

**Appendix 1: Technology and Data Programme summaries Financial Year 2022/23**

<b>Programme</b>	<b>Summary</b>
Programme 1 – Technology Service Operations	Technology Service Operations (TSO) 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. The TSO Programme exists to enable these responsibilities to continue to be met, with projects to maintain our IT services, develop our IT service management systems, manage changes in IT service-sourcing solutions, and implement licence compliance solutions and tactical IT infrastructure changes.
Programme – Surface	The programme covers the delivery of technology projects aligned to TfL’s Operations business area (previously ‘Surface’) business plan. This programme predominantly contains management of some £65m funded projects under the ‘Surface Technology’ portfolio sponsorship, including Compliance and Enforcement, Network Management and Bus Systems. It delivers renewals and 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 licensing.
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 in our Data Centres, the consolidation of multiple Surface Data Networks into the Access Network and Wide Area Network contract and upgrading the Wi-Fi across the London Underground (LU) estate. Working in partnership with the Telecoms Commercialisation concessionaire, we are rolling out 4G mobile connectivity across LU.
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 Commercial; 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.
Programme 5 – London Underground and Rail	The LU and Rail programme of technology projects is aligned to the LU business plan and current Rail for London Infrastructure plan. Examples are the Asset Management Information Systems, Station Security Technology Integration Programme, Safe Track Access and TrackerNet projects. The majority of the

	initiatives are LU and Safety, Health and Environment (SHE) funded, despite being delivered by T&D.
Programme 6 – Major Rail Extensions and Installations	The programme delivers projects to install and/or change Fares and 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. The programme is also responsible for the delivery of Voice and Data projects across TfL.
Programme 7 – End User Computing and Content and Collaboration (Digital Workplace)	End User Computing and Content and Collaboration delivers projects to ensure that all TfL workers and contractors 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. The programme ensures 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 hybrid working, driving more efficient building utilisation.
Programme 8 – Payments and Ticketing	Payments and Ticketing deliver a secure and compliant ticketing system, a better customer proposition and reduced revenue collection costs. The programme maintains and upgrades revenue collection assets to assure their service performance to minimise revenue loss for TfL. This helps to maintain a high system availability necessary for reliable collection of revenue.
Programme 9 – Road User Charging	Road User Charging (RUC) supports the delivery of initiatives which involve the RUC 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.
Programme 10 – Hosting	Hosting is how we organise, process, store and disseminate large amounts of data and the platforms that underpin them (data storage and compute). 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, adaptable and secure hosting environment that keeps your data protected and TfL applications available with on-demand scalability.
Programme 11 – Data and Analytics	The Data and Analytics Team collect, manage, and deploy data to drive evidence-based decision making to drive operational performance, support future planning, and provide our customers with data services and information while complying with data regulations. The programme delivers projects that maintain, renew and modernise data platforms across TfL funded by T&D, Surface, LU, SHE and Commercial Media.

<p>Programme 12 – Contact Centre Operations</p>	<p>Contact Centre Operations (CCO) provides services for TfL Customers via their Lost Property Office, Visitor Centres, in-house contact centre teams and 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 CCO 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 leads on product strategy, experience design and delivery across TfL’s websites, applications and digital screens, collaborating directly with the customer to deliver digital services for the travelling public and businesses. The programme supports this delivery, focusing on the TfL external website and mobile app, TfL Go, and projects to maintain/renew contracts required for TfL's digital customer services.</p>
<p>Programme 14 – Cyber Security</p>	<p>Cyber Security delivers or enhance controls, including technical solutions and services, to directly support cyber risk management within T&amp;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 employee and third party movement around the TfL estate has IT provisioned (client hardware and telephony) for our staff to work in TfL office buildings. This includes supporting decommissioning of buildings, departmental moves, and new buildings.</p>