

# Transport for London

## Minutes of the Projects and Planning Panel

Boardroom, 14<sup>th</sup> Floor, Windsor House, London SW1H 0TL  
2.00pm, Tuesday 8 January 2013

### Panel Members

Isabel Dedring	Panel Chair
Daniel Moylan	Panel Vice Chair
Sir John Armitt CBE	Panel Member
Roger Burnley	Panel Member

### Board Member also in Attendance

Brian Cooke	Board Member
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### Staff

Steve Allen	Managing Director, Finance
Howard Carter	General Counsel
Andy Eastaugh	Head of TfL Programme Management Office
David Goldstone	Chief Finance Officer
David Hendry	Director of Finance, Surface Transport
Terry Morgan	Chairman, Crossrail
Andrew Pollins	Director of Finance, Rail and Underground
Gareth Powell	Director of Strategy and Service Development, Rail and Underground (for part)
Clive Walker	Director of Internal Audit

### Also in Attendance

David James	Chairman, Independent Investment Programme Advisory Group (IIPAG)
Ian Fugeman	Member of the IIPAG
Colin Porter	Member of the IIPAG
Nigel Quick	Member of the IIPAG
Victoria Moss	Secretariat Officer

## 01/01/13 Apologies for Absence and Declarations of Interest

Apologies for absence had been received from Baroness Grey-Thompson DBE.

Daniel Moylan declared an interest as a Councillor for the Royal Borough of Kensington and Chelsea and as Chairman of Urban Design London. Sir John Armitt CBE declared an interest as Chairman of the Olympic Delivery Authority and as a non-executive director of the Berkeley Group.

David Goldstone was welcomed to his first meeting of the Panel since taking up the role of Chief Finance Officer on 2 January 2013.

## **02/01/13 Minutes of the Meeting held on 27 November 2012**

The minutes of the meeting held on 27 November 2012 were approved as a correct record and signed by the Chair.

## **03/01/13 Matters Arising and Actions List**

**The Panel noted the Actions List.**

## **04/01/13 Review of Project Sponsorship in TfL**

Steve Allen introduced the paper, which presented TfL's management response to the recommendations made by Turner & Townsend in its report dated September 2012 and titled 'Systemic Review – Portfolio, Programme and Project Sponsorship – Transport for London'. Turner & Townsend had been commissioned to review project sponsorship across TfL. This review was in parallel to proposed changes in project sponsorship in Surface Transport.

The IIPAG supported the proposal for clear delineation of project responsibility within business units, but also proposed the introduction of a post in Specialist Services to oversee all project sponsorship within TfL, independent of the project and business unit. Steve Allen stated that the key considerations were accountability and clear responsibilities, with an increased emphasis on sponsor responsibility for project finances, which were more appropriate to remain within business units. The executive sponsor within the business unit would be independent from the project. Additionally, any change in scope for Rail and Underground projects had to be submitted to the Rail and Underground Board attended by Steve Allen, providing a consistent central engagement. This model would also be adopted for Surface Transport.

It would be important to find the most effective ways of identifying and monitoring successful sponsor performance and to invest in capability and accountability. Work was currently underway to develop project sponsorship training and to incorporate project sponsorship performance in the corporate gateway approval process. An implementation plan for the Turner & Townsend recommendations was also being developed.

The integrated programme and project methodology, the 'TfL Pathway', was being finalised prior to implementation during 2013. The TfL Pathway, providing an holistic view of project sponsorship in TfL and including a common set of high level principles, would be submitted to a future meeting of the Panel. The accompanying paper would define the TfL Pathway and how independent sponsorship was to be rolled out across the business.

**[Action: Steve Allen]**

London Underground's key programmes to achieve a step change in performance, would be submitted to a meeting of the Rail and Underground Panel.

**[Action: Mike Brown]**

**The Panel noted the paper and that:**

- 1 TfL accepts the Turner & Townsend report and comments as key guidance in the development of sponsorship at TfL;**
- 2 the TfL Programme Management Office will develop the principles and detailed application of sponsorship across TfL; and**
- 3 the Panel will receive a report at a future meeting, with the proposed framework, progress achieved and further implementation plan.**

### **05/01/13 Project Monitoring – Project Approvals**

Steve Allen introduced the paper, which presented the forward approval programme for projects with a value in excess of £5m, from December 2012 to November 2013 and informed the Panel of project authority given by the Commissioner and the Managing Director, Finance in accordance with delegated authority under TfL's Standing Orders.

The Panel was informed of a correction to the figure for the estimated final cost for the Northern line extension to Battersea to £976m rather than £301.8m as stated in the paper.

The format of the paper had been revised to present the forward schedule of project approvals diagrammatically. Members welcomed the new format but requested that the projects be grouped by business unit and then by further headings such as 'stations' and 'upgrades'.  
**[Action: Steve Allen]**

**The Panel noted the paper.**

### **06/01/13 Any Other Business**

There being no further business, the meeting closed at 2.40pm.

The next scheduled meeting would be held on 26 February 2013 at 2.00pm.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_