

# Surface Transport Healthy Streets Portfolio Board

## Minutes (Business & Delivery Assurance) – 15 June 2017

### Attendees

Attendees	Ben Plowden (Chair)	Patrick Doig	Nick Fairholme
	Steve Burton	Michael Bridgeland	Lilli Matson
	Will Norman	Tim Steer	Glynn Barton
	David Rowe	Nigel Hardy	Tanya Durlen
	Tim Thomas	Graham Nash	Claire Mann
	Emma Osborne	Ed Preedy	Ben Lyon (Secretariat)
	Penny Rees (item 8)	Katherine Abraham (item 20)	John Barry
	Gareth Powell	Justine Curry	Julie Lewington
	William Bradley		
Apologies	Peter Blake	Dana Skelley	David Wylie

### Decisions and actions

No	Item	Decision	Action/Notes	To Action
<b>Standing Items</b>				
1	Agree Agenda	Agreed	The Chair confirmed there was a quorum and agreed the agenda.	
2	Actions Log and Minutes	Noted and Discussed	<p>The HSPB reviewed the actions log and approved the minutes from the 20 and 25 April meetings.</p> <p><b>ACTION:</b> HSPB Secretariat to obtain the signature of the Chair for the minutes so they can be recorded and the relevant authorities uploaded to SAP.</p>	Ben Lyon
3	Forward Planner	Noted	<p>The Secretariat provided an overview of the Forward Planner and advised that this is in the process of being updated as papers are now being scheduled and that this will continue to change as more papers are scheduled. This will be kept updated and reflected in future board packs. It was also noted that onward routing to discussions to the Executive Committee and other panels would be useful to record in order to show how issues are being raised after HSPB meetings. <b>ACTION:</b> HSPB</p>	Ben Lyon



			Secretariat to work with the business areas to capture and record on the Forward Planner.	
<b>Business Assurance</b>				
4	Financial Update – Budget and Business Planning	<p>Approved (budget changes)</p> <p>Noted (business plan update)</p>	<p>Patrick Doig took the Board through the financial update and set out the current situation facing in terms of cost pressures and budget facing the Healthy Streets Portfolio.</p> <p>Patrick reminded the Board that continued care needs to be taken on preventing cost slippage of projects, as whilst at a project level these may appear low level that when aggregated together with other slippages from other projects that these could increase the already existing cost pressures on the Healthy Streets Portfolio.</p> <p><b>2017/18 Budget</b> The Board approved the 'Green' and 'Amber' options totalling [REDACTED] set out in the slide deck to bring the budget back into balance, with the following actions required:</p> <p><b>ACTION:</b> Budget balance – Patrick Doig, Ben Plowden, Graham Nash and Will Norman to meet, discuss and finalise.</p> <p><b>ACTION:</b> Will Norman and Graham Nash to meet to discuss how the budget pressures and impacts for the boroughs are communicated to them.</p> <p><b>ACTION:</b> Patrick Doig and Glynn Barton to meet to discuss Lane Rental and what options are available in this area to manage the budget/costs.</p> <p><b>Business Plan</b> It was agreed that the MTS outcome level discussion is required prior to going for Business Planning for future years.</p>	<p>Patrick Doig, Ben Plowden, Graham Nash &amp; Will Norman</p> <p>Will Norman &amp; Graham Nash</p> <p>Patrick Doig &amp; Glynn Barton</p>

			<p>It was agreed that it is important that the Deputy Mayor for Transport is briefed on the proposed timeline set out on slide 18, and that Business Plan discussions need to take place prior to 13 July. The choreography and timings of these discussions need to be looked at both in terms of which forum is best for the briefing, who attends and the date by which this is carried out.</p> <p><b>ACTION:</b> Ben Plowden, Patrick Doig and Tim Steer to discuss and work with the Surface MD's Office to schedule accordingly, including the relevant briefings. This should be routed through Emma Osborne and Lisa Taylor.</p> <p>Justine Curry queried the role of 'Mayoral/City Hall steer' in the prioritisation of projects; Lilli Matson explained that the reference was not accurate and, in fact, the prioritisation takes into account matters addressed in the MTS which is to be consulted on. This will be made clear in any future iterations. <b>ACTION:</b> Patrick to note for future iterations.</p>	<p>Ben Plowden, Patrick Doig &amp; Tim Steer</p> <p>Patrick Doig</p>
5	Benefits Management Report	Noted and Endorsed	<p>Tanya Durlen provided an update on the Benefits Management Report and the presentation and value of the benefit reports going forward for the HSPB in enabling informed investment decisions, and optimising the benefits of the portfolio as a whole. Emphasis was paid to the benefits management activities at the project, programme and portfolio levels which were contained in slide four.</p> <p>The HSPB noted the work that has been carried out and endorsed the next steps, as set out on slide 7, as well as examples of how the reports will appear in future packs.</p> <p>It was agreed that it is vital that these reports are included as a regular item to the Business Assurance meetings.</p>	



			<p><b>ACTION:</b> HSPB Secretariat to work with Tanya Durlen to schedule accordingly.</p> <p>The Board also questioned how this work can be taken forward to capture the benefits of schemes with the boroughs, as it has a clear application here. <b>ACTION:</b> Tanya Durlen and Graham Nash to meet to discuss this and to take forward appropriately with the boroughs.</p>	<p>Ben Lyon / Tanya Durlen</p> <p>Tanya Durlen / Graham Nash</p>
6	Non-Infrastructure Activities	Endorsed	<p>Tanya Durlen gave a brief overview of the paper highlighting the governance for non-infrastructure activities of the Healthy Streets portfolio, which was endorsed by the HSPB Board.</p> <p><b>ACTION:</b> Concerns were raised by Steve Burton with the wording of paragraph 5.1 and asked that this be revisited. He requested that the wording be amended to reflect the involvement of other Surface teams, in particular EOS. Tanya to update.</p>	Tanya Durlen
7	Liveable Neighbourhoods Programme Guidance	Noted and Discussed	<p>Graham Nash presented the paper and highlighted the principles and objectives behind the Liveable Neighbourhoods programme, the bidding process, governance and controls to administer it. Graham also emphasised the timescale for final drafting, approval and launch of the guidance, which was noted by the HSPB attendees.</p> <p>Questions were raised about the figures contained in table 2 of the paper – Liveable Neighbourhoods funding programme, in particular the total figure. <b>ACTION:</b> Graham to review this figure and ensure this is aligned to the figures presented in last years Business Plan.</p> <p>Discussions were raised around what activities the boroughs do to ensure they are making savings. <b>ACTION:</b> Graham Nash to discuss with Nick Fairholme to ensure that the STAR</p>	<p>Graham Nash</p> <p>Graham Nash</p>

			<p>Chamber process is utilised by the boroughs in scheme planning.</p> <p><b>ACTION:</b> A further update on the Liveable Neighbourhoods Guidance due to come back to HSPB in July. HSPB to schedule on Forward Planner.</p>	Graham Nash / Ben Lyon
8	High Speed 2	Noted	<p>David Rowe and Penny Rees took the HSPB through the overview of the High Speed 2 (HS2) Programme, following the decision to transfer from the HS2 Sponsorship Team from the LU Strategy, Sponsorship and Change Directorate to the Surface Road Space Management Directorate in February 2017.</p> <p>The HSPB noted the update, as well as the potential cost pressures that could materialise in time for the delivery of this scheme, which provides connectivity between the new HS2/Crossrail station at Old Oak, and two potential new LO stations at Hythe Road and Old Oak Common. It was noted that this will continue to be kept under review and updates provided to the HSPB, as well as an update to Surface Board (Strategy) in July 2017.</p>	
9	Cycle Superhighway 9 (CS9)	Noted and Agreed	<p>Jonathan Hanes provided an overview of the paper and made clear that this is a high priority area for cycling demand which continues to increase. Jonathan also made clear that there is the added complication as areas of the route form part of the future bus lower emissions zone and focus for bus priority measures.</p> <p>HSPB agreed that the public consultation should be launched on CS9, including current journey time impacts for all modes, on 26 June. The consultation should go out with the overall ambition and make clear that significant challenges arise as a result of the scheme in balancing the various</p>	

		<p>needs of each mode of transport – cycling, buses and general traffic. Given this, we need to have the option to carryout work in phases to help mitigate the impacts and safe guard the operation of the bus network, particularly in West London.</p> <p>The following actions need to take place in the meantime:</p> <p><b>ACTION:</b> A separate piece of work needs to take place on what other options could be available for the bus network when developing cycling scheme. This work should look at what further mitigations can be put in place to address the negative impact on buses – are harder measures/ restrictions on other types of traffic in the area needed?</p> <p><b>ACTION:</b> The wording of the consultation to be run past Ben Plowden, Will Norman and the Deputy Mayor for Transport.</p> <p>It was noted that there would be areas in the CS9 scheme where bus speed and traffic levels are likely to dip below 7mph – this is an area we need to be focused in preventing as anecdotally evidence supports the view that at such speeds customers prefer to walk rather than use bus services.</p> <p><b>ACTION:</b> HSPB agreed that the Deputy Mayor should be briefed as soon as possible/practicable on the issues facing CS9, with Ben Plowden and Will Norman agreeing with the MD Surface's office when/how this should be done.</p> <p><b>ACTION:</b> John Barry noted the impacts on bus routes, in particular routes 391 and 237, and noting that in the PM on route 237 that there would be an increase of around 10 minutes in journey times on this route. With this being understood, John requested</p>	<p>Lilli Matson</p> <p>Jonathan Hanes / Nigel Hardy</p> <p>Ben Plowden / Will Norman</p> <p>Glynn Barton / Carl Eddleston</p>
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			<p>information on what the predicted general traffic speeds would be in these areas of west London. John made clear that this work needs to look at the impacts it has on areas as well as narrower focus on the line of routes due to wider impacts on the bus network.</p> <p><b>ACTION:</b> It was also noted that the discussions on the CS9 need to be borne in mind for CS4.</p>	Nigel Hardy / Jonathan Hanes
10	New Projects – Pre Gate 1 2017/18	Noted & Endorsed	<p>HSPB noted the slides presented by Tim Thomas, and endorsed the 2017/18 Growth Areas programme of projects to the revised budget level agreed under item 4.</p> <p>It was also made clear that undertaking feasibility and consultation does not commit us to undertaking the scheme in future.</p> <p><b>ACTION:</b> a discussion to take place as to what should come onto the books for the Healthy Streets portfolio and how the discussions are taken forward with the boroughs in discussing these schemes, particularly in the very early stages to ensure expectations are managed effectively.</p> <p>Nick Fairholme also reminded the HSPB that it is critical that the Sponsor and Delivery teams work together from the very outset of any project.</p>	Tim Thomas
11	Old Kent Road Gate 1	Approved with caveat	<p>Tim Thomas presented the paper to the HSPB which endorsed the scheme to undertake feasibility to develop the strategic business case. Concern was also expressed by the HSPB about the EFC and it noted this would be likely to increase significantly. This being the case care needs to be taken to ensure expectations are managed appropriately to avoid false expectations.</p>	

			<p><b>ACTION:</b> As part of the strategic business case, the disbenefits need to be fully understood in order to make the value based judgements. This is, of course, in addition to looking at the benefits of the scheme. This work should look at potential funding routes/ sources.</p>	Tim Thomas
12	Reducing Emissions on Putney High Street	Endorsed	<p>Glynn Barton provided an overview of the trial proposed around reducing emissions on Putney High Street, with Carl Eddleston confirming that before, during and after trial data/monitoring would be taken and reviewed, and the applications of this work being taken forward elsewhere considered.</p> <p>HSPB endorsed the paper and the commencement of the trial.</p> <p><b>ACTION:</b> Lilli Matson said it would be helpful for a briefing on this work to be pulled together so this can be used in future meetings, e.g. with City Hall AQIG as it would be helpful for this insight of work to be captured by them and considered.</p>	Carl Eddleston / Glynn Barton
<b>Delivery Assurance</b>				
13	Budget Deliverables / PAM Milestones – period 2	Noted & Discussed	<p>Patrick Doig took the HSPB through this section of the pack, and the presentation and helpfulness in the layout of this information was praised. It was agreed this would be the approach used going forward to present this information.</p> <p>Issues were discussed around the red and amber PAM/Budget milestones with verbal updates provided by Nigel Hardy, which reassured the Board that appropriate measures/mitigations were in place.</p>	
14	Review Financial Summary and Supporting Reports	Noted & Discussed	Patrick Doig gave a brief overview of the financial summary to the board, following the previous detailed	



			<p>discussed that took place in agenda item 4.</p> <p>Questions were raised about Value Engineering and whether there was a consistent understanding of when/how VE should be applied to projects during their lifecycle. It was agreed that there would be value in a review of the VE approach to date, which might include production of written guidelines for project sponsors and project managers.</p> <p><b>ACTION:</b> Nick Fairholme to discuss with Martin Woodruff to ensure these are incorporated in this section.</p>	Nick Fairholme / Patrick Doig
15	<p>Upcoming Consultations</p> <ul style="list-style-type: none"> <li>- Tracker</li> <li>- Update on Lambeth North and South</li> <li>- Fiveways</li> </ul>	Noted and Discussed	<p>Nigel Hardy took the HSPB through the rolling three month consultation tracker and confirm this would be included on a rolling basis in subsequent board pack. The tracker included within the pack will not encompass every consultation, but will instead include the consultations on schemes of particular interest / raise significant issues.</p> <p><b>North / South Lambeth Bridge</b></p> <p>Jonathan Hanes confirmed that we are still building a clearer picture on the cost estimates and these will be firmed up over time – particularly as we are still waiting on utility prices. It was confirmed there have been positive meetings the [REDACTED] for utilities, and there is an expectation this will come down substantially on the original project with an [REDACTED] the utility costs are currently expected to come in around [REDACTED]. It was agreed that funding is available in the business plan to cover this additional cost in the year/s when it would arise, but that this funding would have to be regarded as “pre-committed” and would not be available for other projects.</p> <p>Consultation – end cost, estimates and business cases. Consultation should</p>	

			<p>not mean that we are committed to delivering.</p> <p><b>ACTION:</b> The scheme needs to be reviewed in light of the security and inquest in July, and a briefing needs to be pulled together for the Deputy Mayor for Transport and routed through the Surface MD's Office.</p> <p><b>ACTION:</b> HSPB Secretariat to note the intention for the North and South Lambeth Bridge schemes to be rolled into one for the purposes of Pathway and governance.</p> <p><b>Fiveways</b> Graham Nash advised that Senior borough officers have kicked back for July rather than September which they find unpalatable given the local election period.</p> <p>It was recognised by the HSPB that Fiveways originated as a congestion relief scheme designed to support growth in Croydon town centre, although it would produce some Healthy Streets benefits.</p> <p><b>ACTION:</b> HSPB recognised discussions should take place with the borough to highlight the know cost pressure that have materialise in recent months for this project.</p> <p><b>ACTION:</b> We need to discuss the likelihood of progressing the scheme. The outcome being the consultation may potentially need to be deferred, subject to discussions with the Deputy Mayor for Transport and the borough.</p>	<p>Nigel Hardy</p> <p>Ben Lyon</p> <p>Nigel Hardy / Graham Nash</p> <p>Nigel Hardy / Graham Nash / Ben Plowden / Will Norman</p>
16	Rotherhithe to Canary Wharf Crossing	Approved	<p>David Rowe took the HSPB through the paper and set out the various options available in terms of structures and the likely predicated costs. The HSPB agreed that the total authority request would be reduced to a total [REDACTED]</p>	

			<div></div> <p><b>ACTION:</b> Will Norman said he would like to understand more about the bridge design options. David Rowe to provide this to Will and Nick Fairholme.</p>	David Rowe
17	Waterloo City Hub	Noted and Approved	HSPB approved additional Project Authority of <div></div> for completion of feasibility.	
18	Victoria Terminus Place	Noted & Approved	HSPB noted the paper and approved additional Project Authority of <div></div> for the completion of feasibility work.	
19	Safer Junctions (unbudgeted)	Noted & Approved	HSPB noted the paper and approved the reallocation of <div></div> Safer Junctions budget from 2019/20, as well as approving <div></div> project and programme authority for the 2017/18 financial year.	
20	Parliament Square (unbudgeted)	Noted & Approved	HSPB noted the paper and endorses <div></div> financial and project authority for the project	
21	<div></div>			



				Ben Lyon / Katherine Abraham
22	Minor Approvals and escalations from Project and Programme Board	Noted	No Minor Approvals or escalations were raised.	
23	Matters for escalation to Surface Board / Surface Managing Director	Discussed	No additional issues were raised other than those raised during the meeting.	
24	Review of Meeting	Reviewed	Attendees provided feedback to the Chair on the running of the meeting, highlighting that some items provided good opportunities for discussion but that also a balance needs to be achieved to ensuring items are better aligned to the timings set.	
25	AOB	Discussed	No AOB matters were raised.	

Name of Chair BEN PLowDEN

Chair signature 

Date 18/10/17

If you have questions or would like further information about the minutes please contact:  
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Email: 