

TRANSPORT FOR LONDON

FINANCE AND POLICY COMMITTEE

SUBJECT: PROJECT MONITORING – PROJECT APPROVALS

DATE: 9 JUNE 2010

1 PURPOSE AND DECISION REQUIRED

- 1.1 To inform the Finance and Policy Committee of approvals given by the Commissioner and the Managing Director (MD) Finance in accordance with delegated authority under TfL Standing Orders.

2 BACKGROUND

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

3 PROJECT APPROVALS BY THE COMMISSIONER

- 3.1 Since the Finance and Policy Committee meeting on 9 March 2010, there have been five project approvals by the Commissioner. Further details of these projects are set out in Appendix 1.

4 PROJECT APPROVALS BY THE MD FINANCE

- 4.1 Since the Finance and Policy Committee meeting on 9 March 2010, the MD Finance has approved eleven projects. Further details of these projects are set out in Appendix 2.

5 CONCLUSION AND NEXT STEPS

- 5.1 Planned future requests, over the next twelve months, for project authority for projects costing more than £5m are listed in Appendix 3. Where the projects have a value in excess of £50m and have not already received full approval from the Finance and Policy Committee, these requests will be submitted to the Committee for consideration. The approval of projects with an estimated final cost below £50m will be reported to subsequent meetings of the Finance and Policy Committee.

6 RECOMMENDATION

- 6.1 The Finance and Policy Committee is asked to NOTE the project approvals given by the Commissioner and MD Finance.

7 CONTACT

- 7.1 Contact: Stephen Critchley, Chief Finance Officer
Number: 020 7126 4871
Email: StephenCritchley@tfl.gov.uk

ST-PR10 TLRN Capital Renewals													
Financial Authority in Business Plan £47.900m	Previous Project Authority Granted £0.000m	Total Project Authority Granted £47.900m	Estimated Final Cost £47.900m										
Authority Approval	Project authority of £47.9m was granted on 19 May 2010.												
Outputs and Schedule	<p>Capital Renewal is defined as planned maintenance that lengthens the useful life of an asset, either by replacing it with a new one (typically like for like, or with a modern equivalent), or by some other intervention such as reconstruction or refurbishment.</p> <p>The targeted outputs/outcomes from the 2010/11 programme include the quantities of the new assets and the effect on the State of Good Repair (SOGR) KPI:</p> <table> <tr> <td>Carriageway</td> <td>468,000 sqm of resurfacing and SOGR KPI of eight per cent;</td> </tr> <tr> <td>Footway</td> <td>58,500 sqm of resurfacing and a SOGR KPI of six per cent;</td> </tr> <tr> <td>Lighting</td> <td>1,080 lighting units replaced;</td> </tr> <tr> <td>Structures</td> <td>25 schemes to reduce special measures; and</td> </tr> <tr> <td>Drainage</td> <td>23 schemes to improve resilience to flooding.</td> </tr> </table> <p>The programme will complete on 31 March 2013.</p>			Carriageway	468,000 sqm of resurfacing and SOGR KPI of eight per cent;	Footway	58,500 sqm of resurfacing and a SOGR KPI of six per cent;	Lighting	1,080 lighting units replaced;	Structures	25 schemes to reduce special measures; and	Drainage	23 schemes to improve resilience to flooding.
Carriageway	468,000 sqm of resurfacing and SOGR KPI of eight per cent;												
Footway	58,500 sqm of resurfacing and a SOGR KPI of six per cent;												
Lighting	1,080 lighting units replaced;												
Structures	25 schemes to reduce special measures; and												
Drainage	23 schemes to improve resilience to flooding.												

LUIP 0120 BCV/SSR Asset Stabilisation			
Financial Authority in Business Plan £36.656m	Previous Project Authority Granted £nil	Total Project Authority Granted £36.656m	Estimated Final Cost £36.656m
Authority Approval	<p>Project authority of £36.656m was granted on 23 February 2010.</p> <p>The original PPP contracts specified that all stations should be modernised or refurbished.</p> <p>The affordability review completed during 2008 has reduced the station modernisation and refurbishment delivery programme, which has resulted in 62 stations having their refurbishment delayed beyond 2015. This has necessitated a review of the critical assets in all stations requiring urgent work to maintain safe operation of the network and to meet legal requirements. This has become known as the Asset Stabilisation Programme (ASP).</p>		

Outputs and Schedule

The 2010/11 Programme comprises replacement or renewal works on 71 assets alongside assessments and monitoring of other assets.

These are grouped into four categories:

- communications;
- building and structural;
- mechanical and electrical; and
- fire detection and suppression.

The outcome of the programme will be to maintain the assets in a safe, operable condition and will be measured by:

- removal of concerns from Asset Condition Assessment concessions register;
- prevention of unplanned station closures, Lost Customer Hours and Service points;
- prevention of regulatory notices relating to station assets; and
- reduction in the risk of increased maintenance costs and increase of residual life.

The programme will complete on 31 March 2013.

LUIP 0139 BCV/SSR Civils Earth Structures Programme 2010/11

Financial Authority in Business Plan	Previous Project Authority Granted	Total Project Authority Granted	Estimated Final Cost
£38.586m	£0.903m	£38.586m	£38.586m

Authority Approval An additional £37.683m was granted on 22 March 2010 for the 2010/11 programme of works. This covers a number of projects that all begin in 2010/11 but often extend beyond the year, up to March 2013. It also includes funding for feasibility studies for future three-year programmes.

Outputs and Schedule

The programme will continue the renewals programme for Earth Structures assets to stabilise and/or upgrade structures that cannot be deferred without significant increased risk to the service or increased costs. The main items in this proposal are:

- complete strengthening works to 14 sub-standard Earth Structures;
- scoping and detailed design work for seven Earth Structures in order to advance the 2011/12 programme; and
- monitoring of two sites (comprising eight Earth Structures) to determine whether works are required.

The programme will complete on 31 March 2013.

LUIP 0146 BCV/SSR Civils Bridges, Structures and Deep Tube Tunnels Programme 2010/11			
Financial Authority in Business Plan	Previous Project Authority Granted	Total Project Authority Granted	Estimated Final Cost
£33.241m	£0.033m	£7.448m	£33.238m
Authority Approval	<p>An additional £7.448m was granted on 22 March 2010 for the 2010/11 programme of works. This covers a number of projects that all begin in 2010/11 but often extend beyond the year, up to March 2013. It also includes funding for feasibility studies for future three-year programmes. This authority includes £2.480m to complete feasibility and concept design on seven further projects. The costs of these depend heavily on the outcome of the studies and will be covered by a further submission for funding later in the year.</p>		
Outputs and Schedule	<p>The programme will continue the renewals programme for Bridges, Structures and Deep Tube Tunnel assets to stabilise and/or upgrade structures that cannot be deferred without significant increased risk to the service or increased costs. The main items in this proposal are:</p> <ul style="list-style-type: none"> • complete strengthening to two sub-standard covered ways; • structural waterproofing of two underbridges; • concept design of four underbridges, seven overbridges and two spiral staircases; and • four feasibility studies in the deep tube tunnels to enable future work planning. <p>The programme will complete on 31 March 2013.</p>		

LUIP 0195 RVAR District, Circle and Hammersmith & City Lines Level Access			
Financial Authority in Business Plan £43.773m	Previous Project Authority Granted £0.732m	Total Project Authority Granted £34.568m	Estimated Final Cost £34.568m
Authority Approval	An additional £33.836m project authority was granted on 20 May 2010 for the design and implementation of works to 87 platforms to enable level access at the stations in scope. Current project estimates suggest an estimated final cost (EFC) of £34.568m, £9m under budget.		
Outputs and Schedule	<p>The Rail Vehicle Accessibility Regulations (RVAR) require a maximum vertical step of 50mm and a maximum horizontal gap of 75mm between the train and the platform at wheelchair compatible doorways to designated cars. This can be achieved by:</p> <ul style="list-style-type: none"> • adjustment of track height and gap relative to the platform; • repositioning of the platform nosing stones; and • construction of platform humps. <p>This project covers the requirements of the RVAR regulations on the District, Circle and Hammersmith & City Lines and is critical to the introduction of the new S7 rolling stock, due to enter service from 2011 to 2013. The S7 trains will call at 187 platforms; all have been reviewed against the criteria and the feasibility of providing a solution. The project has determined that RVAR compliance is required and feasible at 87 platforms. The programme is timed to meet the introduction of the new rolling stock and will complete by December 2012.</p>		

Summary of projects approved by the MD Finance

ST-PJ311 Cycle Superhighways (10 Routes)			
Financial Authority in Business Plan	Previous Project Authority Granted	Total Project Authority Granted	Estimated Final Cost
£145.00m	£16.860m	£42.460m	£145.00m
Authority Approval	Full project authority of £145m was approved by the TfL Board at its meeting in October 2009. Approval of individual phases is being provided by the MD Finance through the Corporate Gateway Approval Process. The release has been held back to appropriate lifecycle stages and now an additional £25.6m was granted in March for the implementation of the Phase 1 routes.		
Outputs and Schedule	The Phase 1 routes (Wandsworth to Westminster and Ilford to Aldgate) will be delivered by May 2011. A further phase will be delivered each year to 2015, with two routes in each phase.		

ST-PJ163 Olympic Cycling and Walking ST-PJ164			
Financial Authority in Business Plan	Previous Project Authority Granted	Total Project Authority Granted	Estimated Final Cost
£9.871m	£3.370m	£9.871m	£9.871m
Authority Approval	An additional £6.5m was approved in March to take total authority to £9.871m. This will allow the full implementation of the project.		
Outputs and Schedule	105 walking and cycling schemes on eight routes around the Olympic Park will be delivered by May 2011. TfL is coordinating this work, which is being delivered by seven London Boroughs, British Waterways and the Lee Valley Regional Park Authority.		

ST-PJ127 TLRN Traffic Signal Modernisation Programme			
Financial Authority in Business Plan £10.205m	Previous Project Authority Granted £0.000m	Total Project Authority Granted £10.205m	Estimated Final Cost £10.205m
Authority Approval	The 2010/11 programme authority of £10.205m was granted in March.		
Outputs and Schedule	The programme involves installing new equipment at older signal sites on both TLRN and Borough roads across all 33 London Boroughs. On average 200 sites per year are completed. For 2010/11, 151 schemes are programmed. The programme will need to accelerate from 2015 to take into account the life expiry of equipment installed in the late 1990s “baby boom” generation of signalling equipment. Historically, replacement of assets has been based on the age of the infrastructure (replacement after 18 years). In future, the programme will examine asset condition as a basis for replacement rather than purely asset age, which is anticipated to result in cost savings.		

ST-PJ15 Low Emission Zone Phase 3 and 4			
Financial Authority in Business Plan £0.000m	Previous Project Authority Granted £0.000m	Total Project Authority Granted £8.326m	Estimated Final Cost £8.326m
Authority Approval	£8.6m was approved in April to enable the implementation of phases 3 and 4. Previous authority was approved for phases 1 and 2 of £40.088m and this was delivered within the budget of £39.814m, therefore only £8.326m was granted in addition for the final 2 phases. The additional phases, which are unbudgeted, will take the total authority for all phases to £48.414m. Unbudgeted funding will be found from savings generated elsewhere.		
Outputs and Schedule	Phase 3 extends Euro III standards to LGVs over 1.2 tonnes and minibuses with more than nine seats under five tonnes and will be delivered by January 2012. Phase 4 raises the standard for Phase 1 and 2 vehicles from Euro III to Euro IV and will also be delivered by January 2012.		

ST-PJ161 ORN Junctions and Carriageways			
Financial Authority in Business Plan £17.801m	Previous Project Authority Granted £1.580m	Total Project Authority Granted £5.647m	Estimated Final Cost TBC
Authority Approval	Project authority was increased from £1.58m to £5.65m in May, subject to appropriate funding agreements being put in place. The revised authority will enable detailed design to be completed. A formal agreement is expected shortly from the Olympic Delivery Authority (ODA) on the scope and funding for the works to be delivered by TfL.		
Outputs and Schedule	The project objective is to meet journey time and reliability commitments to the ODA for the Olympic Route Network (ORN). The ORN will cover approximately 170km of the road network in London, of which 125km is on the Transport for London Road Network (TLRN) and 45km is on Borough, Royal Park and Highways Agency roads.		

ST-PJ152 East London Transit Phase 1b			
Financial Authority in Business Plan £20.639m	Previous Project Authority Granted £2.010m	Total Project Authority Granted £12.420m	Estimated Final Cost *
Authority Approval	Project authority was increased from £2.010m to £12.420m in April to enable the project to progress to procurement. There is a funding gap of £1.7m and the project team are looking at a variety of ways of addressing this. Value Engineering options are being explored and specifically directly contracting the excavations and reinstatements for the utility diversions.		
Outputs and Schedule	A fast, frequent and reliable bus service will be delivered between Barking Town Centre and Dagenham Dock via the Barking Riverside Development to be opened in 2013. This will be in addition to the ELT 1a route which opened in February between Ilford and Dagenham Dock via Barking Town Centre.		

* Costs are excluded for reasons of commercial confidentiality.

LR-PJ28 DLR Infrastructure Renewals			
Financial Authority in Business Plan £11.429m	Previous Project Authority Granted £0.000m	Total Project Authority Granted £14.290m	Estimated Final Cost £14.290m
Authority Approval	Approval was given in May for £14.290m for the 2010/11 programme of works. This includes a carry forward of £2.861m underspend from the 2009/10 year.		
Outputs and Schedule	Numerous projects are required for renewals, enhancements and introducing new assets. The majority of projects are delivered through the franchise operator Serco Limited and fall into the categories of signalling and communications, track, electrical and mechanical, civils and structures, and rolling stock. Renewals of platform help points and noise mitigations measures are example projects.		

LUIP 121 BCV Civils Pumps and Drainage 2010/11 programme			
Financial Authority in Business Plan £24.111m	Previous Project Authority Granted £0.000m	Total Project Authority Granted £24.032m	Estimated Final Cost £24.032m
Authority Approval	Project authority of £24.032m was granted on 22 March 2010 for the 2010/11 programme of works. This covers a number of projects that all begin in 2010/11 but often extend beyond the year, up to March 2013. It also includes funding for feasibility studies for future three-year programmes.		
Outputs and Schedule	<p>Track drainage is required to ensure that the track bed is free draining and that the structural integrity of the formation supporting the track is maintained. It has been estimated that poor track formation due to ineffectual drainage can significantly reduce the track life by up to 40 per cent.</p> <p>Pumps and Station drainage systems are required to ensure water is carried away from the low spots on the track drainage system and station buildings in order to prevent flooding.</p> <p>The programme comprises a number of projects and will deliver:</p> <ul style="list-style-type: none"> • replacement of 9km of the 150km of substandard drainage; • improvements to controls and pumps at 15 pumping installations; and • improved platform drainage at 19 stations. <p>The programme will complete on 31 March 2013.</p>		

LUIP 0184 LU ERP Integration Programme Phase 2			
Financial Authority in Business Plan £17.028m	Previous Project Authority Granted £15.678m	Total Project Authority Granted £17.028m	Estimated Final Cost £17.028m
Authority Approval	Additional project authority of £1.350m was granted on 10 May 2010 to cover an over run on Phase 2, consisting of the payroll functionality. Phase 2 was due to go live in February 2010, but was delayed to the end of May due to poor contractor performance, with an associated cost increase for the extended activity of external suppliers. It also covers the cost of retaining the existing former Metronet payroll service until the new service is in place.		
Outputs and Schedule	The Enterprise Resource Plan (ERP) programme covers the integration of the former Metronet Rail (fMR) staff onto TfL systems, including Finance, HR and payroll services. Phase 2 of the programme – payroll integration – has been delayed and required further user acceptance testing, incurring time delays and further cost. The risk of further slippage is judged to be low because the testing is now complete. The project will complete in May 2010.		

LUIP 0147 Central Line 92 Tube Stock Refresh			
Financial Authority in Business Plan £18.212m	Previous Project Authority Granted £0.215m	Total Project Authority Granted £1.706m	Estimated Final Cost £18.390m
Authority Approval	£1.491m was granted to develop the designs of the three workstreams and develop the project up to the first major procurement in October 2010. The remaining authority will be sought at that stage. The funding gap of £178k will be addressed as part of the 2011/12 Business Plan.		
Outputs and Schedule	<p>Under the BCV PPP contract, Metronet was obligated to undertake a refurbishment of Central Line 1992 Tube Stock before March 2017. Following the integration of Metronet with LU, a reduced scope was agreed comprising:</p> <ul style="list-style-type: none"> • replacement of the saloon windows with a more robust design to improve security (safety), water ingress (performance) and faster repairs (availability); • refurbishment of the existing life expired saloon seats (including perch seats) incorporating a new moquette design; • replacement of priority body end panels with a new design to reduce the risk of panels from coming adrift (safety) and water ingress (reliability) incidents; and • enabling works, bringing the Ruislip Depot cleaning shed up to an acceptable state for implementing the project. <p>The project will complete in November 2012.</p>		

PRG Forward Forecast – June 2010 to March 2011

To enable an appropriate level of governance, processes are in place for the authorisation, control and reporting of projects. This is undertaken at both Corporate and Modal levels. In addition to Modal processes, projects with a total value greater than £2m (unbudgeted) or £5m (budgeted) require authorisation at a corporate level. The Corporate Gateway Approval Process (CGAP) sets the requirements for the review of these projects prior to approval. Each gate applies “challenges” to the project to assess whether it is in a suitable state to move through the gate. The Gate Review provides assurances 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.

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

- Gate A – Project commencement (compulsory gate);
- Gate B – Single option selection;
- Gate C – Pre-tender;
- Gate D – Contract award*;
- Gate E – Project close (compulsory gate); and
- Gate P – Programme review for annualised programmes of minor schemes.

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

* If there is more than two years between contract award and project close, projects will be reviewed again at a Gate D+.

Projects to be submitted to the TfL Board over £100M

Project Title	Current Project Authority £m	Expected Cumulative Authority Sought £m	Estimated Final Cost £m	CGAP Gate	Proposed Board Date
London Underground					
Track Programme Contract	N/A	N/A	N/A	D	Sept 10
Major Power Works (PLU)	0.5	TBC	197.6	A	Nov-10
SSR Upgrade - Neasden Depot	62.0	134.0	134.0	D	Nov-10
SSR Upgrade – Overarching project authority confirmation	4,222	4,222	4,222	D	Nov-10
SSR Upgrade – Signalling	TBC	TBC	TBC	D	Nov-10
Bank Congestion Relief*	4.5	9.5	599.4	D	Nov-10
Tottenham Court Road Congestion Relief	531.5	531.5	520.0	D+	Dec-10
Northern Line Extension	0.5	0.5	800.0	B	Dec-10
Croxley Rail Link	0.5	0.5	172.0	B	Mar-11
Northern Line Extension	0.5	0.5	800.0	C	Mar-11
Surface Transport					
Cycle Hire (extension of existing scheme)	81.7	»	»	D	Sep-10

Notes

* £374m of the total cost of Bank Congestion Relief is post FY 2017/18 and therefore does not fall within the Business Plan period. Only approval for the design stage will be sought.

» Costs are excluded for reasons of commercial confidentiality.

Projects to be submitted to the Finance and Policy Committee between £50M and £100M

Project Title	Current Project Authority £m	Expected Cumulative Authority Sought £m	Estimated Final Cost £m	CGAP Gate	Proposed FPC Date
Surface Transport					
Olympic Route Network (ORN) – Junctions and Carriageways	5.6	TBC	TBC	C	Oct-10
A406 Bounds Green Improvements	69.0	69.0	56.1	D+	Mar-11

Notes

Gate D+ dates for Surface Transport are subject to final confirmation.

Corporate					
Future Ticketing Project	1.6	70.9	70.9	B/D	Jul-10

Projects to be approved by the Commissioner between £25M and £50M

Project Title	Current Project Authority £m	Expected Cumulative Authority Sought £m	Estimated Final Cost £m	CGAP Gate	Proposed PRG Date
London Underground					
Thameslink	21.2	TBC	46.1	B/D	Jun-10
Baker St to Bond St Tunnel works	0.5	40.0	40.0	C	Nov-10
SSR 750v Conversion	3.6	37.0	37.0	B	Feb-11
11/12 Civils, Structures and Drainage Programmes	TBC	TBC	TBC	P	Feb-11

Surface Transport					
Hanger Lane Bridges	29.4	29.4	29.3	D+	Sep-10
TLRN Capital Renewals Programme 2011/12	46.5	49.7	49.7	P	Mar-11

Corporate					
Shard Fit-out	0.7	TBC	28.7	B	Sep-10

Projects to be approved by the MD Finance under £25M

Project Title	Current Project Authority £m	Expected Cumulative Authority Sought £m	Estimated Final Cost £m	CGAP Gate	Proposed PRG Date
London Underground					
Automatic Track Monitoring System	1.9	14.2	14.2	C	Jun-10
Connect Hammersmith Control Centre	0.0	7.4	TBC	A	Jun-10
Walthamstow Central Station Upgrade	11.8	11.8	11.8	E	Jul-10
Power for Connect	30.2	30.2	30.2	E	Sep-10
Victoria Line Upgrade - 4,500 Amp Energy Optimisation	0.5	7.5	7.5	D	Sep-10
Tunnel Cleaning Train	0.3	7.5	7.5	A	Oct-10
Central Line – 92 Tube stock refurbishment	1.7	18.4	18.4	D	Oct-10
10/11 Lifts and Escalators	TBC	TBC	TBC	P	Oct-10

Project Title	Current Project Authority £m	Expected Cumulative Authority Sought £m	Estimated Final Cost £m	CGAP Gate	Proposed PRG Date
Programme					
Oxford Circus Modernisation	85.6	85.6	85.6	E	Oct-10
Major Power Works (VLU)	142.8	142.8	141.9	E	Nov-10
King's Cross CTRL	935.7	935.7	876.8	E	Jan-11
Tunnel Cooling – Out of Service fans	4.5	5.1	5.1	D	Jan-11
11/12 Lifts and Escalators Programme	TBC	TBC	TBC	P	Feb-11
11/12 Asset Stabilisation Programme	TBC	TBC	TBC	P	Feb-11
White City Development	140.9	140.9	139.2	E	Mar-11

Surface Transport					
Henlys Corner	1.6	8.4	8.4	C	Jun-10
Congestion Network Performance	4.8	TBC	17.6	B/C	Jul-10
Cycle Superhighways – Phase 1 (2 routes of 10)	42.5*	42.5*	145.0*	D	Aug-10
Transport Coordination Centre	4.4	TBC	9.4	C	Aug-10
Road Safety / Accident Reduction 2010/11	0.0	10.3	10.3	P	Sep-10
London Works	15.8	15.8	16.3	E	Sep-10
Western Avenue Bridges	45.8	45.8	45.8	E	Sep-10
East London Transit 1b	12.4	»	»	C	Sep-10
Congestion Charging Re-let	95.8	95.8	95.2	E	Oct-10
Legible London	7.6	7.6	6.8	E	Oct-10
ORN Network Instrumentation	10.6	10.6	10.6	E	Oct-10
Henlys Corner	1.6	8.4	8.4	D	Nov-10
Electric Vehicles	3.1	27.4	27.4	D	Nov-10
West Ham Bus Garage	56.1	56.1	51.7	E	Nov-10
SVD iBus roll-out	30.1	30.1	30.1	E	Nov-10
Scoot Deployment	8.6	23.7	45.3	D	Nov-10
East London Transit 1a	25.6	25.6	25.6	E	Dec-10
Signals Modernisation Programme	3.3	2.9	2.9	P	Mar-11
East London Transit 1b	12.4	»	»	D	Mar-11

London Rail					
East London Line Phase 2b	75.0	75.0	55.0	C	Jul-10
Woolwich/Arsenal DLR Extension	30.6	30.6	30.6	E	Sep-10
Additional Southern Gating	6.0	6.0	5.5	E	Sep-10
East London Line Phase 2b	75.0	75.0	55.0	D	Sep-10
DLR 3 Car Infrastructure	303.2	303.2	303.2	E	Nov-10
London-wide Oyster	44.6	44.6	32.2	E	Nov-10
East London Line Extension	1,044.3	1,044.3	986.0	E	Dec-10
ELR/NLR Rolling Stock	-	-	-	E	Dec-10

Project Title	Current Project Authority £m	Expected Cumulative Authority Sought £m	Estimated Final Cost £m	CGAP Gate	Proposed PRG Date
Ticket Vending Machines	6.4	6.4	6.1	E	Jan-11
Stratford International DLR Extension	188.9	188.9	188.9	E	Jan-11
11/12 Infrastructure Maintenance Programmes	0.0	TBC	TBC	E	Mar-11

Corporate					
Annualised IM Programme	2.8	13.1	13.1	P	Jun-10
Information Management Strategic Investment Programme	74.3	74.3	69.9	E	Sep-10

Notes

- * The full cost of the projects (£145m) was authorised by the Board in October 2009.
- Approval of individual phases is being provided by the MD Finance through the Corporate Gateway Approval Process (CGAP). Figures shown are cumulative authorities for all routes.
- » Costs are excluded for reasons of commercial confidentiality.