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# Parallel 5

## Every Journey Matters...the Transport for London (TfL) Benefits Journey

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BUILDING

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# Benefits Management in TfL

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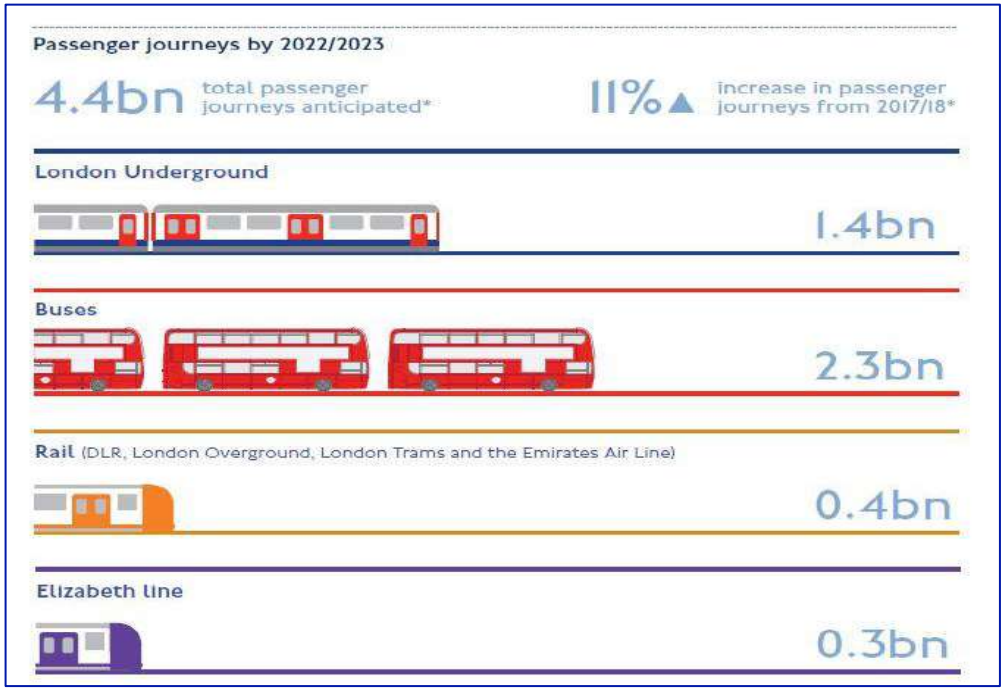
# Who are we?

- Transport for London (TfL) is the integrated transport authority responsible for delivering the Mayor's strategy and commitments on transport.
- We run the day-to-day operation of the Capital's public transport network and manage London's main roads.
- Every day more than 31 million journeys are made across our network. We do all we can to keep London moving, working and growing and to make life better
- 80% of all journeys will be made on foot, by cycle or using public transport by 2041.

# Interesting facts




## Interesting Facts

- The proportion of the underground network in tunnels is actually only 45%
- There are 8,600 buses, operating on 700 routes, serving 19,000 bus stops
- London's buses carry around 6.5m passengers a day – that's more than the whole population of Scotland
- The DLR currently has 45 stations and 149 vehicles, but it originally opened with just 15 stations and 11 vehicles
- Baker Street underground station has the most platforms at 10
- The shortest escalator is at Stratford 4.1 metres

# Public spending can be emotive...what does £1bn buy the UK?

Extending the Northern Line to Battersea will help regenerate the Vauxhall, Nine Elms and Battersea area, supporting 25,000 new jobs and more than 20,000 new homes. Two new stations to be built at Nine Elms and Battersea Power Station are targeted for completion in 2020.

NHS

Run the National Health Service for 3 days

16600 New social homes

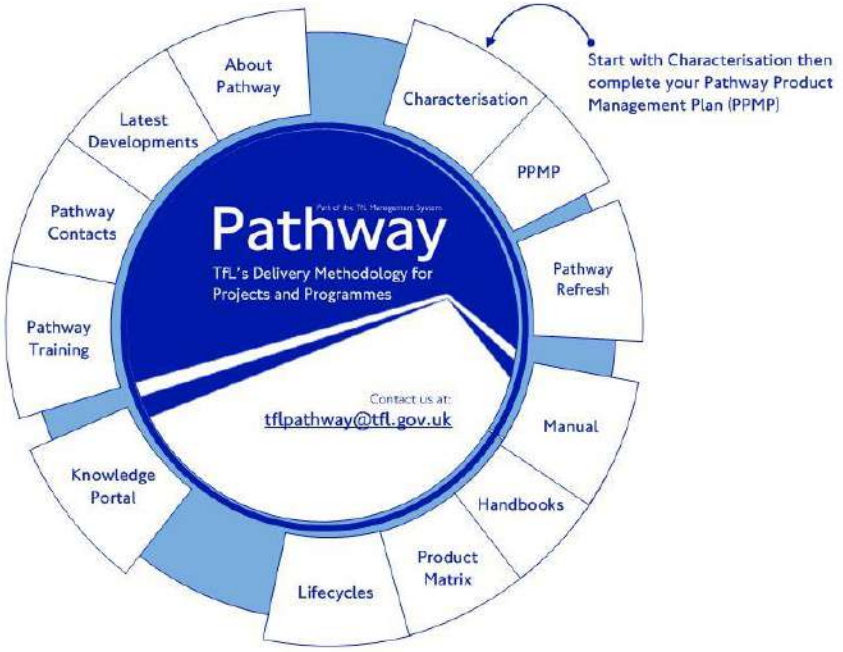
147,000 state pensions

40 new Secondary schools

# Example TfL projects

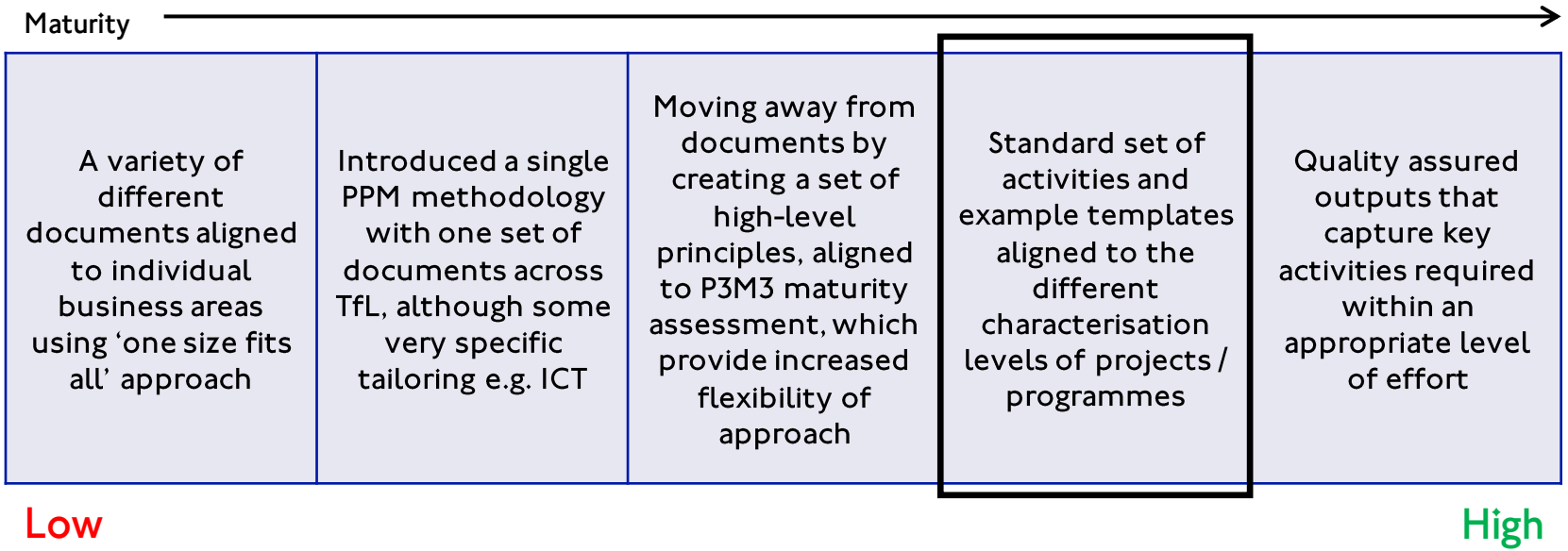
The Bunhill project in Islington captures waste heat from London Underground tunnels to help warm home and cut energy bills

# Pathway

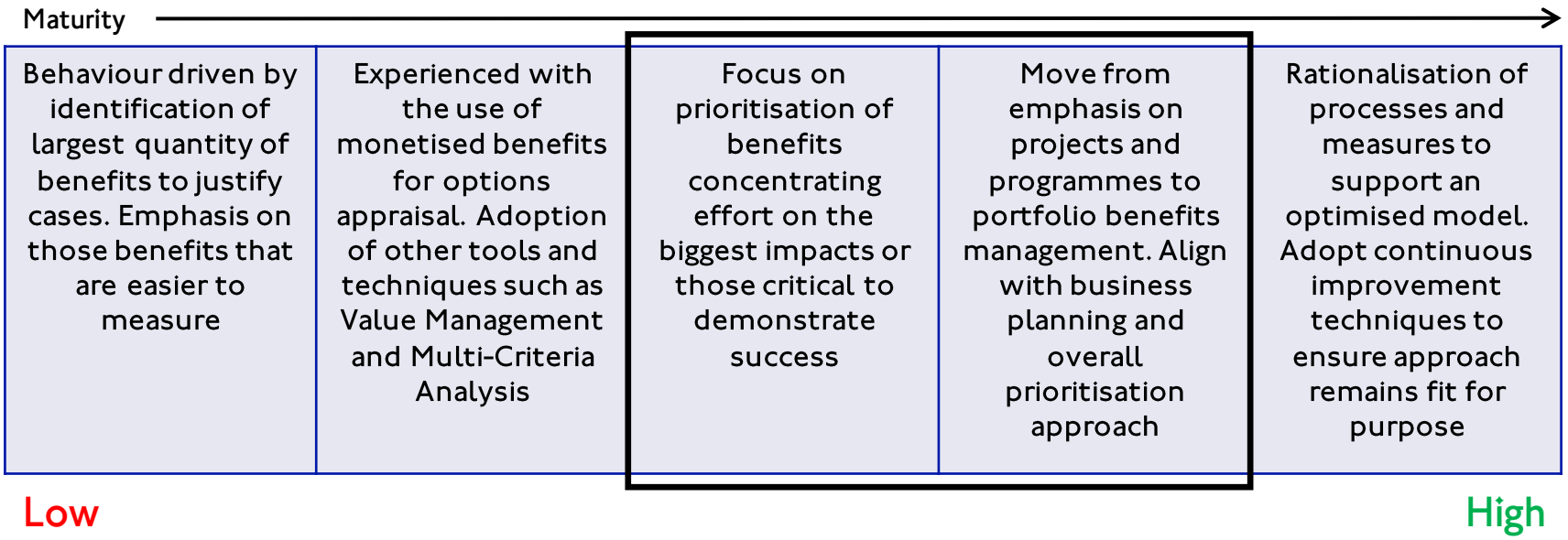



- Pathway is a consistent 'product' based framework designed to support the assured delivery of the TfL Investment Programme;
- Pathway is aligned with industry best practice but requires ongoing refinement, in particular to meet TfL's new financial realities and the continued drive to improve our maturity as a delivery organisation;
- Pathway is part of the TfL Management System and its use is mandatory for all projects and programmes at TfL through the entirety of the lifecycle.

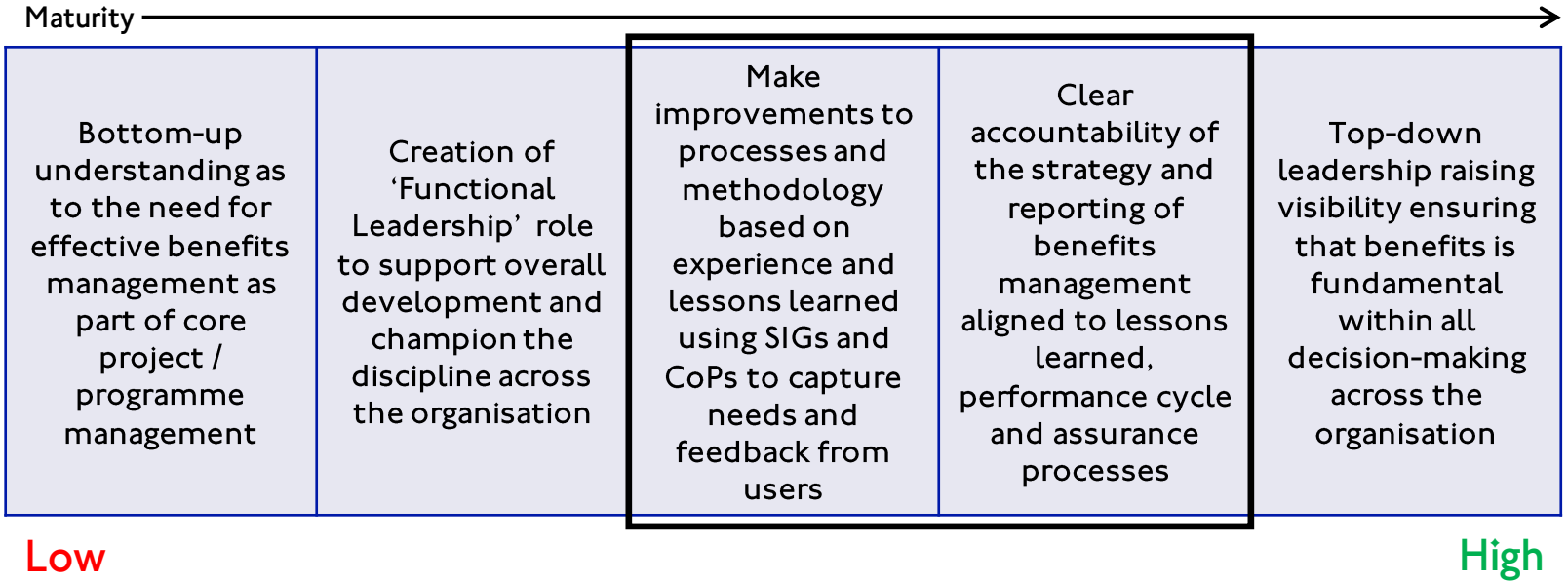
# Benefits documentation maturity



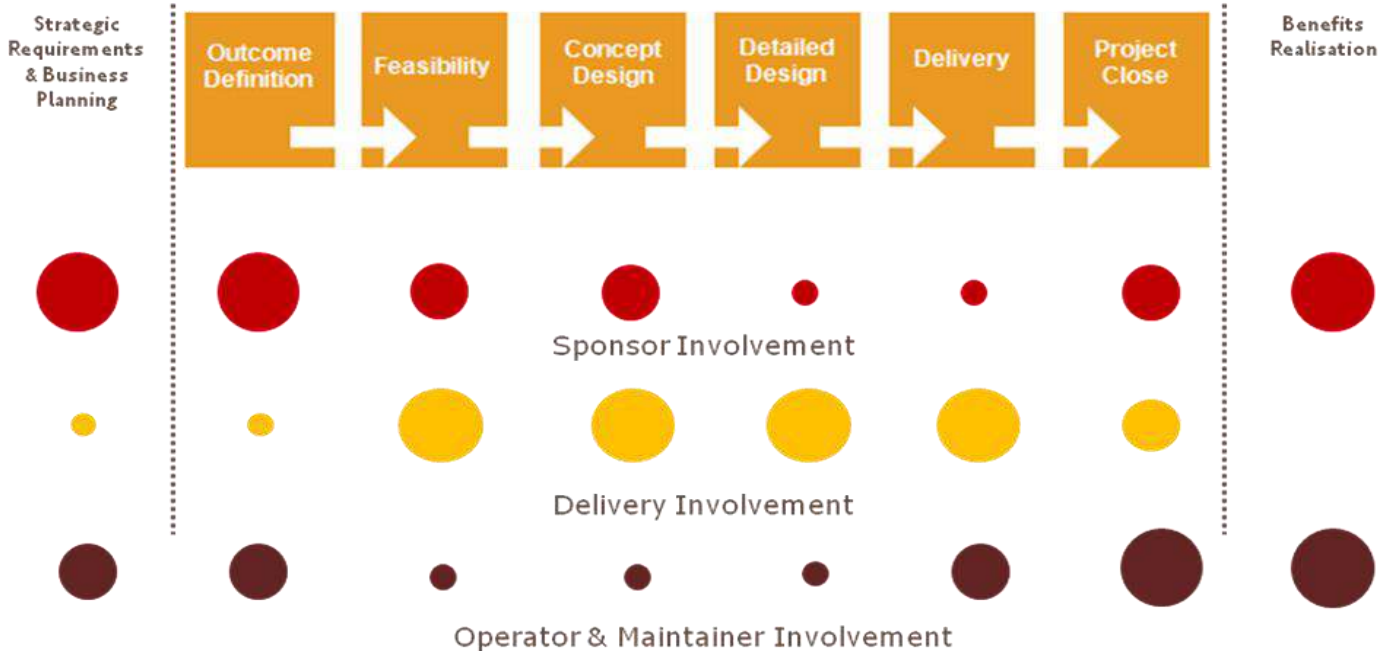
# Benefits methodology / process maturity



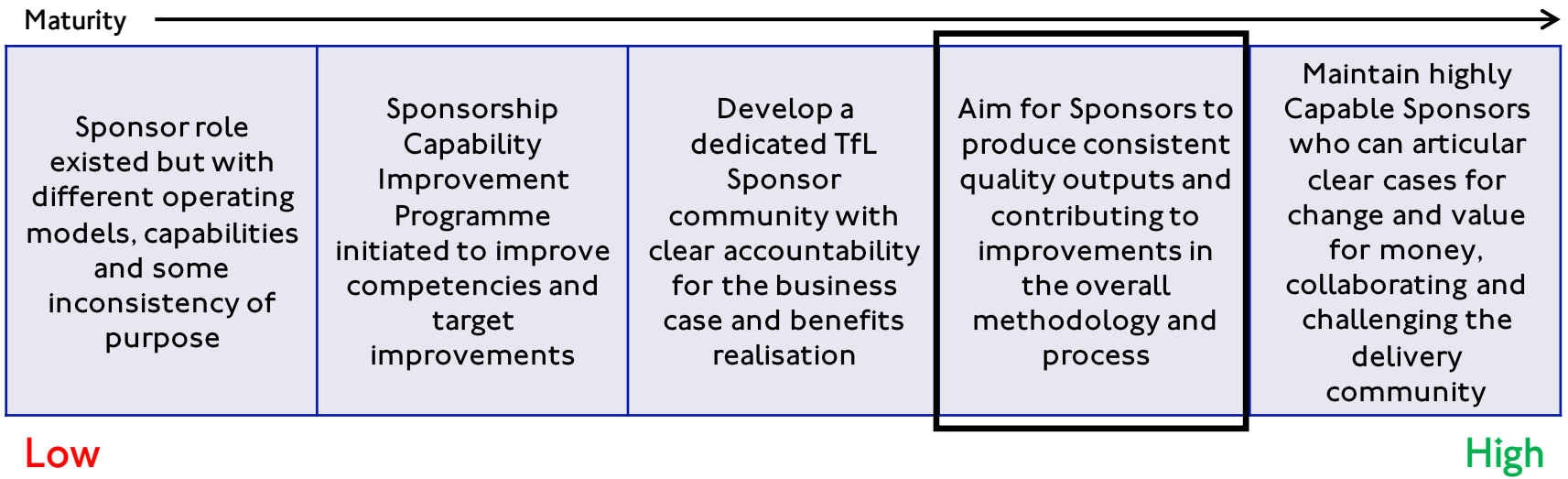
# Benefits leadership maturity



# Project Lifecycle



# Benefits roles and responsibilities maturity



# Typical benefits / dis-benefits

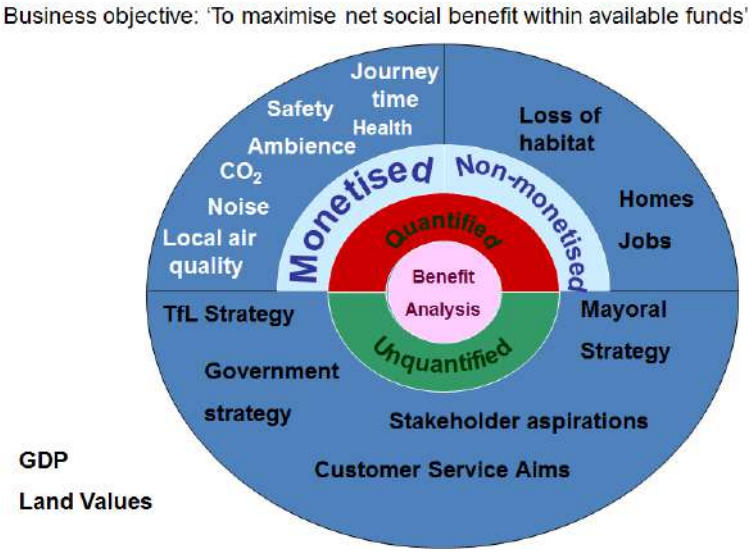
Monetised social benefits include:

- Changes in time for all components of passengers journeys:
  - Travelling time
  - Waiting time
  - Access times
  - Interchange times

"ambience" benefits/dis-benefits

- Appearance
- Ride
- Noise
- Perceived security

- Pollution – greenhouse gases CO2, and local air quality NoX and PM10
- Health benefits from physical activity
- Accessibility benefits/dis-benefits for people whose mobility is impaired
- Safety – killed and seriously injured (KSI) statistics, safety for workforce…



# Balancing benefits for the organisation

# Evolution - Buses

AEC Routemaster
1956-2005

Bendy bus 2001-2011

New Routemaster 2012-

Hybrid

Electric

Hydrogen

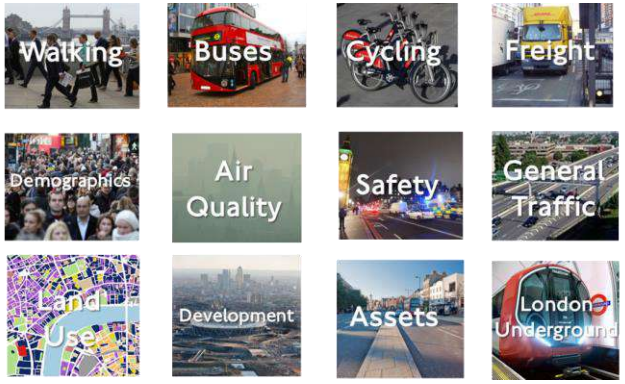
# Balancing benefits for customers

# Changing customer expectations

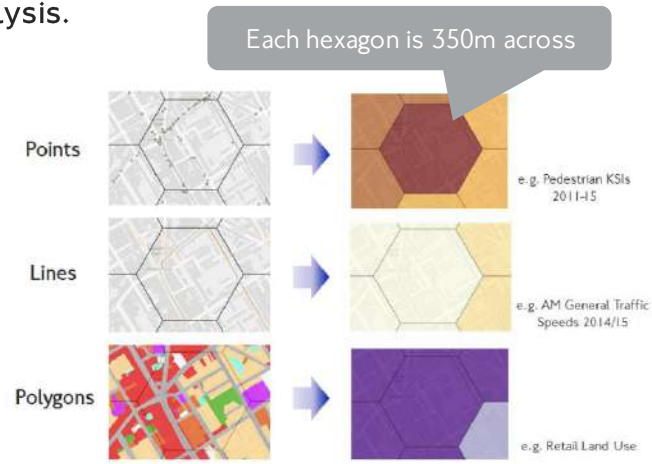
Air conditioning (ambience)

- Walkthrough (security)
- Modern design
- Greater capacity
- Better facilities e.g. passenger information

# The future of benefits is here now – GIS, merging spatial and transport planning data



Legible, simple, accessible analysis across to a diverse range of overlapping spatial data sets at the neighbourhood level for quick and simple area prioritisation, area appraisal and spatial policy analysis.



# Key challenges to effective benefits management

| Challenge | TfL Approach |
|---|---|
| 1. Focus on delivery rather than benefits realisation | Let project managers focus on delivery and Sponsors focus on benefits and the business case. Make sure benefits is a fundamental part of portfolio and strategic management |
| 2. Can consumer considerable time and resources | Right size project/programme methodology using characterisation and minimum requirements / principles. Re-use content and control development of measures and benefits |
| 3. Lots of appetite at the beginning (appraisal) but interest declines over time especially considering long term realisation of benefits e.g. 60 year assets or 10 year development plans | Align benefits management to asset management. Continued engagement with operations and maintenance throughout lifecycle. Use operational users as sponsors |
| 4. More difficult to measure social benefits than financial cashable savings | Use other approaches to support cost benefit such as multi-criteria analysis or value management. Look for expertise and guidance for measuring wider social impact |
| 5. Various roles, responsibilities, ownership and ultimate accountability | Ensure methodology has clear guidance on accountabilities and try to drive consistency of roles. Develop clear case for change |