

Transport for London

Minutes of the Projects and Planning Panel

Boardroom, 14th Floor, Windsor House, London SW1H 0TL
10.05am, Wednesday 8 May 2013

Panel Members

Isabel Dedring	Panel Chair
Daniel Moylan	Panel Vice Chair
Sir John Armitth CBE	Panel Member
Baroness Grey-Thompson DBE	Panel Member
Angela Knight	Panel Member (for part)

Board Member also in Attendance

Charles Belcher	Board Member
Brian Cooke	Board Member

Staff

Steve Allen	Managing Director, Finance
Arnab Banerjee	Programme Manager, TfL Programme Management Office (for part)
Howard Carter	General Counsel
Andy Eastaugh	Head of TfL Programme Management Office
David Goldstone	Chief Finance Officer
David Hendry	Director of Finance, Surface Transport
Andrew Pollins	Director of Finance, Rail and Underground
Gareth Powell	Director of Strategy and Service Development, Rail and Underground
David Waboso	Capital Programmes Director, London Underground
Clive Walker	Director of Internal Audit

Also in Attendance

David James	Chairman of the Independent Investment Programme Advisory Group (IIPAG) (for part)
Paul Jenkins	Member of the IIPAG (for part)
Nigel Quick	Member of the IIPAG (for part)
Victoria Moss	Secretariat Officer

13/05/13 Apologies for Absence and Declarations of Interest

Apologies for absence had been received from Roger Burnley and Terry Morgan.

The following interests were declared: Sir John Armitth as Chairman of the Olympic Delivery Authority, Chairman of the National Express Group plc and Deputy Chairman of the Berkeley Group plc; Baroness Grey-Thompson as a member of the London Legacy Development Corporation; Angela Knight as Chief Executive of Energy UK and a director of Knight Rail; Daniel Moylan as a Councillor for the Royal Borough of Kensington and

Chelsea and Chairman of Urban Design London; and Charles Belcher as a member of Atos Origin Advisory Council on Transport.

14/05/13 Minutes of the Meeting held on 26 February 2013

The minutes of the meeting held on 26 February 2013 were approved as a correct record and signed by the Chair.

15/05/13 Matters Arising and Actions List

The Panel noted the Actions List.

16/05/13 TfL Pathway

Steve Allen introduced the paper, which provided information about Pathway, TfL's new project and programme methodology.

Members were supportive of the positive approach to manage all projects using the same methodology while allowing for appreciation of the differences between them. The right induction and support for those individuals using the Pathway would be essential to ensure its correct application. Members were assured that the importance of training and follow up one to one support was recognised, Officers were engaged with the process and transition plans were in place.

In developing the Pathway, best practice had been contributed by those experienced in developing systems elsewhere in both the public and private sectors and the methodology was similar to that used in the private sector. There had been engagement with the Independent Investment Programme Advisory Group (IIPAG) which had been supportive and emphasised the importance, for successful implementation, of senior level support.

The role of the Project Sponsor was integral to the new methodology, with greater input required from project conception in defining outcomes, on change control and benefits measurement. The risk based approach was proportionate to a project's complexity and required the sponsor and project lead to agree from the outset on which governance gates the project should pass through and to assign outputs to milestones. While programme boards were not mandatory under the Pathway, they would be encouraged and where already in existence in Rail and Underground would be formalised with terms of reference. The different levels of project management maturity across the business were acknowledged. Surface Transport confirmed that it was currently implementing a more comprehensive programme board approach for its business areas.

Members requested that a further paper be submitted to a future meeting of the Panel to provide clarity on the objectives for project management maturity for the next 12 and 24 month periods together with an estimate of financial outcomes. The paper would also include a timeline of typical training, induction and support for an individual using the new methodology and a flow chart detailing the escalation process for project management decisions and approvals.

[Action: Andy Eastaugh]

The Panel noted the paper.

17/05/13 TfL Investment Programme Report – Fourth Quarter 2012/13

Steve Allen introduced the TfL Investment Programme Report for the fourth quarter of 2012/13 (9 December 2012 – 31 March 2013) which informed the Panel of TfL's Investment Programme performance.

David Waboso explained that the need for a change in the design of the technical solution was responsible for the red status of the completion of the signalling immunisation works for the Sub-Surface Railway Upgrade Programme. This solution had now been identified and while the immunisation works were time critical due to the potential to impact on other parts of the Programme, the current expectation was for the overall Programme to remain on track.

Members discussed the status against the delivery of a prototype train for the Deep Tube Programme. A decision had been made to issue an Invitation to Tender in 2015 and it was agreed that either the status or the wording would be changed for the next quarter's report. **[Action: Andy Eastaugh]**

The Panel noted the report.

18/05/13 Project Monitoring – Project Approvals

Steve Allen introduced the paper, which presented the forward approval programme for projects with a value in excess of £50m, from May 2013 to October 2014 and informed the Panel of project authority given by the Commissioner, the Managing Director, Finance and the Tube Lines (Holdings) Limited Board in accordance with delegated authority under TfL's Standing Orders. Attached to the paper was a revised project approvals matrix.

Consideration would be given to the most time efficient and appropriate way to submit to the Panel different phases of projects. The forward schedule of project approvals presented to the next meeting would include all cycling and roads projects due for submission over the next 18 months. **[Action: Andy Eastaugh]**

The Panel noted the paper.

19/05/13 Any Other Business

There being no further business, the meeting closed at 11.00am.

The next scheduled meeting would be held on 3 October 2013 at 10.00am.

Chair: _____

Date: _____