger circulation and DLR platform capacity, reducing crowding and minimising the risk of accidents at the platform edge.

Also included in this programme is a new £8 million DLR station at Langdon Park, which will improve local accessibility to the railway.

To enhance access arrangements at Prince Regent Station (serving ExCel) and other stations for the Olympics, a package of station improvement works is also included in the programme.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--------------------------|---------------------|-------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| DLR Major Modernisation | 6.2 | 12.6 | | | | 18.9 |
| DLR New Stations | | 3.3 | 4.2 | | | 7.5 |
| DLR Station Improvements | | | | 0.9 | 4.4 | 5.3 |
| Total | 6.2 | 15.9 | 4.2 | 0.9 | 4.4 | 31.7 |



DLR Safety/Security (LR-PR07)

Examples of the projects in this programme include back-up and additional security for the control facility, replacement or upgrading of existing noise mitigation (such as barriers) to ensure that DLR continues to operate within its noise policy, providing appropriate IT and ongoing signage on and around the immediate railway catchment area. The projects will also enhance safety and personal security for all, through improved communications and use of CCTV.

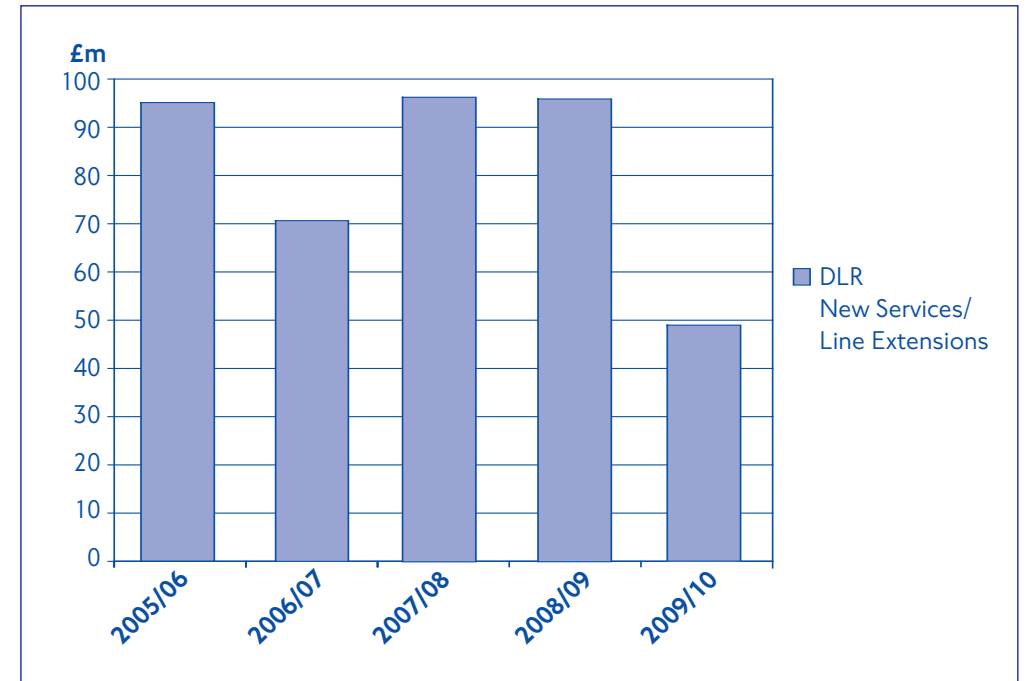
Also included in this programme are initiatives to improve the resilience of the service to provide greater operational flexibility and reduced incident impact.

FINANCIAL INFORMATION IS NOT SHOWN FOR THESE PROJECTS FOR REASONS OF COMMERCIAL CONFIDENTIALITY.

DLR New Services/Line Extensions (LR-PR08)

The projects within this programme will bring DLR services to new areas, expanding the network and fuelling regeneration. The new extensions will provide fully accessible stations, increase social inclusion by attracting investment, and improve access to employment and growth in Docklands. Projects include the London City Airport Extension, the Woolwich Arsenal Extension, Stratford International Extension and Barking Reach Extension. Barking Reach is currently funded only to preliminary design stage.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|----------------------------------|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| DLR New Services/Line Extensions | 94.8 | 70.1 | 96.6 | 95.9 | 49.0 | 406.5 |
| Total | 94.8 | 70.1 | 96.6 | 95.9 | 49.0 | 406.5 |



Group Services

Introduction

The Group Services directorate provides TfL unifying strategies, plans, and services to maximise the work environment, systems, employee capability, and to support the main businesses on all property related matters. Each department within Group Services is flexible and responsive to the changing requirements of the business and customer needs at all levels. In short, Group Services will maximise the capacity and capability of employees to ensure our business is fit for purpose, not just for today – but also into the future.

The broad remit of each Group Services department is as follows;

- *Human Resources*; efficient delivery of HR services and development of strategy, best practice, and policy. Making sure we recruit, reward, retain and develop the right people, with the right competencies and potential
- *Property & Facilities*; asset and property management services, optimising the utilisation of TfL's substantial property holdings
- *Commercial Services*; strategic sourcing, contract management, improving information usage, delivering IM & IT projects, and IM service support.

Outcomes

- The Investment Programme delivers the following outcomes:
- Capital maintenance to comply with TfL's legal duty to provide acceptable standards of accommodation for its staff, maximise business efficiency and to optimise asset condition
- Generation of property sales income
- Provides standardisation of document management
- Ensures legal compliance across group with DPA and FOIA
- Enhances services, reduces live data needs and hence overall service costs.

Summary of Business Unit Investment Expenditure

The Investment Programme related to the Business Unit Group Services amounts to £29.5 million over the plan years. This is allocated between the individual programmes as follows.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---------------------------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Group Information Management CS-PR01 | 4.0 | 0.2 | 0.2 | 0.2 | 0.2 | 4.7 |
| Group Property and Facilities CS-PR02 | 6.0 | 4.4 | 6.1 | 4.4 | 4.0 | 24.8 |
| Total | 10.0 | 4.6 | 6.2 | 4.5 | 4.1 | 29.5 |

Group Information Management (IM) (CS-PR01)

Major infrastructure programmes provided by Group Information Management will be completed in 2005/2006. Further work to improve the resilience and availability of IM services will continue throughout the plan years. Programme and Project Management support will be provided for a number of key business initiatives such as the provision of cross modal real time Customer Information, the further development of the Journey Planner system and the Customer Services Integration Programme.

The Customer Services Integration Programme (CSIP) is a landmark development that will allow modes within TfL to share customer information and workload to provide a single view of the customer and provide a significantly improved customer experience.

Major Programmes focus on the following key areas:

- Regulatory Compliance
- Organisational Efficiency
- Strategy and Planning
- Solution Delivery.

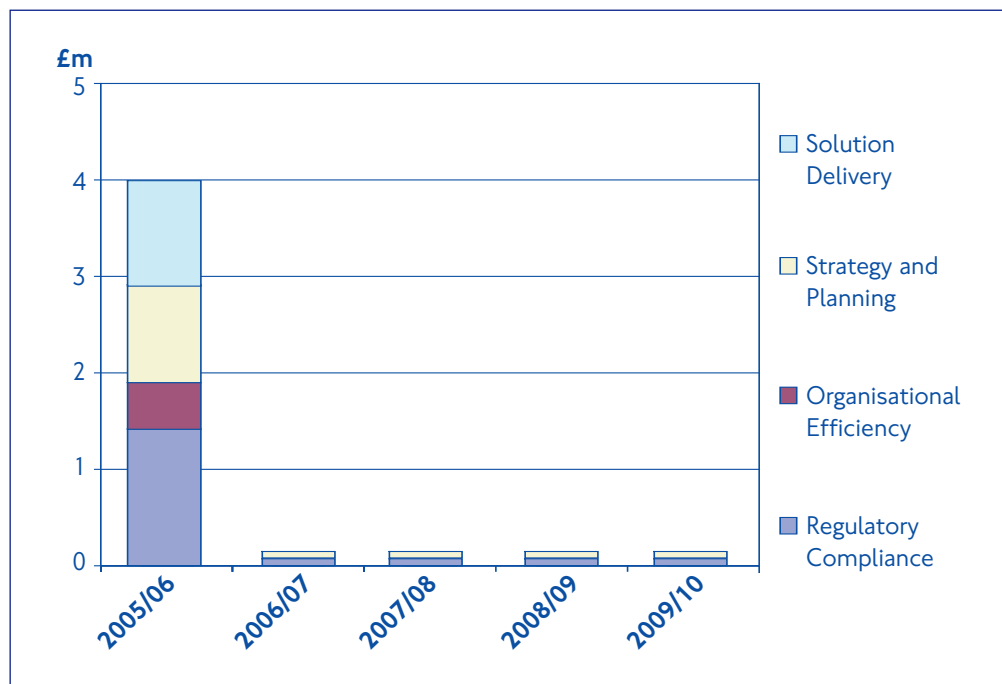
Regulatory Compliance is the investment in IM to ensure that TfL's group objectives are integrated within the regulatory requirements of Freedom of Information and equality and inclusion. This work stream will continue through the plan years.

Organisational Efficiency. The upgrading and rationalisation of the IT infrastructure, file servers, data storage devices and wide area network circuits continues through the plan years to provide a resilient platform for the delivery of IM applications. This will lead to better integration of IM services enabling greater flexibility in the use of TfL's portfolio of buildings

Strategy and Planning. The IM high level strategy developed in 2003 was focused on delivering a number of common IT Infrastructure services; desktop PC's and common calendar and messaging services along with the implementation of the BiP Programme. The strategy will be updated to focus on improving the delivery of management information. Key to this will be the implementation of a common 'Document Management' capability.

Solution Delivery will further develop its programme and project management capabilities necessary to support the implementation of the major programmes associated with the real time travel information and the Customer Services Intergration Programme.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---------------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Regulatory Compliance | 1.4 | 0.1 | 0.1 | 0.1 | 0.1 | 1.8 |
| Organisational Efficiency | 0.4 | | | | | 0.4 |
| Strategy and Planning | 1.0 | 0.1 | 0.1 | 0.1 | 0.1 | 1.2 |
| Solution Delivery | 1.2 | | | | | 1.2 |
| Total | 4.0 | 0.2 | 0.2 | 0.2 | 0.2 | 4.7 |



Group Property and Facilities (CS-PR02)

TfL's Investment Programme includes a number of refurbishment works including upgrade/improvements to stations, bus facilities or surrounding area (i.e. car parks). The portfolio for Group Property relates to various commercial opportunities including Southwark station, Fulham Broadway, South Kensington and 21 Moorfields. A number of TfL's Head Offices will also be upgraded to comply with all statutory requirements, while maximising business efficiency.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|-------------------------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Group Property | 0.2 | 2.1 | 4.4 | 2.4 | 1.1 | 10.3 |
| Group Facilities – Property Care | 5.8 | 2.3 | 1.7 | 1.9 | 2.8 | 14.5 |
| Total | 6.0 | 4.4 | 6.1 | 4.4 | 4.0 | 24.8 |



Finance and Planning

Introduction

Finance and Planning (F&P) will play a key role in delivering investment improvements in the TfL 5-Year Investment Programme, primarily through three main areas.

First, the Group Transport Policy and Planning (GTPP) directorate within F&P is responsible for developing new infrastructure to expand London's transport system, reduce congestion, increase accessibility and assist regeneration and development. The department has developed key investment schemes to meet existing demand on the transport network, and to accommodate forecast growth in London, particularly in the Thames Gateway area.

GTPP's Major Projects division will be instrumental in the delivery of the Investment Programme as the department is tasked with developing and planning projects and taking them through to obtaining statutory powers; at which point they may be passed to the modes for construction.

The projects in the Investment Programme managed by GTPP include:

The **Thames Gateway Bridge**: a new link crossing of the Thames between Beckton and Thamesmead to stimulate regeneration of the Thames Gateway area, with construction possibly starting in 2009, and the bridge opening by 2012.

Interchange Development projects that include improvements to Finsbury Park, West Hampstead, Limehouse and Shadwell.

East London Transit scheme (Phase 1b), an expansion of Phase 1a (now with Surface Transport for detailed design and construction), incorporating the Barking Reach development.

Greenwich Waterfront Bus Transit scheme (Phase 1) linking Abbey Wood to North Greenwich and due to be completed by late 2009.

GTPP is also planning potential future phases of the bus-based transit schemes, this includes East London Transit to the Thames Gateway Bridge, and Greenwich Waterfront Transit to Greenwich town centre, and linking Charlton to the existing millennium transitway.

There are also a number of projects such as West London Tram, Cross River Tram and extensions to Croydon Tramlink that whilst not funded for construction during the Business Plan years, will still be taken through to statutory powers.

F&P through its Oyster section is developing programmes that will encourage the use of Oyster Card throughout the transport network. This will have a beneficial impact for TfL as consumers adopt it in sufficient numbers, significant cost savings to the modes through consolidation of ticketing assets and integration of ticketing across the full network of transport services in London will occur.

The main approach to developing Oyster remains extending the range of outlets at which Oyster card holders can use their cards. To this end, the main focus of the Oyster Directorate is on exploring the opportunity to offer Oyster e-money as a payment product to retailers and consumers outside the transport context. Other work involves continuing to discuss the adoption of Oyster by National Rail Train Operating Companies (TOCs) and initiatives to partner with mobile phone companies, London Boroughs and others to extend its use.

F&P is also overseeing, through Group Marketing, a number of information improvements in technology that will benefit customers, including continued improvements to the Journey Planner on the Web, the Internet, and to real time information that is provided to customers and to operational staff. Group Marketing is also implementing the Customer Services Integration Programme, which will implement a common technology platform across TfL's customer services centres along with associated business change activities. Finally, the investment programme includes a capital contribution of £5 million to the renovation and redisplay of London's Transport Museum, a project that is being funded by the Heritage Lottery Fund as well as by the Museum's external stakeholders.

F&P will play a crucial role in the management of TfL's 5-Year Investment Programme and the Prudential Borrowing regime through its Group Finance and Corporate Finance directorates. The oversight and financial management is integral to F&P's role in providing oversight for budgeting, financing, accounting and treasury functions for the group.

Summary of Business Unit Investment Expenditure

| £m | | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--|---------|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Interchanges | FP-PR01 | 8.0 | 5.2 | 3.5 | 3.6 | 3.7 | 24.0 |
| New Services/ Extensions/Bridges | FP-PR02 | 15.3 | 14.9 | 47.8 | 15.8 | 20.4 | 114.1 |
| Marketing Technologies | FP-PR03 | 4.2 | 3.7 | 3.4 | 2.1 | 0.6 | 14.0 |
| LT Museum | FP-PR04 | 5.8 | 7.0 | 0.2 | | | 13.1 |
| Customer Services Integration Project | FP-PR05 | 0.9 | 4.4 | 3.1 | | | 8.5 |
| Ticketing Development | FP-PR06 | * | * | * | * | * | * |
| Total | | 41.6 | 35.6 | 58.1 | 21.5 | 24.7 | 181.4 |

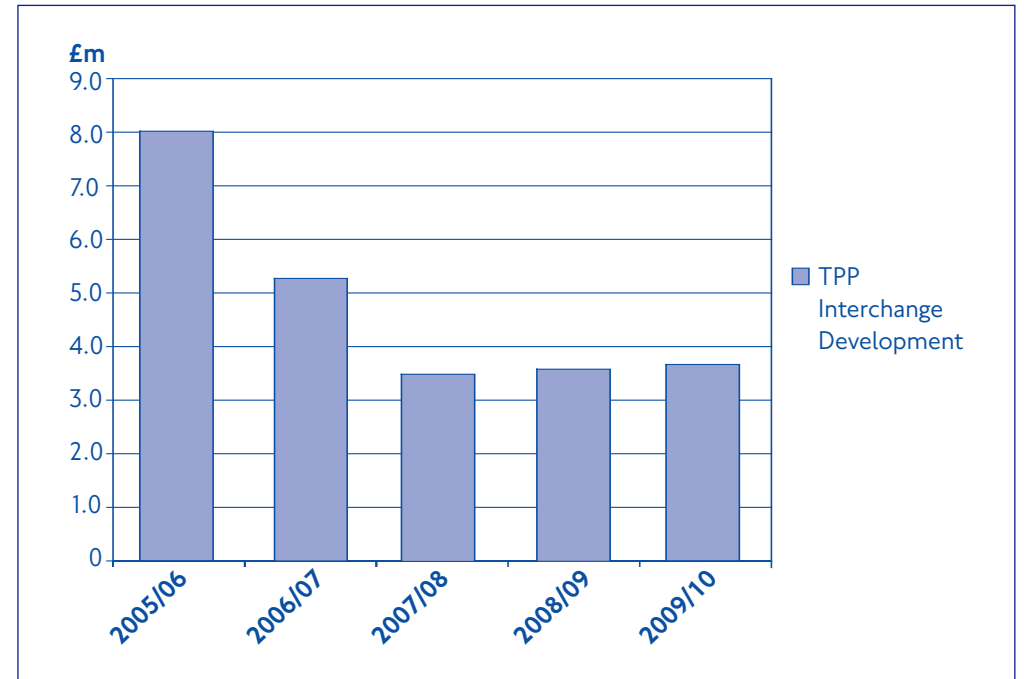
*These figures are not shown for reasons of commercial confidentiality.

F&P – Interchange Development Programme (FP-PR01)

The Interchange Programme is a key part of the Mayor’s transport strategy and aims to improve interchanges across London. The Interchange Programme coordinates interchange projects and collaborates with the TfL modes, Department for Transport, Network Rail, boroughs and private developers, ensures funding bids are coordinated, as well as having a strategic role to ensure that interchange improvements are delivered across the network.

The Interchange Programme delivers enhancements to interchanges in terms of improved capacity, accessibility, wayfinding and distances, security, environment and ambience, passenger information and facilities and to deliver improved journey times to users, to attract new users to the system and to improve the ambience of the network. The programme will deliver improvements to more than 25 strategic interchanges across the TfL network (2006/07-2009/10).

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|-----------------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| TPP Interchange Development | 8.0 | 5.2 | 3.5 | 3.6 | 3.7 | 24.0 |
| Total | 8.0 | 5.2 | 3.5 | 3.6 | 3.7 | 24.0 |



F&P – New Services/Extensions/Bridges (FP-PR02)

This programme includes new major infrastructure projects and light transit schemes. The programme aims to stimulate regeneration of the Thames Gateway Area through the delivery of East London Transit and Greenwich Waterfront Transit and the start of construction of the Thames Gateway Bridge. These projects are crucial for removing social exclusion by providing improved access to public transport, employment opportunities, education, health care and other social facilities.

The programme includes project development work to take schemes through planning to obtain statutory powers for potential implementation in future investment programmes.

The **Thames Gateway Bridge** will be a new bridge over the Thames with dedicated public transport lanes between Beckton in the borough of Newham and Thamesmead in the borough of Greenwich to stimulate the regeneration of the Thames Gateway area. After acquisition of powers in 2006, construction of the bridge is planned to start in 2009, for completion of the bridge by 2012.

Greenwich Waterfront Transit is a 16 kilometre bus transit scheme with high levels of segregation from general traffic providing a high quality, faster and more reliable bus service to encourage the use of public transport in a rapidly developing area.

Phase 1 of the project, a 6.7 kilometre bus-based rapid transit service from Abbey Wood to North Greenwich, is due to be completed by late 2009. Phase 2a links Charlton to the existing Millennium Transitway and Phase 3 extends GWT to Greenwich Town Centre and are planned to be operational in 2012 and 2016 respectively.

TfL is also planning potential future phases of the bus-based transit scheme East London Transit which has the potential to expand to the Thames Gateway Bridge. Once constructed the scheme will link Barking town centre to a 10,900 home development site at Barking Riverside and to the Thames Gateway Bridge.

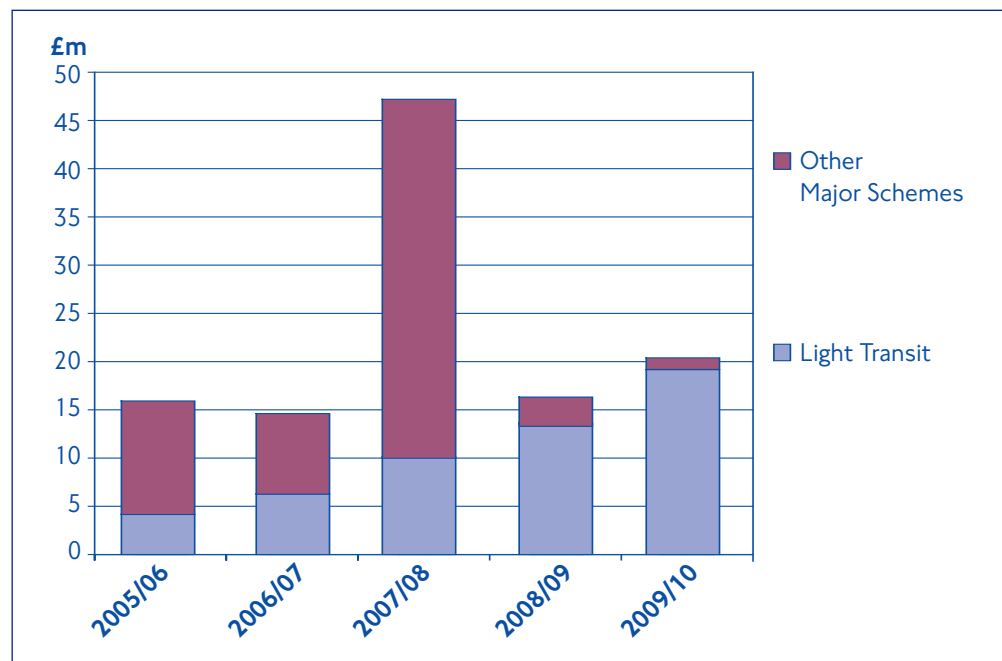
There are also a number of projects such as West London Tram, Cross River Tram and extensions to Croydon Tramlink that whilst not funded for construction during the Business Plan years, will still be taken through to statutory powers.

West London Tram is a 20 kilometre tram facility that links Shepherd's Bush to Uxbridge. The tram which is proposed for journeys along the Uxbridge Road corridor will have approximately 45 stops with trams travelling every 3 minutes at peak times. The service is projected to carry approximately 44 million passengers per annum.

Cross River Tram is a tram route running from Kings Cross and Camden via Euston and Waterloo, to Peckham and Brixton. The 16.2 kilometre route is planned to be almost entirely on street and will carry 65 million passengers a year.

Croydon Tramlink is an extension, from Crystal Palace to Beckenham Junction and Croydon as a partial conversion of the existing Network Rail line, which will increase the number of tramlink passengers by 4-5 million per annum.

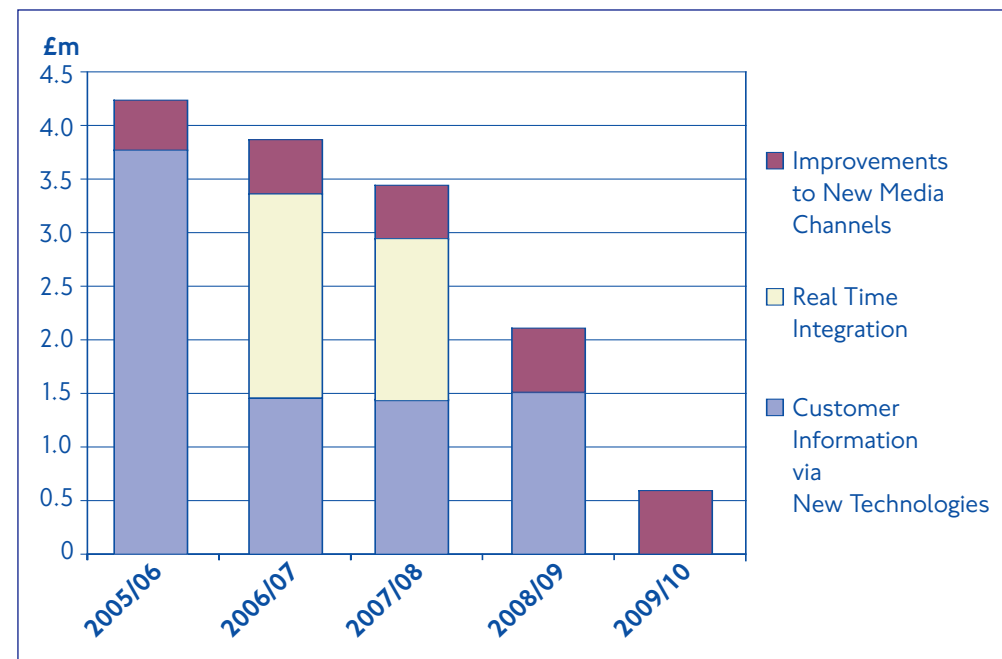
| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---------------------|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Light Transit | 3.5 | 6.3 | 10.0 | 13.3 | 18.9 | 52.0 |
| Other Major Schemes | 11.7 | 8.6 | 37.8 | 2.5 | 1.4 | 62.1 |
| Total | 15.3 | 14.9 | 47.8 | 15.8 | 20.4 | 114.1 |



F&P – Marketing Technologies (FP-PR03)

This programme involves providing and integrated information flow across the system for faster and more consistent delivery of information, improving the customer-facing internet, and creating a comprehensive journey planning service available on web, digital TV, mobile channels. These will allow for better journey choices resulting in a more efficient use of the system and integration of real time information across the modes for improved capture of information and delivery to TfL customers and staff.

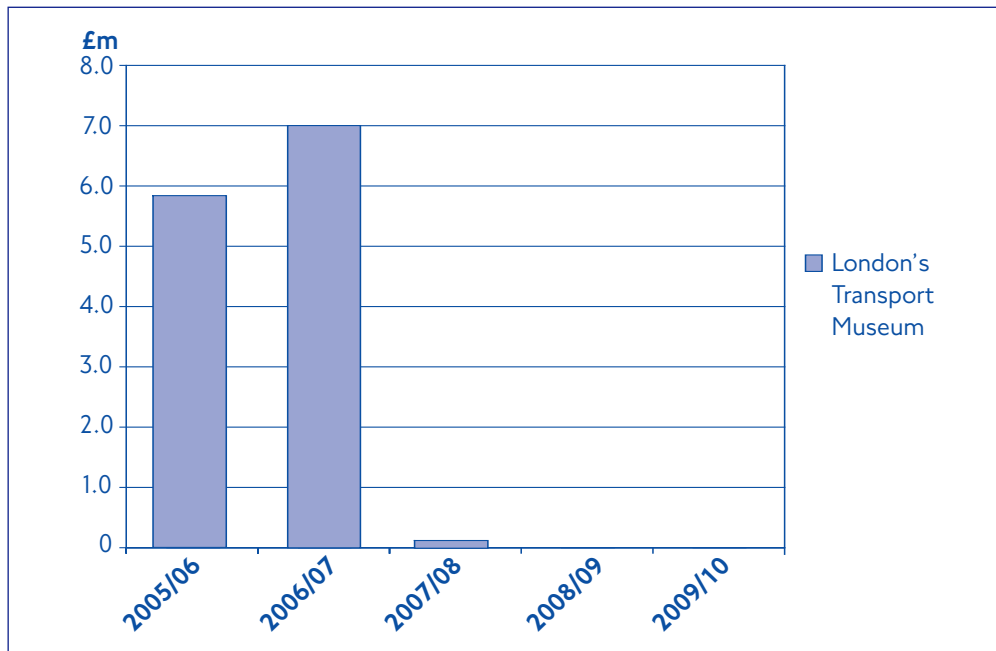
| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Customer Information via New Technologies | 3.7 | 1.4 | 1.4 | 1.5 | | 8.0 |
| Real Time Integration | | 1.8 | 1.5 | | | 3.3 |
| Improvements to New Media Channels | 0.5 | 0.5 | 0.5 | 0.6 | 0.6 | 2.8 |
| Total | 4.2 | 3.7 | 3.4 | 2.1 | 0.6 | 14.0 |



F&P – LT Museum (FP-PR04)

The investment programme includes funding for a renovation and redisplay of London's Transport Museum that will update the content of the Museum, enlarge the display area and add a new lecture theatre, educational suite, and improved facilities for corporate hire. The project will increase visitor numbers through improved physical and intellectual access, internal environment and capacity for events at the Museum. The project is being funded through a contribution from the Heritage Lottery Fund, TfL, and external sponsors. Construction began in 2005/06, and the new Museum is scheduled to open at the end of May 2007.

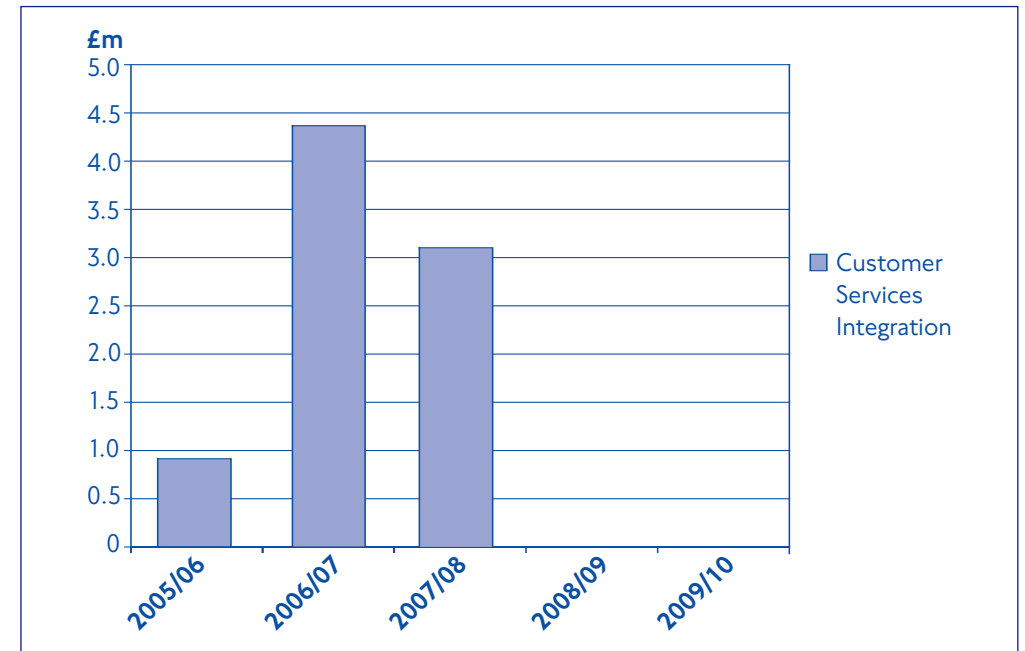
| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---------------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| London's Transport Museum | 5.8 | 7.0 | 0.2 | | | 13.1 |
| Total | 5.8 | 7.0 | 0.2 | 0.0 | 0.0 | 13.1 |



F&P – Customer Services Integration (FP-PR05)

This programme will involve investment in new telephony systems, software and hardware within the TfL customer services departments. The procurement will replace planned procurement with a co-ordinated TfL-wide solution. This will improve access to information for TfL customers, levels of customer service, and the customer perception of TfL as a single entity.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|-------------------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Customer Services Integration | 0.9 | 4.4 | 3.1 | | | 8.5 |
| Total | 0.9 | 4.4 | 3.1 | 0.0 | 0.0 | 8.5 |



F&P – Ticketing Development (FP-PR06)

This programme covers the investment in smartcard ticketing hardware on National Rail facilities across London, the development of new hardware devices that will allow more retailers to offer Oyster ticketing products to their customers, and the investments required to adapt the smartcard system to allow other retailers to accept Pre Pay as a means of payment (the 'e-money project'). The National Rail investment is the subject of protracted discussions and the timing of the necessary investments is presently unclear. The e-money project is conceived as an investment that will generate net revenues for TfL over its life, which will be re-invested in TfL core transportation infrastructure in future years.

**FINANCIAL INFORMATION IS NOT SHOWN FOR THESE PROJECTS
FOR REASONS OF COMMERCIAL CONFIDENTIALITY**

Boroughs

Introduction

The London Plan and the Mayor's Transport Strategy include a comprehensive range of measures to improve the Capital's transport. This includes improvements to assets owned by London boroughs. The boroughs control 95 per cent of London's roads and manage all London's town centres. All trips in London either start from, pass through or end in one or more boroughs. London's boroughs benefit from the direct investment in TfL assets in their areas as well as improvements to borough assets funded by TfL through Borough Spending Plans. The direct investments in TfL's assets that benefit boroughs include those in TfL's road network (the TLRN), as well as TfL-funded improvements on London Rail, London Underground and the bus network.

An effective partnership between Transport for London and the boroughs is therefore essential for the successful delivery of many transport investments.

The Borough Partnerships Group, in TfL's Group Communications Department, has a key role in defining and developing the relationships between TfL and the boroughs, including their sub-regional partnerships. Borough Partnerships provide the corporate focus for this relationship. This includes managing two key processes supporting local transport investment:

1. Local Implementation Plan (LIP) preparation – by which each borough produces its plan for implementing the Mayor's Transport Strategy locally, co-ordinating with TfL and its neighbouring boroughs.
2. Provision of funding to boroughs for transport schemes within the Borough Spending Plan (BSP).

Borough Partnerships also directly manages the budget for a number of BSP programmes, including town centre improvements, improving access to local stations, Safer Routes to School and travel demand management.

Through its 5-Year Investment Programme, TfL will take an integrated approach with boroughs to improving assets to benefit travellers throughout their journeys.

The Borough Spending Plan (BSP)

Borough Partnerships manages the BSP process, which funds a number of capital investments in borough assets. Responsibility for determining individual BSP projects lies with programme managers in Borough Partnerships and a number of parts of Surface Transport. TfL's overall allocation to the boroughs will contain a significant proportion of capital expenditure. (The precise allocation to individual boroughs and proportion of capital expenditure are determined as project approvals for each year are developed through the BSP process).

Capital investments funded through the BSP process cover a number of programmes to improve the quality, safety, reliability and accessibility of borough roads. They include: bus priority; bridge strengthening and capital renewal; signal installation; road safety schemes; walking and cycling schemes; bus stop accessibility; and area based schemes – a set of improvements to the public realm of interchanges, town centres and residential streets that enhance aspects of transport service provision. These improvements provide crucial environments and links for travellers' full door-to-door journeys.

Other Borough Spend

Borough Partnerships is also managing the Thames Road Bexley project, which consists of widening the A206 (Thames Road) in Bexley to a dual carriageway for 1.8 kilometre between Perry Street and University Way. The project is jointly funded with ODPM and the new road will open in 2007.

Summary of Business Unit Investment Expenditure

The Investment Programme expenditure included in the overall Borough Spend Programme amounts to £665.7 million over the plan years. This is allocated between the individual programmes as follows.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---|---------------------|--------------|--------------|--------------|--------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Borough – Area Based Schemes BR-PR01 | 16.4 | 17.3 | 17.0 | 17.4 | 17.9 | 86.0 |
| Borough – FRACA BR-PR02 | 2.0 | 1.2 | 1.4 | 1.5 | 1.5 | 7.6 |
| Borough – Safer Routes to School and Travel Awareness BR-PR03 | 3.5 | 5.5 | 6.8 | 7.8 | 8.0 | 31.6 |
| Borough – Other Capital Investments BR-PR04 | 1.5 | 3.1 | 2.1 | 0.9 | 0.2 | 7.8 |
| Borough – Bus Priority BR-PR05 | 13.9 | 20.3 | 18.9 | 19.4 | 19.9 | 92.5 |
| Borough – Road Renewals BR-PR06 | 11.0 | 37.5 | 33.2 | 26.2 | 25.2 | 133.0 |
| Borough – Traffic Management BR-PR07 | 6.2 | 7.2 | 7.7 | 8.2 | 8.5 | 37.8 |
| Borough – Road Safety BR-PR08 | 28.4 | 29.1 | 29.9 | 30.6 | 31.4 | 149.4 |
| Borough – Sustainability BR-PR09 | 20.0 | 21.1 | 24.2 | 26.9 | 27.6 | 119.8 |
| Total | 103.0 | 142.4 | 141.2 | 139.0 | 140.2 | 665.7 |

Borough programmes also include £99 million of revenue expenditure, which is shown in the following table:

| £m, cash prices | 2005/06 | 2006/07 | 2007/08 | 2008/09 | 2009/10 | Total |
|---------------------|------------|------------|------------|------------|------------|------------|
| Capital Expenditure | 103 | 142 | 141 | 139 | 140 | 666 |
| Revenue Expenditure | 47 | 14 | 13 | 13 | 13 | 99 |
| Total | 150 | 156 | 155 | 152 | 153 | 765 |

It should be further noted that:

- 1 These figures exclude borough-related figures that are part of TfL's plan to significantly enhance Travel Demand Management (TDM) across London.
- 2 The figures for 2005/06 show a decrease of £9 million on the figures in last year's business plan/investment programme. This accounts for the majority of the difference between the two plans. Allocations to schemes for 2005/06 currently total slightly more than the £159 million in last year's plans for 2005/06 and the forecast of £150 million in the plan may be exceeded if boroughs deliver their schemes.

Boroughs – Area Based Schemes (BR-PR01)

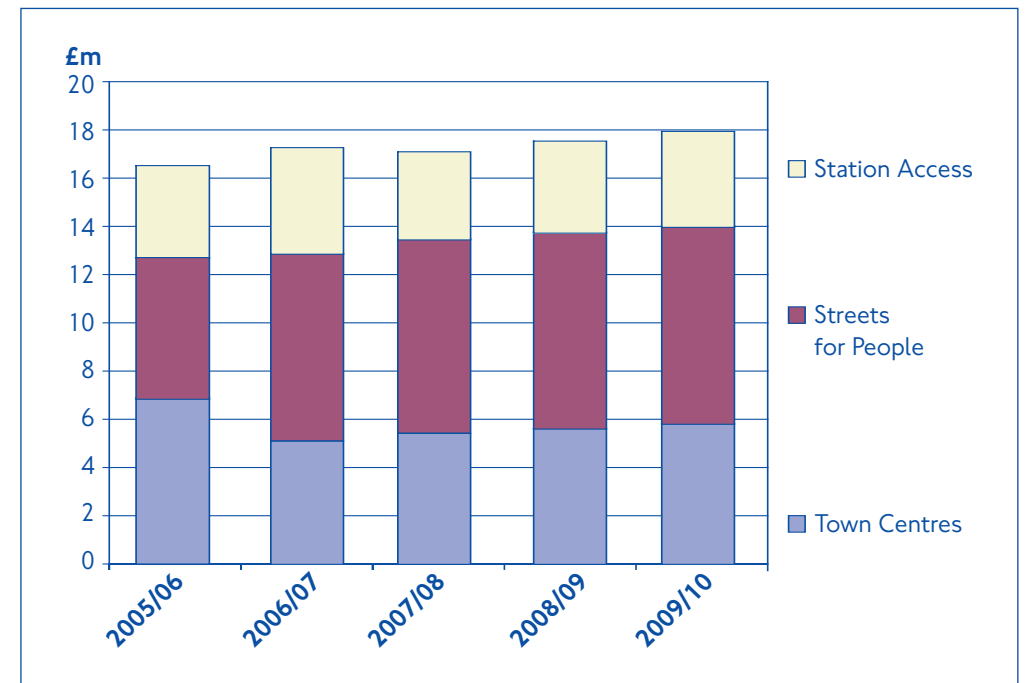
TfL’s Investment Programme includes Local Area Schemes, which represent three of the programmes within TfL’s Borough Spending Plan (BSP) funding to London Boroughs and their partnerships.

The programmes are:-

1. Town Centres, which aims to provide holistic, multi-modal improvements to local transport within town centres. The details of any particular scheme will be tailored to that location as local conditions vary widely. Examples include the provision of improved pedestrian facilities, better access for the mobility impaired and personal security measures such as improved lighting or CCTV installation.
2. Streets for People, which aims to provide holistic local area treatments in residential areas of London. A particular emphasis is being placed on areas of deprivation. The details of any particular scheme will be tailored to that location as local conditions vary widely. Examples include the provision of greater priority to pedestrians, cyclists, children and the mobility impaired in order to reduce the dominance of car traffic in residential areas. Personal security measures such as improved lighting or CCTV installation are also important components.
3. Station Access, which aims to enable boroughs to improve the access to and from public transport interchanges. Measures can be wide-ranging but examples include lift provision for the mobility impaired; better pedestrian, taxi and cycling facilities on the approaches to stations and security measures on footpaths.

Many of the area-based schemes are developed in conjunction with the Mayor’s Architecture & Urbanism Unit (AUU) and are relevant to the Mayoral 100 Public Spaces programme. TfL is seeking to encourage the boroughs to adopt the principles of the Gehl report, TfL’s Interchange Plan and the Safer Travel at Night initiative.

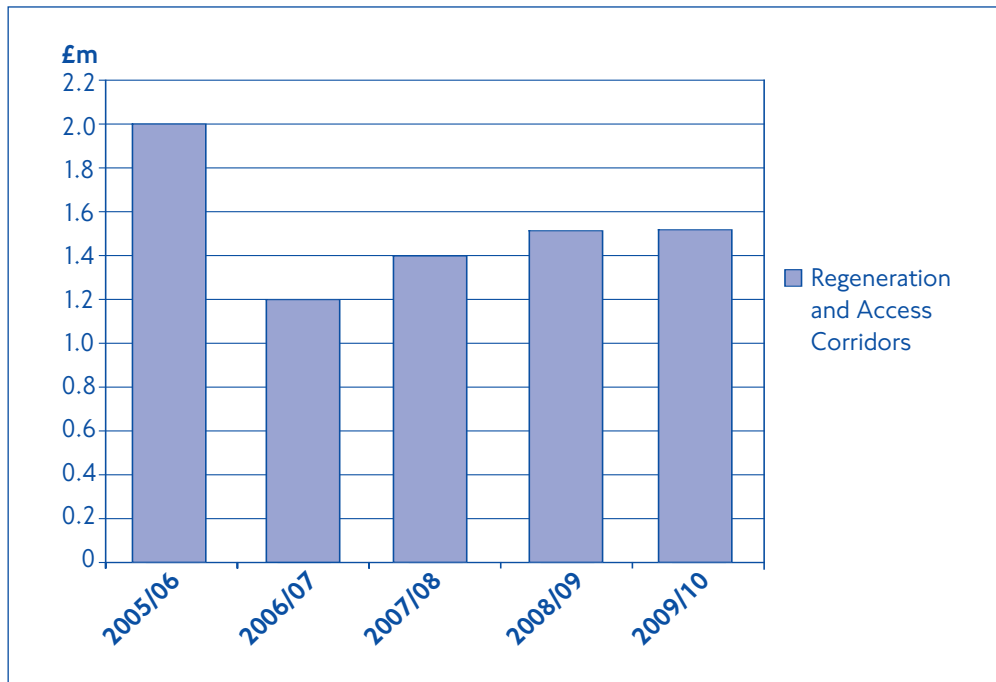
| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--------------------|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Town Centres | 6.9 | 5.1 | 5.5 | 5.6 | 5.7 | 28.9 |
| Streets for People | 5.9 | 7.6 | 7.8 | 8.1 | 8.3 | 37.6 |
| Station Access | 3.6 | 4.6 | 3.7 | 3.8 | 3.9 | 19.5 |
| Total | 16.4 | 17.3 | 17.0 | 17.4 | 17.9 | 86.0 |



Boroughs – FRACA (BR-PR02)

A number of small-scale projects of the London Boroughs are being supported under TfL's Investment Programme to make local improvements in the areas of freight, regeneration, local area accessibility, air quality, noise and environment.

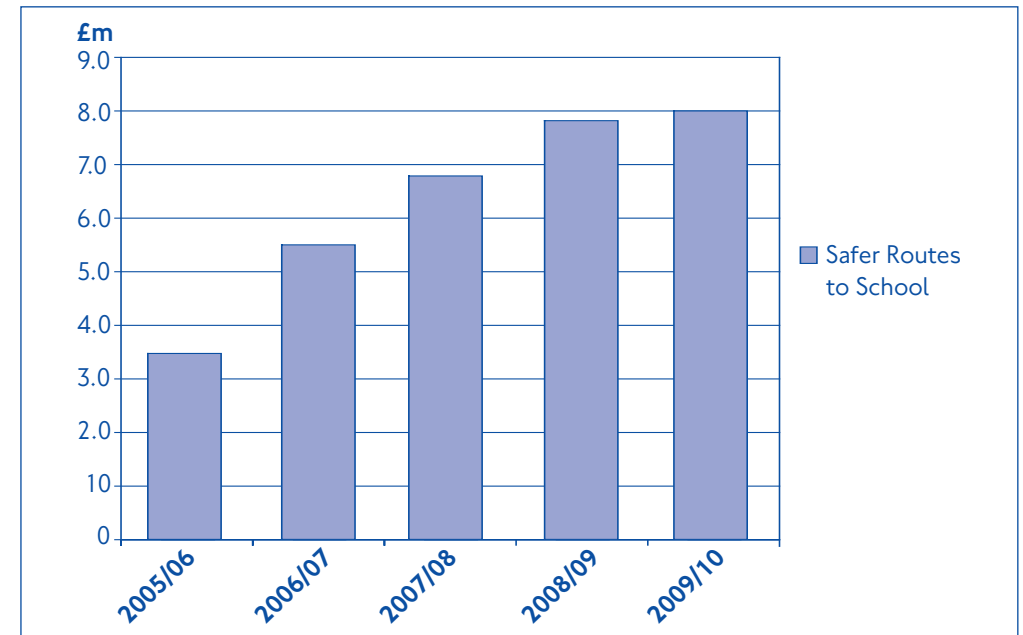
| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|-----------------------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Regeneration and Access Corridors | 2.0 | 1.2 | 1.4 | 1.5 | 1.5 | 7.6 |
| Total | 2.0 | 1.2 | 1.4 | 1.5 | 1.5 | 7.6 |



Boroughs – School Travel Plans (STP) and Travel Awareness (BR-PR03)

TfL's Investment Programme includes physical highway works to support the enhanced School Travel Plans, incorporating Safer Routes to School, and the Travel Awareness programmes of London Boroughs. The School Travel Plans aim to address the perception of road danger and other deterrents to walking, cycling or use of public transport to schools. Each School Transport Plan puts forward a package of measures to improve safety and reduce car use, backed by a partnership involving the school, borough education and transport officers, police and health authority.

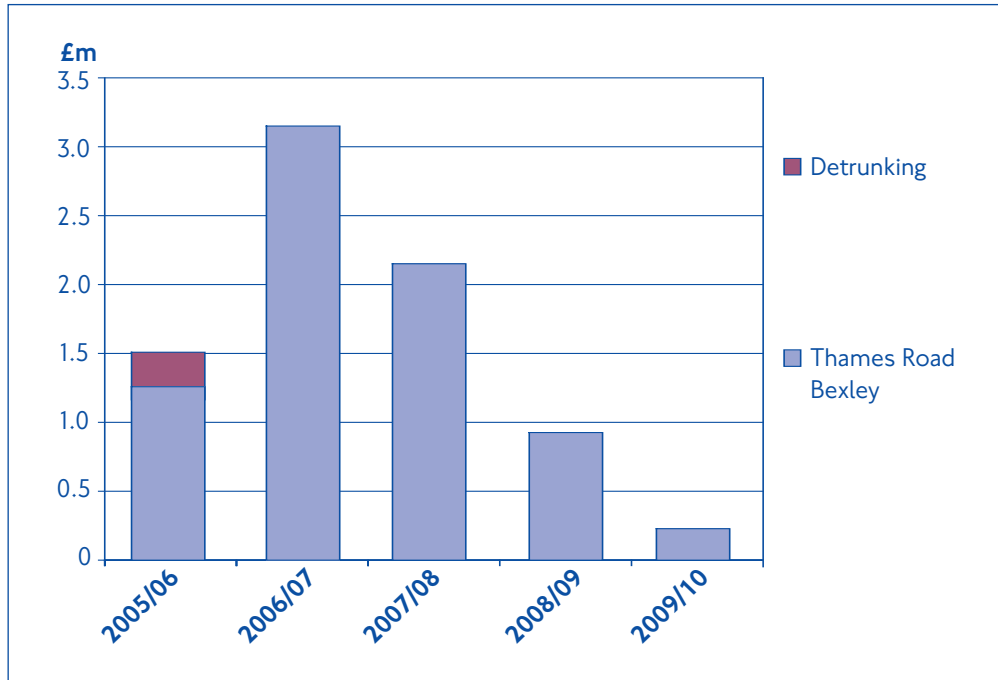
| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|------------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Safer Routes to School | 3.5 | 5.5 | 6.8 | 7.8 | 8.0 | 31.6 |
| Total | 3.5 | 5.5 | 6.8 | 7.8 | 8.0 | 31.6 |



Boroughs – Other Borough Capital Investments (BR-PR04)

TfL will be providing part funding towards the London Borough of Bexley's A206 Thames Road improvement scheme, a 1.8 kilometre upgrade of a strategic route from single to dual carriageway, due to be completed in 2007. This part of the Investment Programme also includes physical work de-trunking some specific roads related to A13 improvements in East London.

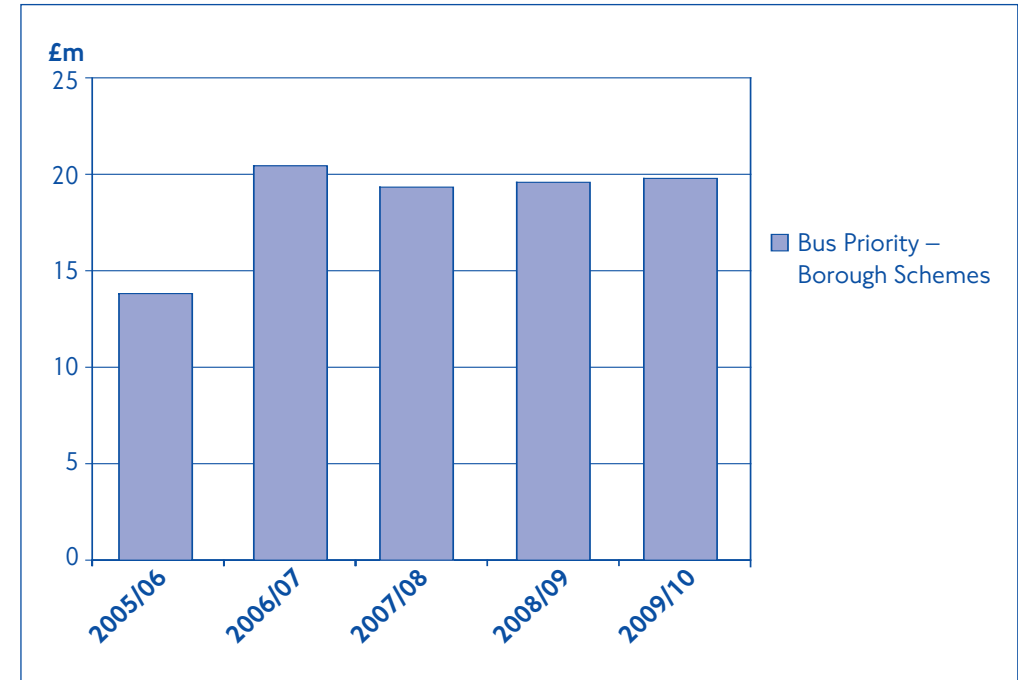
| £m | Forecast 2005/06 | Plan | | | | Total 05/06– 09/10 |
|--------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Thames Road Bexley | 1.2 | 3.1 | 2.1 | 0.9 | 0.2 | 7.5 |
| Detrunking | 0.3 | | | | | 0.3 |
| Total | 1.5 | 3.1 | 2.1 | 0.9 | 0.2 | 7.8 |



Boroughs – Bus Priority (BR-PR05)

Bus priority measures on borough roads have protected bus services from increases in traffic congestion and made bus journeys more reliable. Without bus priority, bus passengers would experience longer journey times, a less reliable and attractive service and operating costs would increase. A less attractive bus service would also jeopardise achievement of environmental and equality & inclusion objectives.

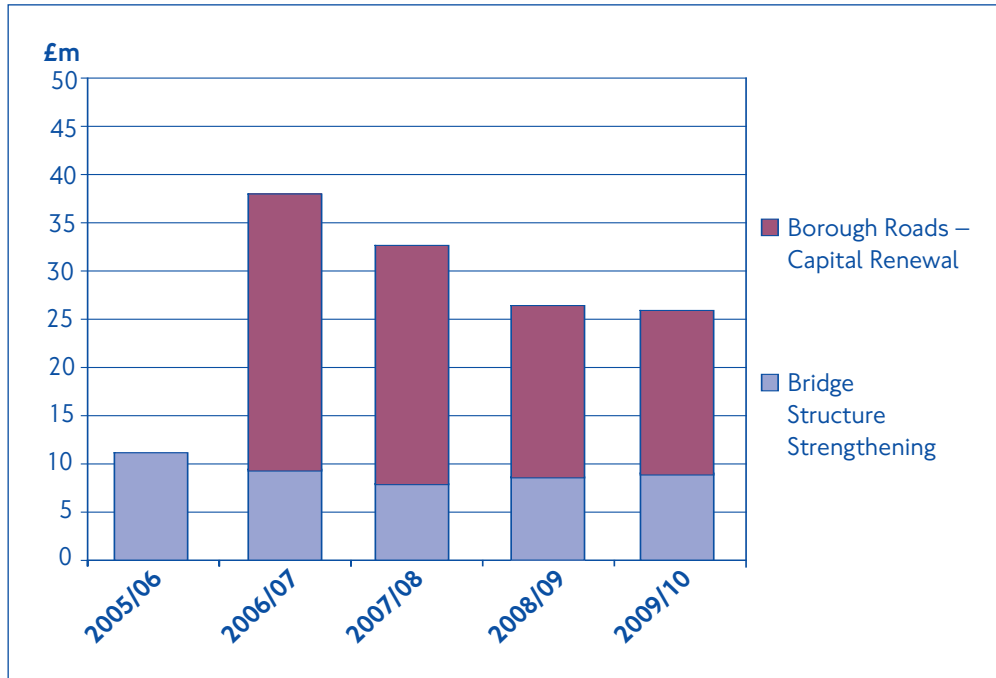
| £m | Forecast 2005/06 | Plan | | | | Total 05/06– 09/10 |
|--------------------------------|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Bus Priority – Borough Schemes | 13.9 | 20.3 | 18.9 | 19.4 | 19.9 | 92.5 |
| Total | 13.9 | 20.3 | 18.9 | 19.4 | 19.9 | 92.5 |



Boroughs – Road Renewals (BR-PR06)

Through its Investment Programme, TfL is planning to invest substantial resources in London's Borough Principal Road Network (BPRN) comprised of 1270 kilometre of strategic roads managed by the boroughs. In addition, the borough structure strengthening programme will raise the loading capacity of structures to the new EC standard of 44 tonnes. 268 bridges will be strengthened and 93 kilometre of the BPRN will be resurfaced/reconstructed.

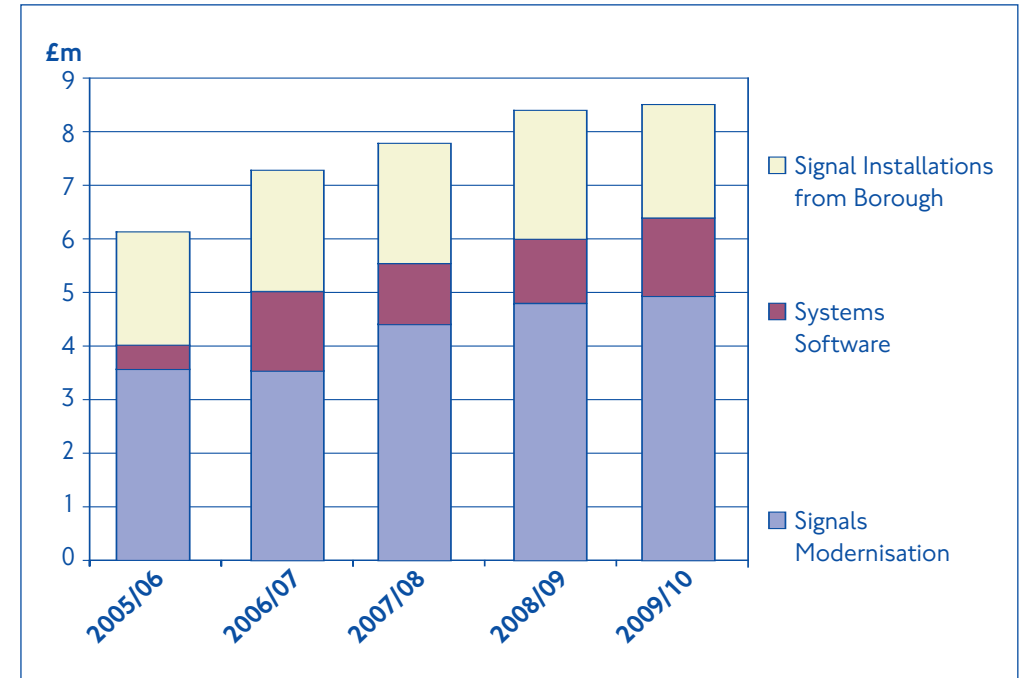
| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|---------------------------------|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Bridge Structure Strengthening | 11.0 | 9.8 | 7.7 | 7.9 | 8.1 | 44.4 |
| Borough Roads – Capital Renewal | | 27.7 | 25.5 | 18.3 | 17.1 | 88.6 |
| Total | 11.0 | 37.5 | 33.2 | 26.2 | 25.2 | 133.0 |



Boroughs – Traffic Management (BR-PR07)

TfL's Investment Programme includes support for borough traffic signal schemes. These will include the provision of pedestrian phases at traffic signals and facilities for disabled people. This programme aims to bring about an improvement in the facilities available to road users at traffic signal installations on borough roads.

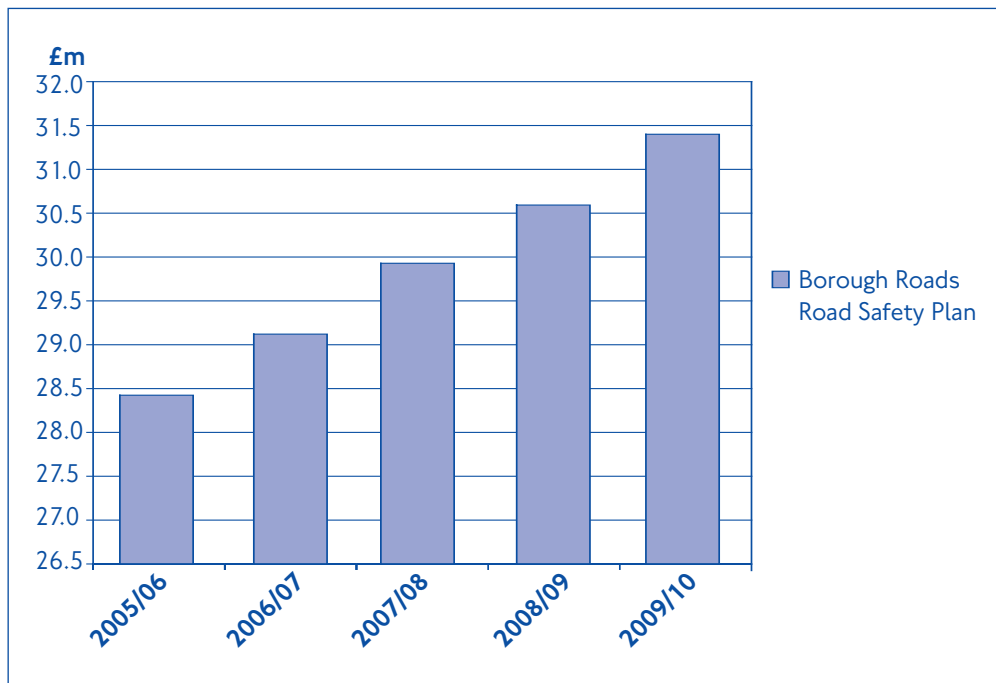
| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|-----------------------------------|---------------------|------------|------------|------------|------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Signals Modernisation | 3.5 | 3.5 | 4.2 | 4.7 | 4.9 | 20.9 |
| Systems Software | 0.5 | 1.5 | 1.3 | 1.3 | 1.3 | 5.9 |
| Signal Installations from Borough | 2.1 | 2.2 | 2.2 | 2.3 | 2.3 | 11.0 |
| Total | 6.1 | 7.2 | 7.7 | 8.2 | 8.5 | 37.8 |



Boroughs – Road Safety (BR-PR08)

The road safety programme seeks to meet Government and Mayoral Road Safety targets by implementing safety schemes on borough roads. This will lead to a reduction in the numbers killed and seriously injured, within specific road casualty groups.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|--------------------------------|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Borough Roads Road Safety Plan | 28.4 | 29.1 | 29.9 | 30.6 | 31.4 | 149.4 |
| Total | 28.4 | 29.1 | 29.9 | 30.6 | 31.4 | 149.4 |



Boroughs – Sustainability (BR-PR09)

In London, nearly half of journeys made are under one mile in length, and there is the potential for more to be made by walking, cycling or by public transport, in preference to the car. On borough roads, the Investment Programme includes programmes to encourage increased walking and cycling. These include:

- New and upgraded pedestrian crossings
- Removal of footbridges and closures of subways and replacement with surface level facilities
- Provision of new or improved facilities at signalled junctions and footway upgrading in busy high streets
- Opening up and upgrading railway arches for use by pedestrians, contribution towards new sections of riverside and canal paths and upgrading existing strategic routes
- New footbridges across railways and upgrades of existing facilities
- Pedestrian signing, security improvements, refuges, pavement widening at crossings, and removal of clutter
- Upgrades to London Cycle Network Plus links and Green Corridors
- Cycle safety/priority measures at key junctions
- Local access and parking upgrades at stations and interchanges, town centres and housing estates; and
- 'Bike Stations' at major rail interchanges
- There is also a programme of bus access improvements, where kerb layouts are changed to allow buses to pull straight onto a bus stop, enabling wheelchair ramps to lower straight onto the kerb.

| £m | Forecast 2005/06 | Plan | | | | Total 05/06- 09/10 |
|-------------------------------|---------------------|-------------|-------------|-------------|-------------|--------------------------|
| | | 2006/07 | 2007/08 | 2008/09 | 2009/10 | |
| Borough Roads Walking Schemes | 4.7 | 5.0 | 5.1 | 5.3 | 5.4 | 25.5 |
| Borough Roads Cycling – LCN | 9.3 | 10.0 | 12.6 | 14.7 | 15.1 | 61.8 |
| Borough Roads Cycling – TfL | 3.0 | 2.8 | 2.8 | 3.2 | 3.3 | 15.2 |
| Borough Bus Route Access | 3.0 | 3.3 | 3.6 | 3.7 | 3.8 | 17.3 |
| Total | 20.0 | 21.1 | 24.2 | 26.9 | 27.6 | 119.8 |

