

Programmes and Investment Committee



Date: 28 June 2017

Item: Project Monitoring – Programmes and Project Approvals

This paper will be considered in public.

1 Summary

- 1.1 To inform the Committee of Programme and Project Authority granted by the Commissioner and the Chief Finance Officer in accordance with delegated authorities 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, the Chief Finance Officer) has delegated authority to approve Programme and Project Authority on programmes and projects up to a value of £50m that contain less than £25m of unbudgeted expenditure.
- 3.2 The Chief Finance Officer has delegated authority to approve Programme and Project Authority for programmes and 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 Programme and Project Approvals

- 4.1 To enable an appropriate level of governance, processes are in place for the authorisation, control and reporting of projects.
- 4.2 Programme and Project Authority will normally be granted by the Committee for all programmes and projects as part of the newly defined 20 sub-programmes. Where individual programmes or projects have a value in excess of £50m and have not already received full approval, requests will be submitted to the Committee for consideration. Those programmes and projects with an estimated final cost of £50m or below, which have been approved by the Commissioner or the Chief Finance Officer, will be reported to subsequent meetings of the Committee.
- 4.3 Where the main contract has not yet been awarded, the Estimated Final Cost (EFC) is not stated because it is commercially confidential.

Approvals by the Commissioner

- 4.4 Since the last meeting of the Committee on 8 March 2017, the Commissioner has approved Programme and Project Authority for eight programmes and projects. Further details are set out in Appendix 1.

Approvals by the Chief Finance Officer

- 4.5 Since the last meeting of the Committee on 8 March 2017, the Chief Finance Officer has approved Programme and Project Authority for four programmes and projects. Further details of these projects are set out in Appendix 2.

List of appendices to this report:

Appendix 1: Summary of programmes and projects approved by the Commissioner

Appendix 2: Summary of programmes and projects approved by the Chief Finance Officer

List of Background Papers:

None

Contact Officer: Michael Bridgeland, Head of Project Assurance

Number: 020 3054 7751

Email: MichaelBridgeland@tfl.gov.uk

Summary of approvals by the Commissioner

ST-PJ541C Emissions Surcharge	
Existing Programme and Project Authority £ 1.54m	Financial Authority in Business Plan £ 17.37m
Additional Programme and Project Authority £ 6.41m	Estimated Final Cost £ 20.17m
Total Programme and Project Authority Granted £ 7.95m	Variance Commentary The estimated final cost exceeds the Financial Authority by £2.80m, as a result of cost increases and additional scope. The budget gap of £2.80m will be closed by drawing from the other projects in the Air Quality and Environment Portfolio.
Outputs and Schedule	<p>The project will deliver changes to the Congestion Charging software to enable the administration of the Emissions Surcharge, a levy on high polluting vehicles entering the Central London Congestion Charge Zone.</p> <p>Additional Programme and Project Authority of £6.41m was granted up to May 2017. The new Authority covers the following main scope items:</p> <ul style="list-style-type: none"> • Completion of the detailed design. • Commencement of the system build. <p>The project will complete by October 2017.</p>

ST-PJ431	Old Street Roundabout
Existing Programme and Project Authority £ 2.40m	
Additional Programme and Project Authority £ 4.70m	
Total Programme and Project Authority Granted £ 7.10m	
Outputs and Schedule	<p>The project will remodel the complex multi-lane roundabout at Old Street and the underground station entrance.</p> <p>Additional Programme and Project Authority of £4.70m was granted up to July 2018 following a Design Integrated Assurance Review. The new Authority covers the following main scope items:</p> <ul style="list-style-type: none"> • Detailed structural, mechanical and electrical design. • Advanced enabling works (utility diversions). <p>The project will complete by late 2021.</p>

ST-PJ315	Structures & Tunnels Investment Portfolio (Work Package 1):
ST-PJ363	A127 Ardleigh Green Bridge
ST-PJ316	A406 Power Road Bridge
ST-PJ308	A1 Upper Holloway Bridge
	A1 Highbury Corner Bridge
Existing Programme and Project Authority £ 115.83m	
Additional Programme and Project Authority £ 40.08m	
Total Programme and Project Authority Granted £ 155.91m	
Outputs and Schedule	<p>The programme will deliver improvements to structures and tunnels on the Transport for London Road Network (TLRN).</p> <p>Additional Programme and Project Authority of £40.08m was granted following a Targeted Integrated Assurance Review. The new Authority covers the following main scope item:</p> <ul style="list-style-type: none"> • Completing the work on all four bridges subject to contract variations from target cost to fixed price. <p>The programme is due for completion by late 2020.</p>

ST-PJ430 Westminster Bridge South	
Existing Programme and Project Authority £ 1.63m	Financial Authority in Business Plan £ 7.70m
Additional Programme and Project Authority £ 6.03m	Estimated Final Cost £ 7.66m
Total Programme and Project Authority Granted £ 7.66m	Variance Commentary N/A
Outputs and Schedule	<p>The project will improve cycling and pedestrian routes, the urban realm and safety in the area south of Westminster Bridge.</p> <p>Additional Programme and Project Authority of £6.03m was granted up to December 2018 following a Contract Award Integrated Assurance Review. The new Authority covers the following main scope items:</p> <ul style="list-style-type: none"> • New segregated cycling lanes through the roundabout to the south of the bridge to provide a link to existing cycling routes. • New and upgraded pedestrian crossings and replacement of damaged footways. <p>The project will complete by late 2018.</p>

LR-PJ28
 LR-PJ320
 LR-PJ606
 LR-PJ701
 LR-PJ312

London Rail: 2017/18 Asset Renewals Programme

Existing Programme and Project Authority £ Nil	Financial Authority in Business Plan £ 34.00m
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Additional Programme and Project Authority £ 34.00m	Estimated Final Cost £ 34.00m
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Total Programme and Project Authority Granted £ 34.00m	Variance Commentary N/A
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Outputs and Schedule

The programme consists of asset renewal projects across Docklands Light Railway, London Overground, London Trams and the Emirates Air Line.

Programme and Project Authority of £34.00m was granted following an Annual Integrated Assurance Review.

The new Authority covers the following main scope item:

- Delivery of a prioritised work bank of asset renewals.

The programme will complete by April 2018.

LR-PJ332 White Hart Lane Station Upgrade	
Existing Programme and Project Authority £ 1.84m	Financial Authority in Business Plan £ 25.83m
Additional Programme and Project Authority £ 23.99m	Estimated Final Cost £ 25.83m
Total Programme and Project Authority Granted £ 25.83m	Variance Commentary N/A
Outputs and Schedule	<p>The project will deliver a new station at White Hart Lane including step free access, a relocated station entrance and an underpass through the existing embankment.</p> <p>Additional Programme and Project Authority of £23.99m was granted following a Pre-Tender Integrated Assurance Review and Tender returns. The new Authority covers the following main scope items:</p> <ul style="list-style-type: none"> • To complete the detailed design and build of the station building, underpass and urban realm. <p>The project will complete by March 2019.</p>

LU-PJ966C Step Free Access Programme	
Existing Programme and Project Authority	£4.09m
Additional Programme and Project Authority	£5.60m
Total Programme and Project Authority Granted	£9.69m
Outputs and Schedule	<p>The project will deliver step-free access at 30 stations from street to platform by April 2022.</p> <p>Additional Programme and Project Authority of £5.60m was granted up to March 2018 following an Interim Integrated Assurance Review. The new Authority covers the following main scope items:</p> <ul style="list-style-type: none"> • Complete design stages for Harrow on the Hill and Newbury Park. • Commence enabling works for Newbury Park by end of 2017. • Complete 20 feasibility studies by end of 2017. <p>The programme will complete by spring 2022.</p>

LR81 Crossrail Infrastructure Monitoring Vehicle (Crossrail Yellow Plant)	
Existing Programme and Project Authority £ 20.01m	Financial Authority in Business Plan £ 24.55m
Additional Programme and Project Authority £ 8.86m	Estimated Final Cost £ 28.87m
Total Programme and Project Authority Granted £ 28.87m	Variance Commentary The estimated final cost exceeds the Financial Authority by £4.32m which will be covered by a contribution from Crossrail Ltd.
Outputs and Schedule	<p>The wider project covers the procurement, design and manufacture of maintenance engineering trains required for Crossrail (Elizabeth Line).</p> <p>Additional Programme and Project Authority of £8.86m was granted. An Integrated Assurance Review of the wider programme was conducted in the summer of 2016 with no critical issues. The new Authority covers the following main scope item:</p> <ul style="list-style-type: none"> • Procuring the design and construction of the Infrastructure Monitoring Vehicle (wagon and specialised monitoring equipment). <p>The project will complete by August 2018.</p>

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Summary of approvals by the Chief Finance Officer

ST-PJ493C BR-PJ42C Baker Street Two-Way Working BR-PJ64C	
Existing Programme and Project Authority £ 2.80m	
Additional Programme and Project Authority £ 6.80m	
Total Programme and Project Authority Granted £ 9.60m	
Outputs and Schedule	<p>The project will replace the existing one-way system on the Transport for London Road Network with a two-way traffic system, improving walking, cycling and bus facilities.</p> <p>Additional Programme and Project Authority of £6.80m was granted up to December 2018 following a Contract Award Integrated Assurance Review. The new Authority covers the following main scope items:</p> <ul style="list-style-type: none"> • Re-configuration of Baker Street one-way system. • Improvements to cycling and pedestrian facilities. • Improvements to public realm. <p>The project will complete by December 2018.</p>

BR-PJ49 BR-PJ53 BR-PJ54 BR-PJ55		Cycling Vision: Mini Holland Programme	
Existing Programme and Project Authority £ 27.56m		Financial Authority in Business Plan £ 98.84m	
Additional Programme and Project Authority £ 20.11m		Estimated Final Cost £ 98.84m	
Total Programme and Project Authority Granted £ 47.67m		Variance Commentary N/A	
Outputs and Schedule		<p>The project will deliver Mini Holland schemes in London Borough (LB) of Enfield, LB Waltham Forest and Royal Borough of Kingston.</p> <p>Additional Programme and Project Authority of £20.11m was granted up to March 2018. The new Authority covers the following main scope items:</p> <ul style="list-style-type: none"> • Completion of eight on-site schemes. • Continued development and delivery of ten live schemes. <p>The programme will complete by spring 2021.</p>	

LU-PJ1014C South Kensington Station Capacity Upgrade	
Existing Programme and Project Authority	£ 2.12m
Additional Programme and Project Authority	£ 1.32m
Total Programme and Project Authority Granted	£ 3.44m
Outputs and Schedule	<p>The project will reinstate the disused District and Circle Lines eastbound platform, enlarge the existing ticket hall and provide step-free access from street to train.</p> <p>Additional Programme and Project Authority of £1.32m was granted up to September 2017 following an Interim Integrated Assurance Review. The new Authority covers the following main scope items:</p> <ul style="list-style-type: none"> • Track drainage relocation. • Completion of concept design. <p>The project will complete by May 2019.</p>

UIP3110 Northern Line Working Timetable 58	
Existing Programme and Project Authority	£ 4.53m
Additional Programme and Project Authority	£ 2.94m
Total Programme and Project Authority Granted	£ 7.47m
Outputs and Schedule	<p>The project primarily covers a package of track, train braking system, power and signalling enhancements to enable a peak train performance of 32 trains per hour on the Northern line.</p> <p>Additional Programme and Project Authority of £2.94m was granted up to October 2017 following a Contract Award Integrated Assurance Review.</p> <p>The new Authority covers:</p> <ul style="list-style-type: none"> • Power and track packages. <p>The project will complete in April 2019.</p>

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