

November 2016

# **UMTA Now!!**

Bengaluru urgently needs a unified,  
properly empowered and  
comprehensive regional transport  
planning authority.

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A Praja RAAG position paper.

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## Background – Institutionalising mobility planning

Modern cities need efficient movement of people and goods, both into of the urban settings, and within the city. It is increasingly becoming accepted that this is necessary for cities to reach their potential as productive, vibrant, and livable places.

To achieve this, a large number of inter-linked inputs have to be established, and it is the integrated sum of these inputs that produces the outcomes that cities seek. Also, cities are becoming more robust in measuring the different inputs they provide to mobility management initiatives, and also the outcomes following them. This gives them the ability to know what is working, and to nimbly respond to them.

To hold all of this together, an institutional framework is needed. An around the world, land transport authorities (LTAs) are becoming the preferred institutions within which to house the different initiatives of cities for mobility. Singapore and London are both often cited as good examples of cities that have derived a great deal of value from the LTAs that they established, and many cities see these as models for their own efforts too (see details in Appendix). In the developing world too, the importance of LTAs is now unquestioned.

Bengaluru unfortunately ranks rather low on all metrics related to mobility, be it in terms of direct measures such as road commute time and congestion, ease of non-motorized transport such as cycling and walking and indirect metrics such as urban pollution, accidents or incidents of illness such as asthma or even road rage. Many of the problems can be root caused to a lack of planning, implementation of piecemeal projects and often poor engineering implementation.

And why are these things missing? Because we have not yet put in place the institutional mechanism by which these become routine. While the Bangalore Metropolitan Land Transport Authority was established a decade ago, it was never invested with the powers needed for it to **direct** sound mobility goals in the city. Instead, it has remained an ad hoc, rarely used and therefore ineffective mechanism for mobility planning and implementation.

At the same time, an organization with directive powers for better planning of the city exists, but its operations have not been given any teeth either. The Bangalore Metropolitan Regional Development Authority was established by an Act of the state legislature, and its powers include the ability to push different civic agencies to act in conformity with the overall vision developed for the region by BMRDA. But these powers have not been made operational either, and the institution functions as nothing more than a local land use planner for the peripheral areas of the city. It too needs to be reformed.

This document proposes the re-vitalization of the BMLTA, by locating it within the BMRDA. This would invest it with a suitable administrative structure, and with the necessary powers to improve the mobility situation in the region comprising the capital city and its satellite towns – roughly 8000 square kilometers.

This is an urgently needed step, as is evident from the daily struggles of millions of commuters in the city, and the poor reputation for mobility that Bangalore has acquired around the country. Further inaction in the face of rising mobility problems can threaten the very economic strength that has made Bengaluru such a magnet for development in the country, and this is a threat we must anticipate and avert.

The proposal is presented in two parts. The first part sets out the contours of a mechanism for continuously knowing the mobility situation in the region and underlying trends, reviewing the options available to the planning authorities, and choosing solutions for the way forward. The second part describes how this mechanism can be instituted powerfully in the existing administrative set-up of the state, so that the transition to the new path is swift and seamless.

## The functions

To be effective, the new LTA should carry out a range of functions that together enable mobility planning and solutions in the region. These include:

1. **Data Collection:** Mobility planning in the city should be firmly rooted in knowledge of the travel patterns of people and goods, and how these change over time. A data collection regime must be instituted to collect and analyse all types of mobility data. This should be used to regularly establish new goals for mobility policy, and to continuously improve the quality and performance of transit systems.
2. **Mobility Master Plan:** The LTA should conceive a Mobility Master Plan for the metropolitan region, as well as for movement within and across different neighbourhoods in the city. This plan should be consistent with the articulated vision for how we wish to promote different modes of mobility, and the service and performance levels that we wish to see in each mode.
3. **Transport and Traffic Engineering:** A department within BMLTA is needed that is responsible for detailed engineering of transport infrastructure such as roads, rails, elevated and underground stretches, signals, and also designs major nodes of the mobility network such as stations, multi-modal integration facilities, and pedestrian infrastructure and so on.
4. **Safety and Standards:** Mobility infrastructure and solutions should be established safely, and also be use-able safely. To this end, BMLTA must pull together design standards from various sources such as IRC, RDSO, International Professional Societies and Standards agencies for infrastructure, and for managing safety in the project phase and operational phase. It must also monitor the safety of different modes of transport in the city, and when needed make recommendations for improvements in design to ensure safety.

5. **Contract Management:** There is a great deal of work in the city involving contracts for construction, followed by Operations & Maintenance of transport infrastructure and facilities. Contracts are also necessary in the regulatory function where operating licenses (covered in this document) are awarded to various agencies for specific goals. To ensure that these contracts are effective, BMLTA must build in-house competence for high quality contracting and contract management.
6. **Financing:** A number of urban initiatives are not working as they should, because they have not been properly financed. BMLTA must be able to carry out cost-benefit analyses of different choices, before selecting specific new options for mobility. It must be able to contract with financial institutions to create effective funding mechanisms for infrastructure as well as solutions.
7. **Transport Regulator:** One arm of BMLTA must function as a regulator, giving out operations licenses for various services, such as buses, metro, suburban train, taxi and auto services, and other mobility solutions. For transport solution providers who are licensed, BMLTA must work closely with them in route planning, setting licensing terms, Service Level Agreements, incentives and penalties, fares, and other financial aspects of their regulated operations.
8. **Public Communication and Outreach:** Reaching out to stakeholders, particularly the general public, is a vital part of any transport regulatory and planning function. Outreach can include dissemination of mobility plans, data and reports as well as taking in inputs and distilling useful information out of them and then communicating back the outcome of public consultation to the public at large. Public communication must also include conveying information about traffic, travel modes, maps, signage and other elements that are vital to guiding the movement of residents in the city.

The vision presented in this document is of a very focused and skilled organization, with the sole purpose of ensuring continuous improvement in mobility in the city. This is a departure from the way things are done in the city currently. For instance, this organization would own the physical assets linked to mobility – bus stops, Metro stations, depots, etc. – and potentially even a suburban railway terminal next to city station if it can be worked out. All the metro tracks and tunnels along with major road construction would come under the ambit of the authority as would the bus terminals, depots and TTMCs. We see the traffic police focus on the enforcement and work closely with the LTA, but much of the other functions flow back to this agency. Roads also have storm water, sewage and other utilities. Therefore, some more thought is required on how the agency gets to influence roads without taking on day to day O&M for the infrastructure which is best left to local government. Similarly, the signaling and traffic flow control is another aspect where some more thought is required.

In its new avatar, BMLTA must develop and use professional competence in all these and other aspects. A lot of this will need to be detailed in the early months and years of the organization, and will only become stable over time. However, a beginning in each of the above-mentioned functional directions needs to be made immediately.

## The institution

Consider the Bengaluru Metropolitan region. Presently, some level of master planning is done by the BDA for the areas in and immediately around Bangalore. In addition, in the larger metropolitan region – which is the jurisdiction of the BMRDA - there are other agencies like the local planning authorities for Anekal, Kanakapura, Nelamangala, Hosakote, Magadi, and the airport region under BIAAPA (Bangalore International Airport Area Planning Authority). There is also a Ramnagara-Channapatana Urban Development Authority, A BMICAPA (Bangalore Mysore Infrastructure Corridor Area Planning Authority) and an APZ. In addition, there are Interstitial zones covering about 30% of the area which comprise areas between planning zones where development activities are limited due to environmental considerations.

	<b>Authorities functioning within Bangalore Metropolitan Region</b>	<b>Area in Sq. Km.</b>
1	Bangalore Development Authority [BDA]	1219.50
2	Bangalore – Mysore Infrastructure Corridor Area Planning Authority [BMICAPA]	426.24
3	Ramanagar-Channapatna Urban Development Authority[RCIDA]	63.06
4	Anekal Planning Authority [APA]	402.30
5	Nelamangal Planning Authority [NPA]	735.00
6	Magadi Planning Authority [MPA]	501.52
7	Hosakote Planning Authority [HPA]	535.00
8	Kanakapura Planning Authority [HPA]	412.78
9	Bangalore International Airport Area Planning Authority [BIAAPA]	792.00
10	Area Planning Zone-1 [APZ-1 ] (Excluding RDUDA & BMICAPA)	462.60
11	All Interstitial Zones in Bangalore Metropolitan Region [Iz's BMR]	2455.00
	<b>Total</b>	<b>8005.00</b>

Thus there are multiple institutions responsible for land use planning in the region. In addition, for local administration, the area within BMRDA has been divided into urban and rural local

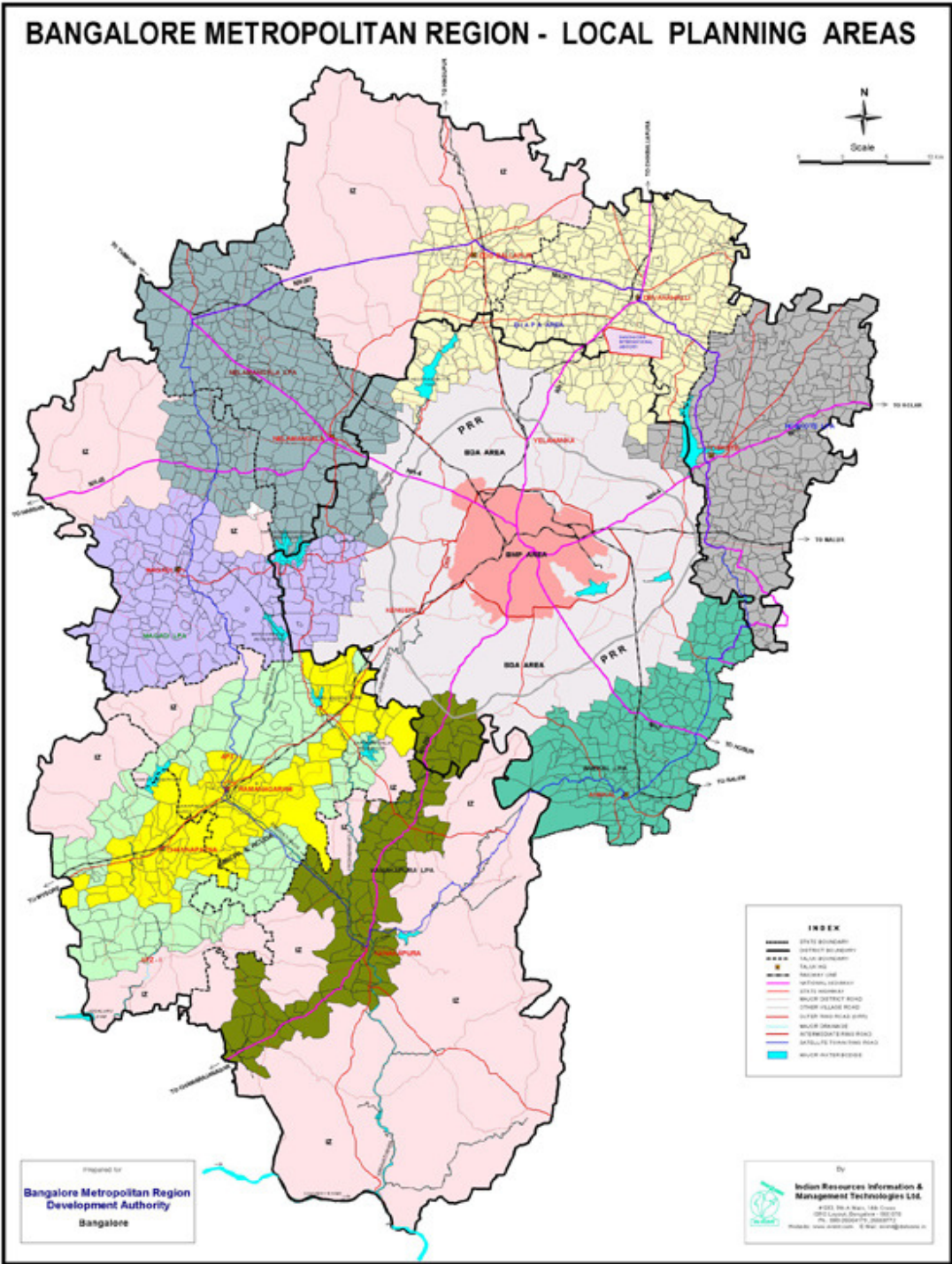
bodies - 11 ULBs including the BBMP, and 50 gram panchayats. The utilities for water, sewerage, electricity, bus and other services each have their own jurisdictions (which are not aligned to either the civic or planning boundaries) and this creates another level of incoherence in administration. For planning to be effective, we must converge these different realities.

A quick survey of the area will reveal significant development activity throughout the region and rapid urbanization without the control typically imposed by an overall planning framework. For us to have any hope of overcoming this chaos, it is first necessary to integrate this vast and diversely managed area into a coherently planned region. Thankfully, an institution to do just that exists – in the form of the BMRDA.

The BMRDA was created as the result of evident failures in planning over decades, and the growing need to integrate the development of different sectors in the region – such as water supply, mobility, power supply, housing, etc. For this reason, BMRDA was invested with directive powers to control the function of the different agencies, and ensure their alignment to overall regional plans. In practice, however, those powers have remained un-used, and the BMRDA is peripheral to the lives of most people in the region. The rules for operationalising its most important powers remain unwritten, and the result is a toothless organization.

There are also some nascent bodies, such as a Metropolitan Planning Committee that consists of 2/3 elected officials and 1/3 experts that is supposed to plan for the region as per the 74<sup>th</sup> amendment. The MPC was constituted after a PIL and court order, but has not really done anything to date.

Despite these past failures, it is possible to quickly establish a new roadmap, by leveraging and being faithful to the original purpose of BMRDA. If we do that, we will find a readily available entity for researching and selecting a lot of the needed new development initiatives. And BMLTA should ideally be placed within the structure of such a revitalized BMRDA, as its transport arm. In this capacity, it will plan and drive the framework that guides the planning and growth mobility infrastructure and solutions in the Bangalore Metropolitan Area.



Source: <http://www.bmrda.kar.nic.in/COMMAP.HTM>



## Proposed Architecture

For BMLTA to be effective, and legally empowered to be so under the BMRDA Act, certain steps have to be taken to strengthen BMRDA itself, alongside the reform that is proposed for BMLTA.

The proposal is broadly as follows:

1. Consider and plan all matters for the BMRDA region as a whole. The master planning for every aspect of society, economy and governance in the whole area to be carried out by this one agency. All planning by agencies such as BDA and the other LPAs to cease with immediate effect (the infrastructure development function of those agencies could be grouped together into a new Bengaluru Regional Infrastructure Development Board, but it is beyond the scope of this document to detail that step).
2. The BMLTA becomes the transport arm of the BMRDA.
3. The MPC will be the political arm of the planning process, given its structure. The role of the MPC is to articulate a political vision based on inputs from people, the ULBs, the state government and so on. Such a vision will encompass all kinds of goals including the economic, social, tourism and so on.
4. The BMRDA would have the mandate to transfer the vision to practice. It will be staffed with bureaucrats and subject matter experts who will translate that vision to a master plan again working with the MPC and gathering inputs from the ULBs and other agencies as well as the citizens themselves.
5. The Regional Master Plan will have to be devolved into local area planning schemes which will be carried out by the respective local bodies (initially with BMRDA support, and over time, to be done with their own internal capacities).

## BMRDA

The new BMRDA could be headed by an Additional Chief Secretary-rank officer of the state government. The new BMLTA, which is the focus of this document will function as an arm of the BMRDA and will be responsible for transport and mobility planning. It will be headed by a Commissioner, Mobility, typically a senior administrator officer of the government.

## BMLTA

1. The BMLTA will work to a vision synthesized from the inputs of the MPC and other stake holders. The LTA will reduce the vision to measurable metrics such as end to end commute time between 2 ends of the region, a target modal share, minimum standards

for road conditions, targets for the life of road infrastructure, citizen satisfaction survey scores, ease of movement of goods, transporter survey scores, and many others.

2. The BMLTA will plan the transport systems for the region, including major arterial roads, metro rail viaducts, priority bus lanes, rail infra, bus and rail station, intermodal hubs, trucking and goods stations, footpaths and other pedestrian facilities, cycling paths and trails and so on.
3. The BMLTA will define the standards for the above infrastructure based on existing national and international best practices. These standards will aim to serve as a repository of best practices for the rest of the state and country.
4. The BMLTA will serve as a licensing and regulatory authority for all public transport, including Bus routes, Metro services, Suburban train services, taxi and auto services, and any other forms of transport that comes up in the future.
5. BMLTA will be the nodal agency for financing transport infrastructure in the region, and determining allocation of funds across different modes based on stated goals. The BMLTA may also direct the local bodies and service providers to levy charges as needed to ensure robust financing options for mobility on an ongoing basis.

Clearly, the BMLTA will subsume a lot of roles currently done by other agencies. For example, BMLTA will build the metro infrastructure. BMRC will become an operator. BMLTA will own the bus stands and TTMCs and bus depots. BMTC will become a licensee and operator. KSRTC, other STCs and Private Transport Operators will become users of the facilities, such as a Majestic Bus station like the airport is used by various airlines. BMLTA will do a lot of the detailed transport engineering and take over some of the traffic police function so that they can focus on enforcement.

To support this mission, the BMLTA will build world class expertise in planning, engineering, financing, public outreach, communication and consultation and in transparent practices. This is a very important and very difficult part of building the organization. Also, accountability in the agency has to be built in properly and has to be detailed out separately and carefully.

A number of these things will evolve as we venture down this new path. However, even to get going in this alternate direction, we must take some immediate steps.

## Immediate Steps to a Move to this New Architecture

1. Amend / Pass Acts related to the BMRDA, BMLTA as required and notify the corresponding rules for each law.
2. Plan a transition and reorganization of various agencies such as BMTC, BMRC and so on and amend acts as necessary.
3. Re-imagine and detail the new roles for the different agencies – BDA, BMTC, BMRCL, BWSSB, BESCO, and others – devoid of their planning functions and now more focused on service delivery.

## Metropolitan Transport Authorities in Other Global Cities

Modern, large cities are complex places to run with multiple moving part. Multiple providers for the same or related service tend to operate in silos without fully considering the consumer, i.e., the citizen's needs. Just as modern communication provides us a plethora of options based on our needs – local, long distance, roaming, wireless, wired, data, voice, sms etc. to the point where actions are nearly seamless and reliable, it is vital for an efficient and productive city to provide its citizens cheap, predictable and seamless options for transport. It is in the citizens', the city's and even the nation's interest that these options prioritize public transport as well as pedestrians and non motorized transport from the points of view of sustainability, fuel efficiency, congestion, air pollution, health and so on.

Most modern global cities have overarching bodies that perform functions such as planning, commissioning or even executing infrastructure construction, regulating operators and ensuring that standards are set and met, ensuring good inter modal connectivity and so on. Few examples are considered below followed by a quick discussion on the state of affairs in India.

### Singapore

Singapore is a modern city state, much admired and quoted in Bangalore for its many positives, the ease of commute being among them. The city state has a population of 5.4 million and an estimated GDP of US \$298 billion. Bangalore on the other hand has a population of 9.6 million (Bangalore district) with an estimated GDP of about US \$80 billion

The Singapore government has a Land Transport Authority that regulates most aspects of public transport in the city. <https://www.lta.gov.sg>. The LTA is responsible for “planning, operating and maintaining Singapore's land transport infrastructure and systems”. The LTA was formed on 1 September, 1995 by merging four entities of the Singapore government.

1. Registry of Vehicles
2. Mass Rapid Transit Corporation
3. Road & Transportation Division of the Public Works Department(PWD)
4. Land Transportation Division of the Ministry of Communications

The mission of the SLTA, can be understood from this statement on the LTA website, accessed in Aug 2016.

“Our aim is to make public transport and other mobility forms come alive so travelers of all ages will look forward to their daily journeys. We want to make daily travel a way of life that is

healthier, greener and more sustainable". What the statement puts across is the emphasis on public transport, the understanding that the passenger experience is a metric and the emphasis on healthy and green commuting.

**Master Planning:** Singapore LAT made a Land Transport Master Plan in 2008 and then another version in 2013. Each master plan looks for planning transit for the next 10-15 years, however master planning every 5 years helps to make course corrections and factoring in new data. The 2013 plan seeks to, by 2030, have 75% of peak hour journeys on public transport. Eighty percent of homes to be located within 10 minutes of pedestrian access to public transit and for 85% of all PT journeys of 20km to last less than an hour. This goal is sought to be met with more metro train routes, more trains, buses as well as better pedestrian and cycling facilities such as sheltered walkways, cycle tracks, pedestrian over bridges etc.

**Structure:** The Singapore LTA has the following groups and functions, broadly under Engineering, Public Policy and Corporate. What stands out in the structure is the emphasis on good engineering, the substantial policy arm and central role given to communication and stakeholder voice.

<b>Engineering</b>		
1	Rail	Manages construction of Rail RTS
2	Engineering	Design of buildings, station, roads, other civil structures. Design for integration.
3	Road Projects	Responsible for road infra and pedestrian infra for walk, overpasses etc.
4	Safety & Contracts	Safety, environmental management, contract management, project and time management
5	Systems & Rail Assets	Technology to provide system design, engineering, implementation of E&M systems in rail, road, and other infra.
6	Transportation & Road Operations	Manages, maintains, upgrades road infra and related facilities. Uses road traffic schemes, pricing schemes etc. and enforces the road traffic act.
<b>Public Transport, Policy and Planning</b>		
7	Policy & Planning	Planning department for medium and long term
8	Public Transport	Transit regulator (rail and road). Monitors operational parameters. Also regulates taxis. Also responsible for incident/emergency management in public transit and looking demand side management/
9	Vehicle Services	Vehicle registration and licensing services
<b>Corporate</b>		
10	Corporate Communications	Communications with public and others, brand management

11	Corporate Planning and Development	Like a HR arm of SLTA
12	Finance	Finance and Funding
13	Innovation&Infocomm Technology	Takes care of info technology enabling customers as well s within the organization
14	QSM Office	A liaison office to champion interests of community. They work on engagement with community, grass root leaders and drive that culture within the organization

### **Subsidiaries**

The LTA has the following subsidiaries. One can be seen as a revenue agent managing the card system, while the other two, EZ Link and MSI Global are trying to leverage Ecosystem and expertise for additional revenue for the authority. The MSI Global operations also help the authority in terms of attracting and retaining talent and giving the talent opportunity to improve and expand their expertise.

#### Transit Link:

Transit Link is the exclusive transit merchant acquirer for Singapore's public transit system. It processes transactions for distance fares, park and ride sets, transport and concession, pass vouchers etc. It also allocates revenue to public transport operators and acts as an agent for card managers by providing sale, refunds, replacements and top ups.

#### EZ Link:

Responsible for sale, distribution and maintenance of EZ link cards that can be used for public transport travel as well as other commercial purposes and non-transit applications. EZ link appointed Transit Link as the agent for sales related to Public Transport travel.

#### MSI Global:

A global consultancy arm of the LTA, to provide land transport consultancy around the world.

### **Financial Summary**

In 2015, the operating income was s\$629m, while operating expenditure was S\$1301 m. Government grants made up most of the deficit with S\$661m while the net deficit was S\$27m. The493m was management fees from the government, while interesting statistic was the operating income piece. S\$493m was management fee from the government, while the balance S\$136m was from various fee and fines and other sources.

The OPEX pie is split as follows. 558m (43%) is on depreciation of plant, property and equipment. This gives an idea of the scale of investment into resources, when such a large value accrues to depreciation. Employee compensation is 19% at 250m while maintenance and upkeep is 9% at 118m. Utility expense is 5% while amount spent on bond interest is 4% (56 and 52m respectively)

## London

London is another global city with an extensive transit system and a common authority. The population of greater London is estimated to be 8.6 million. London is also a center of the global economy, with an estimated GDP which is 5<sup>th</sup> highest in the world (for a metropolitan region) of the order of \$850 billion which is about 3 times that of Singapore and ten times that of Bangalore while the population is comparable to that of Bangalore.

Transport for London (TfL) is a local government agency responsible for transport in London, created as part of the Greater London Authority Act of 1999. They are a successor organization to London Regional Transport. Initially, the Tube system was out of ambit of TfL, but since 2003, the underground is also a responsibility of TfL. TfL is organized as Surface Transport, Underground and Cross Rail.

### Surface Transport covers:

- Buses
- Overground
- Docklands Light Railway
- Roads
- Cycling
- River services
- Tram
- Emirates Air Line
- Victoria Coach Station
- Dial-a-Ride
- Taxi & private hire
- Walking

### Underground Covers:

- Underground
- TfL Rail

Cross Rail is a new East-West cross town rail line. Expected to be commissioned in 2018.

## **Governance**

TfL has a board chaired by the Mayor of London. The mayor has a deputy mayor for transport who is the Deputy Chair of TfL. The other board members are eminent citizens, some holding positions of responsibility in other corporate organizations. A similar feature is seen in the board of the Singapore LTA as well. TfL board positions entail responsibility of public disclosures for transparency.

Several committees and Advisory Panels with announced, public meetings form the higher echelons of governance of TfL. This includes the following, apart from the board.

- Audit and Assurance Committee
- Finance and Policy Committee
- Rail and Underground Panel
- Remuneration Committee
- Safety, Accessibility and Sustainability Panel
- Surface Transport Panel

The board delegates almost all executive functions allowed by law to several Chief Officers, the list includes

- Commissioner
- CFO
- General Counsel
- MD, Surface Transport
- MD, CrossRail2
- MD, Customers, Communication and Technology

TfL has about 25000 employees. There are three subsidiary companies

1. London Transport Insurance
2. TfL trustee company
3. Transport Trading Limited

Transport Trading has several subsidiary companies within its ambit. A listing is instructive from the perspective of understanding the scope and functions.

- City Airport Rail Enterprises Limited
- Crossrail Limited



- The company appointed to procure and manage the implementation of the Crossrail project.
- Docklands Light Railway Limited
  - Owns the land on which the Docklands Light Railway is built and is responsible for the operation of the railway.
- London Buses Limited
  - Responsible for Dial-a-Ride, which provides door-to-door transport for disabled people.
- London Bus Services Limited
  - Responsible for regulating the London bus network, including planning bus routes and setting bus service levels. The company also monitors service quality. It is responsible for providing bus infrastructure and for certain support services regarding the bus network.
- London Dial-a-Ride Limited
  - Incorporated in 1991 as a contingency measure, should it have become necessary for certain services to be operated directly; it has never traded.
- London River Services Limited
  - Operates and manages eight piers on the River Thames. Licenses boat services using those piers and subsidises multi-stop commuter services provided by a private operator.
- London Transport Insurance (Guernsey) Limited
  - An insurance company based in Guernsey that provides insurance services to us, our subsidiaries and some of our contractors.
- London Transport Museum Limited
  - The company was incorporated in 2008 and has charitable status. It runs the London Transport Museum in Covent Garden.
- London Transport Museum (Trading) Limited
  - The trading company of the London Transport Museum was established to undertake activities designed to benefit the museum, such as the museum shop.
- London Underground Limited
  - Responsible for operating the London Underground train network and owns (in whole or in part) more than 250 stations.
- LUL Nominee BCV Limited
  - Responsible for delivering the maintenance and refurbishment activities relating to Bakerloo, Central and Victoria lines.
- LUL Nominee SSL Limited
  - Responsible for delivering the maintenance and refurbishment activities relating to the sub-surface lines: District, Circle, Metropolitan, Northern, Hammersmith & City.

- Rail for London (Infrastructure) Limited
  - A wholly owned subsidiary of Transport Trading Ltd. It will be the Infrastructure Manager for the Elizabeth line central operating section and will grant access to rail operators.
- Rail for London Limited
  - A wholly owned subsidiary of Transport Trading Ltd. It will carry out the infrastructure upgrade for the North London line and enter into a concession agreement for the London Rail Concession.
- TfL Trustee Company Limited
  - Trustee of the TfL Pension Fund.
- Tramtrack Croydon Limited
  - Responsible for the running and operation of the tram service in and around the Croydon area.
- Transport Trading Limited
  - The holding company for all the operating transport companies owned by us. It also carries out certain other trading activities. It receives the revenues from the sales of Travelcards in connection with all forms of transport operated by us. By law, we cannot carry out certain activities except through a limited liability company which is a subsidiary of ours or which we formed or joined with others in forming.
- UKTram Limited
  - This is an associate company of London Bus Services Limited (LBSL). It is limited by guarantee and owned in equal shares by LBSL, the Confederation of Passenger Transport UK, PTEG Ltd and the Light Rapid Transit Forum.
  - The main purpose of UKTram Ltd is to represent the UK tramway industry in dealing with government and statutory bodies in developing a coordinated and structured approach to regulation, procurement and standardisation within the industry.
- Transport for London Finance Limited
  - Incorporated in November 2008 as a wholly owned subsidiary of Transport Trading Ltd. Its principal purpose is to enter into certain financial transactions on behalf of members of our group where appropriate.
- TTL Earl's Court Properties Limited
- TTL Properties Limited
- Tube Lines Limited
  - Provides maintenance services on the Jubilee, Northern and Piccadilly lines.
- Tube Lines Pension Scheme Trustees Limited
- Victoria Coach Station Limited
  - Operates Victoria Coach Station, which is responsible for providing an arrival and departures facility for coaches in London.

- Woolwich Arsenal Rail Enterprises Limited

## Financials

For 2015-16, the annual budget is 11.5 billion pounds (\$15.5 billion). Details are given in the table below.

Total Income	Total TfL Income	11.5 bn UK Pounds
Fares Income	Fares set annually by the Mayor. Pegged to retail price index. Default RPI + 1%	40%
Other Income	Congestion and Compliance Charges, Real Estate, Rental, Advertising	9%
Grant Funding	From Central and Local Government, Includes General Grant, Capital Grant and Business Rates Retention (a percentage of business rates from the Greater London Authority). Business Rates are a form of commercial property tax.	23%
Crossrail Funding	Crossrail funding is responsibility of Crossrail limited, a portion of which comes from Dept for Transport	8%
Borrowings and Cash Movements	Various borrowings	20%

## Comments

There is a clear difference between the structure between the Singapore LTA and TfL. S-LTA is an asset light agency which is not involved a lot in the operation of transport services. Rail, bus and taxi services are licensed out to operators. TfL on the other hand does operate some services, especially some legacy ones like the underground. Many others, such as bus are licensed out.

## Chennai CUMTA

The Tamilnadu assembly, in the year 2010 passed a bill for the Chennai Unified Metropolitan Transport Authority, although the bill is not notified and the rules not passed. The bill, probably the first of its kind in India, is relatively limited in scope and purports to place the CUMTA as a coordinating agency, but without an accountability structure similar to what is found in the TfN and SLTA, both of which are examples of organizational structures that have delivered for their respective citizenry.

The authority is defined to contain a whole set of ex-officio members headed by the Transport Minister and filled with secretaries in charge of the various departments and organizations to do with transport and planning. Only other members are one expert, nominated by the government and three more co-opted members.

- The authority has functions of preparing, updating and to monitor, coordinate and evaluate implementation of a comprehensive transportation plan.
- Regulate multi-modal integration
- Regulate measures to improve equity and efficiency of various transit modes
- Regulate route plans and determine fares
- Debate and recommend innovative measures and practices
- Commission studies and maintain a database on performance and efficiency of various transit modes
- Recommend to Central Government on Railways and National Highways
- Road safety by various means
- Inter agency coordination
- Prepare annual budgets and recommend to the government to apportion money to various line agencies
- Any other activities as directed by the government

The government is empowered to exempt a transport agency from following the directives of the CUMTA. Other points to note are The authority will have its own fund and the government may pay the authority from time to time

A reading of the bill clearly points to an agency without much teeth, that will be a coordinating agency, subsidiary to the government, populated by secretaries of various departments of the government. At best, one can hope that there will be a meeting every three months where these various department heads meet. Other than that the charter is ill defined and does not appear to empower the authority to play a central, independent role in transportation for the region.