

Appendix 2: Technology and Data Programme summaries

| Programme | Summary |
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| Programme 1 – Technology Service Operations | Technology Service Operations is responsible for the day-to-day provision of IT systems and services that enable TfL to deliver its required business services cost effectively: Service Performance, Customer Experience, People, Compliance, Efficiencies and Lifecycle Management. Projects in this programme include procurements to maintain our IT services, developing our IT service management systems, changes in IT service-sourcing solutions, and implementing licence compliance solutions and tactical IT infrastructure changes. |
| Programme 2 – Surface | The Surface programme covers the delivery of technology projects aligned to the Surface business plan. The Surface programme also contains management of some £50m of intellectual property from Surface portfolio sponsorship and delivers changes to the technology applications, systems, platforms and services that are utilised to manage the road network, public and private transport systems, safety, enforcement, compliance and licencing. These tech projects tend to be renewals or those where the operational costs are borne by T&D. Examples include incident management, data reporting and integration products. |
| Programme 3 – Networks | The Networks programme delivers projects to reduce the total cost of ownership of data network and telecommunications services which underpin our technology infrastructure. Projects include the refresh of the core network infrastructure provided via the Access and WAN Contract with Capita, and the Emergency Services Network, Connect, Public Cellular Network, Telecommunications Commercialisation Project and Wi-Fi upgrade project. |
| Programme 4 – Enterprise Resource Planning | Enterprise Resource Planning incorporates the processes we use to conduct our 'back office' activities. We will invest to retain and re-platform the existing system (mostly SAP) to support the ongoing improvement of our HR, Finance and Supply Chain business processes by delivering a more efficient supply chain capability to Procurement and Supply Chain; standardise how Finance plan, budget, forecast and report financial information across the business; provide greater access to user friendly HR technology for our people. We will exploit Cloud technology to enable this. |

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| <p>Programme 5 – London Underground & Rail</p> | <p>The London Underground and Rail programme is responsible for the delivery of technology projects that are aligned to the LU business plan. Examples are the Asset Management Information System, Station Security Technology Integration Programme, Safe Track Access and TrackerNet projects. The majority of the initiatives are London Underground and Safety, Health and Environment (SHE) funded but delivered by T&D.</p> |
| <p>Programme 6 – Major Rail Extensions & Installations</p> | <p>Major Rail Extensions and Installations delivers projects to install and/or change Fares & Ticketing devices and associated equipment across TfL and Train Operating Companies sites e.g. gate lines, ticket vending machines and Oyster readers. This is in support of new builds, modifications and expansions of Oyster and Contactless ticketing. Delivery of voice and data projects across TfL.</p> |
| <p>Programme 7 – End User Computing and Content & Collaboration (Digital Workplace)</p> | <p>The programme consists of projects to ensure that all TfL workers have access to digital workplace products and services that are a good fit for their roles, easy to use, affordable for TfL, and drive effective performance. We will ensure TfL staff are upskilled in adopting digital technologies, enabling them to be mobile and more productive, leading to an increase in the use of virtual meetings and therefore more efficient building utilisation.</p> |
| <p>Programme 8 – Payments and Ticketing</p> | <p>The Payments and Ticketing programme delivers a secure and compliant ticketing system, a better customer proposition and reduced revenue collection costs. Maintain and upgrade revenue collection assets to assure their service performance to minimise revenue loss for TfL.</p> |
| <p>Programme 9 – Road User Charging</p> | <p>Road User Charging supports the delivery of initiatives which involve the Road User Charging systems and schemes in London. These initiatives range from schemes to improve air quality, improve safety standards on heavy goods vehicles and encouraging cleaner modes of transport. Our products include maintaining and building the relevant TfL websites, building back-office systems and seeking new and more efficient ways to improve services to our customers while delivering on the Mayor’s Transport Strategy. Most of the initiatives in this programme are business funded but delivered by T&D.</p> |
| <p>Programme 10 – Hosting</p> | <p>Hosting is how we organise, process, store and disseminate large amounts of data. We aim to provide a flexible, scalable, and agile hosting model that allows us to adapt to changing business needs to deliver a cost efficient, flexible and secure hosting environment that keeps your data protected and your applications available with on-demand scalability.</p> |

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| <p>Programme 11 – Data & Analytics</p> | <p>Data and Analytics collect, manage and deploy data to drive evidence-based decision making. We will continue to exploit transport data that drives operational performance, supports future planning, and provides our customers with data services and information while complying with data regulations. Projects include Wi-Fi Insights, and Electronic Incident Reporting Form Improvements. The programme delivers projects funded by T&D, Surface, LU, SHE and Commercial Media teams.</p> |
| <p>Programme 12 – Contact Centre Operations</p> | <p>Contact Centre Operations provides service for TfL customers via their in-house contact centre teams, and their out-sourced service providers. This involves managing customer contacts and complaints relating to ticketing and travel on TfL's network via telephony, correspondence, and social media platforms. The Contact Centre Operations programme aims to reduce the ongoing cost of operation including by the utilisation of technology, while maintaining the current service level.</p> |
| <p>Programme 13 – Digital</p> | <p>The Digital programme ensures that TfL maintains a direct digital relationship with its customers so that it can deliver on the Mayor's Transport Strategy. Without that relationship we cannot nudge customers towards sustainable transport modes.</p> |
| <p>Programme 14 – Cyber Security</p> | <p>The Cyber Security programme delivers or enhances controls, including technical solutions and services, to directly support cyber risk management within T&D. The programme also delivers or enhances elements of our pan-TfL cyber security programme, including our policy framework and assurance and reporting capability, to coordinate and support the management of cyber security risk pan-TfL.</p> |
| <p>Programme 15 – Accommodation</p> | <p>The Accommodation programme ensures that all our staff and third parties are able to work across the TfL estate, with the necessary IT provisions (client hardware, telephony and Network). This includes supporting decommissioning of buildings, departmental moves, and new buildings.</p> |
| <p>Programme 16 – Mobile</p> | <p>The Mobile programme develops mobile solutions for TfL's internal team's that help to improve current ways for of working. For example, developing a paperless mobile solution for fault reporting of assets across London Underground – users can log faults anywhere using their mobile devices (rather than making notes of fault then coming back to office and record on a PC).</p> |