

**Transport for London**

**Projects and Planning Panel**

**Subject: TfL Sponsorship Capability Development Programme**

**Date: 26 February 2013**

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**1 Purpose**

- 1.1 This paper provides an update on the programme to address the recommendations set out in TfL's management response to the review undertaken by Tuner & Townsend (T&T) titled 'Systemic Review – Portfolio, Programme and Project Sponsorship – Transport for London' (September 2012).
- 1.2 The Panel is asked to note the proposed approach summarised in this paper and the attached slides.

**2 Background**

- 2.1 As set out in the TfL management response submitted to the meeting of the Panel on 8 January 2013, TfL welcomes the findings from the T&T report that reinforce the importance of the Sponsorship role across TfL.
- 2.2 An outline of the proposed programme to address the recommendations of the T&T report and TfL's management response is set out below and in the attached slides.
- 2.3 The programme structure and approach has been endorsed following review by the Delivery and Commercial Capability Programme Board. The membership of this Board comprises directors and senior managers from across TfL.

**3 Proposed Programme**

- 3.1 The recommendations and agreed actions are being incorporated into a programme to develop Sponsorship capability across TfL, making links to existing programmes of work where appropriate.
- 3.2 The TfL Sponsorship Capability Development Programme will be in place at the start of the 2013/14 financial year and will be reviewed by the Delivery and Commercial Capability Programme Board.
- 3.3 The attached slides summarise the programme objectives and structure. The detail of each workstream is currently being developed, identifying links to

existing programmes of work; key stakeholders; critical path activities and target milestones.

- 3.4 TfL Pathway provides a critical link to the programme, establishing the common principles of sponsorship applicable to all programmes, projects and delivery portfolios. Therefore, the programme is built on the principles set by the TfL Pathway against which the organisation, governance and competence of TfL's Sponsorship activity will be considered.

## **4 Recommendation**

- 4.1 The Panel is asked to NOTE this paper and the attached slides that set out the proposed structure of the TfL Sponsorship Capability Development Programme.

## **5 Contact**

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# Systemic Review – Portfolio, Programme and Project Sponsorship

## Sponsorship Capability Development Programme

### Summary for the TfL Projects and Planning Panel

Transport for London  
26 February 2013

 Turner & Townsend

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for  
TfL PMO

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Transport for London

Systemic Review – Portfolio, Programme and Project Sponsorship  
Transport for London

  
The London Standard  
and  
the London Evening Standard

Final Report - September 12



# TfL response and next steps

- TfL welcomes the findings from the Turner & Townsend review that reinforce the role of Sponsorship
- The recommendations are now being incorporated into a programme to develop Sponsorship capability across TfL, making links to existing programmes of work where appropriate
- The programme will in place at the start of the 2013/14 financial year and reviewed by the Delivery and Commercial Capability Programme Board
- The programme objectives are:
  - Ensure that clear and common principles of Sponsorship are in place and understood across TfL
  - Clarify where Executive level Sponsorship is held for *all* relevant TfL activity, including Tube Lines, with appropriate delegation of accountabilities
  - Ensure that management systems and governance arrangements are in place for each area/activity to reflect the agreed principles of Sponsorship
  - Further develop TfL's Sponsor competence

# Sponsorship Capability Development Programme

The programme is structured around the following workstreams:

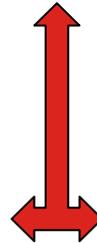
## 1. TfL Sponsor Model and Principles

*Establish clear and common principles of the role of Sponsorship within TfL*



## 2. Organisation

*Clear Sponsorship roles and accountabilities assigned within each business area and for all portfolios/programmes/projects*



## 3. Governance and process

*Clear and aligned management systems in place setting out how the Sponsorship principles are applied in each area/activity*

## 4. Competence

*Further develop Sponsorship competency and share best practice across TfL*



## 5. Communications

*Ensure Sponsorship role and development is understood across all areas of TfL*



## 1. TfL Sponsor Model and Principles

*Establish clear principles of the role of Sponsorship within TfL*

### • TfL Pathway

- Establish clear and common principles of the Sponsorship role across TfL, against which the other workstreams will be considered
- TfL Pathway implementation programme provides a critical path link to the Sponsorship Capability Development Programme
- Application within each business area will capture best practice and be consistent across TfL where appropriate, adapting to meet local requirements where relevant

<b>Workstream lead:</b>	Programme Management Office
<b>Key Milestone*:</b>	<ul style="list-style-type: none"> <li>• Publication and communication of principles within TfL Pathway</li> </ul> <i>Launch of Pathway commences April 2013</i>

\* All milestones are subject to development of the detailed programme

## 2. Organisation

*Clear Sponsorship roles and accountabilities assigned within each business area and for all portfolios/programmes/projects*

- **Confirm organisational arrangements for each area of TfL**
  - The Director of Strategy and Service Development is engaging with other TfL Directors to make links with existing organisational workstreams
  - Potential future iteration to incorporate feedback from the Competency workstream
- **Executive Sponsors assigned to each programme/project**
  - Assign and agree Executive level Sponsor, 'Sponsor's Agents and Project Leads for all programmes and projects

<b>Workstream lead:</b>	Director of Strategy and Service Development
<b>Key Milestone*:</b>	<ul style="list-style-type: none"> <li>• Confirm organisational arrangements <i>April 2013</i></li> <li>• <i>Assign Sponsors to all programmes and projects</i> <i>May 2013</i></li> </ul>

\* All milestones are subject to development of the detailed programme

### 3. Governance and process

*Clear and aligned management systems in place setting out how the Sponsorship principles are applied in each area/activity*

- Sponsor role at Stage Gate reviews and Investment Governance (and feedback loops to inform competency development)
- **Management system(s)**
  - Review and update existing processes to ensure clarity, and extend across all of TfL, identifying links to the TfL Management System work programme

<b>Programme lead:</b>	Director of Safety
<b>Key Milestone*:</b>	<ul style="list-style-type: none"> <li>• Review the scope of Sponsorship in existing management systems</li> <li>• Agree programme to amend and/or develop management systems</li> </ul> <p><i>Programme agreed May 2013</i></p>

\* All milestones are subject to development of the detailed programme

## 4. Competence

*Further develop Sponsorship competency and share best practice across TfL*

- **Review current competency framework(s)**
  - Develop the Sponsor ‘job family’ setting out the required TfL Sponsor competencies
  - Determine current levels of competency against the defined Sponsor role
  - Consider and adapt existing competency tools to undertake assessment
  - Define and implement a development programme
- **Knowledge sharing**
  - Establish a TfL Sponsor community, considering existing forums (e.g. pan-TfL Special Interest Group)

<b>Programme lead:</b>	Director of Strategy and Service Development
<b>Key Milestone*:</b>	<ul style="list-style-type: none"> <li>• Define Sponsor competencies in job families <i>Draft for consultation May 2013</i></li> </ul>

\* All milestones are subject to development of the detailed programme

## 5. Communications

*Ensure Sponsorship role and development is understood across all areas of TfL*

- **Communications of report findings to key internal stakeholders**
  - Outline communications to relevant teams
- **Programme communications**
  - Set out proposal for communications of the programme and each specific workstream
  - Alignment and co-ordination with other programmes (e.g. TfL Pathway)

<b>Programme lead:</b>	Director of Strategy and Service Development
<b>Key Milestone*:</b>	<ul style="list-style-type: none"> <li>• Ongoing Comms programme in place <i>March 2013</i></li> </ul>

\* All milestones are subject to development of the detailed programme