

An aerial photograph of the London skyline, featuring The Shard as the central focus. The river Thames flows through the city, and various other skyscrapers and buildings are visible in the background under a clear sky.

# Healthy Streets Portfolio Governance January 2017

## Agenda Item 2



## Background

- We have been evolving IP governance structure and processes over the last 4 years, to shape the best model that ensures that the outcomes are achieved and projects/programmes delivered effectively and efficiently
- 8 November Strategy Board discussed proposal to restructure ST IP governance in line with the new standing orders
- TfL Board approved Business Plan on 9 December
- ST IP governance will ensure effective and efficient delivery of the IP elements of the Business Plan



# Current IP Portfolio and Programme Structure

Portfolio	Programme
<b>Assets</b>	Asset Capital Programme
	STIP 1
	STIP2
	New coach terminal
	Silvertown
	LSTOC
	BIM
	Safety camera replacement

Portfolio	Programme
<b>Major Highways Enhancements</b>	Transforming Streets & Places
	Cycle Superhighways
	Borough Cycling
	LIPS and Borough Schemes
	Regional Improvement Programme
	Brent Cross
	Crossrail complementary measures

Portfolio	Programme
<b>Service Operations &amp; Environment</b>	Cycle Hire
	ULEZ
	Woolwich ferry phase 2
	New Routemaster
	VCS infrastructure
	Dial-a-Ride projects

Portfolio	Programme
<b>Network Performance &amp; Safety</b>	Bus Priority
	SITS
	Smart Roads
	SCOOT
	Corridor Improvement Programme
	21st century signal comms

Portfolio	Programme
<b>Contracted Services</b>	Barking Riverside Extension
	New Trains for Docklands
	Gospel-Oak Barking Electrification
	Rail Renewals

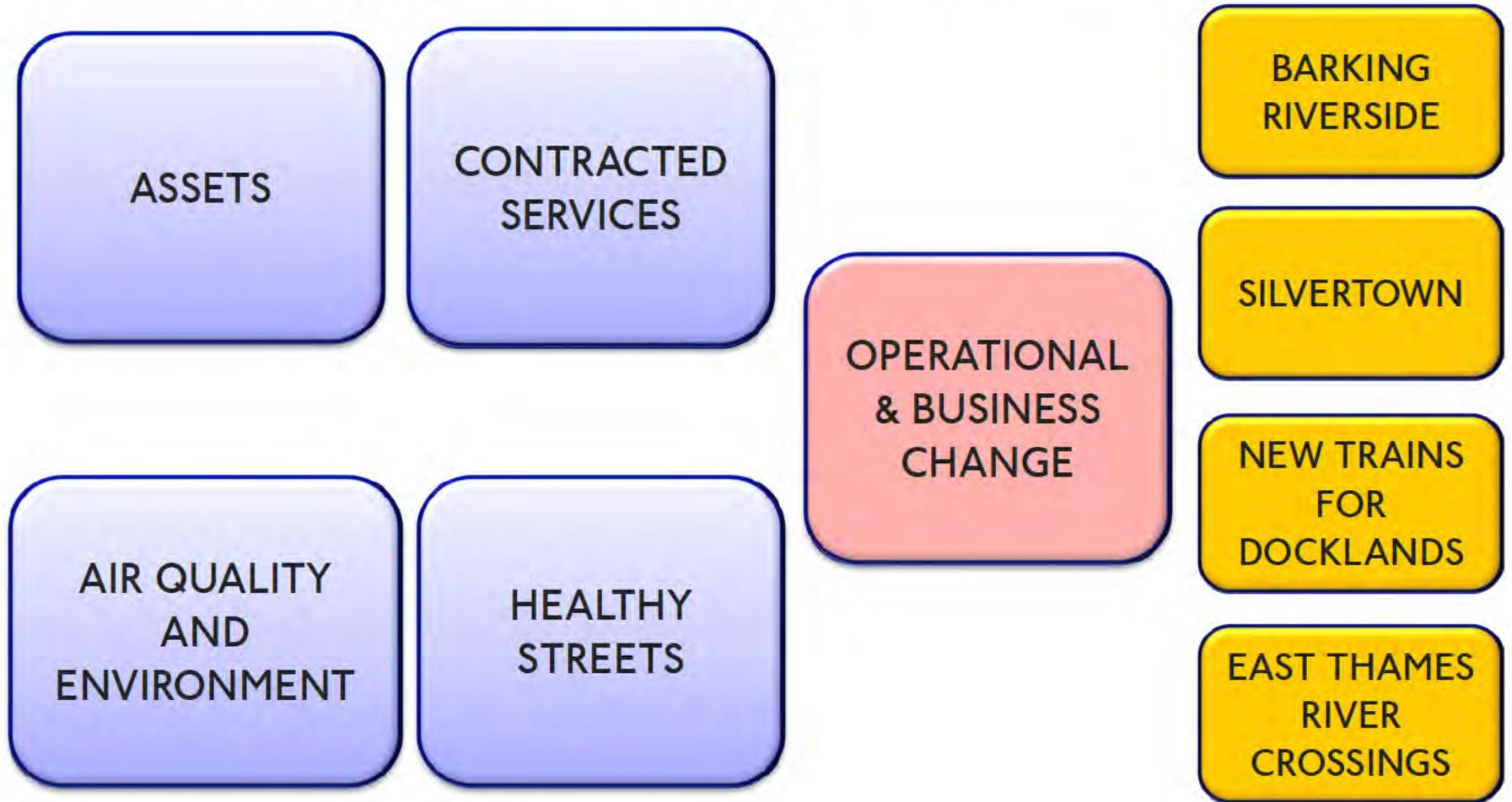


## Drivers and principles for developing a consistent new structure

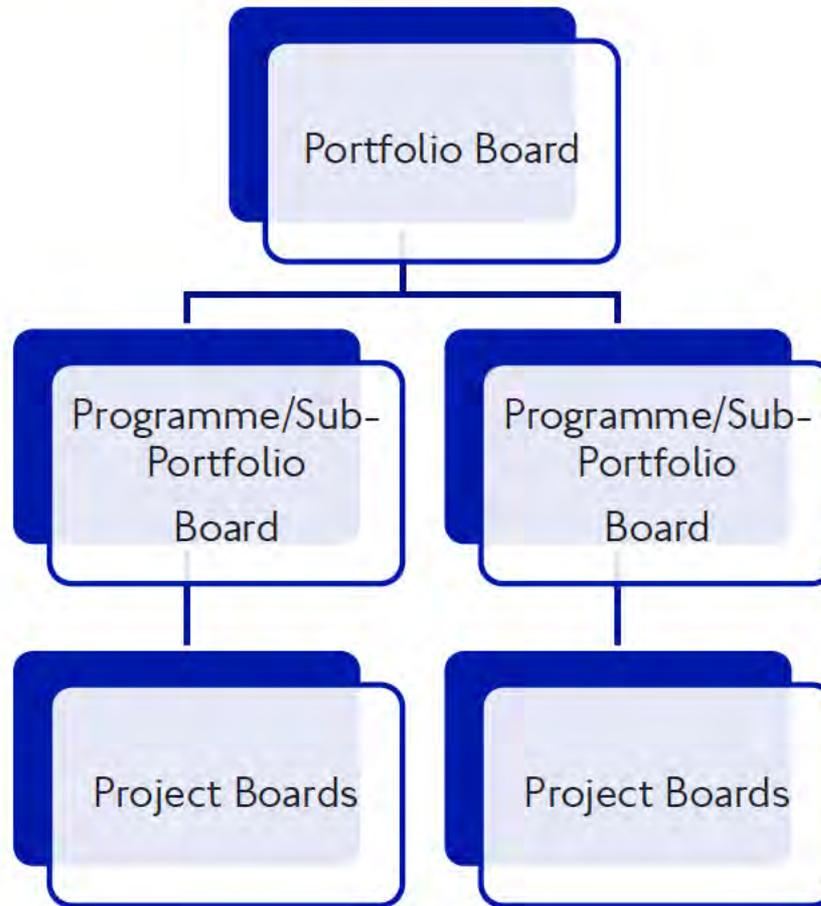
- New standing orders guidance – aiming for c20 pan TfL sub-programmes (each sub-programme is either a programme, or a major project delivered by the new Major Projects Directorate)
- Reflecting the diverse nature of Surface Transport projects and programmes, in Surface Transport a TfL sub-programme will be either a Portfolio or a project (delivered by the new Major Projects Directorate)
- Projects will be grouped into Portfolios by ‘delivery type’ – requiring similar skills, similar contract management, similar delivery processes
- Each Portfolio will deliver a set of strategic objectives (e.g. Healthy Streets; keeping our assets in state of good repair etc)
- Structure needs to enable joined up stakeholder management (external vs internal stakeholders)



# Proposed new Surface Portfolios and Surface projects delivered by the Major Projects Directorate



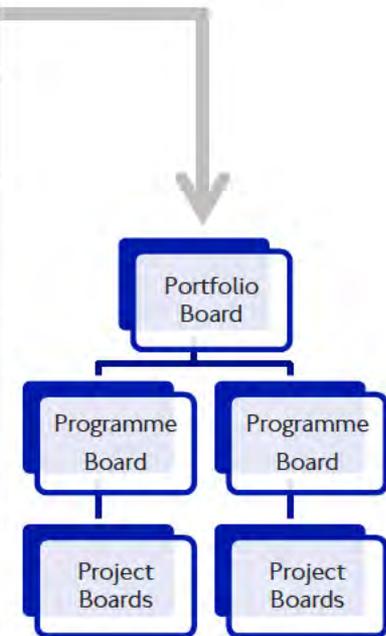
## Simple governance hierarchy



## Defined decision rules



TIME	Tolerances for approving changes to milestones
	Rules for reporting by exception
COST	Tolerances for approving changes to cost
	Rules for reporting by exception
BENEFITS	Assessment of change impact on outcomes/benefits to be strengthened. Tolerances to be agreed.



## Role of Portfolio Boards

<p><b>Business Assurance</b></p>	<p><b>Quarterly</b></p>	<p><b>What are we doing – ‘doing the right things’</b>  <b>Portfolio level:</b> Provide strategic direction and ensure optimum balance of projects to achieve the outcomes; Portfolio prioritisation; Portfolio benefits review  <b>Project level:</b> business decisions about modal priorities and acceptable trade offs</p>
<p><b>Delivery Assurance</b></p>	<p><b>Periodic</b>          (using the framework developed for the IP Portfolio Boards)</p>	<p><b>How are we doing – ‘doing things right’</b>          Reviewing project progress <b>by exception</b> (based on agreed parameters); financial control; reviewing escalated delivery risks; approve escalated change requests (based on agreed thresholds); and approve risk drawdown</p>



# Healthy Streets Portfolio Board Terms of Reference

There will be 2 meetings of the Portfolio Board:

## 1. Strategic Review meeting (business assurance function) held at least quarterly

- Responsibilities: PORTFOLIO: Provide strategic direction and ensure optimum balance of projects to achieve Healthy Streets outcomes (by outcome and spatially); Portfolio prioritisation; Portfolio benefits review. SCHEME: Gate 1 approval agreeing the outcome trade offs.
- Membership: Dir/ Head - Surface Sponsorship, Project Delivery, Finance, City Planning, Walking and Cycling Commissioner.

## 2. Delivery Performance (delivery assurance function) meeting held **each period**

- Responsibilities: Reviewing project progress by exception; financial control; reviewing escalated delivery risks; approve escalated change requests; provide project authorities for project below £5m.
- Membership: Dir/ Head - Surface Sponsorship, City Planning, Project Delivery, Finance, Commercial, TfL Assurance, User representative (e.g. bus services planning).



# How do we know we are delivering the right outcomes in right locations on time, cost and quality?



PORTFOLIO LEVEL

# Healthy Streets governance process

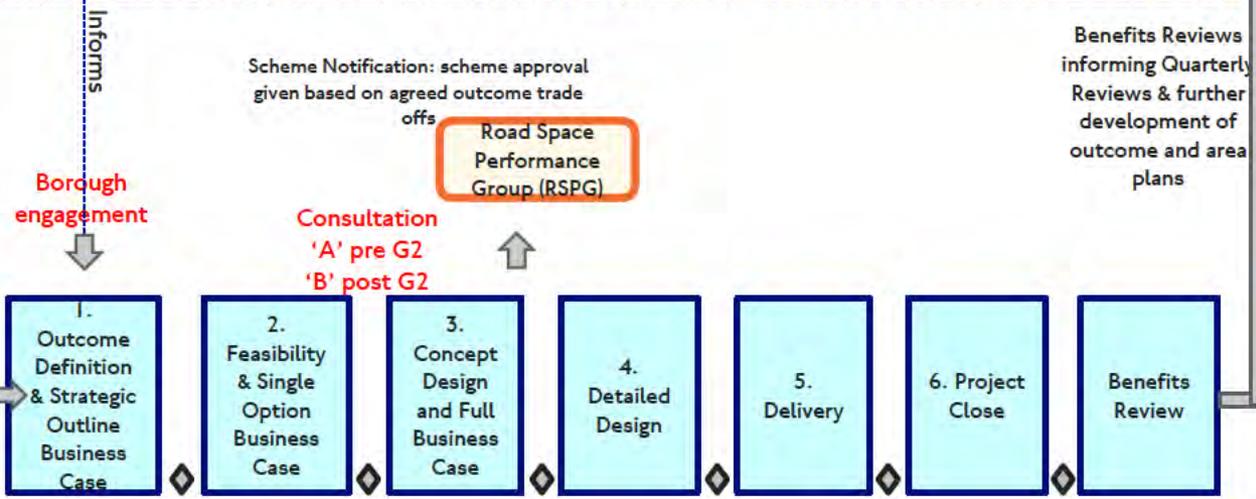


Borough engagement

PROJECT LEVEL

- Outcomes defined for each scheme, based on:
- priorities defined in the Area Outcome Briefs
  - optimal trade offs between modal outcomes in area
  - stakeholder engagement

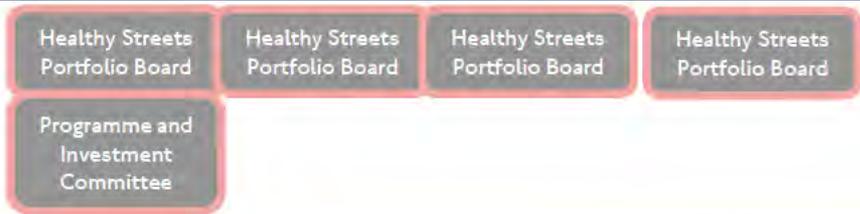
Approval of annual budget



Borough engagement

Consultation 'A' pre G2 'B' post G2

Benefits Reviews informing Quarterly Reviews & further development of outcome and area plans



Lead:	City Planning	Sponsorship
Consult:	Sponsorship	City Planning

Appropriate involvement of all relevant functions (e.g. PPD, operational areas)

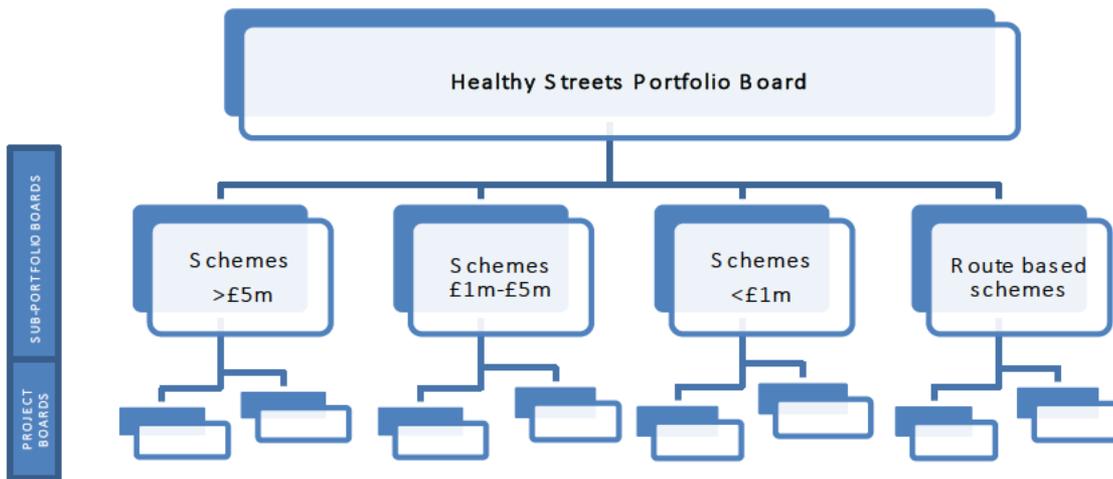
## Design considerations for structuring projects within the Healthy Streets Portfolio

The structure needs to enable:

- Joined up planning and delivery of optimal outcomes in geographic locations (rather than delivery of single mode solutions);
- Integrating funding for TLRN and Borough road enhancements;
- Clear line of sight between the MTS and the changes on the road network;
- Effective and efficient project delivery.



## Structure by size/complexity chosen on the basis that it enables the most effective and efficient delivery



Healthy Streets Portfolio Board supported by Band 5 sub-committee which will make recommendations to the Board having reviewed Portfolio prioritisation; requests for any in year changes to the Portfolio composition; financial and delivery status of the Portfolio; and Portfolio benefits.



## Next Steps

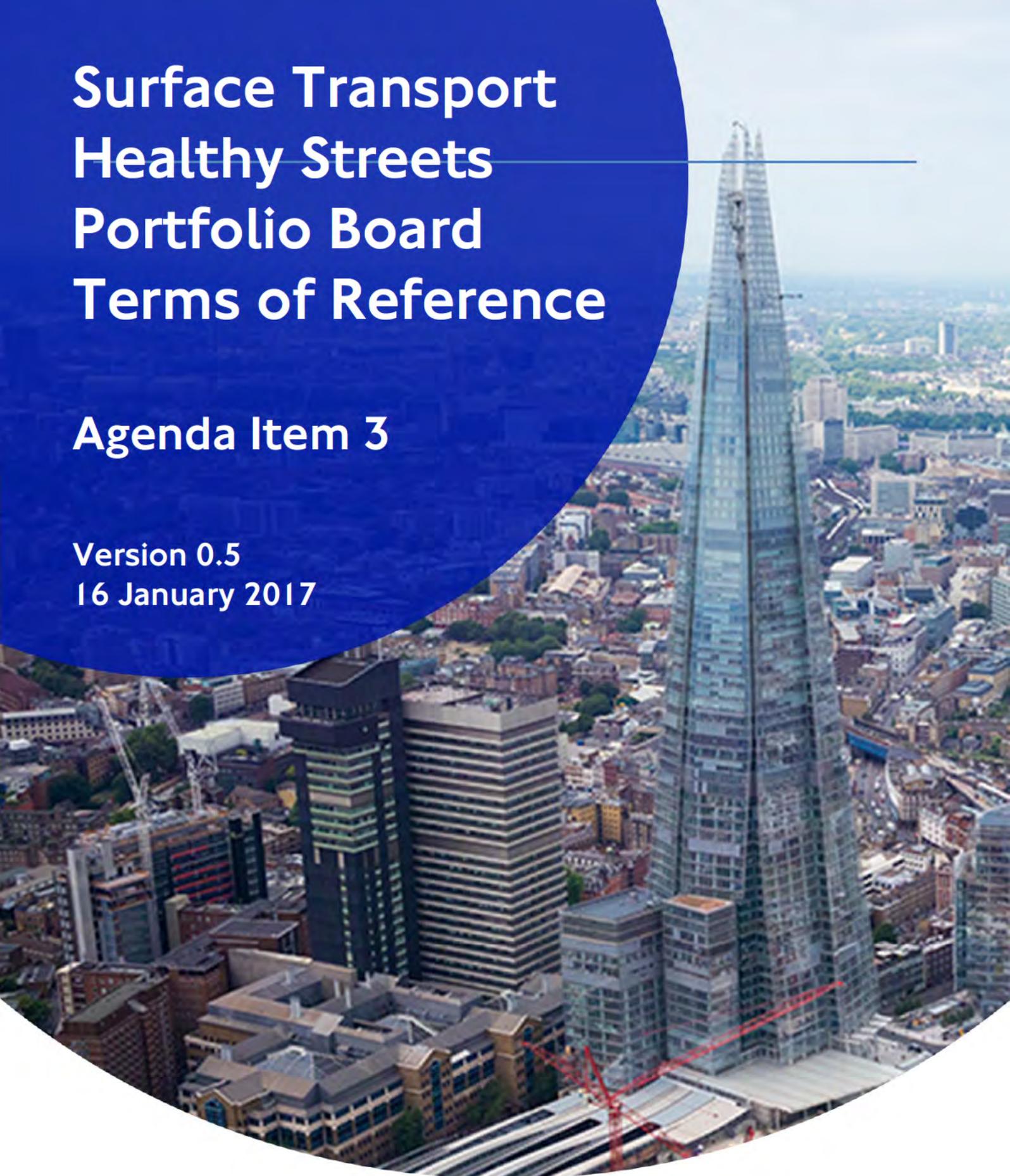
- I. Complete transition to the new IP governance structure by 31 March 2017
  - Define budget structure
  - Build the structure in SAP
  - Transition delivery assurance function from the existing IP Portfolio Boards to the Healthy Streets Portfolio Board
  - Develop TORs and establish the Sub-portfolio Boards
  - Communicate and embed



# Surface Transport Healthy Streets Portfolio Board Terms of Reference

## Agenda Item 3

Version 0.5  
16 January 2017



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## Version History

Author(s)	Version	Amendments/Reason	Date
Tanya Durlen	0.1	Initial draft	14/12/2016
Tanya Durlen	0.2	Draft following internal review	06/01/2017
Edward Preedy	0.3	Attendee and governance amends	06/01/2017
Edward Preedy	0.4	Format amends and addition of authority limits	12/01/2017
Edward Preedy	0.5	Amended invitees	16/01/2017

## Document Review

Name	Title	Date Reviewed
Graham Nash	RSM Sponsorship Manager	6/1/17
Edward Preedy	RSM Sponsorship Business Manager	6/1/17

## Document Approval

Name	Title	Date Approved

## Associated Documents

Document	Version	Location of document
Authority Routes for Changes to Projects and Programmes	V0.13	
Change Control Process (DRAFT)	V0.13	
Project Board Terms of Reference	V0.6	
Programme Board Terms of Reference	V0.6	

## 1. Purpose

This document sets out the Terms of Reference for the Healthy Streets Portfolio Board, responsible for:

- Providing strategic direction and ensuring an optimum balance of projects to achieve Healthy Streets outcomes;
- Reviewing project performance and managing associated risks;
- Approving changes to portfolio composition, providing project authority and approving project change.

The Board will ensure that the overall balance of projects in the Portfolio delivers the agreed Healthy Streets objectives in a cost effective way. It will also ensure that the agreed benefits and outcomes are delivered for the Portfolio, within the agreed time, cost, quality and safety parameters, and in accordance with agreed authorities.

This Terms of Reference is owned by the Healthy Streets Portfolio Board Secretariat and should be reviewed annually; any changes proposed approved by the Healthy Streets Portfolio Board; and stored in line with TfL's agreed guidelines.

## 2. Responsibilities

The responsibilities of the Healthy Streets Portfolio Board are to:

- Ensure a balance of projects within the Portfolio to achieve outcome and spatial objectives
- Provide leadership for Portfolio prioritisation and benefits review within the Portfolio
- Provide assurance that the programmes within the Portfolio remain on course to deliver the desired outcomes, to the required cost, quality and schedule.
- Ensure financial control and deal with delivery risks
- Execute authorities as delegated by the Surface Transport Managing Director
- Ensure overall resources are adequate for the Portfolio and ensure joined-up financial, resource and stakeholder management.
- Review risks escalated from Project/Programme Boards and advise on the appropriate course of action.
- Ensure that projects and programmes remain within time, scope, budget and funding constraints, and take action to manage breaches of authority
- Review the annual Programmes and Investment Committee (PIC) submission; and quarterly progress updates to PIC
- Review performance against the business case, ensuring that projects and programmes within the Portfolio are continuing to deliver value for money
- Review escalated changes affecting the Portfolio, approving those within authority, and endorsing requests requiring approval by the appropriate higher-level board(s) as per the current change control thresholds

- Ensure internal and external stakeholder management is being undertaken in an appropriate and effective manner.
- Arbitrate on conflicts within the Portfolio and negotiate solutions to any interdependencies, interfaces, or gaps between the projects and programmes in the Portfolio and external bodies.

### 3. Limits of Authority

The authority of the Healthy Streets Portfolio Board will be limited to the authorities secured at appropriate Boards and Committees in accordance with TfL Standing Orders.

Appendix four and five outline the project authority routes and the authority thresholds.

The Chair will escalate issues as appropriate to the Surface Board.

### 4. The Healthy Streets Portfolio Board Structure

There will be 2 meetings of the Healthy Streets Portfolio Board:

Meeting title	Frequency	Meeting purpose
Strategy/Business Assurance	Quarterly	<p>Provide strategic direction to the Portfolio;</p> <p>Agree Portfolio prioritisation and ensure optimum balance of projects to achieve the outcomes;</p> <p>Review and approve in year changes to the Portfolio composition;</p> <p>Review the annual Programmes and Investment Committee (PIC) submission; and quarterly progress updates to PIC;</p> <p>Review Portfolio outcomes and benefits;</p> <p>Provide Gate 1 approval to significant individual projects within the Portfolio. Approve seed funding requests. New projects are formally included into the Portfolio following the Gate 1 approval and granting the seed funding authority.</p>
Delivery Assurance	Periodic	<p>Review project progress <b>by exception</b> (based on agreed parameters);</p> <p>Review financial status of the Portfolio;</p> <p>Reviewing escalated delivery risks;</p> <p>Approve escalated change requests (based on agreed thresholds);</p> <p>Approve risk drawdown;</p> <p>Execute authorities as delegated by the Surface Transport Managing Director.</p>

## Strategy/Business Assurance Meeting

### I. Membership

The following are standing members of the Strategy/Business Assurance meeting of Healthy Streets Portfolio Board:

Role	Role Description	Name	Job Title
Chair: Portfolio Sponsor Director	Accountable for maintaining the integrity of the Portfolio and cost effective delivery of the Portfolio objectives. Overall responsibility for sponsoring projects and programmes within the Portfolio.	Ben Plowden/Alan Bristow	Director of Surface Strategy & Planning/Director of Road Space Management
City Planning Director or nominated representative	Responsible for representing City Planning and ensuring adequate and relevant City Planning resources are committed to ensure successful delivery of the Healthy Streets outcomes.	Alex Williams	MD (acting) of Planning
Contracted Services Director or nominated representative	Responsible for representing Contracted Services and ensuring adequate and relevant bus planning resources are committed to ensure successful delivery of the bus priority objectives.	Gareth Powell	Director of Strategy & Contracted Services
Finance Director or nominated representative	Responsible for advising on the financial status of the Portfolio, ensuring fiscal rectitude is maintained.	Patrick Doig	Director of Surface Finance
PPD Director or nominated representative	Overall responsibility for delivery of projects and programmes within the Portfolio.	Nick Fairholme	Director of Projects and Programmes
Service Operations representative	Responsible for representing Service Operations and in particular the impact of the Healthy Streets schemes on taxi operations	Helen Chapman	General Manager Taxi & Private Hire
TfL Assurance	Providing continuous assurance of the Portfolio	Michael Bridgeland	Head of TfL Project Assurance
GLA representative	Responsible for ensuring alignment to the Mayor's Transport strategy and enabling the GLA have visibility of key decisions within the Healthy Streets portfolio.	Tim Steer	Head of Transport
Walking and Cycling Commissioner	Responsible for ensuring decisions are taken in line with the Healthy Streets approach and that the needs of pedestrians and cyclists are championed.	Will Norman	Walking and Cycling Commissioner
Secretariat	Plans the meetings, sends the meeting invitations, issues documents in preparation for and following the meeting, and manages all other activities that contribute to the effective operation of the board.	Edward Preedy	Business Manager, Road Space Management Sponsorship

With the chair's agreement, other people may be invited, as appropriate, when particular issues are under consideration, to report on progress or to answer questions.

## 2. Healthy Streets Portfolio Board sub-committee

The Portfolio Board is supported by a sub-committee including Band 5 representatives from Surface Sponsorship, City Planning, Contracted Services, Surface Finance and PPD. The role of this sub-committee is to support and provide recommendations to the Portfolio Board. Activities of the sub-committee include, but are not limited to:

- Reviewing Portfolio prioritisation to ensure optimum balance of projects to achieve the outcomes;
- Reviewing requests for any in year changes to the Portfolio composition;
- Reviewing financial and delivery status of the Portfolio;
- Review Portfolio outcomes and benefits;
- Reviewing submissions for Gate-1 approval;
- Reviewing project authority requests.

## 3. Quorum

The quorum will be a Surface Director, the finance representative (a Band 5 in the event that the Finance Director is not present at the Portfolio Board), the relevant sponsor (Band 5 or Band 4) and for projects with PPD delivery, the PPD representative (a Band 5 in the event that the PPD Director is not present).

In the absence of the chair, the meeting will be chaired by a nominated Director.

Standing members may nominate alternative attendees. For quorum to be achieved, a substitute with the required delegated authority must attend in their place. Substitutes should be at the same band level as the standing member they are representing and must be fully empowered to make decisions.

The delegated authority is provided to Surface Directors and cannot be further delegated.

In the event that a quorate meeting cannot be held for reasons of time, approvals can be granted by the chair's action, proving that the quorum detailed above is consulted and that the consensus is to approve the authority requested.

## 4. Frequency, Timing & Duration

The Strategy/Business Assurance meeting will take place quarterly. The timing of this Healthy Streets Portfolio Board meeting is scheduled to allow effective routing of the quarterly submissions to the Programme and Investment Committee.

Meeting duration will typically be three hours.

## 5. Inputs

No later than two working days prior to each Strategy/Business Assurance meeting of the Healthy Streets Portfolio Board, the Secretariat will circulate:

- The previous actions and decisions, including updates to previous actions.
- The agenda.
- Board papers to be reviewed and endorsed.
- The Financial Summary and any supporting financial reports.
- Portfolio benefits report.
- Any ad-hoc briefings/notes as required.

## 6. Outputs

Following each Board meeting, the Secretariat will circulate the following within two working days of the meeting:

- Agreed actions and decisions made, including agreed escalations and endorsements.

## Delivery Assurance Meeting

### I. Membership

The following are standing members of the Strategy/Business Assurance meeting of Healthy Streets Portfolio Board:

Role	Role Description	Name	Job Title
Chair: Portfolio Sponsor Director	Accountable for maintaining the integrity of the Portfolio and cost effective delivery of the Portfolio objectives. Overall responsibility for sponsoring projects and programmes within the Portfolio.	Ben Plowden/Alan Bristow	Director of Surface Strategy & Planning/Director of Road Space Management
Finance Director or nominated representative	Responsible for advising on the financial status of the Portfolio, ensuring fiscal rectitude is maintained.	Patrick Doig	Director of Surface Finance
PPD Director or nominated representative	Overall responsibility for delivery of projects and programmes within the Portfolio.	Nick Fairholme	Director of Projects and Programmes
Contracted Services Director or nominated representative	Responsible for representing Contracted Services to ensure bus priority requirements are met and bus priority objectives are achieved.	Gareth Powell	Director of Strategy & Contracted Services
Service Operations representative	Responsible for representing Service Operations and in particular the impact of the Healthy Streets schemes on taxi operations	Helen Chapman	General Manager Taxi & Private Hire
GLA representative	Responsible for ensuring alignment to the Mayor's Transport strategy and enabling the GLA have visibility of key decisions within the Healthy Streets portfolio.	Tim Steer	Head of Transport
Walking and Cycling Commissioner	Responsible for ensuring decisions are taken in line with the Healthy Streets approach and that the needs of pedestrians and cyclists are championed.	Will Norman	Walking and Cycling Commissioner
TfL Assurance	Providing continuous assurance of the Portfolio.	Michael Bridgeland	Head of TfL Project Assurance
Secretariat	Plans the meetings, sends the meeting invitations, issues documents in preparation for and following the meeting, and manages all other activities that contribute to the effective operation of the board.	Edward Preedy	Business Manager, Road Space Management Sponsorship

With the chair's agreement, other people may be invited, as appropriate, when particular issues are under consideration, to report on progress or to answer questions.

## 2. Quorum

The quorum will be a Surface Director, the finance representative (a Band 5 in the event that the Finance Director is not present at the Portfolio Board), the relevant sponsor (Band 5 or Band 4) and for projects with PPD delivery, the PPD representative (a Band 5 in the event that the PPD Director is not present).

In the absence of the chair, the meeting will be chaired by a nominated Director.

Standing members may nominate alternative attendees. For quorum to be achieved, a substitute with the required delegated authority must attend in their place. Substitutes should be at the same band level as the standing member they are representing and must be fully empowered to make decisions.

The delegated authority is provided to Surface Directors and cannot be further delegated.

In the event that a quorate meeting cannot be held for reasons of time, approvals can be granted by the chair's action, providing that the quorum detailed above is consulted and that the consensus is to approve the authority requested.

## 3. Frequency, Timing & Duration

The Delivery Assurance meeting of the Healthy Streets Portfolio Board will meet each reporting period in week three on day 13 or 14. Boards are held in order of seniority in order to allow effective escalation of issues and enable Board review of IP performance prior to Surface Transport All Approvals and Performance Board Meetings.

Meeting duration will typically be two hours.

## 4. Inputs

No later than two working days prior to each Healthy Streets Portfolio Board Meeting, the Secretariat will circulate:

- The previous actions and decisions, including updates to previous actions.
- The agenda.
- The Financial Summary and any supporting financial reports.
- Portfolio Risk Register.
- Surface Board Forward Planner.
- Portfolio Change Log and any escalated change requests to be reviewed.
- Board papers to be reviewed and endorsed.
- Any ad-hoc briefings/notes as required.

## 5. Outputs

Following each board, the Secretariat will circulate the following within two working days of the Healthy Streets Programme Portfolio Board meeting:

- Agreed actions and decisions made, including agreed escalations and endorsement of change requests requiring approval from the Surface Transport All Approvals Board.

## Appendix One – Standard Agenda Template: Healthy Streets Portfolio Board Strategy/Business Assurance meeting

Meeting Title	Healthy Streets Portfolio Board Strategy/Business Assurance Meeting Agenda		
Date of Meeting	DD/MM/YY	Time of Meeting:	HH:MM-HH:MM
Location of Meeting	<Insert name of room, number and building name>		

#	Agenda Item Description	Resp.	Time
1	Confirm the chair of the meeting and that the meeting is quorate and note any apologies.	Portfolio Chair	HH:MM-HH:MM
2	Review Board Actions Log	TBC	HH:MM-HH:MM
3	Review Financial Summary	Finance Director	HH:MM-HH:MM
4	Review papers for onward submission to the Programme and Investment Committee	TBC	HH:MM-HH:MM
6	Review any other Board papers and submissions (e.g. results of the Portfolio prioritisation; any major changes to the Portfolio composition)	TBC	HH:MM-HH:MM
7	Determine any matters to be escalated to Surface Board	TBC	
8	Review Portfolio Benefits Report	TBC	
9	AOB	Portfolio Chair	HH:MM-HH:MM
10	Date and time of next meeting.	Secretariat	HH:MM-HH:MM

## Appendix Two – Standard Agenda Template: Healthy Streets Portfolio Board Delivery Assurance meeting

Meeting Title	Healthy Streets Portfolio Board Delivery Assurance Meeting Agenda		
Date of Meeting	DD/MM/YY	Time of Meeting:	HH:MM-HH:MM
Location of Meeting	<Insert name of room, number and building name>		

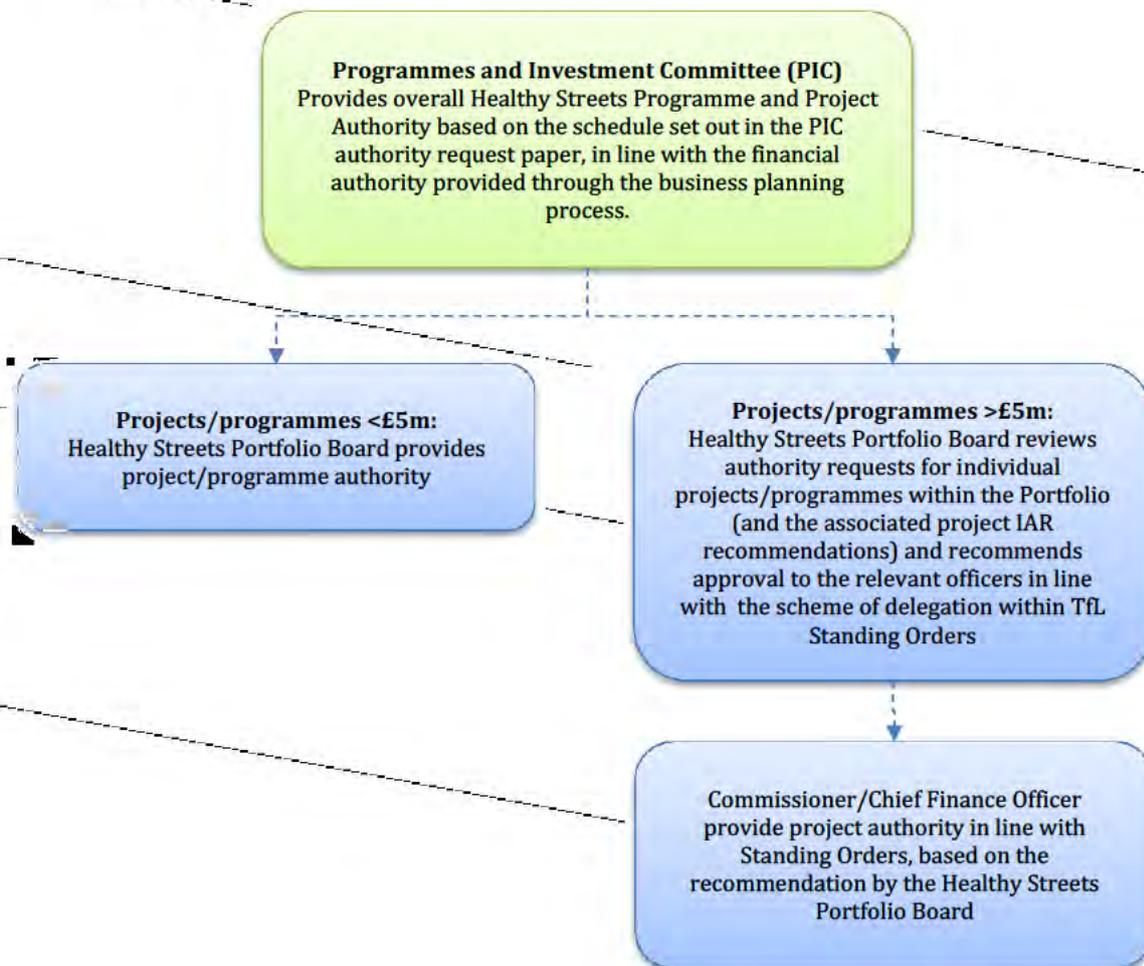
#	Agenda Item Description	Resp.	Time
1	Confirm the chair of the meeting and that the meeting is quorate and note any apologies.	Portfolio Chair	HH:MM-HH:MM
2	Review Board Actions Log	TBC	HH:MM-HH:MM
3	Review Financial Summary and supporting reports	Finance Director	HH:MM-HH:MM
5	Review Portfolio Risk Register	TBC	HH:MM-HH:MM
6	Review project authority submissions	TBC	
7	Review any escalated change requests: <ul style="list-style-type: none"> <li>- Requests for notification to Board</li> <li>- Requests to be approved</li> </ul>	TBC	HH:MM-HH:MM
8	Consider other escalations from Programme and Project Boards	TBC	HH:MM-HH:MM
9	Determine any matters to be escalated to Surface Board	TBC	HH:MM-HH:MM
10	Review Surface Board Forward Planner	Secretariat	HH:MM-HH:MM
11	AOB	Portfolio Chair	HH:MM-HH:MM
12	Date and time of next meeting	Secretariat	HH:MM-HH:MM

## Appendix Three – Standard Actions Template

<b>Meeting Title:</b>	Healthy Streets Portfolio Board Meeting Actions		
<b>Date of Meeting:</b>	DD/MM/YY	<b>Time of Meeting:</b>	HH:MM-HH:MM
<b>Location of Meeting:</b>	<Insert name of room, number and building name>		
<b>Attendees</b>	<Insert first and last names of all attendees>		
<b>Apologies</b>	<Insert first and last names of all attendees>		

#	Actions	Resp.	Due Date
1		First & last names	DD/MM/YY
2			
3			
4			
#	Decisions	Resp	Due Date
1		First & last names	DD/MM/YY
2			
3			
4			

## Appendix Four –Project Authority Routes



# Appendix Five – Authority Thresholds

## Authority Routes for Surface Transport Approvals

Thresholds	Sponsor & Project Manager	Project Board	Programme Board	Director [see note 1]	Investment Portfolio Board [See Note 2]	MD Finance (at Surface Board)	Commissioner	Programmes & Investment Committee	TFL Board
<b>Project Authority – budgeted projects</b>									
<£250k EFC [Any Surface Board Director can approve]	Request	Endorse	Endorse	Approve	Notify				
>£250k < £5m EFC	Request	Endorse	Endorse	Endorse	Approve	Notify			
>£5m < £25m EFC	Request	Endorse	Endorse	Endorse	Endorse	Approve			
>£25m < £50m EFC	Request	Endorse	Endorse	Endorse	Endorse	Endorse	Approve	Notify	
>£50m < £100m EFC	Request	Endorse	Endorse	Endorse	Endorse	Endorse	Endorse	Approve	Notify
> £100m EFC	Request	Endorse	Endorse	Endorse	Endorse	Endorse	Endorse	Endorse	Approve
<b>Stage 1 Funding (ie spend up to Pathway Gate 1) – budgeted projects</b>									
Up to £250k [Any Surface Board Director can approve]	Request	N/A	N/A	Approve	Notify	Notify			
>£250k <£1m	Request	N/A	N/A	Endorse	Approve	Notify			
>£1m	Request	N/A	N/A	Endorse	Endorse	Approve			
<b>Feasibility Funding (ie spend after Gate 1 and up to Gate 2) – budgeted projects</b>									
Up to £1m or 5% of EFC, whichever is the lower [see Notes 3 & 4]	Request	Endorse	Endorse	Endorse	Approve	Notify			
> £1m or 5% of EFC [see Notes 3 & 4]	Request	Endorse	Endorse	Endorse	Endorse	Approve			
<b>Financial Authority for unbudgeted value of projects</b>									
< £2m unbudgeted value - NOTE: Finance Director sign-off also required	Request	Endorse	Endorse	Approve	Notify	Notify			
> £2m < £10m unbudgeted value	Request	Endorse	Endorse	Endorse	Endorse	Approve			
>£10m < £25m unbudgeted value	Request	Endorse	Endorse	Endorse	Endorse	Endorse	Approve		
> £25m unbudgeted value	Request	Endorse	Endorse	Endorse	Endorse	Endorse	Endorse	Endorse	Approve
<b>Forecast EFC and Spend Profile</b>									
Increase or decrease in forecast EFC, via the periodic financial forecast process [no Change Request required]	Notify	Notify	Notify	Notify	Notify	See Note 5			
Change in in-year spend, via the periodic financial forecast process [no Change Request required]	Notify	Notify	Notify	Notify	Notify	See Note 5			
<b>Risk Drawdown</b>									
Drawdown in period <£50k	Request	Approve	Notify	Notify	Notify				
Drawdown in period >£50k	Request	Endorse	Endorse	Endorse	Approve	Notify >£2m			
<b>Milestones</b>									
PMM FORECAST date [no Change Request required]	Notify	Notify	Notify	Notify	Notify if SG				
PMM TARGET date	Request	Approve	Notify	Notify					
PAM FORECAST date [no Change Request required]	Notify	Notify	Notify	Notify	Notify	See Note 5			
PAM TARGET date (+ or -) < 30 days from budgeted target date	Request	Endorse	Approve	Notify	Notify				
PAM TARGET date (+ or -) >30 days from budgeted target date	Request	Endorse	Endorse	Endorse	Approve	Notify			
BD & DFT FORECAST date [no Change Request required]	Notify	Notify	Notify	Notify	Notify	Notify			
BD & DFT TARGET date	NO AUTHORITY TO CHANGE TARGET DATE								
PMM - NEW/REMOVE/AMEND DESCRIPTION	Request	Approve	Notify						
PAM - NEW/REMOVE/AMEND DESCRIPTION [Sponsor Director sign off also required]	Request	Endorse	Endorse	Approve	Notify				
BD - NEW	Proposed annually and cannot be added at any other time. Programme Board propose the new BD's, the Delivery and Sponsor Directors and Investment Portfolio Board endorse them the Surface Board approve these.								
SCOPE	To be confirmed								

NOTE 1: Director Column - Director responsible for project delivery, unless otherwise specified

NOTE 2: Delegated Authority from Surface MD

NOTE 3: Gate 1 papers to be presented to Portfolio Board / Surface Board (as applicable) for authority to progress with Stage 2 feasibility spend

NOTE 4: EFC includes any Stage 1 funding previously approved

NOTE 5: Surface Transport Operational Performance Board to be notified of EFC forecast changes and PAM forecast changes

NOTE 6: Approval evidence is the published Board minutes, or email if Director is approver

## Contact

Edward Preedy  
RSM Sponsorship Business Manager

[REDACTED]

Ext. [REDACTED]



# Healthy Streets in the Business Plan & 17/18 Budget

Agenda Item 4



# Healthy Streets Portfolio Summary

16 January 2017

£'s Millions (some rounded differences exist)

## 1. Programme Summary

( ) = reduction on Business plan

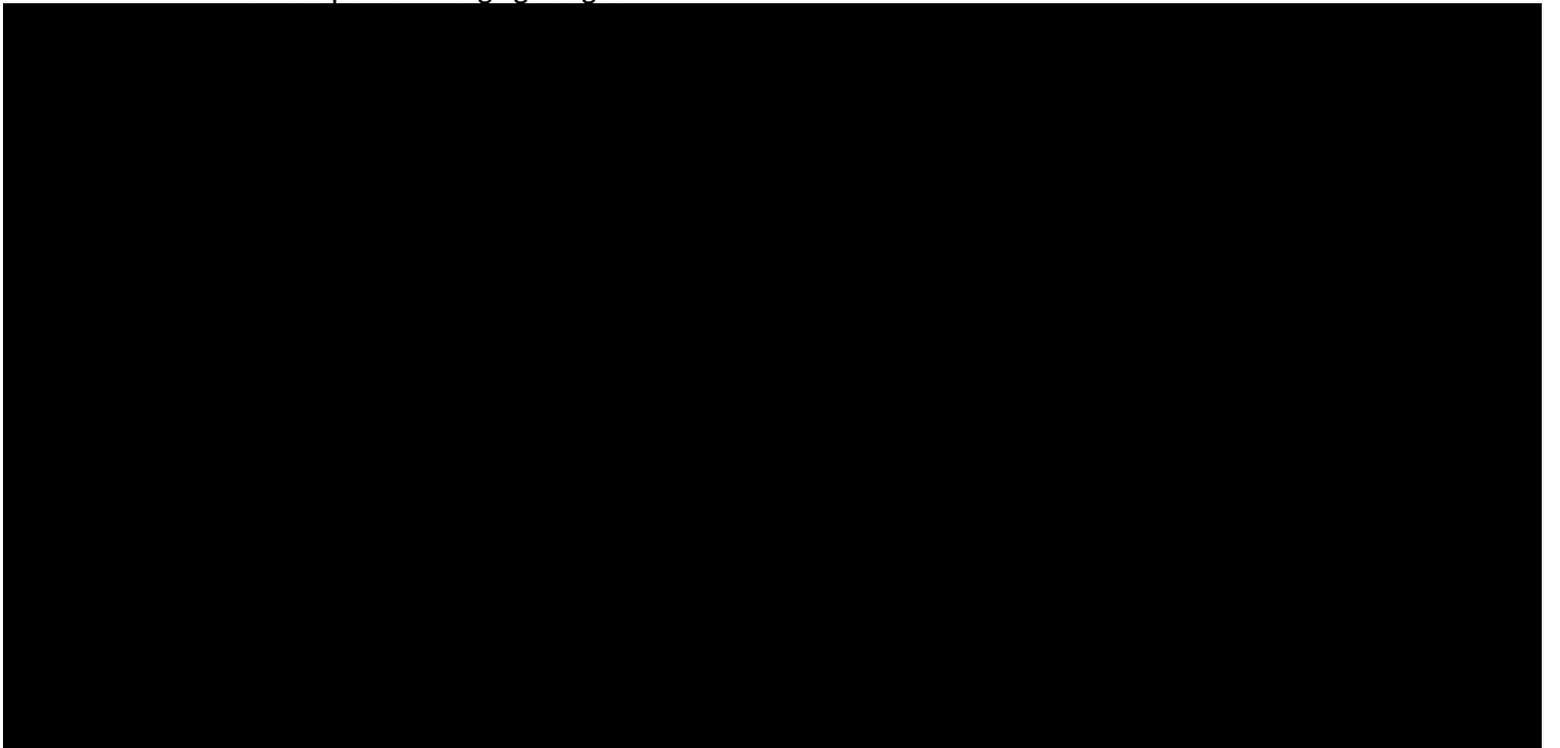
**DRAFT SUBJECT TO CHANGE**

	2017	2018	2019	2020	2021	2022	Gross Business Plan	3rd Party funding	Net Total (TfL Cost)
Movement & Place TLRN									
LIPS and Borough Schemes									
Cycling Borough									
Walking									
Cycle Superhighways									
Bus Priority									
Efficient Roads									
Non-Infrastructure									
Safety									
Sub- Total before VE									
Value Engineering									
Total Business Plan									
Post Business Plan Adjustment									
Emerging Budget Total									

## 2. 2017/18 Budget and Business Plan Profile

£'s m

Business plan & Emerging Budget









An aerial photograph of the London skyline, featuring The Shard as the central focus. The river Thames flows through the city, and various other skyscrapers and buildings are visible in the background under a clear sky.

# Programme and Investment Committee paper – 8<sup>th</sup> March 2017

Agenda Item 5



## Context

- The Mayor has set out a Healthy Streets approach:
  - City for all Londoners (November 2016)
  - Healthy Streets Vision (February 2017)
  - New Walking and Cycling Commissioner (starts February 2017)
  - Draft MTS for consultation (Spring 2017)
- To help deliver the Mayor's Healthy Streets approach, the TfL Business Plan contains provision for a new Healthy Streets Portfolio:
  - Brings together walking, cycling, urban realm, bus priority and other investment to achieve Healthy Streets outcomes
  - £1.9bn investment over five years
  - Includes £318.3m in 2017/18
- **To ensure Portfolio delivery in 2017/18, Programme / Project authority approval is required from the *Programme and Investment Committee* on 8<sup>th</sup> March**



# PIC Paper – What are we requesting?

The Paper will ask PIC to:

NOTE the proposed scope of the Healthy Streets Portfolio:

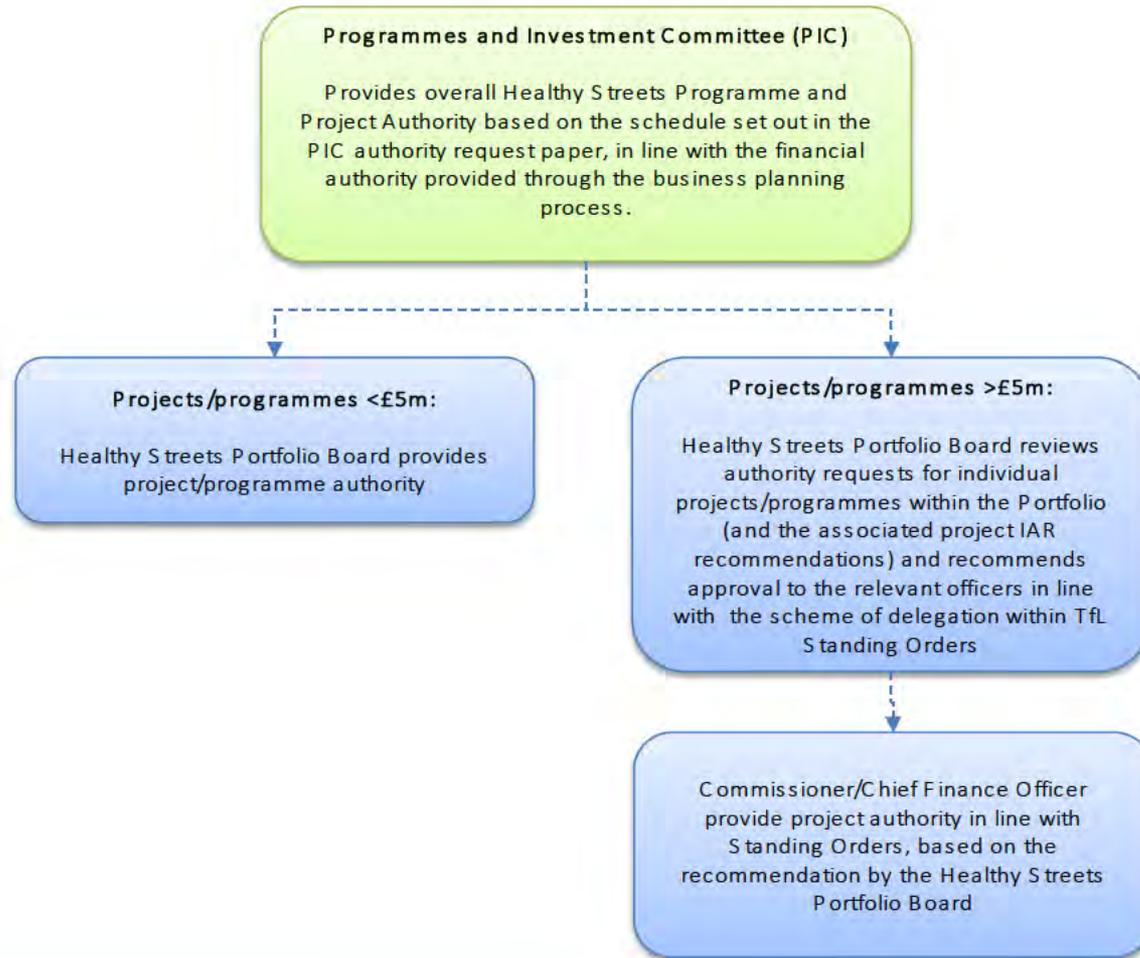
- *Strategic case*
- *Portfolio contents*
- *Outcomes*
- *Benefits*
- *Governance proposals*

APPROVE *Programme and Project* authority for 2017/18:

- For all spend in 2017/18
- For all spend beyond 2017/18 for the completion of project stages that will commence in 17/18 but extend into future years



# How will the Healthy Streets Board assume responsibility for programme / project authority (subject to approval by PIC)?



## PIC Paper – Timetable

Stage	Date
Scoping and collation of PIC paper content	By 18 <sup>th</sup> January
<i>Healthy Streets Portfolio Board Meeting (today) – Review key issues and give steer on approach</i>	18 <sup>th</sup> January
Portfolio Integrated Assurance Review takes place	26-30 <sup>th</sup> January
Draft PIC paper completed and submitted to <i>Surface Directors</i> for review	Early February
<i>Healthy Streets Portfolio Board Meeting to endorse final paper</i>	16 <sup>th</sup> February
Sign-off by <i>Managing Director</i> and submit paper	21 <sup>st</sup> February
PIC meeting	8 <sup>th</sup> March



## Steer required from Healthy Streets Portfolio Board today?

1. Is the Board content with the proposed request to PIC?
2. The timetable is tight but achievable, and an Integrated Assurance Review is taking place on the Portfolio 26th to 30th January.

Is the Board therefore content with the proposals for director review and sign-off, as set out below?

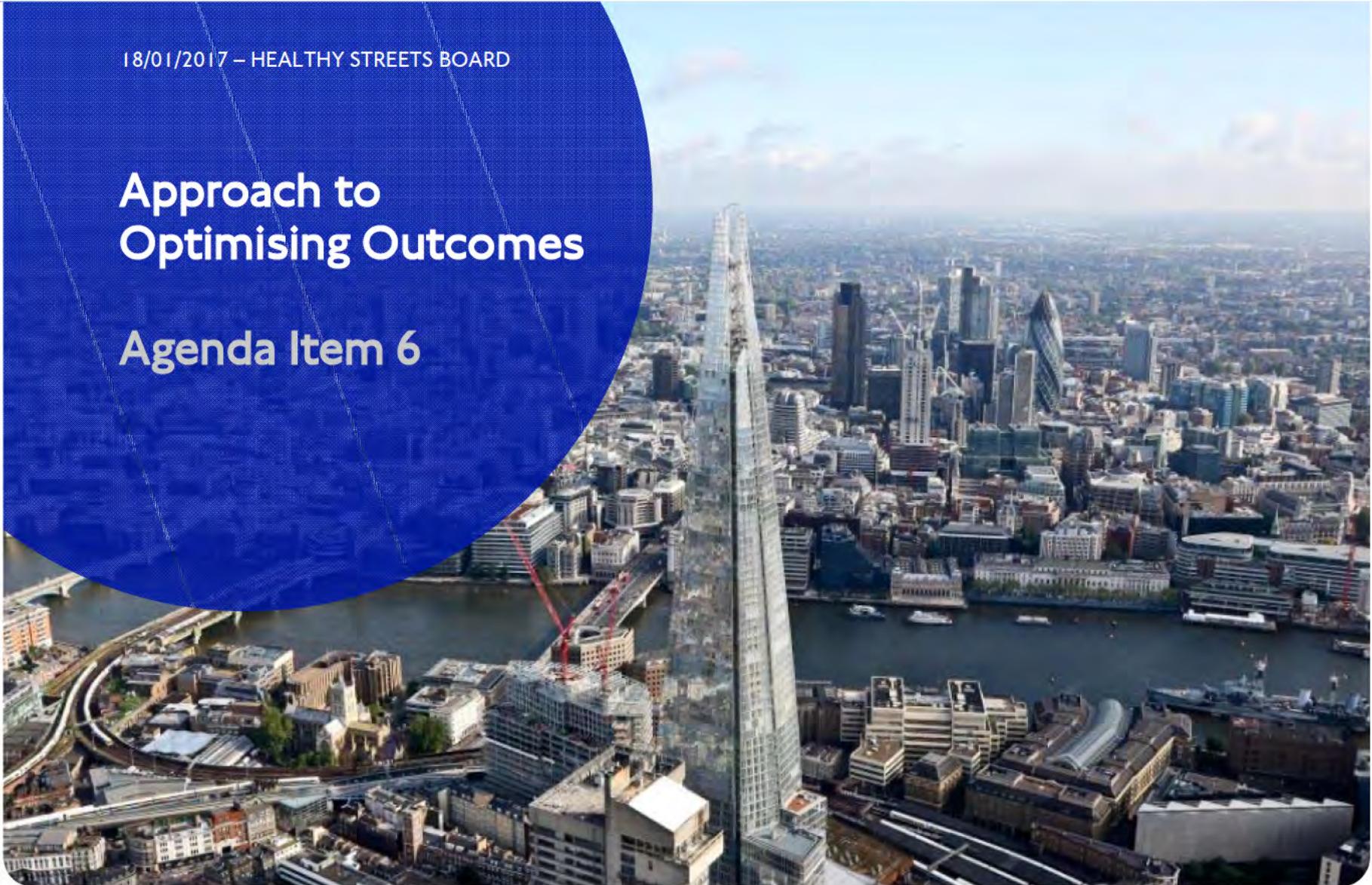
- Draft PIC paper to be emailed in early February to Surface Directors
- Healthy Streets Portfolio Board to review and sign-off final paper at meeting on 16<sup>th</sup> February



18/01/2017 – HEALTHY STREETS BOARD

# Approach to Optimising Outcomes

## Agenda Item 6



# 'Approach to Optimising Outcomes' (Healthy Streets Scheme Appraisal Process)

## PURPOSE:

The new Healthy Streets Portfolio and Governance will take a multi-modal approach to scheme development. We are presently prioritising schemes for delivery next year and need to capture their benefits and potential bus impacts:

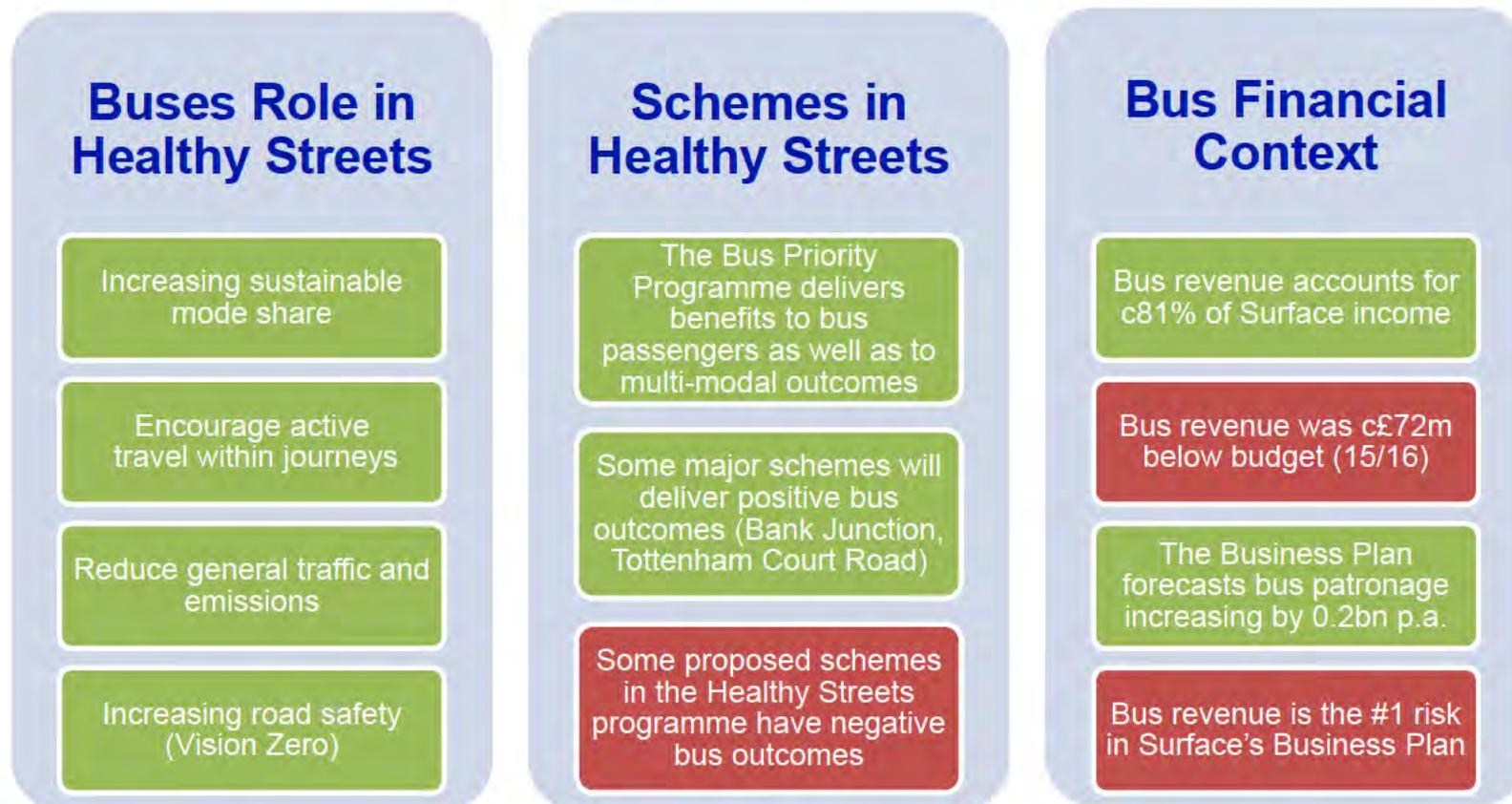
1. **2017/18 Appraisal** : To appraise the modal benefits and impacts of schemes >£1m on the 2017/18 programme – particularly bus network impacts (before the next HS Board)
2. **Future years**: To develop and embed a strategic approach to balance outcomes early in scheme development, to ensure we deliver the greatest value from the HS Portfolio (to report back to HS Board)

These slides mainly focus on addressing 17/18 schemes with a high level outline for planning for future years



## Context

The **Bus Network** will play a vital role in delivering **Healthy Streets**, and we need to optimise the Portfolio's positive outcomes for bus passengers



## Bus Context

In the last two years the greatest challenge facing TfL has been falling bus speeds, primarily related to population growth and disruption from the construction of major highway schemes. Average bus speed has declined by over 3 per cent, increasing operational costs and reducing patronage by 4.5 per cent.

Average bus speeds are targeted to rise from a forecast 9.2 mph in 2016/17 to 9.6mph in 2021/22. The new TfL business plan outlines the requirement to reverse the revenue loss. It forecasts an increase in patronage, from under 2.3 billion journeys in 2016/17, to over 2.5 billion in 2021/22. Healthy Streets will support this.

The appraisal of 2017/18 schemes is designed to give reassurance that ‘in-flight’ schemes support these targets. It will aim to support development of any proactive measures needed to maintain bus journey times at an early stage, i.e. before detailed traffic modelling results are available. An objective is to minimise the work involved while providing sufficient information to effectively evaluate impacts on bus passengers.

The findings will be presented to Gareth Powell’s Revenue Recovery Plan meeting on 9 February and the next Healthy Streets Board on 16 February 2017.



## 2017/18 Appraisal (Scope)

We propose to assess the 2017/18 healthy Streets schemes to establish their benefits in relation to impacts on bus passengers.

### Schemes in scope:

All major schemes >£1m on the following programmes that have yet to receive Surface Board approval (e.g. Transforming Streets and Places (TSAP), Mini-Hollands and Cycle Superhighways, major Bus Priority Programme schemes, other major borough schemes)

To what extent do we include schemes that have RSPG approval?

Our assessment will propose ways forward for each scheme to develop a 2017/18 Healthy Streets Programme. For example:

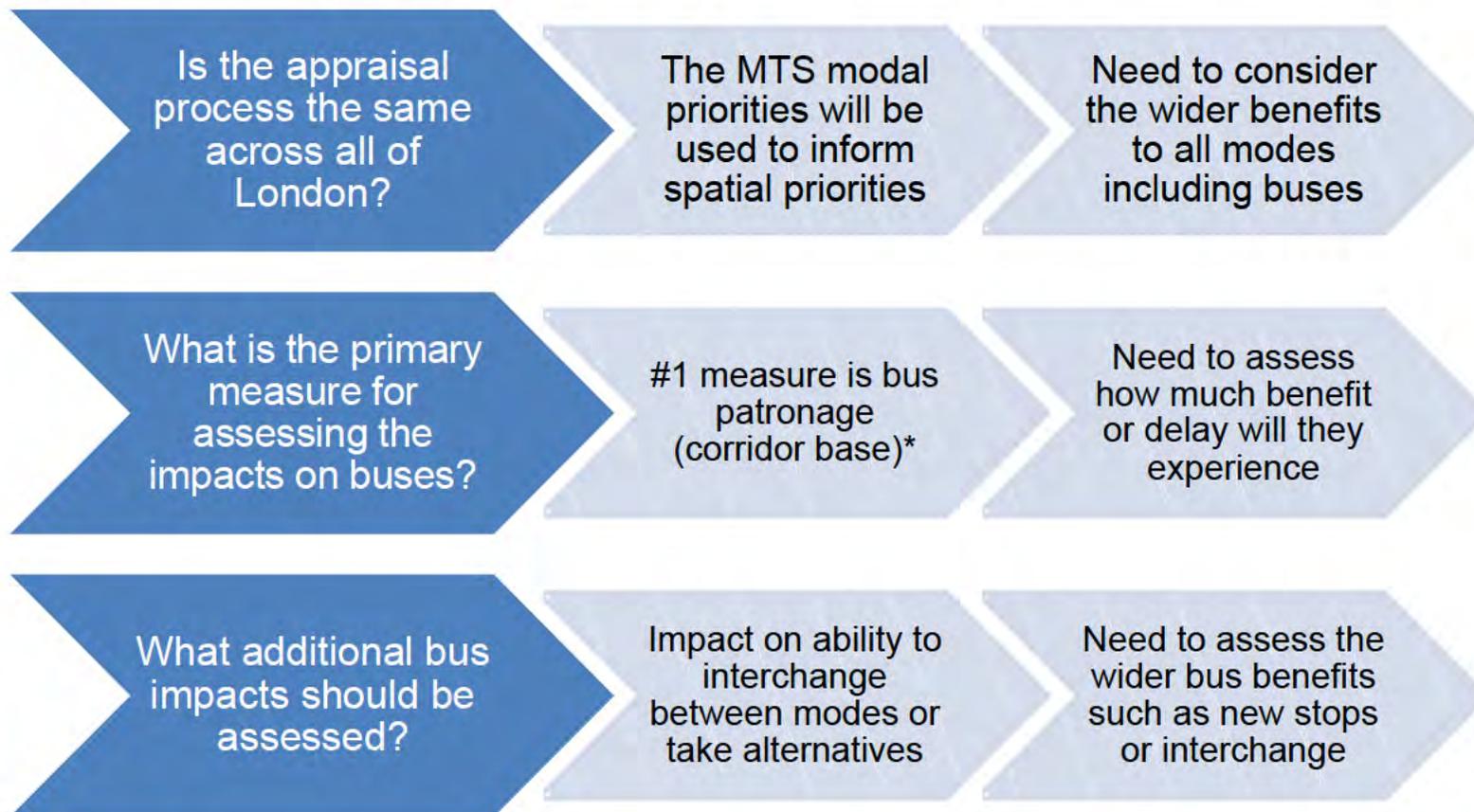
1. Accept the impacts of a scheme, but consider changes to the surrounding bus network?
2. Delay a scheme in order to review the design (and in some cases scheme objectives)?
3. Do not progress a scheme and look for alternative modal benefits?

Are these the right 3 options?



# Appraising Benefits and Impacts

Key points for appraising schemes:



**Are we willing to proceed with schemes based on total benefits, if they include significant bus impacts?**



# Calculating the impacts and then benefits

For each bus corridor affected by the scheme:

## 1. How many total passengers, compared to other corridors on the network?

- Sponsor to provide bus stop # and the routes, in order to extract the patronage percentile compared to the rest of the network (e.g. top fifth, see table below)

## 2. What is the delay (time) impact?

- Sponsor to provide indicative 'Positive', 'Minimal', 'Low', 'Medium', 'High', in order to calculate indicative impact

		Delay				
		Positive	Minimal	Low	Med	High
Corridor bus patronage	Highest 20%					
	Highest 20-40%					
	Middle 20%					
	Lowest 20-40%					
	Lowest 20%					
Example range:		0 or +ve	<30 sec	<1 min	<3 min	>3 min

At a scheme level, we could then use average fare and elasticities to calculate:

- Total delay per route
- Lost passengers and lost revenue
- Additional passenger hours

For all scheme:

## 3. What are the wider modal benefits?

- This will be used to prioritise schemes for the 2017/18 Programme and will account for bus passenger impact (see above)



# Additional Appraisal Considerations

Below are additional considerations relating to bus impacts of schemes:

**Broken Links:** Does this mean there is no longer a direct or timely bus connection between two locations?

**Interchange:** Does this constrain bus passengers from interchanging to another mode (e.g. transferring to rail at Stratford)?

**Construction:** What will the impact be during construction and can this be mitigated?

**Infrastructure:** Does the scheme include any unmitigated removal or relocation of bus infrastructure (lanes, stands, stops)?

## Modal Alternatives:

**Active Travel:** Could this journey be walked or cycled?

**Rail:** Is the rail network overcrowded in that area and that is why they are on the bus (e.g. Clapham to Waterloo)?

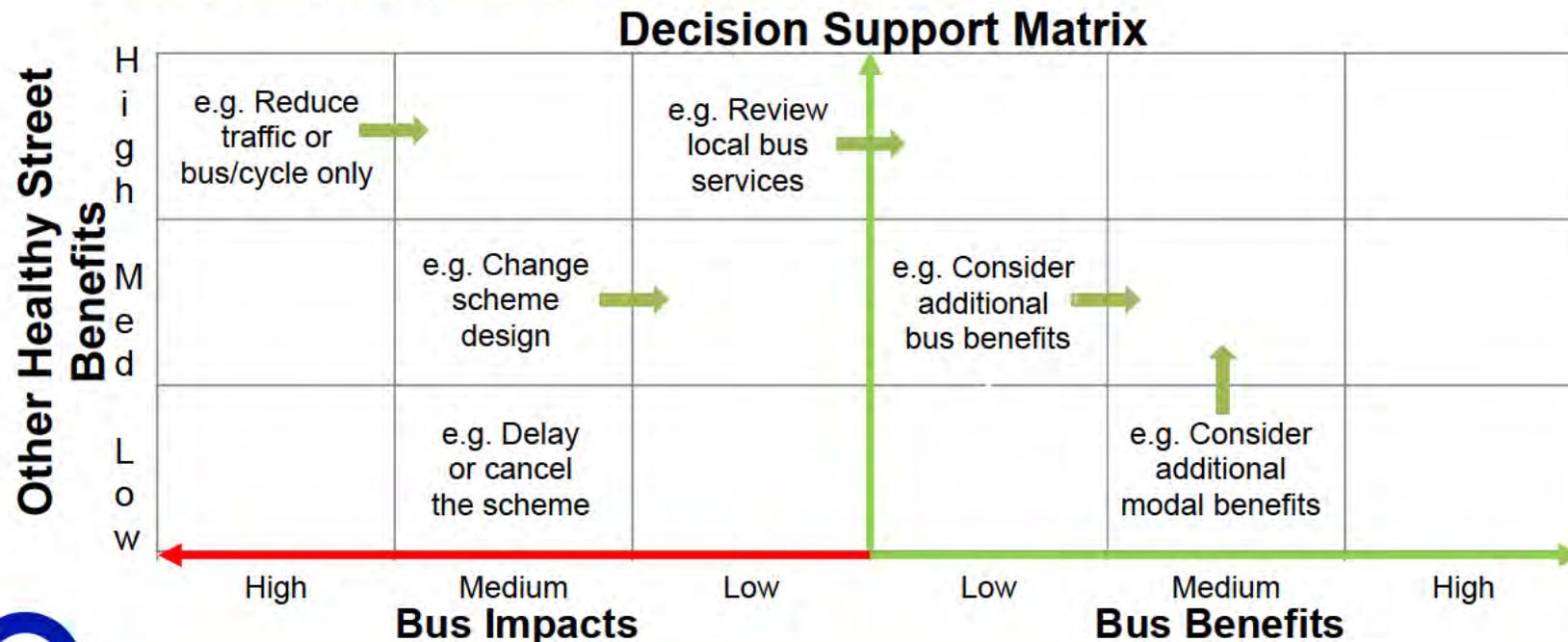
**Bus:** Is there an alternative/parallel bus route nearby?



# Decision Support Matrix

As well as quantifying the bus impacts we need to account for the wider benefits of the scheme. This will inform an agreed way forward.

- We aim to optimise the benefits achieved from Healthy Street schemes, but they will not all have benefits for all modes and impacts need to be managed, mitigated or accepted
- Mitigations will vary depending on the benefits of the schemes and the benefits or impacts to the bus network (some examples are given below)



## Lessons Learnt (Mitigations)

### 1. We need to mitigate schemes early

Mitigating the scheme needs to happen early in design or better yet at the objective stage (see 4)

### 2. We can't just mitigate schemes with bus priority

Every scheme we mitigate is one less (pro-active) bus priority scheme we deliver (more focused on bus benefits)

### 3. We can't just add on more fleet to maintain headway

There is no more money for mitigation headway and during construction this can make things worse

### 4. We need to plan schemes with bus planning input

We should be more pro-active in designing schemes that consider bus services at Outcome Definition (e.g. bus requirement documents were trialled in 2016/17)



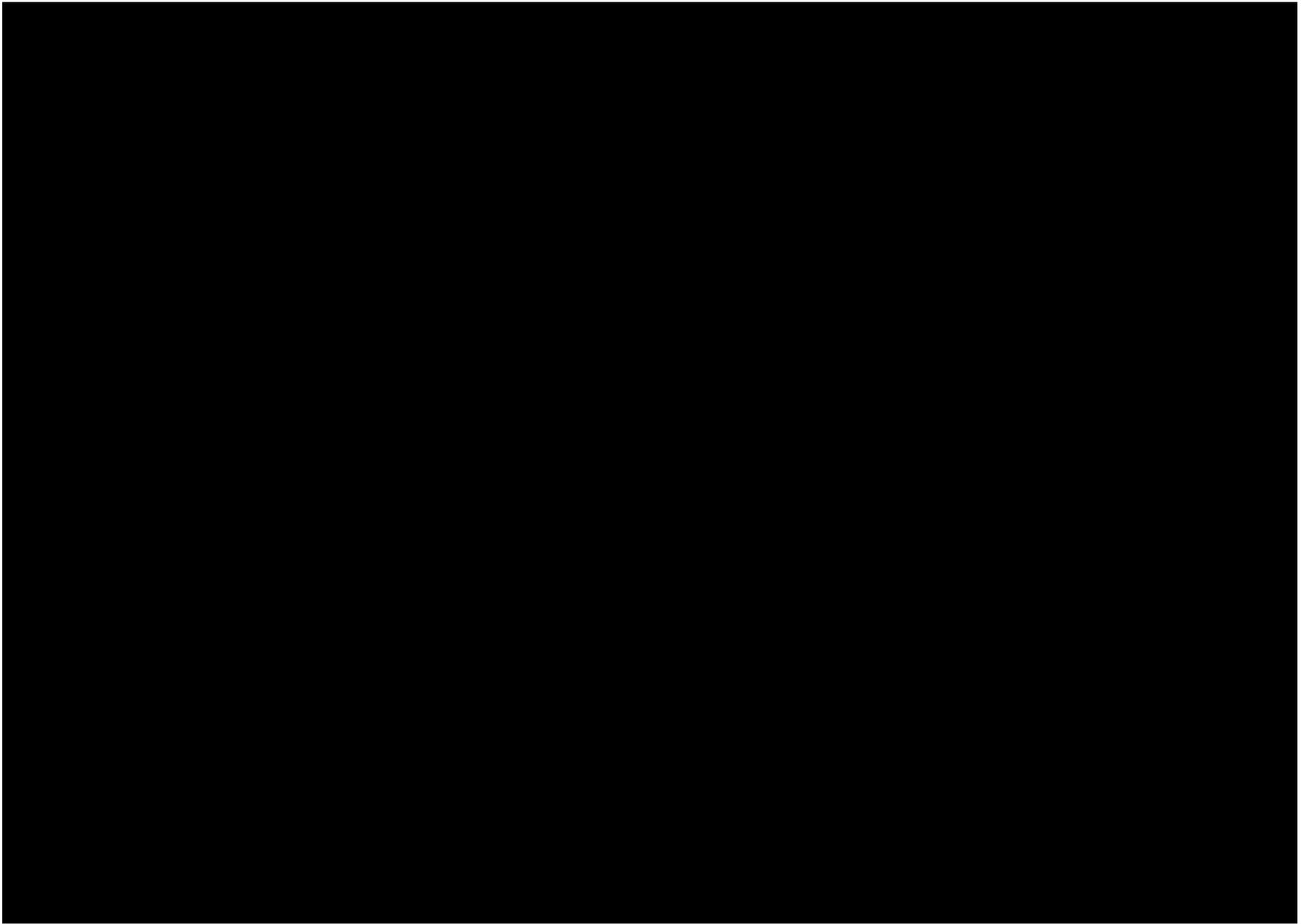
## Next Steps

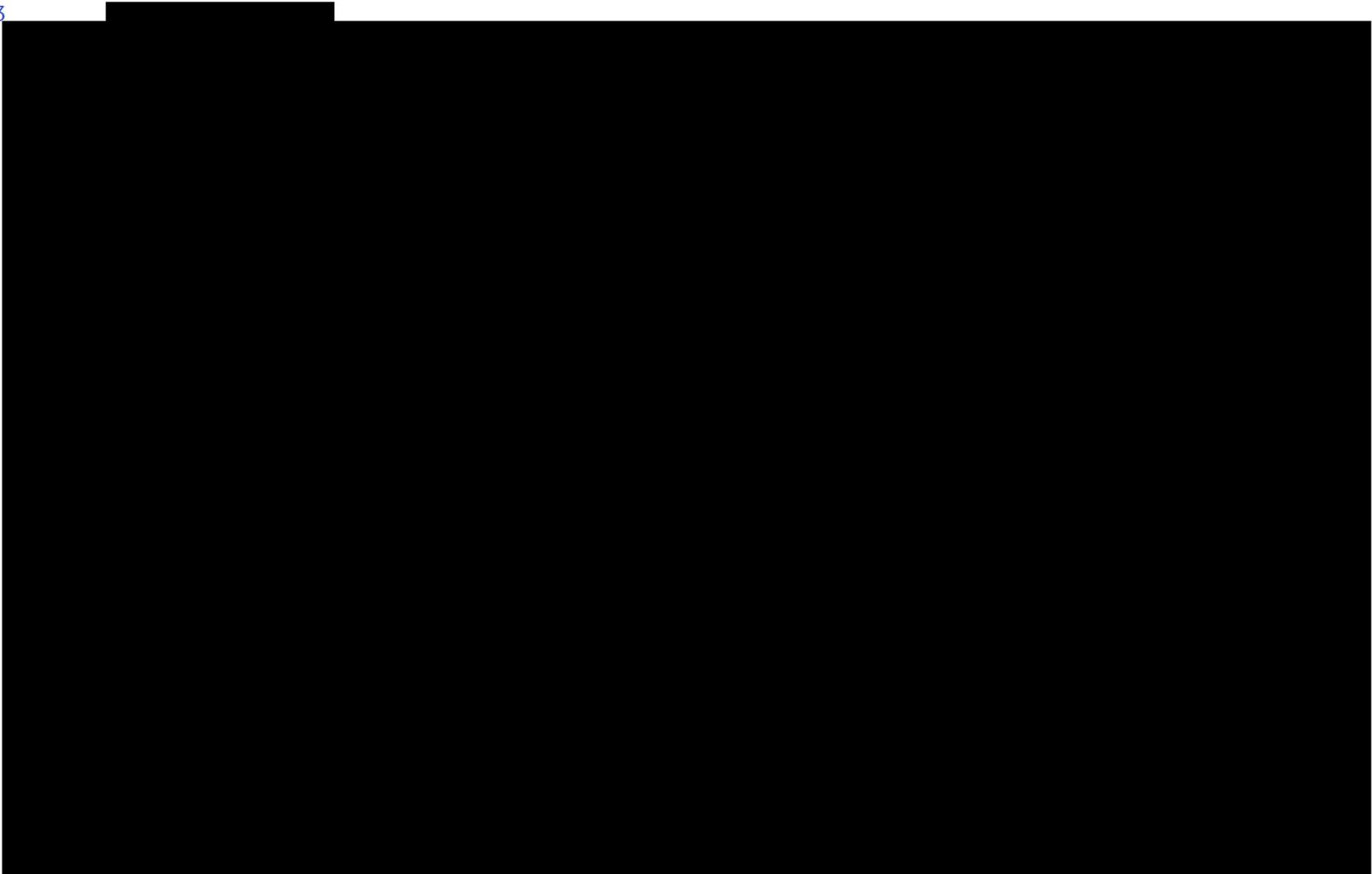
1. Further develop the appraisal of bus impacts (classifying low medium and high impacts)
2. Appraise the >£1m schemes in the 2017/18 Healthy Streets Programme
3. Present a prioritised list of schemes at next Healthy Streets Board 16 February 2017
4. Develop a Healthy Streets checklist for scheme mitigation (Outlining the process to mitigate modal conflicts and a list of potential mitigation methodologies)



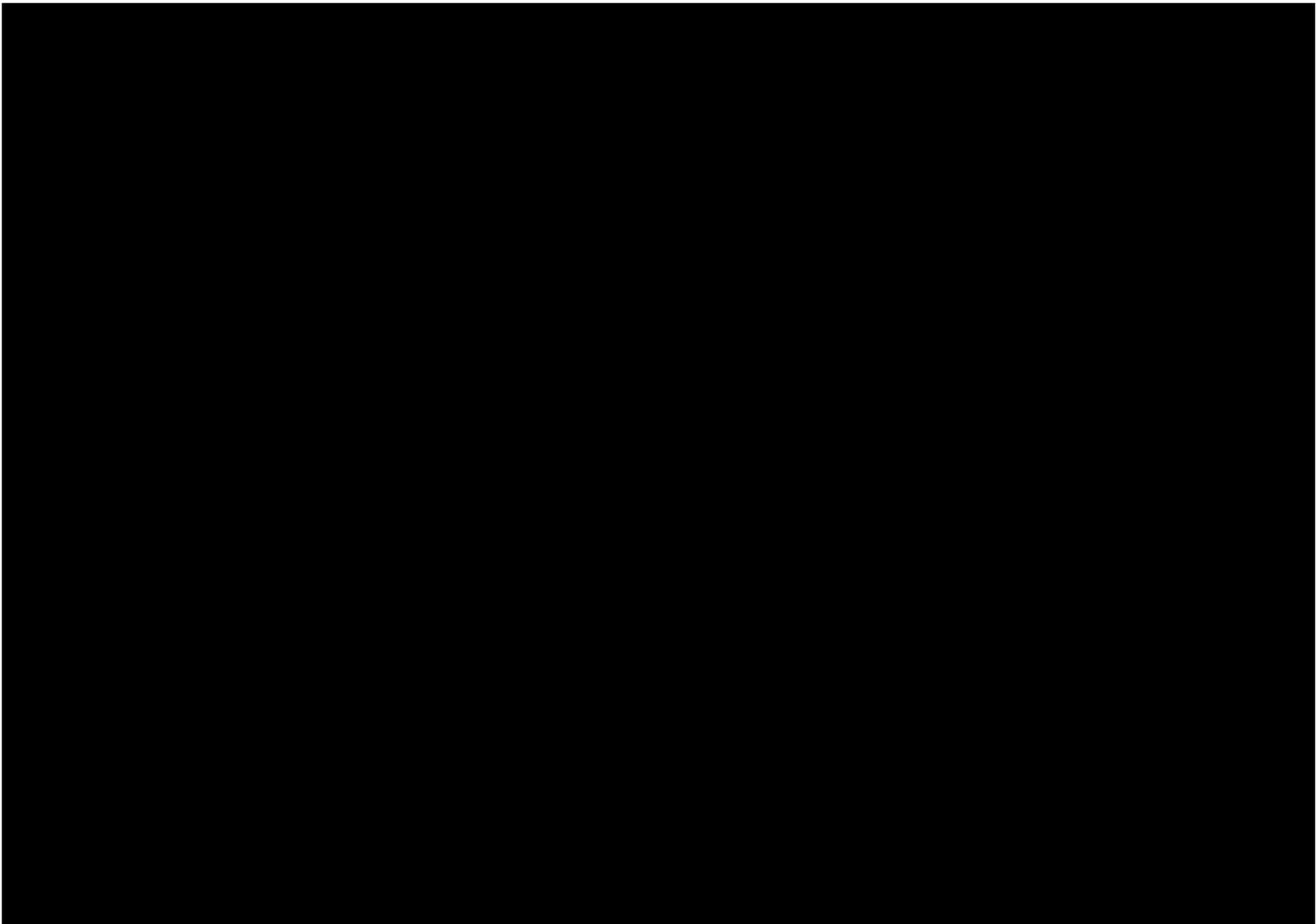


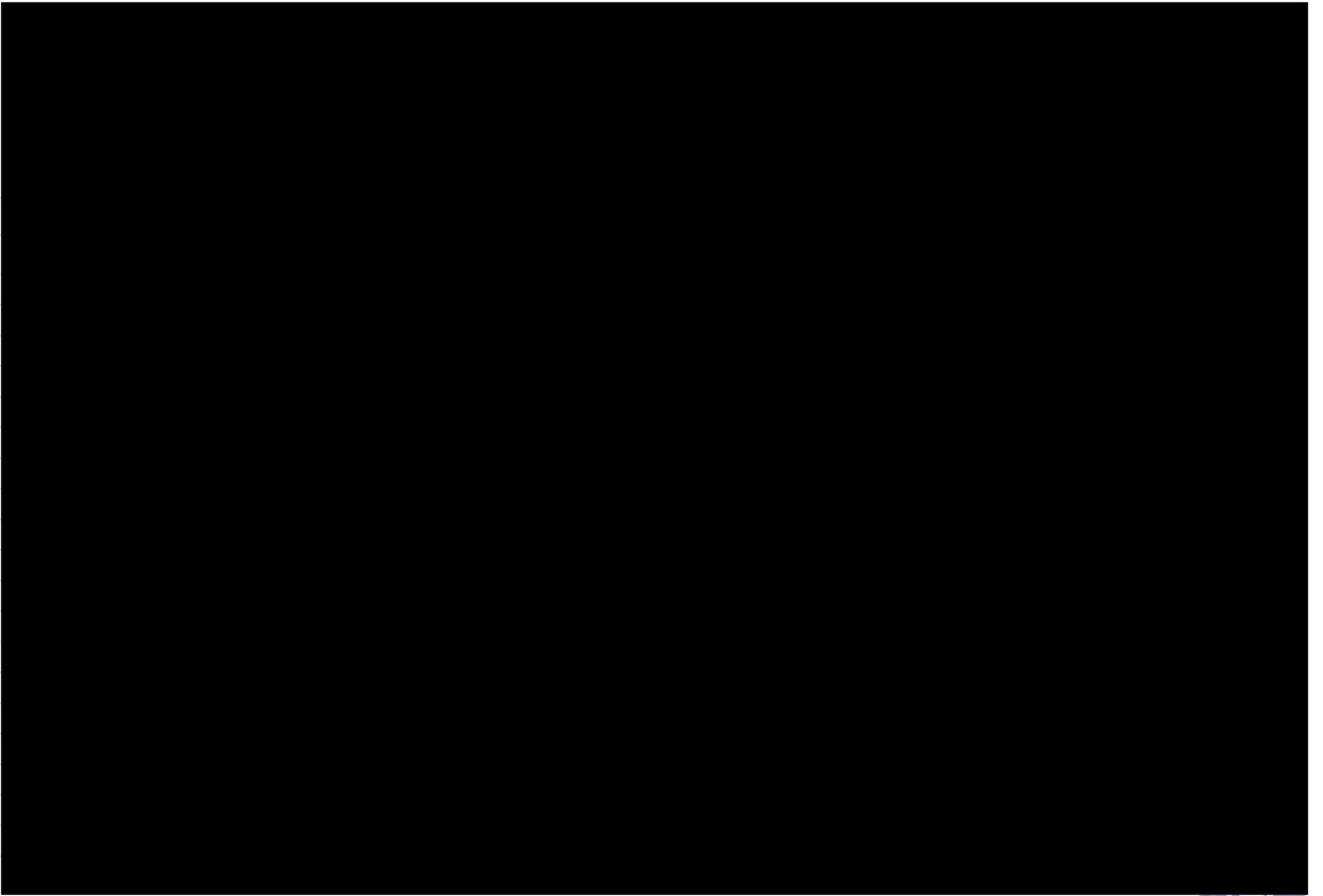
EVERY JOURNEY MATTERS

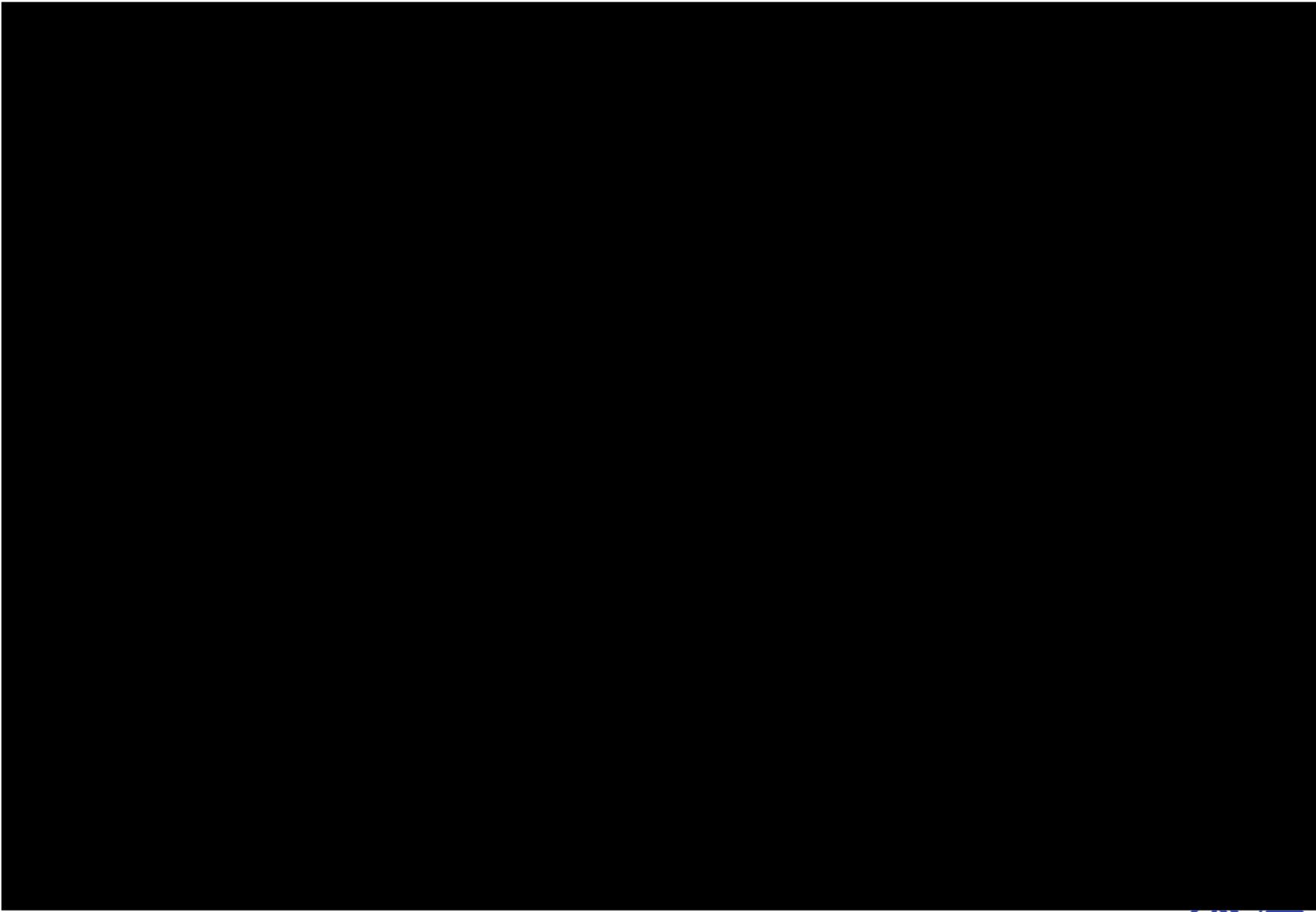


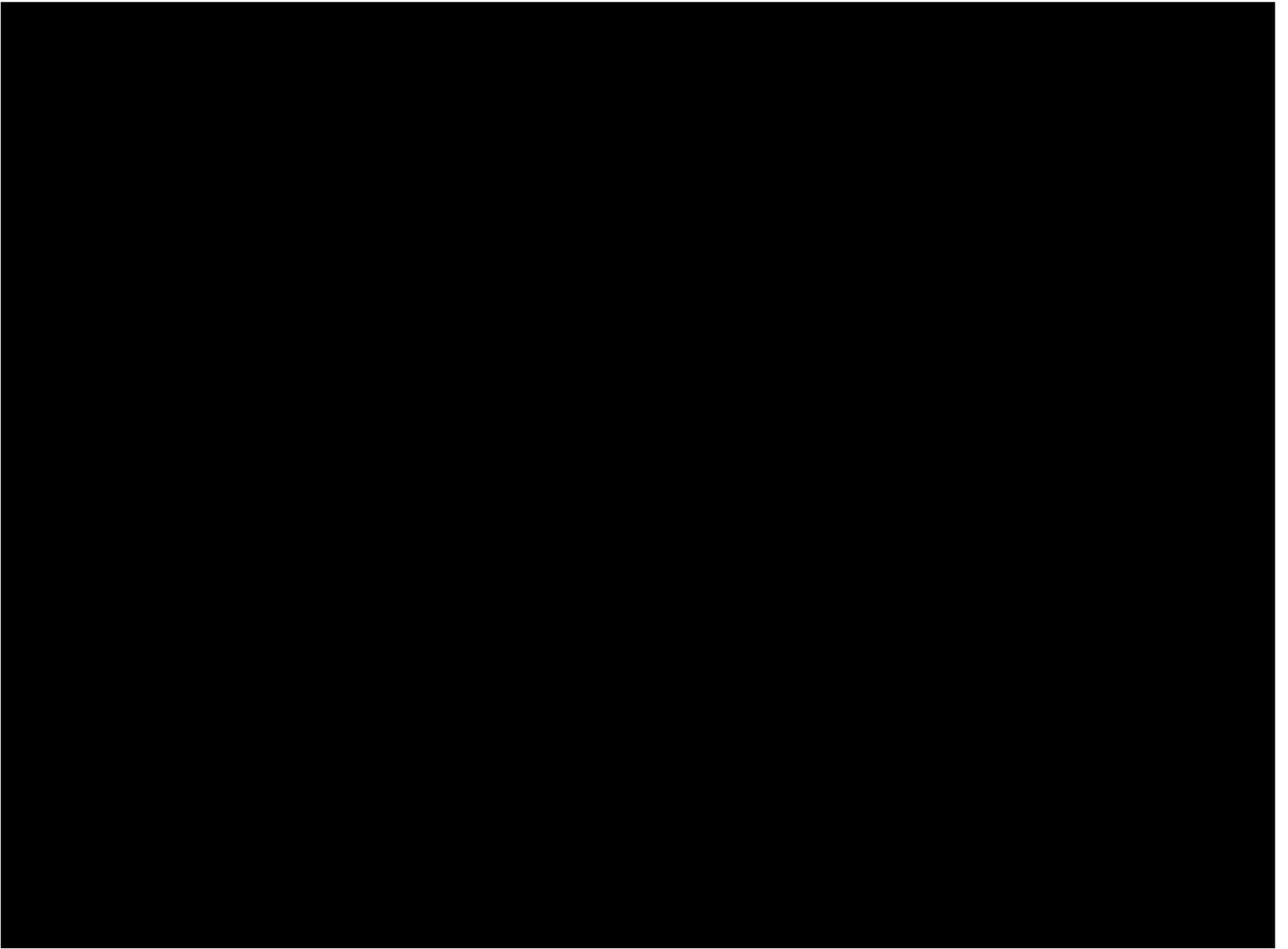


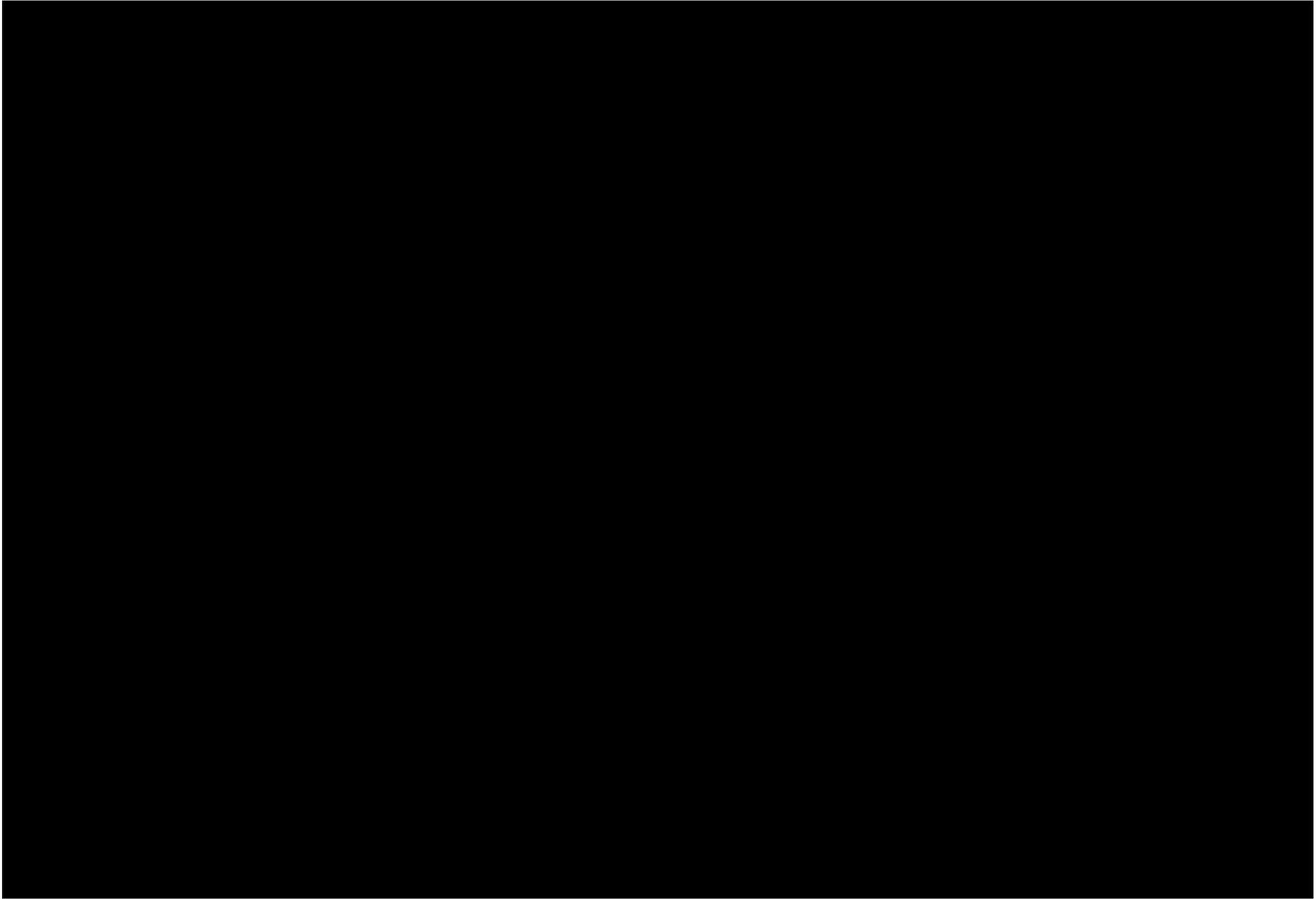


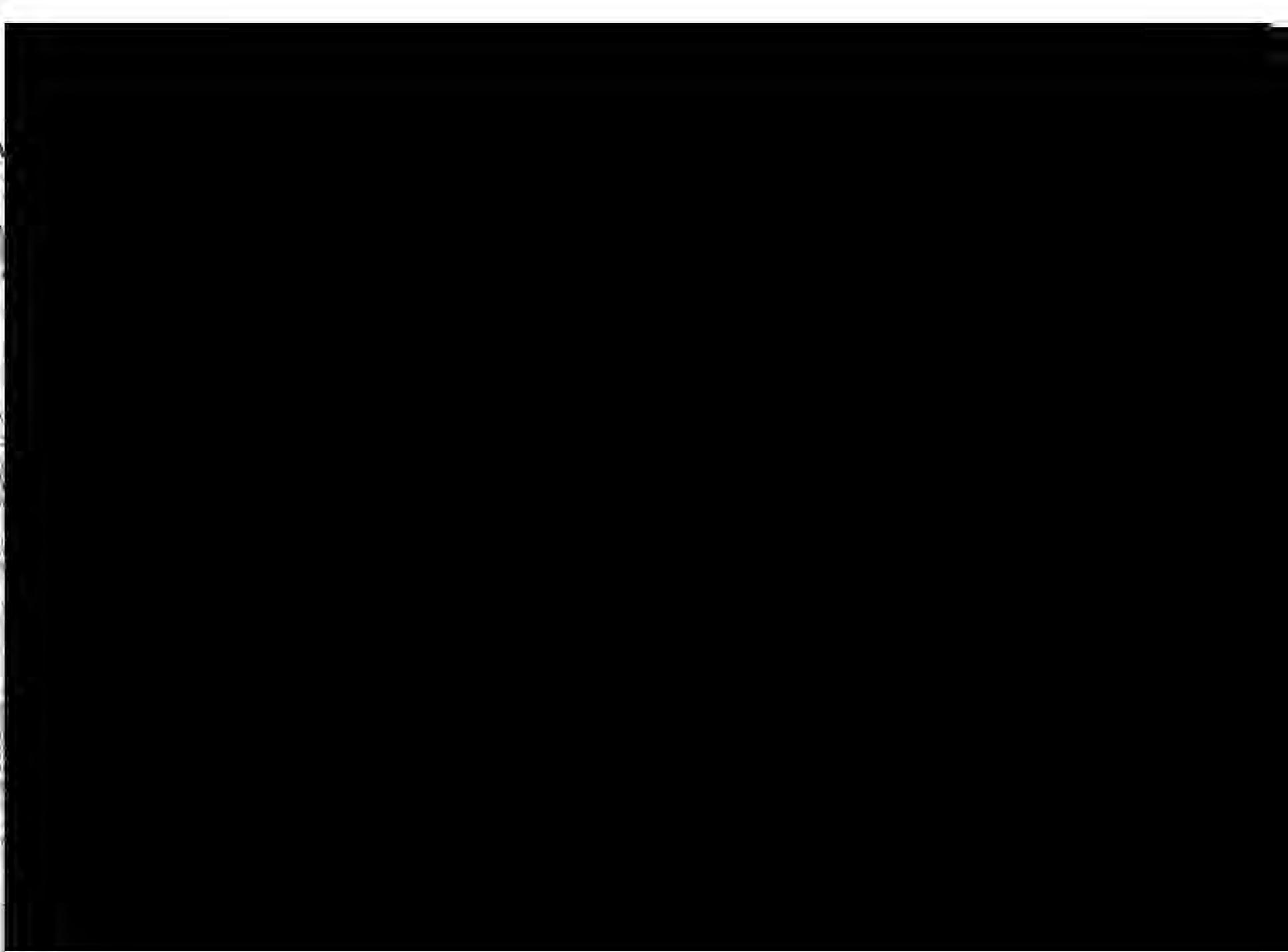


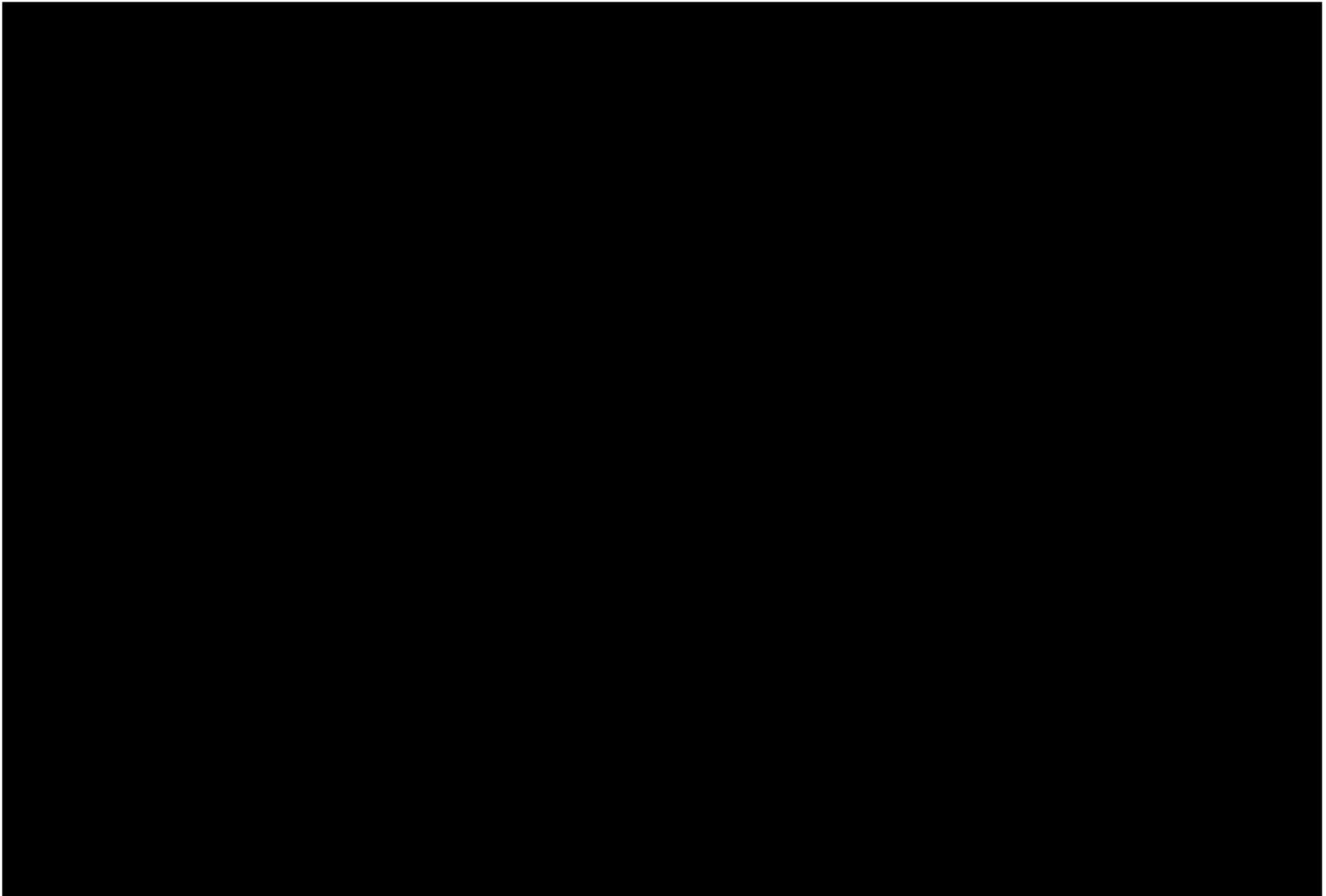












18<sup>TH</sup> JANUARY 2017

# Surface Transport Healthy Streets

Strategy/Business Assurance  
Portfolio Board (Shadow)  
Wednesday 18 Jan 2017  
09:30 – 11.00

Oxford Circus & Carnaby St Meeting Room (0YM4&5)  
230 Blackfriars Rd, London, SE1 8PJ



DRAFT: This contains information which is confidential and legally privileged. The disclosure of this document would, or would be likely to, prejudice the commercial interests of TfL, its subsidiary companies and/or other parties

**EVERY JOURNEY MATTERS**

**Meeting:** Healthy Streets Strategy/Business Assurance Portfolio Board  
(Shadow)

**Date:** Wednesday 18 January 2017  
**Time:** 09:30 – 11:00  
**Place:** Oxford Circus & Carnaby St Meeting Room (OYM4&5)  
 230 Blackfriars Rd, London, SE1 8PJ

**Members of Portfolio Board**

Co-chairs: Ben Plowden and Alan Bristow

Alex Williams	Patrick Doig	Tim Steer	Edward Preedy (secretariat)
Gareth Powell	Nick Fairholme	Will Norman	Michael Bridgeland
Helen Chapman			

**Other attendees**

David Stacey	Nigel Hardy	Glynn Barton	Sarah Turnbull	Lucinda Turner
Sam Monck	Lilli Matson	John Barry	Tanya Durlen	

**Apologies**

Gareth Powell	Will Norman
Alex Williams	



## Agenda

Time	No	Item Name	Purpose	Lead
09:30-09:40	1	Introduction: Why are we having this meeting?	Note	Ben Plowden
09:40-09:55	2	IP Governance	Note	Tanya Durlen
09:55-10:00	3	Healthy Streets Portfolio Board draft TOR	Endorse	Tanya Durlen
10:00-10:10	4	Healthy Streets in the Business Plan & 17/18 Budget	Note	Lilli Matson/David Stacey
10:10-10:20	5	Healthy Streets PIC paper	Note progress	Lilli Matson
10:20-10:35	6	Framework for optimising Healthy Streets outcomes	Note	Lilli Matson
10:35-10:50	7	'Cycle route options in West London' - a paper to look at options for CS9 and 10 and aligning bus and cycling outcomes	Note	Lilli Matson/Sarah Turnbull
10:50-11:00	8	Shaping future meetings - Frequency, duration, membership etc	Endorse	Ben Plowden



## Action Log

Action ID	Meeting Date	Item Name	Action	Lead	Due Date	Commentary



# Healthy Streets Portfolio Board 18/01/17

## Minutes

Attendees	Ben Plowden (Chair)	Alan Bristow	Patrick Doig
	Nick Fairholme	Sam Monck	David Stacey
	Nigel Hardy	Lilli Matson	Tanya Durlen
	Lucinda Turner	John Barry	Sarah Turnbull
	Tim Steer	Tom Moody	Edward Preedy
Apologies	Gareth Powell	Alex Williams	Will Norman

## Decisions and actions:

No	Item Name	Note/Action	Lead	Due Date
1	IP Governance	Healthy Streets and Air Quality & Environment proposed to be separate portfolios – the rationale for this should be explained in the March PIC paper	LM	16/2/17
2	IP Governance	Although Surface Board All Approvals meeting will continue for the time being, if approvals are redirected towards Healthy Streets Portfolio Board it will be important for Director level attendance at future portfolio boards		
3	IP Governance	There is a need to have clear transition arrangements in place between 'old' and 'new' governance arrangements	TD	16/2/17
4	IP Governance	Further discussion is required about sub-portfolio structure and a resolution required before Feb Surface Strategy Board	TD	31/1/17
5	Terms of Reference	ToR should remain 'draft' and be reviewed over the next three months while the new governance arrangements come into effect	ALL	30/4/17
6	Terms of Reference	Agreement should be reached on how external stakeholders have visibility of the decisions made at the Healthy Streets portfolio board. The terms	EP	31/3/17

		of reference will be updated to reflect this.		
7	Terms of Reference	Action to circulate a list of the other TfL portfolio boards	EP	23/1/17
8	17/18 Budget	[REDACTED]	DS	16/2/17
9	17/18 Budget	Money for work on feasibility design on new schemes has been included in the business plan (£2m p.a.) There is also 'pipeline' funding intended for very large schemes in City Planning		
10	17/18 Budget	Money for monitoring the benefits of schemes has been included within project budgets		
11	PIC Paper	The March PIC paper will request circa £266m for 17/18 spend, as well as an indicative amount that will be already 'committed' in 18/19	LM	16/2/17
12	PIC Paper	Confirmation that Will Norman will be able to act on the Deputy Mayor's behalf to give views on the PIC paper		
13	PIC Paper	PPD to confirm they are comfortable with the terms of reference for the IAR – Julie Lewington/Nick F to send comments back to Lilli/Andrew Summers	Julie Lewington/NF	31/1/17
14	Optimising Outcomes	Framework for assessment to be refined and agreed by reps from Buses, RSM Sponsorship and BPP to identify the most impactful schemes. This list, along with an early view on mitigation options and other modal benefits to be circulated in advance of the next board	EP	13/2/17
15	AOB	Future meetings to be two hours in duration	EP	