

Attachment - Financial Plan to Plan Movement Table

There are a number of points to note when comparing the March 2016 Budget & Business Plan to the December 2016 Business Plan:

- The five year Business Plan in March was completed on a top-down basis in a very short time period.
- Very broad assumptions were used to split projects between renewals and new capital investment.
- Naturally, new Mayoral priorities have been set out since March 2016.
- More work has been carried out on the categorisation of capital investment as either renewals or new capital investment in line with accounting standards.
- Payment schedules have been reassessed and in many instances payment has been reprofiled without any impact on delivery.
- Detailed analysis of programmes and projects costs has revealed opportunities to reduce their costs through value engineering.
- The delivery schedules of some programmes and projects have been reassessed and/or reprioritised following detailed review.

	March 2016 Business Plan 4 Years (£m)				December 2016 Business Plan 5 Years (£m)					Notes
	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21	2021/22	
Modernisation of Circle, District, Hammersmith and City and Metropolitan lines	390	307	204	249	392	322	201	222	251	No material change to cost or schedule.
Deep Tube Upgrade Programme	133	210	257	523	88	108	151	367	523	Revised estimate of costs, value-engineering, reassessed train financing and costs. Overall programme delivered by 2034. Piccadilly line will be first (completed 2026/27), then Bakerloo line aligned to Bakerloo Line Extension to minimise disruption and increase efficiency of programme (2028/29), Central line (2033/34). Benefits will be felt before completion dates. Waterloo & City completion date is under review.
Jubilee and Northern line capacity enhancement	120	213	193	145	75	128	97	168	205	Revised estimate of costs and value-engineering. Jubilee Line Upgrade 2 completion 2020/21, Northern Line Upgrade 2 completion 2023/24.
Northern Line Extension	225	222	135	178	191	201	137	69	14	Estimated Final Cost now in line with original cost at £1bn - no change to delivery schedule (completion 2020/21)
Major Station Upgrades (incl. Victoria, Tottenham Court Road, Bond St, Bank)	228	144	165	118	189	106	72	98	5	Complete reassessment of costs and value engineering on these upgrades including some minor scope changes - no change to delivery schedule
London Underground fleet and signalling renewals	120	126	104	109	62	82	73	83	112	Complete reassessment of costs and value engineering on these renewals - no material change to delivery
London Underground Station Step Free Access	(3)	7	14	63	4	20	40	60	70	Increase in scope of Step-free Access - delivery schedule accelerated
Energy/Carbon Reduction schemes	5	7	3	1	1	4	2	7	(0)	No material change to programme
Final elements of JLU1 and NLU1 capacity upgrades	(1)	5	6	5	1	(5)	(1)	(0)	4	Improved understanding of final project costs - unspecific allowance for cost overruns removed
Future Major Stations (inc. Camden Town and Holborn)	42	38	84	112	31	11	28	64	101	Work due to start towards end of plan period and aligned with relevant line upgrades. Camden Town completion 2023/24, Holborn also in mid-2020s. Other unspecified expenditure removed.
Victoria Line Capacity	13	5	-	-	2	-	-	-	-	Improved understanding of final project costs - unspecific allowance for cost overruns removed -no change to delivery schedule
Other Capital Renewals	309	299	248	253	171	156	236	203	236	Complete reassessment of the costs and value-engineering of the renewals programme - no change to schedule of capital renewals
Contingency & Overprogramming	(474)	(355)	(274)	(321)	(149)	(70)	(39)	(52)	1	In depth review of the entire capital programme means that allowance for overprogramming has been reduced.
Total London Underground	1,106	1,228	1,139	1,434	1,059	1,064	998	1,289	1,522	

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	2017/18	2018/19	2019/20	2020/21	2017/18	2018/19	2019/20	2020/21	2021/22	
Commercial Development	241	179	163	65	85	114	80	85	58	Property Development is affected by a wide range of factors including the economy and market conditions, business strategy, planning policy and permission, and viability as a result of more detailed feasibility studies. We have carried out a detailed review of our portfolio and now have pipeline of developments which has resulted in a different portfolio profile across the Business Plan.
Planning Projects	2	37	20	21	8	34	89	82	133	Includes unallocated Growth Fund (£200m), which could contribute, alongside third party funding contributions, towards projects such as Sutton Tram and Old Oak Common; Elephant & Castle ticket hall, Crossrail Woolwich station, Bakerloo Line Extension development, feasibility work for DLR extension to Thamesmead and London Overground to Barking Riverside and Abbey Wood.
River Crossing	-	15	17	62	5	5	20	45	25	£94 million was allocated to the development of new crossings, including Gallions Reach and Belvedere in the March 2016 Business Plan. New plan allows for the delivery of a new pedestrian and cycling crossing between Rotherhithe and Canary Wharf (£100 million).
Customer Experience	34	16	12	13	33	17	20	14	8	Programme reassessed and re-costed - some additional cost identified
Information Management	21	39	30	24	20	31	32	26	26	Cost reductions identified for next two years, spend beyond that under review
Other Corporate (incl. Third party)	95	36	34	241	17	(1)	(15)	10	8	Transferred to Planning Projects. Negative figures represent overprogramming provision
Total Planning and Commercial	392	322	276	426	168	200	227	261	258	
Healthy Streets (including Air Quality)	274	200	215	237	183	204	355	354	231	Brings together all streets funding into the Healthy Streets programme to make sure it is invested in a coordinated way that prioritises people rather than vehicles. This is capital only, a large proportion of this budget, as announced, is operating expenditure. Healthy Streets is a cohesive strategy with a dedicated total budget of £2.5bn. To allow for comparison with the March 2016 plan, we have allocated available budgets that could have been used for Healthy Streets programmes, had this been a priority for the previous Mayor.
DLR enhancements	47	70	60	57	37	51	82	78	54	Some changes to cost estimates and expenditure phasing.
Crossrail (Trains and enabling work)	358	322	110	69	348	350	114	69	-	Updated analysis of costs and phasing - no change to delivery schedule
Surface - Public Transport infrastructure	52	-	-	-	26	17	13	7	3	Previous Mayor brought forward £30m of 2017/18 planned expenditure to 2016/17 for New Routemasters. Remainder reflects agreed timeline for Woolwich Ferry replacements.
Overground enhancements	37	7	12	7	41	2	6	0	5	Project costs have been more accurately phased with no significant change to delivery schedule. The majority of the spend is in 2017/18, reflecting completion of projects such as station improvements and the electrification of Gospel Oak to Barking.
Barking Riverside extension	(4)	28	25	19	7	29	28	18	-	No change to delivery schedule. New plan reflects revised cost estimates, value engineering and better understanding of project timings after further initial work
Silvertown crossing	13	15	16	9	17	6	42	14	12	No change to delivery schedule. New plan reflects better understanding of project cost and phasing of expenditure after further initial work
Rail Devolution	-	-	-	-	-	10	10	-	-	New item - For preparatory work in line with the October 2016 Business Case
Tram enhancements	8	5	1	-	4	2	3	2	0	The delivery schedule has moved from 2020/21 to 2021/22 for the Dingwall Loop project while TfL wait for the Westfield planning application to be approved. The new plan also reflects a better understanding of project cost and phasing of expenditure after further initial work. The financials may change in response to recommendations from the investigations into the tragic Croydon derailment in November 2016, TfL is committed to implementing all recommendations.
Other Capital Renewals	172	159	204	257	123	138	145	199	189	No significant change to delivery schedule. Reflects a complete reassessment of the costs of the renewals programme and revised planned levels of capital renewals based on the optimal balance of whole life costs and user benefits.
Contingency, Overprogramming & Other	(136)	(36)	(52)	(123)	(44)	(2)	(37)	10	28	In depth review of the entire capital programme means that allowance for overprogramming has been reduced.
Surface - Total	821	770	591	533	741	806	762	751	521	
Centrally-held (P50-P80) Risk					14	12	25	50	72	P50-80 risk now held centrally
Total per Business Plan	2,319	2,319	2,006	2,393	1,982	2,082	2,012	2,351	2,372	