

Surface Transport: Healthy Streets Portfolio Board

Minutes (Strategy/ Business Assurance) – 23 March 2017

16:00 – 17:30 – St Pancras Meeting Room (10YC2) 197 Blackfriars Road, SE1 8NJ

Attendees

Attendees	Ben Plowden (Chair)	Patrick Doig	Tim Steer
	Will Norman	Michael Bridgeland	Claire Mann
	Nigel Hardy	Sam Monck	Lilli Matson
	John Barry	Tanya Durlen	Garry Sterritt
	Emma Osborne	Jonathan Hanes	Christine Calderato
	Benjamin Lyon (acting Secretariat)		
Apologies	Alan Bristow	Alex Williams	Edward Preedy (Secretariat)
	Gareth Powell	Nick Fairholme	Peter Blake
	Dana Skelley	Siwan Hayward	David Stacey

Decisions and actions


No	Item	Decision	Action/Notes	To Action
1	Introductions and actions from the previous meeting	Noted	Ben Plowden opened the meeting and the attendees made their introductions. The actions were reviewed and considered closed with the exception of action 7 (from February's board).	
2	Programme and Investment Committee (PIC) Update	Noted	Lilli Matson provided a verbal update from PIC which took place on 8 March in which Healthy Streets Portfolio was endorsed. Ben congratulated this achievement and asked that the individuals involved in making this possible be thanked for all their hard work. Michael Bridgeland also praised how easy the team had made the process for the Assurance team prior to going to PIC. Lilli provided an overview of the actions she noted at PIC and the concerns they expressed about how we would better resolve conflicts between modes. Lilli advised she made PIC members aware of the early appraisal work that has been done at the time of the meeting and the ongoing work/discussions that would be taking place within Surface. That said, it is	



			<p>likely we'll need to provide updates on this to PIC on an ongoing basis.</p> <p>Emma Osborne advised that whilst the official actions recorded have not yet been circulated by TfL Secretariat, that she has circulated the actions she noted at PIC and circulated to the relevant directors.</p> <p>ACTION: Emma to circulate the confirmed actions once these have been made available by TfL Secretariat.</p> <p>Lilli noted that quarterly submissions would be made to PIC to update it on the portfolio's progress. A quarterly update will be provided to PIC on 28 June 2017 and submission to this is two weeks before.</p>	Emma Osborne
3	Governance Update	Noted	<p>Tanya Durlen provided a verbal update advising that she's been working with others from across TfL to pull together a structure for the portfolio and as part of this has been developing the assurance and endorsement process.</p> <p>Key highlights:</p> <ul style="list-style-type: none"> (a) A template has been pulled together for the projects seeking endorsement and will be put to first use at the HSPB in April; (b) Work is ongoing with the template for the quarterly update to PIC; (c) Programme Boards have been set up and chairs identified, and the first meetings will take place in April; (d) April will mark three months since the HSPB meeting first started. It was agreed at the first meeting that the Terms of Reference (ToR) will be tested for three months and then refined. The TORs will be refined in April and taken to the April HSPB (Business Assurance) for ratification; (e) Work remains ongoing regarding the Business Plan process and the role of the HSPB (Business 	

			<p>Assurance) will be reflected in the ToR – i.e. portfolio prioritisation as part of the business planning work. Tanya confirmed she is working with Joseph Uzoka's team which is dealing with the next Business Planning round.</p> <p>ACTION: Tanya to work with the Secretariat to refine the ToR and bring it back to the April HSPB (Business Assurance).</p>	Tanya Durlen
			<p>Template for the quarterly update to PIC Michael Bridgeland advised that further refinements need to be made on it. He outlined that (for the c.20 sub-programmes) they are expecting a process to vet the milestones and costs against business plan to enable questions to be asked against. ACTION: Refinements to be made to the template in conjunction with Project Assurance.</p>	Tanya Durlen
			<p>Non-infrastructure activities Tanya confirmed that work has taken place looking at how we govern the non-infrastructure activities that will contribute to the healthy streets outcomes. Ben Plowden and Will Norman both raised questions about how the level of investment and packaging up of the non-infrastructure is coordinated and aligned, as well as properly overseen (is this a marketing or a behaviour for example?). They noted that at present this is unclear and unclear how it will work from a budget and governance perspective. ACTION: Tanya to bring back a proposal for including non-infrastructure activities in the scope of the Healthy Streets Portfolio in terms of governance and budget.</p>	Tanya Durlen
			<p>Membership of the HSPB Will Norman noted he had a meeting on 23 March 2017 with the TEC Committee (made up of the local boroughs and the think-tank and lobbying organisation, London Councils) and that they had requested membership of the board. Will</p>	

			<p>advised he suggested to them that a quarterly meeting takes place instead, outside of HSPB, with their Executive Committee (chair and vice-chairs) to coordinate the input from the boroughs, but would nonetheless put their request forward.</p> <p>The HSPB agreed that given its remit covering TfL's financial and delivery governance it would be inappropriate for third parties to attend and therefore ruled out their attendance at board level. It did agree however that a structured quarterly engagement meeting with them would be helpful and would provide them with the opportunity to discuss their views on the strategic side of Healthy Streets and its outcomes.</p> <p>ACTION: Will Norman to discuss with the TEC Committee to organise a quarterly meeting with TEC.</p> <p>Cumulative benefits of HSPB Tanya confirmed that a future agenda item would be added which will review the cumulative benefits of the portfolio.</p> <p>ACTION: Tanya to work with the HSPB Secretariat to schedule updates on the Healthy Streets Portfolio benefits work.</p>	<p>Will Norman</p> <p>Tanya Durlen</p>
4	Financial Review and Future Tracking	Noted	<p>Patrick Doig presented this item to the HSPB and provided an overview of the full budget and forecast changes for the portfolio for 2017/18, 2018/19 and future years.</p> <p>Patrick confirmed that from Period 1 a 'live tracker' of actual year to date and our latest forecast for the full year – in terms of whether we are going to deliver the full budget or whether there are cost pressures/underspend will be provided. This will provide a good audit trail from the Business Plan to the budget.</p> <p>Oxford Street</p>	

			<p>Scope is at a relatively early stage – timeline has been revised to indicate a reduction in the costings of our works, in 2017/18 (identified through updated cost estimates) but will see acceleration in 2018/19 onwards.</p>  <p>Central Transformation Team (CTT) Michael Bridgeland advised that CTT have approached TfL Assurance team to help them understand some of the cost reductions in 2017/18 and have asked them to carry out reviews, including some of the costs of Capital projects across TfL. This has come about as a large number of reductions have been identified in the Business Plan and the 2017/18 budget, and the Executive Committee want assurance these savings can be achieved in the year.</p> <p>Mini-Hollands and Borough spending Borough spending in this area has been problematic – forecasting and records of actual spend is still not clear, despite being a couple of weeks from the end of the 2016/17 financial year. This has created issues in that the pace of delivery has been stepped up by the boroughs but it isn't clear on the precise amount of money that has been spent by the boroughs.</p> <p>Sam Monck confirmed that discussions are ongoing with the boroughs, including what they forecast to spend in the coming year. Once this information has been pulled together discussions will take place with Surface Finance.</p> <p>ACTION: work with the boroughs to ensure we get accurate financial information as this is key to ensuring the portfolio is financially balanced.</p> <p>Lilli suggested this could be considered as part of a Business Process Improvement</p>	Sam Monck
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			<p>(BPI) matter – there are a number of reporting issues and noted that we want to be better with the boroughs on: (i) what products have they delivered; (ii) what outcomes have they delivered; (iii) how much money they have delivered.</p> <p>ACTION: Consideration to be given to the utilisation of BPI.</p> <p>Overprogramming Patrick provided an overview of how overprogramming works and addressed the concerns raised by Will Norman and Tim Steer on how this information is represented. Patrick made clear that changes have been made so that overprogramming doesn't just take place at a TfL Corporate level but has now been amended so that it is held at a Portfolio level. This will, in turn, improve transparency about what the overall overprogramming assumption is by programme.</p> <p>Tim Steer asked if the information in the table presented could be amended so that the line labelled 'Overprogramming' is directly underneath the Business Plan figures to improve the presentation of the information.</p> <p>ACTION: Patrick to update the table.</p> <p>Understanding of financial information Ben Plowden noted that going forward it would be helpful to run a sense check on the financial information at each meeting to ensure all attendees fully understand it.</p> <p>ACTION: HSPB attendees to highlight any issues they have in understand the financials included in future packs.</p>	<p>Sam Monck</p> <p>Patrick Doig</p> <p>All</p>
Main Decision Items				
5	Appraisal framework for future schemes	Endorsed	Lilli Matson took the HSPB through the presentation covering the: (a) governance process alignment; (b) planning framework; (c) general approach to conflicting priorities	

			<p>and (d) board process for prioritising. Lilli confirmed this continues to be a work in progress and was being circulated now to seek guidance and direction from attendees to ensure this is the right approach being taken forward. Lilli also confirmed that a finalised version would be brought back at a future HSPB meeting.</p> <p>The Appraisal Framework is to help inform the decision making to process to make the right decisions both in terms of locations where stuff is being done, as well as the outcomes (remembering it's a multi-outcome programme). The framework allows for a top down Strategic view and a bottom up granular view of where the key problem areas around London and these will act as prompts to take action and focus on. It was accepted that trade offs would have to be made e.g. in centre, inner and outer areas and that key to this is understanding what are priorities are. ACTION: Lilli to follow up with Buses and RSM to look at the priorities for the business areas to help inform the development of the framework.</p> <p>Nigel Hardy cautioned against restricting the application of the framework to one particular type of area - but growth areas across the network. Work needs to be prioritised in terms of what we need to look at.</p> <p>Prioritisation Lilli advised that we have the tools needed to prioritise but this is dependent on the data available and ensuring we have the right data. ACTION: Lilli to follow up with business areas to look at the type of data available.</p> <p>John Barry made clear that top level indicators are required and that a holistic approach should be taken to consider the wider impacts e.g. on bus speeds and mode share changes. As part of this, it was noted we are looking at an ambitious view not only of looking at opening up</p>	<p>Lilli Matson</p> <p>Lilli Matson</p>
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			<p>modal choices but also looking at 'the potential' and that modelling only provides part of the picture. ACTION: Lilli and John to discuss further how the potential can be looked at and how we balance demands in the areas. It was noted we need to be really clear where the Healthy Streets indicators come in.</p> <p>There was a consensus that it would be helpful to have a working example at a future HSPB meeting (April / May depending on when this can be turned around). ACTION: Lilli to give consideration to this can come back to the HSPB with a mock example of how the framework can be applied in practice.</p>	<p>Lilli Matson / John Barry</p> <p>Lilli Matson</p>
6	Consultation update: Cycle Superhighways 4 and 9	Noted	<p>Jonathan Hanes presented this item to the HSPB and provided a detailed overview of the situation surrounding CS4 and CS9.</p> <p>Cycle Superhighway 4 Key highlights:</p> <ul style="list-style-type: none"> (a) Got concept designs in place, going through modelling. Results due in June – early indications. (b) Current target for consultation – September <p>- LB Southwark Issue Lower Road Gyratory is all on the LB Southwark's highway and it had originally designed a scheme there which had quite significant impacts on traffic. We have come up with an alternative design as the boroughs proposal could not be taken forward.</p> <p>Southwark have indicated they are unhappy with TfL having control of the design (in house) and therefore would be unhappy for us to consult on the gyratory. This view has been expanded to include consulting on any part of their highway which takes up to Rotherhithe roundabout.</p> <p>Jonathan confirmed that discussions need to take place with LB Southwark between</p>	

			<p>now and September on the scope of our consultation – full scope, on everything except the gyratory system, or a tie in with Rotherhithe.</p> <p>Will Norman confirmed he is meeting with LB Southwark and could raise the issues surround the gyratory. ACTION: Will Norman to consider discussing with LB Southwark</p> <p>Issues around the impact on buses were discussed including the possibility remodelling.</p> <p>- Modelling Data It was agreed that CS4 modelling data should be brought back to the HSPB so that a view can be taken in terms of what mitigations we can put in place to offset negative impacts on other modes e.g. buses and also whether changes need to be made on our consultation timeframe. It was agreed however that we continue (for now) on the basis we will consult in September. ACTION: Jonathan Hanes to bring back CS4 modelling result to HSPB in May.</p> <p>Cycle Superhighway CS9 Jonathan set out the issues currently affecting the consultation on the CS9. It was noted that if we technically can only consult up to Chiswick Bridge given the timings of local elections for LB Hounslow which will preclude the whole route being consulted on until later in the year. It was noted there is the option to consult up to and including Kew Bridge but this would result in very local level consultation which would be disadvantageous in seeing the support from the wider area. To avoid this we'd need the permission of Hounslow to extend the reach of the consultation.</p> <p>Jonathan noted a clear recommendation will come to the HSPB at a later date, and before then, an approach will be made with Hounslow to gauge their support to include a wider area of consultation</p>	<p>Will Norman</p> <p>Jonathan Hanes</p>
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TfL Restricted

			around Kew Bridge.	
7	Report: Strategic Cycling Analysis – identifying cycling demand in London	Noted	Lilli Matson gave a very brief overview of the report and asked that comments be provided back to her. ACTION: attendees to review the papers and provide comments.	All
Close				
8	Forward Plan	Noted	This was taken as read and noted.	

Chair Signature: _____

Chair Name: _____

Date: _____

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

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