

Programmes and Investment Committee



Date: 13 October 2017

Item: Project Monitoring – Programme 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 since the meeting of the Committee on 28 June 2017.

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 Programmes 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 as part of a sub-programme, 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 Financial Authority and Estimated Final Cost may not be stated because they are commercially confidential.

Approvals by the Commissioner

- 4.4 Since the meeting of the Committee on 28 June 2017, the Commissioner has approved Programme and Project Authority for two programmes and projects. Further details are set out in Appendix 1.

Approvals by the Chief Finance Officer

- 4.5 Since the meeting of the Committee on 28 June 2017, the Chief Finance Officer has approved Programme and Project Authority for six 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

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Summary of approvals by the Commissioner

ST-PJ409C STIP 2 Lambeth Bridge Refurbishment	
Existing Programme and Project Authority £1.24m	Financial Authority in Business Plan Commercially confidential
Additional Programme and Project Authority £1.41m	Estimated Final Cost Commercially confidential
Cumulative Programme and Project Authority £2.65m	Variance Commentary None
Outputs and Schedule	<p>The project will replace the bridge surface and address defective drainage, slowing the rate of deterioration of metalwork and bearings.</p> <p>Additional Programme and Project Authority of £1.41m was granted up to December 2018 following a Concept Design Integrated Assurance Review. The new Authority covers the following main scope item:</p> <ul style="list-style-type: none"> • Detailed design for works on the topside of the bridge. <p>The project will complete by December 2019.</p>

ST-PJ409C STIP 2 Vauxhall Bridge Refurbishment	
Existing Programme and Project Authority £1.31m	Financial Authority in Business Plan Commercially confidential
Additional Programme and Project Authority £1.50m	Estimated Final Cost Commercially confidential
Cumulative Programme and Project Authority £2.81m	Variance Commentary <p>The estimated final cost exceeds the Financial Authority as a result of condition surveys revealing greater deterioration to the bridge than expected. The shortfall will be funded from the re-prioritisation of the STIP2 Portfolio in Autumn 2017.</p>
Outputs and Schedule	<p>The project will replace the bridge surface and address defective drainage, slowing the rate of deterioration of metalwork and bearings.</p> <p>Additional Programme and Project Authority of £1.50m was granted up to December 2018 following a Concept Design Integrated Assurance Review. The new Authority covers the following main scope item:</p> <ul style="list-style-type: none"> • Detailed design for works on the topside of the bridge. <p>The project will complete by December 2019.</p>

Summary of approvals by the Chief Finance Officer

LR-PJ323C Liverpool Street Platform Remodelling	
Existing Programme and Project Authority £0.14m	Financial Authority in Business Plan Commercially confidential
Additional Programme and Project Authority £2.20m	Estimated Final Cost Commercially confidential
Cumulative Programme and Project Authority £2.34m	Variance Commentary None
Outputs and Schedule	<p>The project will close platform 18 and lengthen and widen platforms 16 and 17 at Liverpool Street mainline station, to accommodate the Elizabeth Line trains with associated modifications to the track and infrastructure.</p> <p>Additional Programme and Project Authority of £2.20m was granted up to June 2018 following an Option Integrated Assurance Review. The new Authority covers the following main scope items:</p> <ul style="list-style-type: none"> • Outline designs for each discipline (Civils, M&E, Signalling). • Approval in Principle of the engineered solution. • Detailed reference baseline for the competitive tender of the delivery phase. <p>The project will complete by August 2019.</p>

UIP2091 Tower Hill Step Free Access	
Existing Programme and Project Authority £7.54m	Financial Authority in Business Plan £7.54m
Additional Programme and Project Authority £0.12m	Estimated Final Cost £7.66m
Cumulative Programme and Project Authority £7.66m	Variance Commentary The estimated final cost exceeds the Financial Authority by £0.12m, as a result of the developer requesting additional LU management support for their works. The shortfall will be funded by the developer under the development agreement.
Outputs and Schedule	<p>The project delivered two lifts from platform to ticket hall in 2016.</p> <p>Additional Programme and Project Authority of £0.12m was granted up to December 2017. The new Authority is to:</p> <ul style="list-style-type: none"> • Provide London Underground management support for the interface work between the station and the developer's building above the ticket hall. <p>The project will complete by December 2017.</p>

UIP3082 Connect	
Existing Programme and Project Authority £0.40m	Financial Authority in Business Plan Commercially confidential
Additional Programme and Project Authority £1.10m	Estimated Final Cost Commercially confidential
Cumulative Programme and Project Authority £1.50m	Variance Commentary None
Outputs and Schedule	<p>The project is considering options for the future delivery of the Connect network following the end of the PFI contract in 2019.</p> <p>Additional Programme and Project Authority of £1.10m was granted up to March 2018. The new Authority covers options and planning for the future.</p> <p>The project will complete by December 2019.</p>

UIP2328 London Underground Modernisation	
Existing Programme and Project Authority Commercially confidential	Financial Authority in Business Plan Commercially confidential
Additional Programme and Project Authority Commercially confidential	Estimated Final Cost Commercially confidential
Cumulative Programme and Project Authority Commercially confidential	Variance Commentary None
Outputs and Schedule	<p>The project is reviewing operational structure and processes (such as rostering and scheduling), to improve flexibility and productivity.</p> <p>Additional Programme and Project Authority was granted following an Interim Integrated Assurance Review. The new Authority covers further design of new processes, which will follow consultation with the trade unions as appropriate.</p> <p>The project will complete by March 2020.</p>

Taxi and Private Hire Mayor's Action Plan Programme 2017/18

<p>Existing Programme and Project Authority £ Nil</p>	<p>Financial Authority in Business Plan £ Nil</p>
<p>Additional Programme and Project Authority £2.73m</p>	<p>Estimated Final Cost £2.73m</p>
<p>Cumulative Programme and Project Authority £2.73m</p>	<p>Variance Commentary The estimated final cost exceeds the Financial Authority by £2.73m, because the programme was devised after the 2017/18 budget was approved. The cost will be funded through licence fees where it relates to licencing and compliance activities.</p>
<p>Outputs and Schedule</p>	<p>The project will deliver the Mayor's Action Plan for Taxis and Private Hire Vehicles.</p> <p>Programme and Project Authority of £2.73m was granted up to 31 March 2018, following targeted assurance guidance from TfL Project Assurance. The new Authority covers 16 small projects, including:</p> <ul style="list-style-type: none"> • Taxi as a Mode on TfL Journey Planner • Online Topographical Assessment <p>The project will complete by April 2018.</p>

ST-PJ463 Woolwich Ferry Life Extension Phase 2	
Existing Programme and Project Authority £25.44m	Financial Authority in Business Plan £33.78m
Additional Programme and Project Authority £7.93m	Estimated Final Cost £36.01m
Cumulative Programme and Project Authority £33.37m	Variance Commentary The estimated final cost exceeds the Financial Authority by £2.23m, as a result of higher than expected costs of berthing pontoons. The shortfall will be funded by the Surface Assets Programme.
Outputs and Schedule	<p>The project will replace the existing Woolwich Ferry with new vessels and infrastructure from December 2018.</p> <p>Additional Programme and Project Authority of £7.93m 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"> • Piling and electrical works. • Infrastructure for new ferry berthing systems. <p>The project will complete by December 2018.</p>

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