

Surface Transport Healthy Streets Portfolio Board Minutes (Delivery Assurance) – 20 April 2017

Attendees

Attendees	Alan Bristow (Chair)	Patrick Doig	Julie Lewington
	Sam Monck	Will Bradley (GLA)	John Barry
	Tanya Durlen	Dana Skelley	Michael Bridgeland
	Steve Burton	Glynn Barton	Nigel Hardy
	Justine Curry	David Rowe	Simon Lusby (item 2)
	Graham Nash	Ben Lyon (Secretariat)	
Apologies	Ben Plowden	Nick Fairholme	Gareth Powell
	Peter Blake	Will Norman	Tim Steer

Decisions and actions

No	Item	Decision	Action/Notes	To Action
1	Agree Agenda	Agreed	The Chair confirmed there was a quorum and agreed the agenda.	
Programme Approvals				
2	Bus Priority, Bus Stop Accessibility, Bus Enabling Works Programmes	Approved with an amended Total Authority of [REDACTED]	<p>Healthy Streets Portfolio Board (HSPB):</p> <p>(a) Approved a reduced amount of project authority to cover the 2017/18 Bus Priority Programme to a total of [REDACTED] and endorsed that the Surface Managing Director approves procurement authority of [REDACTED]</p> <p>(b) Approved project authority of [REDACTED] to cover the 2017/18 Bus Stop Accessibility and Bus Enabling Works Programmes, respectively;</p> <p>(c) Noted the Bus Priority has delivered 159 schemes and 106 minutes of journey time saving in 2017/17 (exceeding the target of 148 schemes and 100 minutes of journey time saving);</p> <p>(d) Noted Bus Stop Accessibility has reached 95% across London in 2016/188</p> <p>(e) Endorsed the recommendation to retain existing and increase the overall programme resources to</p>	



			<p>deliver the 2017/18 Programme and to ensure the resources are part of the future reorganisation;</p> <p>(f) Noted TfL's Project Assurances Integrated Assurance Review; and</p> <p>(g) Noted the Business Process improvement review to further streamline and improve delivery of bus priority schemes.</p> <p>-----</p> <p>Summary of discussions and actions:</p> <p>Sam Monck provided an overview of the paper and advised that the issues with bus stop accessibility have significantly reduced with issues being limited to the London Boroughs of Bromley and Barnet. Sam advised that work is being carried out to encourage them in meeting their duties and obligations. It was noted that this reluctance to deliver accessibility programmes has posed issues for customers. The only issue now outstanding surrounds LB Bromley, and Sam confirmed he is in discussions with London TravelWatch to see what further work can be done in this area to help address this.</p> <p>Michael Bridgeland raised concerns over the number of schemes listed on the spreadsheet for delivery in 2017/18, and is most concerned that the work bank for this year is almost double the output for this year than last. Michael noted this is going to be very challenging with the level of resource available going forward. Sam recognised this challenge, but noted that the boroughs are stepping up their ability to deliver, albeit there is a variance across the 33 boroughs. ACTION: This being the case, it was agreed this should be reviewed and a decision made in period 6 of 2017/18 financial year as to whether we need to reprioritise.</p> <p>Questions were raised about the</p>	Sam Monck
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		<p>contractor's ability to delivery on the bus priority programme, given issues that have arisen in the recent past on TLRN schemes. Julie Lewington advised that the contractors have changed and they are clear on the schemes and what is required to ensure they are aligned to the timetable, to the point that they are now planning the delivery into the 2018/19 financial year.</p> <p>Patrick Doig made clear that we are unable to fund everything within the current budget, and that there are still opportunities to make further savings, in addition to targeting 10% savings on an ongoing basis as well. This being the case, the Healthy Streets Portfolio Board reduced the project and procurement authority requested by [REDACTED] ACTION: The programme to return to HSPB in June/July 2017 to demonstrated how the [REDACTED] saving will be made.</p> <p>The Chair noted that the 106 minutes journey time saved, but questioned what this has done for bus patronage. Anecdotally, John Barry advised this work is getting us back to baseline levels route by route from previous year and that work is ongoing to look at bus operating hour's analysis which will then be put into the common denominator of time. When this work is complete, it will then enable us to look at what the impact this work is having on operating hours and will in form any further steps we need to take going forward to see whether our investment is providing a worthwhile return.</p> <p>ACTION: John to progress with this work and track the benefits, what it delivers and the impact on bus patronage, and should be reported through the Contracted Services Board. An update needs to be provided on this work to the HSPB in period 6 2017/18 to give insight on the benefits, to ensure our run rate is correct and that</p>	<p>Sam Monck</p> <p>John Barry</p>
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			<p>the claims being made from across Surface, on timings, are accurate.</p> <p>Justine Curry noted that the HSPB has no authority to approve/grant procurement authority. As per the Standing Orders, procurement authority is vested in individual Chief Officers, and in this instance with the Surface Managing Director.</p> <p>ACTION: Procurement Authority to be sought from the Surface Managing Director for [REDACTED]</p> <p>ACTION: Ben Lyon and Justine Curry to work together to come up with wording for the standardised HSPB Delivery Assurance paper template to cover authority requests.</p> <p>Patrick questioned Sam as to whether the 95% target for Bus Stop Accessibility by September 2017 was on schedule. Sam advised we should be there, or thereabouts, and that the London Boroughs are fully aware of the legal duties and obligations in this area.</p>	<p>Sam Monck</p> <p>Ben Lyon / Justine Curry</p>
3	LIP Major Schemes and Liveable Neighbourhoods	Approved	<p>The HPSB:</p> <ul style="list-style-type: none"> (a) Noted the paper (b) Endorsed the delivery of the Major Scheme Projects currently on site; (c) Approved the closure of the Major Schemes programme to new projects from March 2017; (d) Endorsed the management and assurance process for the delivery of Major Schemes projects; and (e) Noted the position with regard to the development of a new Liveable Neighbours Programme for borough large projects. <p>-----</p> <p>Summary of discussions and actions:</p> <p>Sam Monck took the board through the</p>	

		<p>paper and provided key highlights, and confirmed the schemes will still undergo STAR chamber to realise additional savings, despite this becoming increasingly challenging to deliver and further savings in addition to those already made.</p> <p>Sam confirmed that the Liveable Guidance will be published in May and will show what expectations are for value for money and what the projects will deliver. This will include impacts on transport. The guidance will be used to assess borough bids against our criteria as well as identifying where we think there are missing schemes. This will enable us to approach the boroughs and discuss them with them.</p> <p>ACTION: The Chair said we need to set up a grid to show how the schemes measure up against the Surface outcomes, and that this needs to be adopted as a standard and have this applied across the various portfolio boards. This common standard should deploy a traffic light system, with red, amber and green indicators.</p> <p>Dana Skelley reminded the board that we agreed to the Programme and Investment Committee that we would join up the works under both the Assets and Healthy Streets portfolios as closely as possible. This being the case LIP Liveable Guidance should come to the HSPB on an annual basis along with TLRN schemes.</p> <p>Patrick questioned the 20mph schemes, and why fund it out of the LIP Major Schemes Programme? Going forward we need to look at where the money comes from for these schemes and to ensure this is just a transition issue.</p> <p>ACTION: Sam to keep under review.</p> <p>Sam also confirmed there was a typo in the paper and that the agreed and</p>	<p>Tanya Durlen / Ben Lyon</p> <p>Sam Monck</p>
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			existing project authority is actually [REDACTED] and not [REDACTED]	
4	Crossrail Complementary Measures Programme	Approved [REDACTED] with a 5% saving target set on this	<p>The HPSB:</p> <ul style="list-style-type: none"> (a) Noted the paper; and (b) Endorsed the release of [REDACTED] budgeted project authority for the continuation of the Crossrail Complementary Measures programme in 2017/18 with six further schemes to start implementation in 2017, subject to a 5% saving being made on this figure. If this saving cannot be made, an explanation as to why need to be provided by period 6/7 of the 2017/18 financial year. <p>-----</p> <p>Summary of discussions and actions:</p> <p>Sam Monck took the board through the paper seeking additional authority of [REDACTED]</p> <p>Sam noted the main IAR risk related to the Network Rail Programme, with Michael Bridgeland adding that some of the scheme started before the projects completed. It was also noted that the Network Rail plan looks like will be delivered in May.</p> <p>Michael cautioned that the 2019 deadline seemed unrealistic at the time of the IAR being carried out and that we need clear with our communications and help manage expectations.</p> <p>It was noted that the key issues here was managing Network Rail and that there are multiple parts of Surface and other TfL departments in ad hoc contact. ACTION: Dana Skelley and Sam Monck to discuss whether any work can be done here to join up the work Assets has already done with Network Rail.</p>	Sam Monck / Dana Skelley

			<p>Patrick Doig questioned whether there is scope for any further savings to be made. Sam confirmed a 'best endeavours' approach is the one that we can likely deliver, rather than committing to a 10% saving across the board.</p> <p>It was noted that the STAR Chambers work is being carried out in major schemes at the earliest opportunity, but Michael advised he would like further information about this process to understand it better. ACTION: Julie Lewington to ask Martin Woodruff to provide further explanation to Michael on STAR chamber work and how this is being embedded with the various stage gates.</p> <p>HSPB noted that saving targets should be made explicit within the LIP Guidance so that the boroughs understand and comprehend the challenges TfL is facing on its budgets. ACTION: Sam to look at how this can be taken forward.</p> <p>The HSPB challenged Sam Monck to deliver a 5% saving on the [REDACTED] project authority. ACTION: Sam to come back in period 6/7 2017/18 financial year if this saving cannot be made to provide an explanation.</p>	<p>Julie Lewington</p> <p>Sam Monck</p> <p>Sam Monck</p>
5	Cycle Superhighways	Approved £3.9m project and programme authority	<p>The HPSB:</p> <ul style="list-style-type: none"> (a) Noted the paper; and (b) Approved an increase in Project and Programme Authority of [REDACTED] in order to continue the Cycle Superhighways programme until the next stages from the Healthy Streets budget; and (c) [REDACTED] centre to a new profit centre was dismissed, and agreed this should just be done through the usual 	

			<p>periodic account management</p> <p>-----</p> <p>Summary of discussions and actions:</p> <p>Nigel Hardy took the board through the paper and highlighted the work that has been done and the need for additional authority to enable to work to progress to the next stage gate. Nigel made clear that no additional authority was being sought to that already agreed for this financial year and that it's within the PIC authority granted.</p> <p>Nigel addressed the concerns Patrick Doig raised by email on 18 April about there being no need to exclude the historic costs from the financial authority in the first table, as this makes it very difficult to compare against the current expected final cost. Nigel reassured the HSPB that this is aligned with those in the submission to PIC in March 2017.</p> <p>Nigel discussed the [REDACTED] and noted that this focussed around the cost pressure at Trinity Square and Tudor Street. Patrick confirmed this virement was not required and agreed it was a forecast change which can be updated through the usual periodic account management.</p>	
Project Approvals				
6	Nine Elms Final Highways Scheme	Approved with a condition	<p>The HPSB conditionally approved the additional budgeted authority of [REDACTED] to allow further expenditure of secured developer funding to enable the Nine Elms final highways scheme to progress to the end of Stage Gate 3, Concept Design (including public consultation. This approval is conditional on the Major Projects Committee being satisfied that suitable governance is in place to protect TfL's interests.</p>	

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7	Oxford Street Transformation	Approved £3.1m for OSW and £1.3m for OSE	<p>The HPSB:</p> <ul style="list-style-type: none"> (a) Approved a project authority increase of [REDACTED] for Oxford Street West (OSW) , which will fund the project to the end of the 2017/18 financial year and enable the project to complete Pathway Stages 2 (Feasibility) and 3 (Concept Design); (b) Approved a project authority increase of [REDACTED] for Oxford Street East (OSE), which will fund the project to the end of the 2017/18 financial year and enable the project to complete Pathway Stage 2 (Feasibility); and (c) Noted that a procurement 	

			<p>authority request for OSW for the design and build contract (stages 3 to 4) will be submitted to the HSPB in summer 2017 for ST MD approval.</p> <p>-----</p> <p>Summary of discussions and actions: Graham Nash took the board through the paper and financial requests.</p> <p>Michael Bridgeland noted that the scheduling of the work is going to be rather challenging. ACTION: messaging needs to be given to the sponsors on deadlines we cannot miss and overlapping in sequencing in parallel. Need to avoid cost increases. It was noted that risk issues have been added in in region of 60% range.</p> <p>HSPB noted that given the snap-General Election that this is going to provide a challenger around the consultation going live date. Post Meeting Note: the Oxford Street transformation consultation was launched 24 April 2017.</p> <p>Michael also cautioned against the pressure of speed to get jobs delivered as this invariably results in substantial increases in costs. Julie advised that early contractor engagement has taken place so that they know what they need to deliver, and work is going on with LoHAC to gear everyone up to ensure this is prevented as far as is possible.</p> <p>Justine Curry raised concerns around a comment in the IIPAG Report which states that the target is set by the Mayoral team. It needs to be made clear who is making the decision and the transport justifications are made explicit.</p> <p>It was agreed that there are clear transport justifications for Oxford</p>	Graham Nash
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			<p>Street Transformation given the go-live date of Crossrail, the benefits it brings and how it will enable positive changes to be made to improve the public realm side of things. It is also aligned to addressing the concerns with health and safety, with incidents around bus strikes with pedestrians and other vehicles. Graham advised the board that impact on bus operating costs, timeframe and an outline business case would be provided in June. Patrick confirmed the importance of having a developed business case by the end of Stage Gate 2.</p>  <p>It was also noted TfL needs to make clear this is about delivering a transitional scheme only.</p> <p>Patrick questioned whether there could be any savings identified this year. The view is no savings can be delivered this year, but over-time with value engineering and with risk levels being reduced that the savings that can be made will become clearer.</p>	
Standing Items				
9	Review Board Actions Log and Agree Minutes	Reviewed	HSPB noted there were no actions to review as this is the first Delivery Assurance meeting.	
10	Review Financial Summary and supporting reports	Reviewed	Patrick provided a top level highlight of the financials and overprogramming for the HSPB, and raised concerns as to	

			<p>how we will deliver the further savings identified [REDACTED]. It was noted that lifecycle savings can be delivered (total cost), but doesn't build in savings (in year). ACTION: Divide up the remaining value engineering at Healthy Streets Programme Board level to find the savings. These needs to be reflected in their Terms of Reference as well on what they are empowered to do. The savings need to be apportioned out and RAG statuses applied, and ensure any red flags are raised with the HSPB so it can decided whether there needs to be slippage or deferrals of schemes/projects</p> <p>Patrick questioned whether any savings can be made by slowing down the delivery of Mini-Hollands, as this is considered an OPEX cost as it doesn't have an asset benefit for TfL, and consider whether these can be reassigned to such things like Cycle training as if these were solely reliant on LIP funding would would mean underspend on cycle training when cycling levels are increasing. It was noted, anecdotally, that Will Norman was keen to maintain the level of training.</p> <p>It was agreed it would be helpful to split out CAPEX and OPEX on Mini-Holland programmes, for example Enfield as it has a TLRN interface, it may be possible to adjust accounting treatment on this. ACTION: this is to be looked into, with arguments for and against capitalisation to come back to the HSPB in May.</p>	<p>All</p> <p>Sam Monck / Patrick Doig</p>
13	Review Surface Forward Planner	Reviewed	<p>The Chair noted that there was an absence of forward planning by the business areas. ACTION: All to send the Surface MD's Office papers through on what needs to be populated on the Forward Planner.</p>	All
14	Review of meeting	Reviewed	HSPB reviewed the meeting.	

			<p>ACTION: Justine Curry said it would be helpful to go through the PIC paper submitted in March, particularly paragraph 5.30 to ensure any specific actions that need to go back to PIC are captured and addressed. Tanya advised that the PIC quarterly update is in hand.</p> <p>Project Authority and endorsement papers The Board provided guidance on the paper style and length (two to three sides). Tanya advised that the template has been drafted, tested this period and will be finalised by the next meeting.</p> <p>Patrick also asked that we ensure the right financial table is included in the papers. ACTION: this is to be noted and embedded as business in usual in the papers.</p> <p>It was also agreed that we need to ensure there is consistency and replication of the lessons learnt from one portfolio to another. ACTION: Ben Lyon to ensure these are communicated as he is the Secretariat for three of the four portfolio boards.</p>	<p>Tanya Durlen / Lilli Matson</p> <p>All</p> <p>Ben Lyon</p>
15	AOB	Discussed	No AOB matters were raised.	

Name of Chair _____

Chair signature _____

Date _____

If you have questions or would like further information about the minutes please contact:
 Benjamin Lyon, Healthy Streets Portfolio Board Secretariat. Telephone: [REDACTED]
 Email: [REDACTED]

