

Date: 17 June 2015

Item: Project Monitoring – Project Approvals

This paper will be considered in public.

1 Summary

- 1.1 To present to the Committee the forward approval programme for projects with a value in excess of £50m, from June 2015 to December 2016, and to inform the Committee of Project Authority granted by the Commissioner and the Managing Director (MD) Finance in accordance with delegated authority under TfL's Standing Orders.

2 Recommendation

- 2.1 **The Committee is asked to note the paper.**

3 Background

- 3.1 The Commissioner (and in his absence MD Finance) has delegated authority to approve Project Authority on projects up to a value of £50m that contain less than £25m of unbudgeted expenditure.
- 3.2 The MD Finance has delegated authority to approve Project Authority for projects under £25m that contain less than £10m of unbudgeted expenditure. Approval of authority for projects of less than £5m that contain less than £2m of unbudgeted expenditure is delegated to Chief Officers and is not reported here.

4 Forward Approval Programme

- 4.1 To enable an appropriate level of governance, processes are in place for the authorisation, control and reporting of projects. The forward approval programme for June 2015 to December 2016, for projects with a value in excess of £50m, is set out in Appendix 1.
- 4.2 Where the projects have a value in excess of £50m and have not already received full approval from the Committee, these requests will be submitted to the Committee and where appropriate to the Board for consideration. Those projects with an estimated final cost of £50m or below, which have been approved by the Commissioner or the MD Finance, will be reported to subsequent meetings of the Committee.

Project Approvals by the Commissioner

- 4.3 Since the last meeting of the Committee, on 11 March 2015, the Commissioner has approved Project Authority on six projects. Further details are set out in Appendix 2.

Project Approvals by the MD Finance

- 4.4 Since the last meeting of the Committee, on 11 March 2015, the MD Finance has approved Project Authority on eight projects. Further details of these projects are set out in Appendix 3.

List of appendices to this report:

Appendix 1: Forward Approval Programme

Appendix 2: Summary of project approvals by the Commissioner

Appendix 3: Summary of project approvals by the MD Finance

List of Background Papers:

None

Contact Officer: Michael Bridgeland, Head of Project Assurance
Number: 020 3054 7751
Email: MichaelBridgeland@tfl.gov.uk

Forward Approval Programme – June 2015 to December 2016

To enable an appropriate level of governance, processes are in place for the authorisation, control and reporting of projects.

The Pathway Integrated Assurance Review process (IAR) sets the requirements for the review of projects prior to approval.

Each IAR applies 'challenges' to the project to assess whether it is in a suitable state to move through the gate, providing assurance that a project or programme is:

- deliverable – it is likely to deliver the expected benefits within the declared cost/time/performance envelope;
- affordable – the level of expenditure and financial risk involved is acceptable in light of TfL's overall financial position when set against other priorities; and
- value for money – it provides the optimum combination of whole-life cost and quality (or fitness for purpose) to meet users' requirements.

IARs normally apply to a project at the following stages of their project lifecycles:

- Initiation* (compulsory gate);
- Option Selection*;
- Pre-Tender;
- Design;
- Contract Award*;
- Project Close (compulsory gate); and
- Programme review (for ongoing programmes).

All figures shown in the following table are in accordance with the approved TfL Business Plan unless otherwise indicated.

* If there is more than one year between gates, projects may also be reviewed at an interim point.

Forward Schedule of Project Approvals

Project	Programme / Asset Group	Estimated Final Cost £m	Approval	Note	2015							2016												
					Board	FPC	Board																	
					Jul-15	Jul-15	Sep-15	Oct-15	Nov-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Mar-16	Jun-16	Jul-16	Jul-16	Sep-16	Oct-16	Nov-16	Nov-16	Dec-16	
Corporate																								
Crossrail 2	Planning	27,000	Annual					✓	✓															
Gallions Reach Project	Planning	150	Option							✓	✓													
London Overground extension to Barking Riverside	Planning	263	Annual			✓	✓																	
London Overground extension to Barking Riverside	Planning	263	Option							✓	✓													
Silvertown River Crossing	Planning	753	Interim	1								✓	✓											
Silvertown River Crossing	Planning	753	Pre Tender															✓	✓					
Rail & Underground																								
Bank Station Capacity Upgrade	Stations	>>	Annual									✓	✓											
Bank Bloomberg Place	Stations	>>	Annual				✓																	
Bakerloo line 72TS life extension	Rolling Stock	67	Contract Award													✓								
Camden Town Station Capacity Upgrade	Stations	>>	Pre Tender									✓	✓											
Holborn Station Capacity Upgrade	Stations	>>	Pre Tender															✓	✓					
LOTRAIN	Rolling Stock	278	Award		✓																			
Central Line 92TS AC conversion	Rolling Stock	166	Pre Tender							✓	✓													
Crossrail Stations Upgrade	Stations	105	Options																					
Emergency Services Network	Infrastructure	100	Initiation	UB				✓	✓															
Croxley Rail Link	Overground	>>	Contract Award		✓																			
Integrated Stations Programme	Stations	242	Annual											✓										
Jubilee Line World Class Capacity	Upgrades	261	Contract Award	2						✓	✓													
Jubilee Line World Class Capacity	Upgrades	261	Pre Tender	3										✓	✓									
Jubilee Line World Class Capacity	Upgrades	261	Contract Award	4																✓	✓			
Jubilee & Northern lines additional trains	Upgrades	>>	Pre Tender					✓	✓															
Jubilee & Northern lines additional trains	Upgrades	>>	Contract Award																	✓	✓			
New Train for Docklands	Rolling Stock	440	Initiation			✓																		
New Tube for London	Upgrades	16,071	Pre Tender	5						✓	✓													
New Tube for London	Upgrades	16,071	Interim	6										✓	✓									
Four Lines Upgrade Programme (SUP) - ATC Signals	Upgrades	>>	Contract Award		✓																			
Surface																								
Asset Renewal Programmes	Assets	93	Annual												✓									
Cycling Vision Portfolio	Cycling	913	Annual												✓	✓								
Cycle Hire Transformation	Cycling	>>	Option			✓	✓																	
Cycle Hire Transformation	Cycling	>>	Contract Award																				✓	✓
A23/A232 Fiveways Road Improvement Scheme	Highways Enhancements	TBC	Option					✓																
Wandsworth Improvement Scheme	Highways Enhancements	67	Concept Design					✓																
RMSCOOT	Network Performance	58	Annual					✓																
STIP Tranche 1 Package 1	Assets	116	Annual					✓																
Surface Intelligent Transport System (SITS)	Network Performance	TBC	Option			✓	✓																	

Notes:

TBC: The amount to be approved at the gate will be confirmed closer to the approval date.

>>: Costs are excluded for reasons of commercial confidentiality.

UB: Unbudgeted

1. Prior to the submission of a Development and Consent Order (DCO) application
2. Contract award for the signalling works
3. Pre Tender for the main infrastructure works
4. Contract award for the main infrastructure works
5. Pre-tender for the Piccadilly line rolling stock
6. Programme management resources and development of the signalling system requirements

Summary of projects approved by the Commissioner

ST-PJ434C Better Junctions – Oval Triangle Scheme			
Financial Authority in Business Plan £6,901k	Previous Project Authority Granted £1,100k	Total Project Authority Granted £7,141k	Estimated Final Cost £7,141k
Authority Approval	<p>Additional Project Authority of £6,041k was granted to deliver the project to completion, following a Design Integrated Assurance Review.</p> <p>Project Authority was granted by the Commissioner under the governance arrangements approved by TfL Board for the Cycling Vision Portfolio.</p> <p>The estimated final cost exceeds Financial Authority by £240k which will be funded from the wider Better Junctions Programme budget.</p>		
Outputs and Schedule	<p>The scheme will improve safety for cyclists and other vulnerable road users at a group of four junctions around the intersection of the A3, A23 and A202 near to the Oval cricket ground – the area known as the Oval Triangle.</p> <p>The main items of scope are:</p> <ul style="list-style-type: none"> • Changes to the layout and operation of the four road junctions to reduce cyclist / vehicle conflicts, in particular those caused by left-turning movements. • Installation of additional cycling infrastructure including segregated and non-segregated cycle lanes. • Urban realm enhancements including lighting, street furniture and improvements to the small triangle of green-space bounded by the A3, A202 and A23. <p>The project will complete by April 2016.</p>		

CS-PJ46C, CS-PJ45C, CS-PJ50C End User Computing Programme			
Financial Authority in Business Plan £39,600k	Previous Project Authority Granted £31,770k	Total Project Authority Granted £38,210k	Estimated Final Cost £38,210k
Authority Approval	Additional Project Authority of £6,440k was granted in March 2015 following an Annual Integrated Assurance Review.		
Outputs and Schedule	<p>The programme will roll out Microsoft's Windows 7 operating system across the desktop IT estate, and carry out development activities to support TfL's use of mobile IT technology. The Project Authority granted will be used to carry out the following activities:</p> <ul style="list-style-type: none"> • Development of Bring Your Own Device functionality. • Integrate LU asset management systems. • Expansion of the TfL mobile IT estate in support of the Fit for Future Stations programme. <p>The programme will complete in July 2017.</p>		

LU-PJ682C Trams 2030 Strategy Stage 1: Procurement of Two Additional Trams			
Financial Authority in Business Plan £39,394k	Previous Project Authority Granted £2,230k	Total Project Authority Granted £8,980k	Estimated Final Cost £39,394k
Authority Approval	Additional Project Authority of £6,750k was granted for the procurement of two additional trams. TfL Project Assurance did not carry out an Integrated Assurance Review.		
Outputs and Schedule	<p>The Tram 2030 strategy will increase the tram capacity in support of Croydon Town Centre development. The first of five stages covers the purchase of two additional trams and infrastructure works at Elmers End and Dingwall Road Loop.</p> <p>£16,594k is now budgeted in the Business Plan for Stage 1, with additional contributions totalling £22,800k from developers and the GLA.</p> <p>The following four stages of the Tram 2030 strategy are currently unbudgeted.</p> <p>The delivery of the two trams will complete by February 2017.</p>		

LU-PJ682C Piccadilly Line Interim Control Upgrade (PICU)			
Financial Authority in Business Plan £46,897k	Previous Project Authority Granted £9,325k	Total Project Authority Granted £35,113k	Estimated Final Cost £46,894k
Authority Approval	Additional Project Authority of £25,788k was granted for the design and delivery of the interim control system and the design of a new service control centre, following an Option and Delivery Integrated Assurance Review.		
Outputs and Schedule	<p>The project will replace the obsolete signalling control system on the Piccadilly line until a new full signalling solution is installed under the New Tube for London Programme.</p> <p>The authority sought is for the continuation of the migration of Piccadilly line control from Earls Court to a new Service Control Centre by 2019.</p> <p>Deliverables are:</p> <ul style="list-style-type: none"> • Design and implementation of control system equipment to replace legacy assets. • Design and build of the control head. • Detail design of a new Service Control Centre and auxiliary control systems. <p>The designs for the Service Control Centre and auxiliaries are programmed to be completed by Summer 2015 when further funding for their implementation will be sought.</p> <p>The project will complete by September 2018.</p>		

Fit for the Future – Stations Programme (Programme & Project Management Resources and People Change)			
Financial Authority in Business Plan £133,925k	Previous Project Authority Granted £95,015k	Total Project Authority Granted £107,051k	Estimated Final Cost £133,925k
Authority Approval	<p>Additional Project Authority of £12,036k was granted, following an Annual Integrated Assurance Review.</p> <p>The Fit for the Future – Stations Programme comprises a number of separate schemes which will be authorised as individual projects.</p>		
Outputs and Schedule	<p>The Fit for the Future Stations programme will introduce a new station operating and staff model, enabled by a range of ticketing, technology and procedural changes.</p> <p>Project Authority of £8,029k was granted for the central programme and project resources to support the delivery of the Fit for the Future – Stations Programme until period 13, 2015/16. Specific resources will be provided for project and programme management, human resources and communications.</p> <p>Project Authority of £4,007k was granted for the Skills & Capabilities and the People Transition projects in the People Change Management sub-programme. The Skills & Capabilities project provides the training required by the new Station Operating Model, and the People Transition project provides the mechanisms for the staff assessment, selection and transfers.</p> <p>The programme will complete by March 2017.</p>		

ST-PJ417C Vauxhall Cross Highway Enhancement Scheme			
Financial Authority in Business Plan £75,000k	Previous Project Authority Granted £800k	Total Project Authority Granted £3,700k	Estimated Final Cost £49,800k
Authority Approval	<p>Additional Project Authority of £2,900k was granted to develop the concept design, following an Option Integrated Assurance Review.</p> <p>The £75,000k Financial Authority is based on an earlier option which included widening the Network Rail viaduct. The £25,200k surplus will be retained within the Transforming Streets and Places budget where it will be used to fund other priority schemes.</p>		
Outputs and Schedule	<p>Vauxhall Cross is on the Inner Ring Road in the borough of Lambeth and has one of the highest personal injury collision rates in London. The existing gyratory will be returned to two-way working alongside improved facilities for pedestrians and cyclists.</p> <p>The main items of scope are:</p> <ul style="list-style-type: none"> • Removal of the gyratory returning the carriageway to two-way working. • Improvements to cycling facilities including sections of segregated cycleway. • Improvements to pedestrian facilities including safer crossings and more direct walking routes. • Alterations to the existing central bus station including a new station square adjacent to the rail / tube entrance. <p>The project will complete by September 2019.</p>		

Appendix 3

Summary of projects approved by the MD Finance

ST-PJ304C Bus Stop Accessibility Programme			
Financial Authority in Business Plan	Previous Project Authority Granted	Total Project Authority Granted	Estimated Final Cost
£18,400k	£8,400k	£19,265k	£19,265k
Authority Approval	<p>Additional Project Authority of £10,865k was granted to deliver the programme to completion, following an Annual Integrated Assurance Review.</p> <p>The Estimated Final Cost exceeds the budget by £865k which will be funded from the 2014/15 LIP Major Schemes programme budget surplus.</p>		
Outputs and Schedule	<p>The Bus Stop Accessibility Programme will deliver the Mayor's commitment to make 96% of all bus stops on London routes accessible by December 2016. The scope is confined to stops on borough roads, which make up the bulk of those remaining to be treated. Accessibility improvements for the remaining stops on the TLRN are delivered separately under the TLRN Regional Improvements Programme.</p> <p>The scope of work at each stop varies depending on the specific interventions required to make it accessible, but generally includes:</p> <ul style="list-style-type: none"> • Adjustment to kerb heights to allow wheelchair ramps to be reliably deployed. • Removal of footway obstructions. • Changes to carriageway lining to ensure that buses have the necessary space to manoeuvre at stops. <p>The programme will complete by December 2016.</p>		

ST-PJ470C Hydrogen Bus Trial Extension			
Financial Authority in Business Plan	Previous Project Authority Granted	Total Project Authority Granted	Estimated Final Cost
£8,176k	Nil	£8,176k	£8,176k
Authority Approval	Project Authority of £8,176k was granted to extend the existing trial of hydrogen fuel cell buses on route RV1 by five years to 2020, following an Annual Integrated Assurance Review.		
Outputs and Schedule	<p>Eight hydrogen powered buses and two diesel vehicles are in service on the RV1 bus route. The two diesel buses will be replaced with 'next generation' hydrogen models, bringing the total fleet to 10 and making RV1 entirely hydrogen powered.</p> <p>The main items of scope are:</p> <ul style="list-style-type: none"> • Extension of supplier contracts for the supply of hydrogen fuel and maintenance of the buses and re-fuelling facility to 2020. • Purchase and introduction into operational service of two 'next generation' hydrogen fuel cell buses. • Operation of the trial fleet and collation of trial results. <p>The project will complete by March 2020.</p>		

ST-PJ332C TLRN Regional Improvement 2015/16 Programme			
Financial Authority in Business Plan £13,040k	Previous Project Authority Granted Nil	Total Project Authority Granted £13,040k	Estimated Final Cost £13,040k
Authority Approval	Project Authority of £13,040k was awarded to deliver the 2015/16 programme, following an Annual Integrated Assurance Review.		
Outputs and Schedule	<p>The TLRN Regional Improvement Programme is an annual rolling programme of highway infrastructure schemes costing less than £1000k. The improvements are prioritised to align with the Mayor's Transport Strategy and the Surface Transport Principle Outcomes, primarily focusing on:</p> <ul style="list-style-type: none"> • Reliable Roads. • More and Safer Cycling. • More and Safer Walking. • Reduced Casualties. <p>The 2015/16 programme will complete by March 2016.</p>		

LR-PJ28C Docklands Light Railway 2015/16 Infrastructure Capital Investment Programme			
Financial Authority in Business Plan £ 24,971k	Previous Project Authority Granted Nil	Total Project Authority Granted £ 24,971k	Estimated Final Cost £ 24,971k
Authority Approval	Project Authority of £24,971k was granted in March 2015, following an Annual Integrated Assurance Review.		
Outputs and Schedule	<p>The programme will undertake minor infrastructure renewals and improvements on the Docklands Light Railway, in accordance with the Ten Year Plan for asset management. The main items of scope include:</p> <ul style="list-style-type: none"> • Signalling software improvements. • Realignment of automatic train control system boundaries. • Replacement of the life-expired wheel lathe at the Beckton Depot. <p>The programme for this year will complete in March 2016, and be succeeded by the next annual workbank.</p>		

LR-PJ28C Trams: 2015/16 Infrastructure Capital Investment Programme			
Financial Authority in Business Plan £8,780k	Previous Project Authority Granted Nil	Total Project Authority Granted £8,780k	Estimated Final Cost £8,780k
Authority Approval	Project Authority of £8,780k was granted for the London Trams annualised programme of asset renewals. TfL Project Assurance did not carry out an Integrated Assurance Review.		
Outputs and Schedule	<p>The programme will support and improve the service performance, by replacing life expired assets in line with the approved ten-year plan.</p> <p>The thirteen projects cover works in five main areas:</p> <ul style="list-style-type: none"> • Communications. • Systems. • Civils. • Structures. • Tracks. <p>The programme will complete by March 2016.</p>		

BC-PJ146C & BC-PJ160C Victoria line 09TS Intelligent Sensitive Door Edge			
Financial Authority in Business Plan £7,357k	Previous Project Authority Granted £1,057k	Total Project Authority Granted £1,197k	Estimated Final Cost £7,357k
Authority Approval	Project Authority of £140k was granted to complete the design of the intelligent sensitive door edge system. TfL Project Assurance did not carry out an Integrated Assurance Review.		
Outputs and Schedule	<p>The project will develop a solution that improves performance of the doors and reduce delays to services.</p> <p>The main items is scope are:</p> <ul style="list-style-type: none"> • Completion of the design. • An 8-week in-service trial. <p>The project will complete by September 2016.</p>		

CS-PJ53C JNP Technical Integration Programme IM JNP IP			
Financial Authority in Business Plan £ 11,500k	Previous Project Authority Granted £ 1,985k	Total Project Authority Granted £ 8,743k	Estimated Final Cost £11,500k
Authority Approval	Additional Project Authority of £6,758k was granted in April 2015 following a Contract Award Integrated Assurance Review.		
Outputs and Schedule	<p>The programme will replace the ex-Tubelines IT assets supporting the JNP group with OneLondon systems. The main items of scope are as follows:</p> <ul style="list-style-type: none"> • Introduce the OneLondon desktop, project planning resources and document transfer tools to JNP group sites. • Provide TfL telephony and mobile communications systems to JNP staff. • Improve TfL computer-aided design assets to match the JNP group's systems. <p>The programme will complete in March 2018.</p>		

LU-PJ682C Automated Track Monitoring System (ATMS)			
Financial Authority in Business Plan £18,998k	Previous Project Authority Granted £12,272k	Total Project Authority Granted £15,643k	Estimated Final Cost £15,643k
Authority Approval	Project Authority of £3,371k was granted to complete the design and installation of the automated track monitoring system on nine trains, following an Interim Integrated Assurance Review.		
Outputs and Schedule	<p>ATMS will provide real-time track condition data, to inform track maintenance decisions.</p> <p>The main items is scope are:</p> <ul style="list-style-type: none"> • Hand-over of the system installed on the Bakerloo and Victoria lines to the LU maintenance users. • Completion of the design and installation of the S stock on the Circle, District, Hammersmith & City and Metropolitan lines. • A feasibility study to assess the potential roll-out of ATMS on the remaining LU lines, and the interface with the Asset Inspection Train (AIT). <p>The project will complete by July 2016.</p>		