



# Infrastructure and Projects Directorate Business Plan 2021/2022



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## Foreword and Welcome



**I am pleased to again present this Business Plan for the Infrastructure and Projects Directorate (IPD). As in previous years, the purpose of this plan is to provide a high-level overview of the Infrastructure and Projects Directorate's organisation and key activities. The Plan provides detail on risk and assurance management, resources, budgets and plans for the 2021/22 financial year.**

The last 18 months have seen many of our staff and contractors adapting to new ways of working. We have worked together diligently to allow public transport to continue, and to develop new projects despite the exceptional circumstances of COVID19. I have been pleased with the completion and ongoing progress of important projects across all IPD departments, many of which have required significant cooperation within the Directorate. These works included eddy current testing and rail milling, Cullybackey area signalling and level crossings renewals, emergency sea defence repairs, car park resurfacing and bus safety improvement works.

Phase 2 of the North West Multimodal Transport Hub project was completed in November 2020, having opened to passengers in October 2019. This £27 million project provided new passenger facilities inside the restored Grade B listed building, associated track and platform works, redesign to allow improved bus turning facilities and a greenway link to the city centre via the Peace Bridge.

Work on the Belfast Transport Hub is on schedule. This flagship project will provide major regeneration and improve connectivity in the city. Enabling works have continued throughout the pandemic, with the main construction due to commence in early 2022.

During 2021 Translink launched its Climate Positive strategy setting out how it intends to meet ambitious carbon reduction targets leading a Carbon positive position by 2050. We in IPD have in turn been developing our strategies in order to complete the significant body of infrastructure projects required to facilitate Carbon reduction across Translink. To ensure the leadership required for such a long-term commitment we have recently established our Infrastructure Climate Positive Steering Group with representation across the division and 8 separate workstreams including Property, Signalling & Telecoms, Renewables Microgeneration Infrastructure linked to our EV and Hydrogen bus fleet, Rail decarbonisation, biodiversity and Energy Procurement. We now look forward to establishing and implementing detailed strategic plans in each of these areas during 2022 and taking our first steps toward the 2030 milestone of 50% reduction in carbon emissions. This will be an exciting and challenging journey which we will travel with energy, innovation and enthusiasm and we look forward to providing a Greener Infrastructure for Translink and our passengers.

Our Sponsor Department within the Department for Infrastructure is supporting us in our strategy to address the backlog and achieve a steady state. This funding has enabled a number of works to progress which has led to a substantial increase in worksites across the rail network. IPD is also now contributing to the Translink-wide development of a whole lifecycle Asset Management approach.

Our attention will now be on "Building Back", as focus shifts from the recent restrictions to the return to normal ways of working and travelling. I would also like to take this opportunity to welcome new colleagues and finally to thank you for your continued support as we navigate the coming months.

**John Glass, Director of Infrastructure and Projects**

# Purpose

The purpose of this Business Plan is to provide a sound footing for the budgeting, planning and resource-identification needs of the Infrastructure and Projects Directorate (IPD) in its contribution to the delivery of the Translink Group's Vision and Corporate Objectives. This plan includes details of investment programmes and describes the Business Strategies and Objectives for the Directorate, the means by which they shall be achieved and the departments responsible for their delivery.



# The Translink Corporate Vision and Values

## The Vision

This is a high-level statement of what the organisation will achieve. The Mission describes what will be done by the organisation to deliver the Vision. The Values describe the attributes that the organisation will employ in delivering the Mission.

## Our Vision

To be your first choice for Travel in Northern Ireland.



## Our Mission

To deliver a transformation in public transport, providing integrated services which connect people, enhance the economy and improve the environment, enabling a thriving Northern Ireland.

## Our Values

The 'Translink SPIRIT' is a set of guiding principles that are a fundamental part of everything we do. These core values are embedded in the culture of our organisation and enable us to lead, inspire and succeed in delivering our goals for Translink.

Our people are passionate about providing excellent public transport and we do this through our **Translink SPIRIT**.



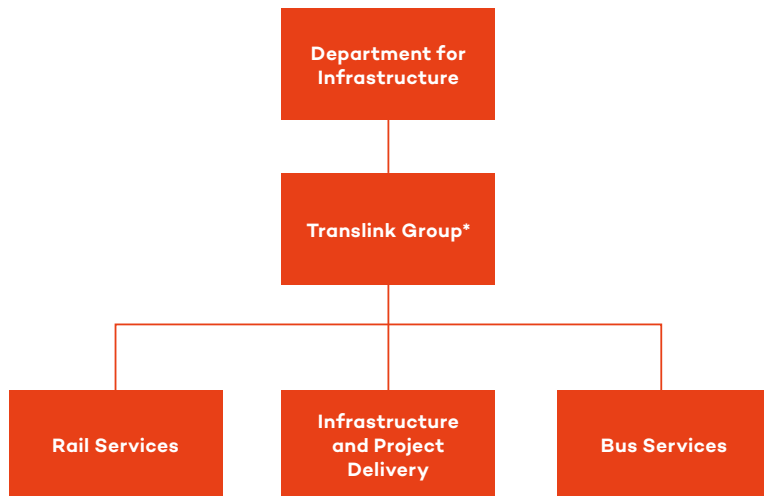
# Introduction

This is the Business Plan for the Infrastructure and Projects Directorate operating within the Translink Group for the 2021/22 financial year.

## 1.1 Public Transport: Northern Ireland Context

The arrangements for delivery of Public Transport in Northern Ireland are structured as shown in Figure 2, below. (Correct at time of going to print.)

Figure 2: Public Transport in Northern Ireland



\*Details in Appendix G.

## 1.2 Infrastructure Executive Mandate

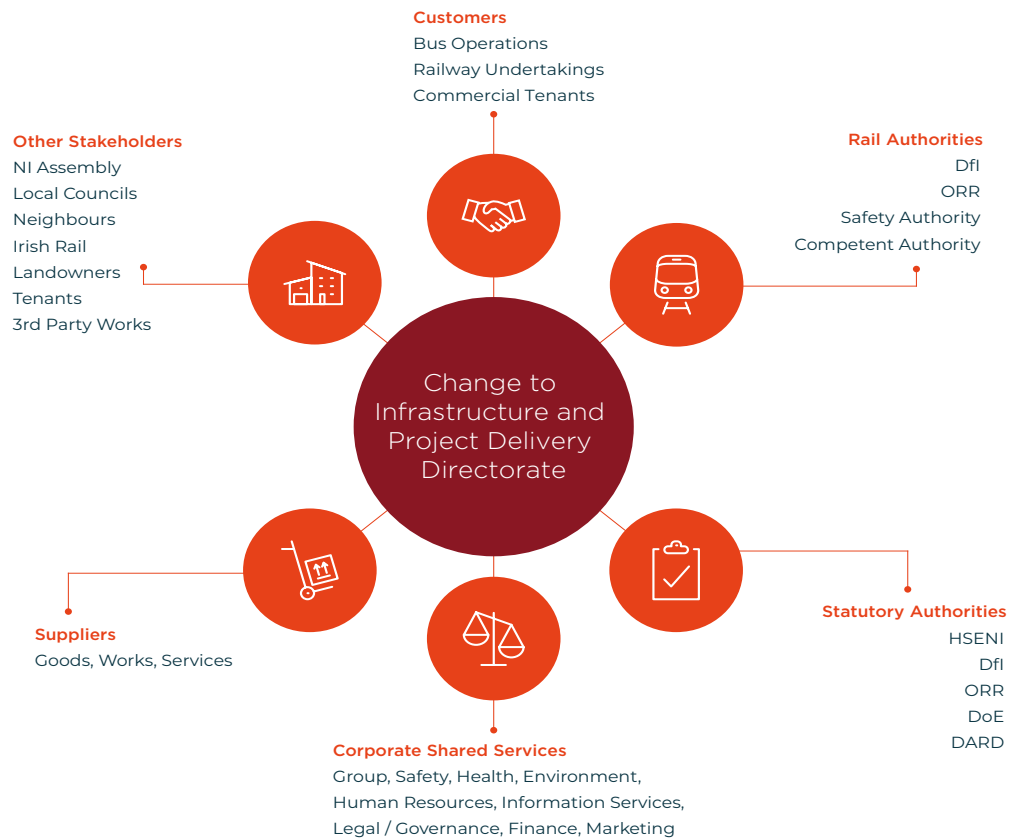
On behalf of the Translink Group Chief Executive, the Director of Infrastructure and Projects undertakes the functions of:

- Railway Infrastructure Manager (IM)
- Network Assurance and Safety Manager
- Bus Property Manager
- Rail Property Manager
- Systems and Performance Manager
- Project Delivery



### 1.3 Line-of-Sight Management

There is a Corporate Vision and Values to which IPD has aligned its Vision, Objectives and Values. Organisational objectives feed clearly into asset management strategies, objectives, plans and day-to-day activities. The overall asset management strategy includes strategies for managing assets and strategies for improving asset management. This includes whole life cycle asset management planning such as create/acquire, operate, maintain, renew/dispose.



# Assets

The Infrastructure and Projects Directorate is responsible for all infrastructure and property assets which support Public Transport in Northern Ireland.

## 2.1 Overview

The assets include 206 route miles (331 route/km) of mainline railway and 400 properties across 131 locations (including all associated systems). Appendices B and C provide overviews of the rail network and bus property locations, respectively. The operation of the railway network is the responsibility of the Infrastructure and Projects Directorate as the Infrastructure Manager (IM) for mainline rail in Northern Ireland. Bus and train services are operated by the operating companies. The main assets and functions for which the Directorate holds responsibility are outlined below.

### 2.1.1 People

The infrastructure and property assets are maintained, operated, renewed, upgraded and developed by our diligent, competent staff. The organisational structure and the continual development of our staff (e.g., through vocational training) is a key part of delivering our asset management obligations (see also Section 4). The Infrastructure and Projects Directorate is set out as in Figure 4.

### 2.1.2 Permanent Way (Track)

- Fixed assets (e.g., mainline track, sidings, drainage, lineside fencing and gates, points and crossings, lineside signage, level crossing surfaces).
- On track plant (e.g., tamping and lining machines, ballast regulator, road-rail machines, ballast wagons).
- Other (e.g., squad vehicles, small plant, stores and depots).

### 2.1.3 Structures

- Bridges, viaducts, culverts, tunnels.
- Earthworks, sea defences and retaining structures.
- Platform copings.
- Signal structures (signal posts, gantries).
- Other miscellaneous structures (e.g., water towers).

### 2.1.4 Estates and Property

- Maintenance of bus and train stations, depots and garages, train halts, buildings and lands (e.g., signal cabins, station car parks).
- Office accommodation.
- Park & Ride facilities.
- Property workshop and vehicles.
- Other NITHC properties.
- Management of commercial tenancies.

### 2.1.5 Signalling and Telecoms

- Signal and crossing cabins, and signalling centre systems (e.g. interlockings, panels, telephone concentrators, train describers).
- Lineside signalling assets (e.g. signals, points, train detection, train protection and warning systems).
- Telecoms assets (e.g., lineside telephones, transmission equipment, telecommunications cabling/optical fibre, train radio system).
- Other (e.g. squad vehicles, stores and depots).



### 2.1.6 Head of Major Projects, Contracts & Frameworks

- Undertake and deliver major projects.
- Contract management and commercial support for all capital projects and major frameworks.

### 2.1.7 Network Assurance and Safety

- Manage the Infrastructure Safety Management System (ISMS).
- Provide technical and safety advice in matters relating to risk management, business change, occupational safety, rules and regulations and User Worked Crossings.

### 2.1.8 Systems and Performance

- Asset Management.
- Track Access and capacity allocation.
- Performance monitoring.
- Digital Information Management.
- Support services for the Directorate.

### 2.1.9 Business Change

- Facilitation and tracking of Strategies, resourcing and competency to enable major change and modernisation programmes
- Leading the strategic direction of change around our Climate Positive obligations

## 2.2 Asset Management

The Infrastructure and Projects Directorate is responsible for the safety and performance of the Infrastructure and Property Asset Base; the Infrastructure Engineering and Property Departments routinely inspect and maintain the thousands of infrastructure assets to ensure their availability for operational use. The Departments' activities also include management of seasonal and adverse weather issues such as snow, ice, flooding and high winds. These activities are often invisible to the asset user but are an invaluable part in the delivery of the Values and Objectives of the Translink Group. As part of the Organisation's commitment

to continual improvement, an asset management regime for the Directorate is being developed. The aim is to develop a system compatible with ISO55000 with a view to potentially obtaining formal accreditation in future. A Corporate Asset Management Policy and Objectives was issued in July 2020. The policy defines the "mandated requirements, overall intentions/principles and framework for control of asset management". IPD are developing a 5-year "Route Map to Asset Management Maturity" to achieve the policy and objectives. This will be fully integrated with the other Translink divisions to meet the overall needs of the business. Whilst there are some common themes such as Asset Information, Risk Management, Asset Criticality, and Lifecycle costing, the specifics are different for each department. Individual departments are developing their strategies and plans to identify their respective priorities in relation to formal asset management.



# Business Strategy, Objectives and Plans

This chapter sets out the Infrastructure and Projects Directorate's responsibilities.

## 3.1 Directorate Responsibilities

Translink Infrastructure and Projects Directorate is responsible for:

- The provision and maintenance of bus infrastructure assets;
- The provision, maintenance and operation of rail infrastructure assets;
- Project Delivery;
- Financial management (including ensuring the IM achieves financial balance).

Appendix D provides an overview of IPD's role as Infrastructure Manager (IM) for the mainline railway network in Northern Ireland.

## 3.2 Business Strategy

The Infrastructure and Projects Directorate Business Strategy is four-fold, based upon:

### 1. Steady State Operations

- a. Efficiently maintaining the existing infrastructure and property to suitable technical and operational standards.
- b. Replacing, refurbishing or renewing assets as they approach the end of their useful life based upon the lifecycle balance of economy, safety, availability, reliability and ongoing maintenance.
- c. Maintaining a balanced budget whilst seeking to improve operational efficiency.

### 2. Service Development

Providing the optimal infrastructure and property capacity, quality and performance capability in response to service development objectives, within the constraints of available resources.

### 3. Risk and Assurance Management

Identifying the operational and business risks involved in delivering our services and assuring ourselves that we have suitable systems in place to adequately manage those risks.

### 4. Continual Improvement

To continually improve ourselves and our services to our customers and other stakeholders. An important aspect of this continual improvement in 2021/22 will be the alignment with the Company pledge to become Climate Positive and to drive positive change to a cleaner, greener transformation in public transport.

The following challenging targets have been set:

- 50% reductions in our current carbon emissions by 2030
- All our buses, trains and buildings to be Net Zero by 2040
- Climate Positive by 2050

As a first step in support of this, IPD has taken a major step towards reducing our carbon footprint with the introduction of 100% electric vans to our fleet of support vehicles.

### 3.3 Business Strategy, Objectives and Plans

The table below provides strategies and objectives which align with the Corporate objectives listed in Section 1.5.

<b>Operational Excellence – Achieve excellence in service performance by driving continuous improvement in Safety, Punctuality and Reliability.</b>		
Implement a Lifecycle Asset Management system to support investment decisions on all assets.	10% improvement in asset reliability and lifecycle costs.	Improve asset reliability.
	10% reduction in maintenance costs per kilometre.	Move towards ISO55000 and BIM compliance.
		Develop plans for optimising Whole Life Costs.
		Improve Infrastructure Asset Condition Recording.
<b>Customer Satisfaction – To deliver an outstanding customer experience at every touch point.</b>		
Maintain and Enhance facilities for customers to support a consistent customer experience.	Maintenance standards have been agreed and are being rolled out.	Establish and implement a rebuild and refurb strategy.
		Divisional ‘Go’ Safety and Corporate Responsibility Plans Developed.
<b>Value for Money – To offer value for money to our customers.</b>		
Deliver Capital Investment Programme on time to budget and specification.	Top project priorities identified.	NIROC and BTH
<b>Passenger Growth – To grow the number of passenger journeys on public transport, supporting a modal shift.</b>		
Develop Bus and Rail Fleet investment Strategies to support passenger growth and wider business strategies including decarbonisation of the bus/ rail fleet, zero emission technologies, customer experience/product development, life cycle cost optimisation and service performance.	Agreed Bus and Rail Fleet Strategies.	Undertake feasibility assessment for the electrification for the NIR Network.
		Led by a newly incorporated Steering Group, develop an Infrastructure Climate Positive Strategy to deliver the divisional carbon emissions reduction obligations

# Organisational Structure

This chapter describes the organisational structure of The Infrastructure and Projects Directorate.

## 4.1 Overview

The structure and staff numbers in each department are outlined below.

## 4.2 Functional Coverage

The Assets described in Section 2 are managed within the functional departments illustrated in Figure 5, below.



### 4.2.1 People

There are approximately 316 people directly employed in the Infrastructure and Projects Directorate, as follows:

Department	No. of Staff
Belfast Transport Hub	14
Commercial Contracts	7
Infrastructure & Projects	4
Infrastructure Systems & Performance	5
Network Assurance & Safety	15
Property	61
Permanent Way	89
Renewals	31
Signalling & Telecoms	69
Structures	19
Business Change	2

## 4.3 Controls

The main controls in place for the Directorate's activities are outlined below.

### 4.3.1 Risk and Assurance Management

The identification and management of business risk and the associated assurance processes is integral to everything we do. The Divisional Hazard Register records items that could adversely affect any aspect of the business, including:

- Safety
- Finance
- Governance/Compliance
- Operational Performance

The register is updated quarterly, for each identified risk it details the description, the risk score, the current arrangements and proposed actions to eliminate, control or manage the risk, and the assurance arrangements in place. It also provides a means of tracking progress against actions. Some of the key business risks being managed by IPD are:

- Level Crossings
- Resources
- Impact of Adverse Weather
- Asset Maintenance
- Compliance with the Management Statement and the Financial Memorandum
- Backlog of inspection and maintenance activities

Whilst it is important to manage all aspects of risk, safety is paramount – so much so that it is embedded as part of the Strategy, Objectives and Plans set out in this Business Plan. Some processes such as the Infrastructure Safety Management System (I-SMS) are explicitly related to safety whilst in other areas it is implicit in the decision-making process. The I-SMS is currently being updated and will be communicated in due course. At the time of publication, a significant proportion of IM assets have less than 5 years design life remaining. In order to address this, a programme of work has been developed, including the identification and adoption of appropriate standards, and discerning an appropriate balance between routine maintenance, refurbishment and renewal. As part of this programme, the DfI have been supportive in our work towards funding a “steady state”, where stable, year-on-year maintenance and renewal budgets are adequate for maintaining the asset base.

### 4.3.2 Directorate Safety Management System

A Safety Management System is maintained and applies to all the Directorate's activities. It also incorporates the Infrastructure Safety Management System requirements.



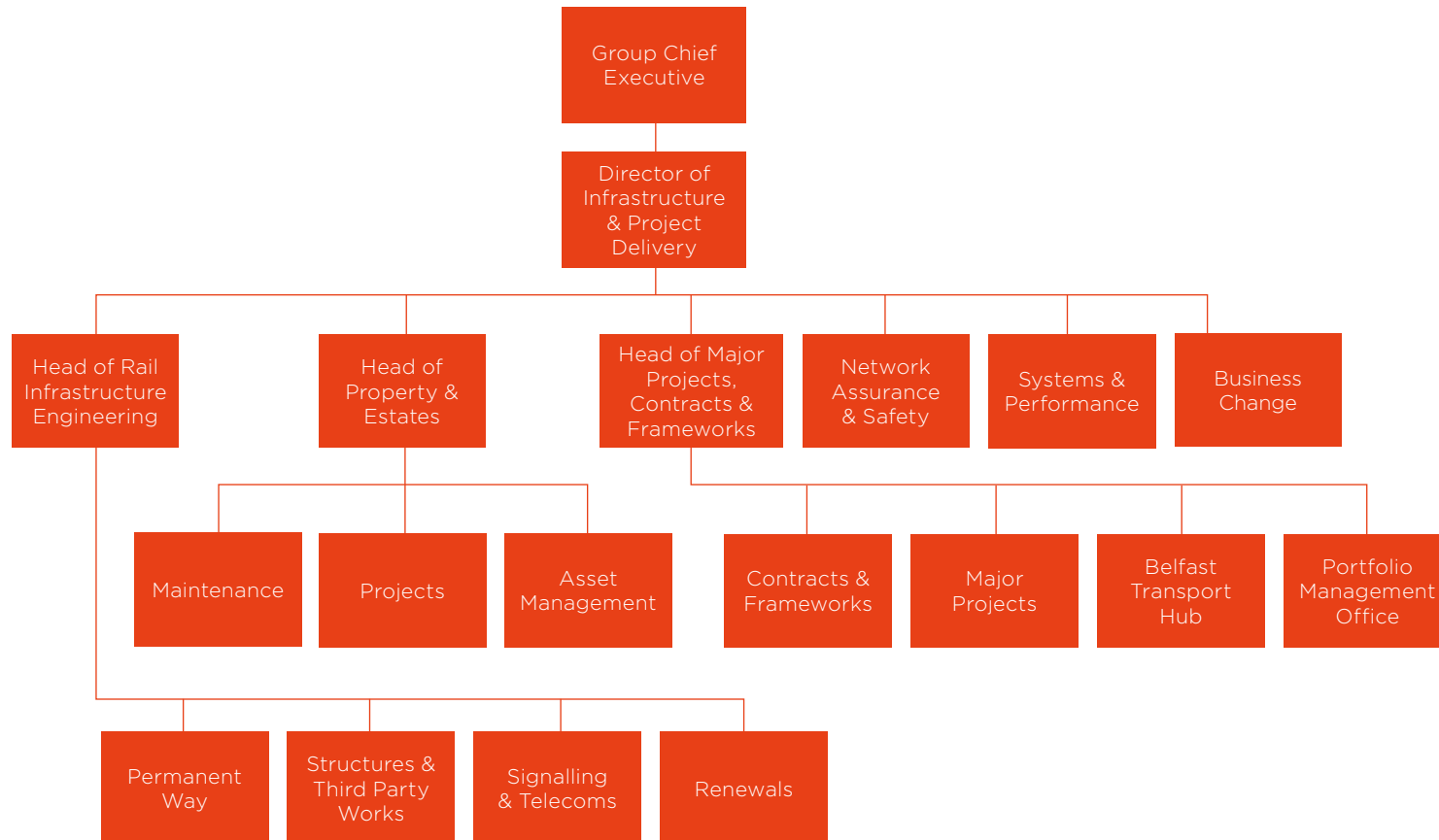
### 4.3.3 Engineering Standards

A formal Standards Management Process is applied for Engineering Standards across the Asset Management Departments. As stated above, a plan has been developed to review the application of technical standards across the Directorate.

### 4.3.4 Finance

The Directorate manages its activities, so far as is practicable, to ensure adherence to the Management Statement and the Financial Memorandum (MSFM). All Directorate procurement activities (works, services, materials, equipment) are controlled through management processes and the Translink Group Integrated Electronic Financial Systems (Agresso IFS).

Figure 5: Organisational Structure



# Financial Overview for 2021/22

This chapter provides an overview of the Infrastructure and Projects Directorate's finances and major investment projects for this financial year.

## 5.1 Budgets

The current Capital budget for 2021/22 is £116,539,959.

Revenue monies are used to provide the day-to-day operation and maintenance of the asset base, i.e., labour, materials, management and support. The capital monies will be used to renew, replace and upgrade the asset base. A further breakdown of the budgets into business areas is provided in Appendix E.

## 5.2 Financial Monitoring and Reporting

The Director of Infrastructure and Projects is responsible for the Directorate's finances at Group Level. Within the Directorate the Heads of Departments are responsible as follows:

### Revenue

Department Heads are responsible for the monitoring and financial reporting of all revenue-funded activities within their respective Departments to ensure that expenditure is within budget for each financial year.

### Capital

Capital-funded activities are monitored, controlled and reported on via the Project Delivery Department and Project Accountant, as part of the Portfolio, Programme and Projects Management Procedures.

### Financial Balance

The Director works actively in conjunction with the Group Finance Division, the Group Portfolio Office and individual Departments to monitor and review the overall budgets. This includes the requirement to ensure financial balance for the IM aspects of the Directorate's activities.

## 5.3 Major Capital Investment Projects and Programmes

The main projects and programmes to maintain and develop the infrastructure and property being progressed this financial year are:

- Coleraine sidings
- Belfast Transport Hub
- Bridge refurbishment and strengthening programme
- Fortwilliam to Bleach Green signalling renewals
- Yorkgate Station redevelopment
- NIROC
- Rail milling programme
- STRXAM, Structures Examinations and Assessments
- Dark Arch Whiteabbey track renewal
- Cullybackey level crossings upgrade

A list of infrastructure and property projects is provided in Appendix F.



# Appendices

- A:** Glossary of Terms and Abbreviations
- B:** Overview of the NI Mainline Rail Network
- C:** Overview of Bus Property
- D:** Overview of the Directorate’s Role as a Railway Infrastructure Manager for Northern Ireland
- E:** Revenue Budgets 2021/22
- F:** Capital Investment 2021/22
- G:** Group Structure

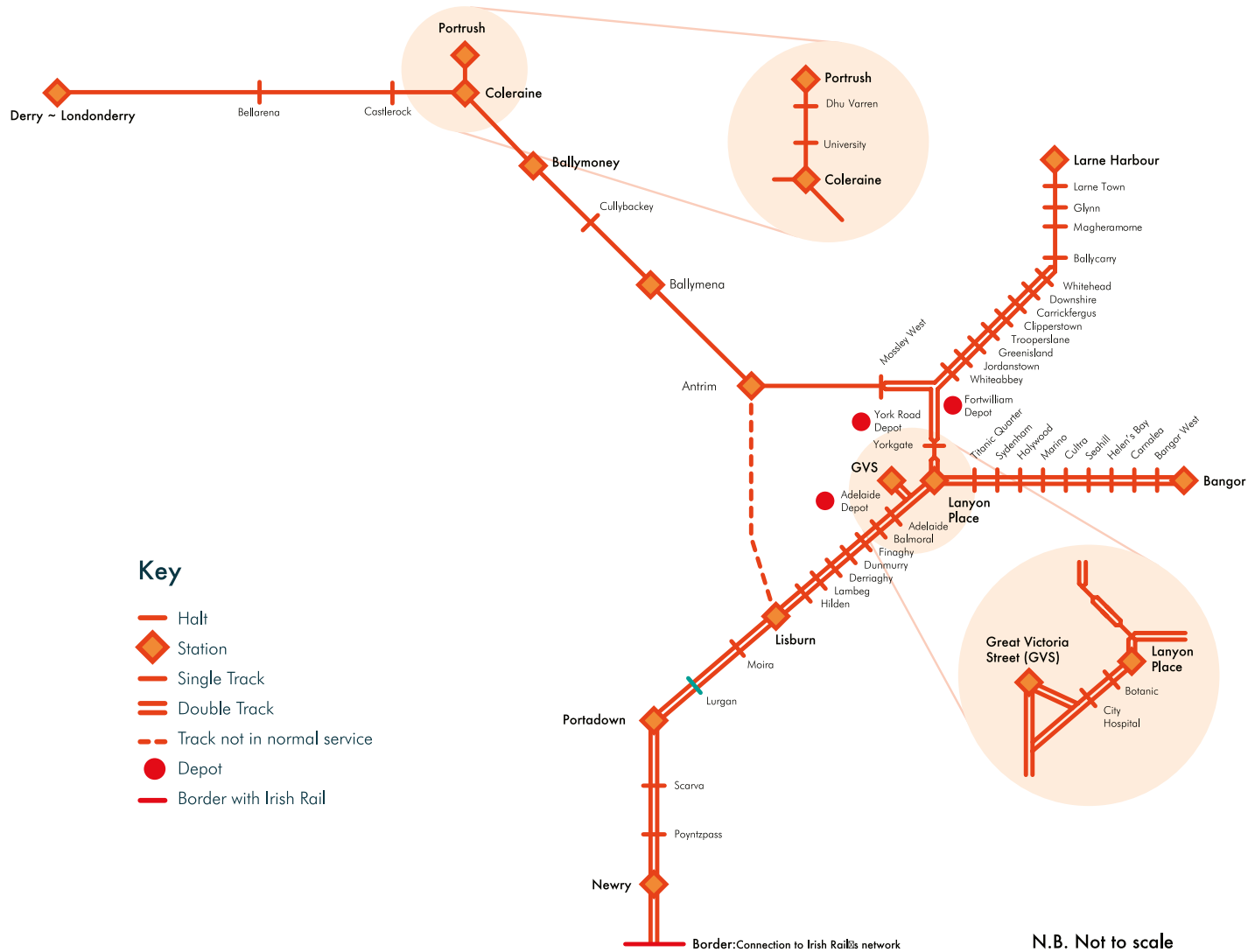
## Appendix A: Glossary of Terms and Abbreviations

Abbreviation/Term	Explanation
<b>AHB</b>	Automatic Half Barrier
<b>DARD</b>	Department of Agriculture and Rural Development
<b>DfI</b>	Department for Infrastructure
<b>DoE</b>	Department of the Environment
<b>HR</b>	Human Resources Department
<b>HSENI</b>	Health & Safety Executive (Northern Ireland)
<b>IFS</b>	Integrated Finance System
<b>IM</b>	Infrastructure Manager – name given in legislation to the organisation responsible for the operation and maintenance of the railway network
<b>IPD</b>	Infrastructure and Projects Directorate
<b>IS</b>	Information Services Department
<b>I-SMS</b>	Infrastructure Safety Management System ISO55000 International Standards Organisation: Asset Management Standard

Abbreviation/Term	Explanation
<b>MSFM</b>	Management Statement and Financial Memorandum – set out the arrangements for the management of the Translink Group of Companies
<b>NIR</b>	Northern Ireland Railways Company Limited, the Holding Company with NIR Networks and NIR Operations as its subsidiaries
<b>NIR Networks</b>	Northern Ireland Railways Networks Limited – IM for Northern Ireland mainline railways
<b>NIR Operations</b>	Northern Ireland Railways Operations Limited – RU for mainline public service train services in Northern Ireland
<b>NIROC</b>	Northern Ireland Railways Operational Control
<b>NITHC</b>	Northern Ireland Transport Holding Company
<b>NT3</b>	New Trains 3 (Programme)
<b>NWMTH</b>	North West Multi-Modal Transport Hub
<b>ORR</b>	Office of Rail and Road
<b>RU</b>	Railway Undertaking – name given in legislation to an organisation responsible for the operation of passenger or freight train services
<b>Safety Authority</b>	Name given to the organisation responsible for regulating railway safety under legislation
<b>SIP</b>	Safety Improvement Programme
<b>S&amp;C</b>	Switches and crossings
<b>S&amp;T</b>	Signalling and Telecoms Department
<b>SPAD</b>	Signal Passed At Danger
<b>Translink Group</b>	The group of organisations that includes NITHC, NIR, Ulsterbus and Citybus (Metro)
<b>UB</b>	Ulsterbus



Appendix B: Overview of the NI Mainline Rail Network

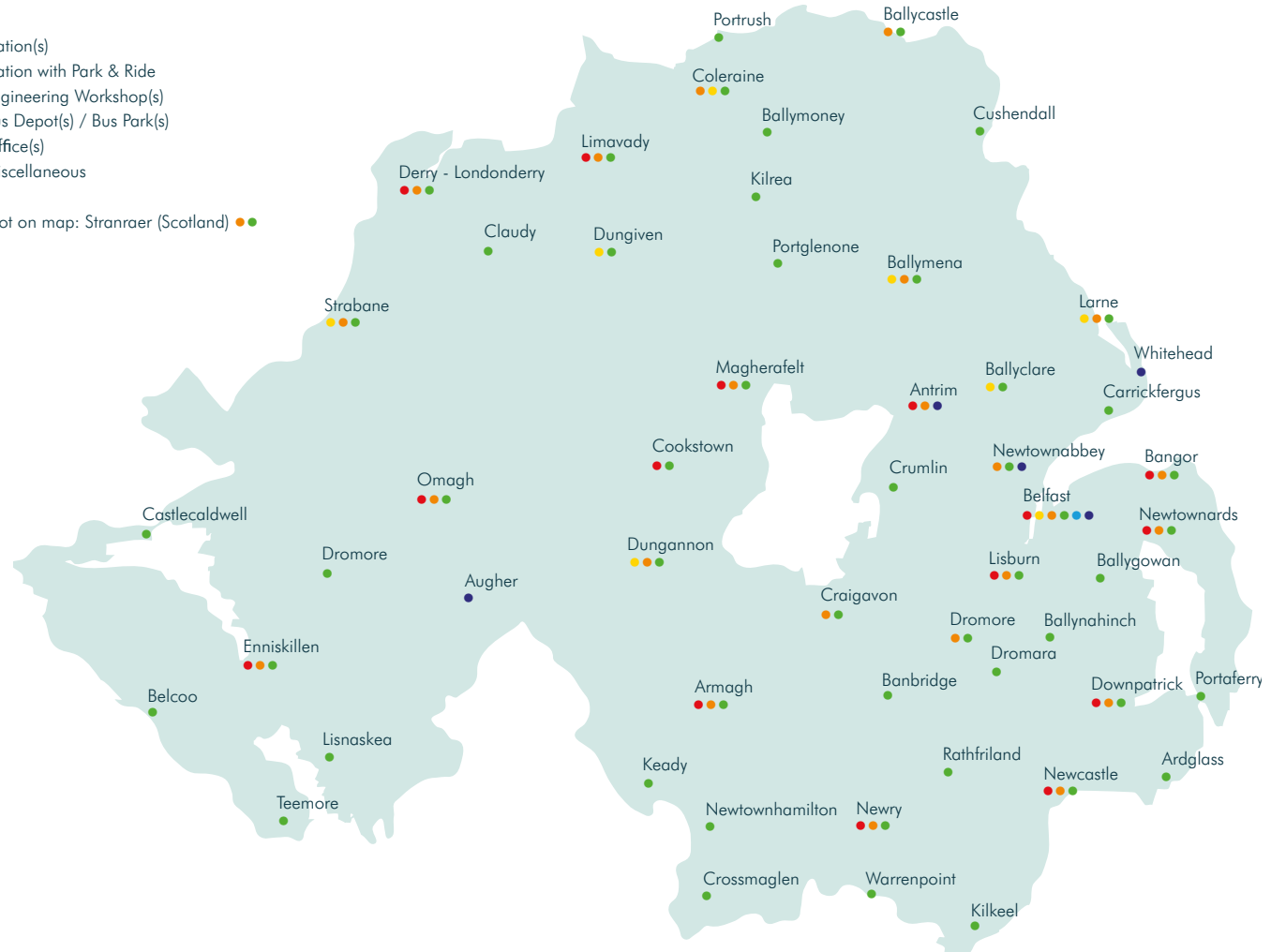


## Appendix C: Overview of Bus Property

### Key

- Station(s)
- Station with Park & Ride
- Engineering Workshop(s)
- Bus Depot(s) / Bus Park(s)
- Office(s)
- Miscellaneous

N.B. Not on map: Stranraer (Scotland) ●●



## Appendix D: Overview of the Directorate's Role as Railway Infrastructure Manager for Northern Ireland

There is a legal requirement for a role of Railway Infrastructure Manager (IM) to be performed. The IM provides access to Railway Undertakings (RUs), the operators of passenger and freight trains, to the railway infrastructure; the IM is responsible for operation and maintenance of the railway network. Within the Translink Group the executive responsibility for the IM's tasks falls to the Director of Infrastructure and Projects. The Director of IPD (on behalf of the Northern Ireland Railways Company Limited (NIR) and its subsidiary NIR Networks) undertakes the function of a railway Infrastructure Manager. The current reporting structure means that the operation of the railway is line-managed by NIR Operations, under the General Manager Rail Services. The Translink Group is ultimately owned and controlled by the Northern Ireland Transport Holding Company (NITHC), a Public Corporation created by Statute. Regulation 12 of the Railways Infrastructure (Access, Management and Licensing of Railway Undertakings) Regulations (Northern Ireland) 2016 requires the IM to prepare a Business Plan. This Business Plan meets this requirement. The primary aims of the Directorate (in its role as IM) are:

- a) To ensure optimal and efficient use and development of the railway infrastructure; and
- b) Financial balance between income and expenditure, in so far as enabled by the Department for Infrastructure (DfI).

The plan includes details of railway capital investment programmes and describes the means by which the objectives are achieved. The IM functions are managed jointly between NIR Networks and its holding company and infrastructure asset-owner, NIR. Both are part of the Translink Group, and ultimately report through the parent company to the Sponsoring Governmental Department, the Department for Infrastructure. The diagrams in Appendix H illustrate the Translink Group's Company Structure and its Management Structure (correct at time of going to print).



## Appendix E: Revenue Budgets 2021/22

The table below provides an overview of the revenue budgets for the Infrastructure and Projects Directorate for 2021/22 by Department and by Translink Group companies.

Income	Company (£'000)				
	Ulsterbus	Metro	NIR	NITHC	Total
Estates	(318)	(352)	0	0	(670)
Systems and Performance	0	0	(5,860)	0	(5,860)
<b>Total Income</b>	<b>(318)</b>	<b>(352)</b>	<b>(5,860)</b>	<b>0</b>	<b>(6,530)</b>
<b>Costs</b>					
Portfolio Management Office	64	23	84	0	171
Estates	49	27	66	547	689
Permanent Way	0	0	6,875	0	6,875
Signalling	0	0	4,491	0	4,491
Structures	0	0	3,564	0	3,564
Property	1,059	275	1,273	0	2,607
Network Assurance & Safety	0	0	591	0	591
IM Rail Control	0	0	1,145	0	1,145
IM Rail Ops Signalling	0	0	2,984	0	2,984
NITHC Estates	0	0	0	0	0
Systems and Performance	0	0	427	0	427
Property Mechanical and Electrical	834	184	922	0	1,940
Property Asset Management	107	38	146	0	291
Project Delivery - Property	(030)	(05)	(054)	0	(089)
Project Delivery - Renewals	0	0	(028)	0	(028)
Project Delivery - Major Projects	35	19	107	0	161
Director of Infrastructure and Projects	112	34	304	(016)	434
<b>Total Costs</b>	<b>2,230</b>	<b>595</b>	<b>22,897</b>	<b>531</b>	<b>26,253</b>
<b>Net Costs</b>	<b>1,912</b>	<b>243</b>	<b>17,037</b>	<b>531</b>	<b>19,723</b>

## Appendix F: Capital Investment 2021/22

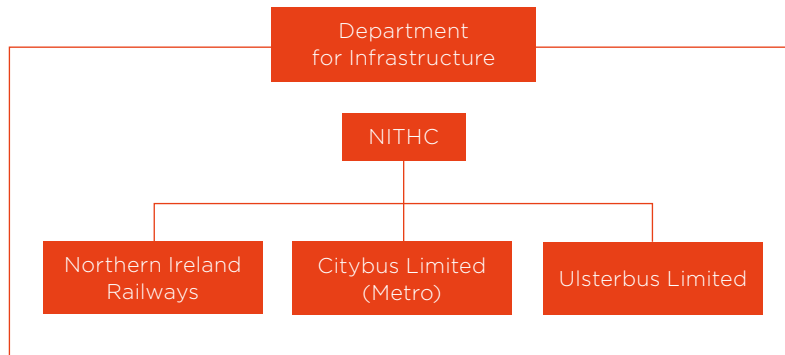
The projects listed below are among those that will be substantially advanced and/or completed during the financial year 2021/22.

Activity - 2021/22	Primary Purpose		Start Date	Expected Completion Date
	Safety	Capacity		
<i>Ongoing and Immediate Future</i>				
Platform Safety	✓		Oct-20	Dec-21
Rail Milling Programme	✓		Oct-20	Mar-23
Ballymoney to Coleraine Re-railing	✓		Oct-21	Jul-22
Lineside Fencing Programme 2019-2022	✓		Dec-19	Mar-23
Whitehead UWC Upgrade to MSL	✓		Oct-21	Jul-22
Hollywood Sea Defences	✓		Mar-21	Sep-21
UWC Safety Improvement Programme Phase 2a	✓		Apr-17	Sep-22
UWC Safety Improvement Programme Phase 2b	✓		Nov-21	Jul-23
UWC Renewals	✓		Oct-21	Nov-22
Bridge Refurbishment & Strengthening Programme Phase 2	✓		Mar-21	Mar-22
Fortwilliam - Bleach Green Signalling Renewals	✓		Mar-21	Dec-21
MSL Isolation Switch Facility	✓		Nov-20	Sep-21
Invasive Species Treatment Bus &/ Rail	✓		May-19	Sept-22
NT3 Sidings at Coleraine	✓		Jul-21	Sep-21
Dark Arch Whiteabbey Track Renewal	✓		Jul-21	Feb-22
Cullybackey Level Crossings MCB Upgrade	✓		Oct-21	Dec-23
Closure of XL96, 97, 107 & 108 (Dunloy)	✓		Jan-21	Oct-21
Closure of XL122-126 (Ballymoney)	✓		May-21	Nov-21
Belfast Transport Hub – Enabling Works		✓	Jan-20	Jul-21
Yorkgate Station Redevelopment		✓	Oct-21	May-22
Northern Ireland Railway Operations Centre (NIROC) Phase 1	✓		Nov-19	Nov-24
Trooperslane Park & Ride		✓	Mar-21	Feb-22
Platform LED Lighting Replacement	✓		Nov-21	Nov-22

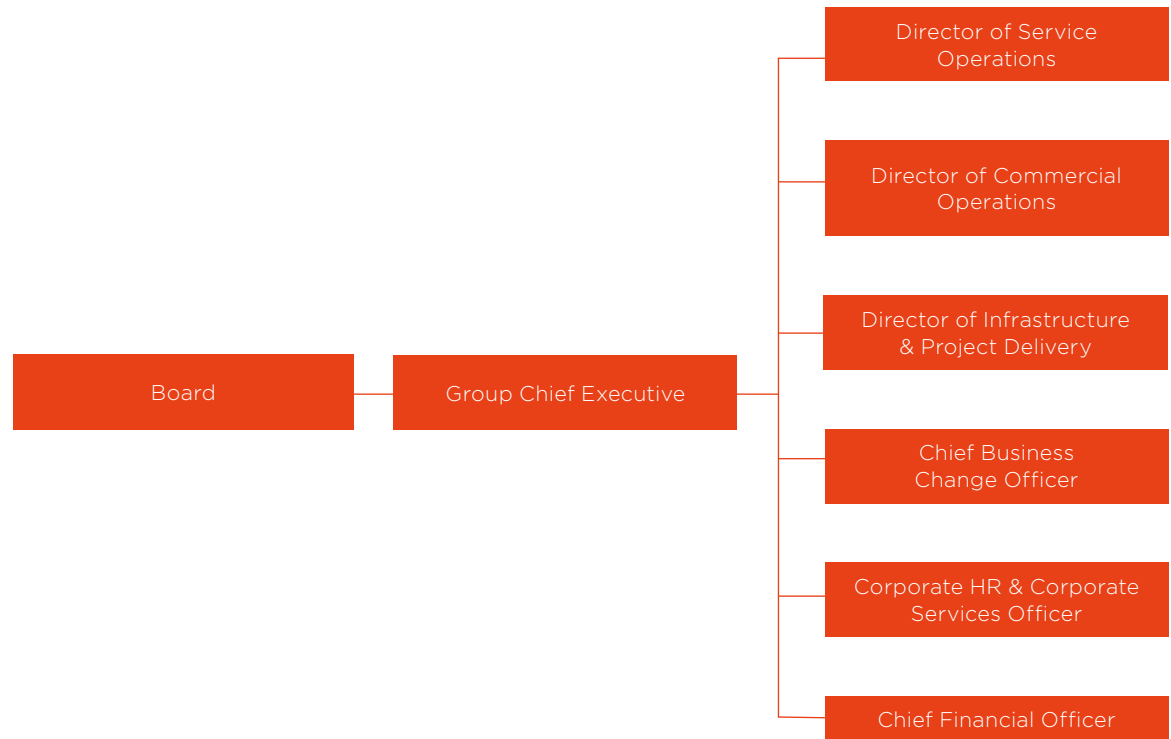
## Appendix G: Group Structure

Translink Group – Company Structure

### Translink Group – Company Structure



### Translink Group - Management Structure



This publication is available in a range of alternative formats, for example large print, braille or audio tape. Please call Translink Contact Centre 028 9066 6630.

Special thanks to all our customers and staff who kindly allowed us to use their photos in this publication.

