

Transport for London

Projects and Planning Panel

Subject: Project Monitoring – Project Approvals

Date: 3 October 2012

1 Purpose

- 1.1 To inform the Panel of Project Authority given by the Commissioner and the Managing Director (MD) Finance in accordance with delegated authority under TfL's Standing Orders.

2 Project Approvals

Background

- 2.1 The Commissioner (and in his absence, the MD Finance) has delegated authority to approve Project Authority on projects up to a value of £50m that contain less than £25m of unbudgeted expenditure.
- 2.2 The MD Finance approves Project Authority for projects under £25m that contain less than £10m of unbudgeted expenditure. Approval of authority for projects of less than £5m that contain less than £2m of unbudgeted expenditure is delegated to Chief Officers and not reported here.
- 2.3 The governance arrangements put in place following the acquisition of Tube Lines (Holdings) Limited require that the Project Authority on projects over £5m and up to £50m is granted by the Tube Lines (Holdings) Limited Board.

Project Approvals by the Tube Lines (Holdings) Limited Board

- 2.4 No Project Authorities have been approved since the meeting of the Tube Lines (Holdings) Limited Board on 5 January 2012.

Project Approvals by the Commissioner

- 2.5 Since the meeting of the Projects and Planning Panel held on 11 July 2012, the Commissioner has approved Project Authority on one project. Further details of this project are set out in Appendix 1.

Project Approvals by the MD Finance

- 2.6 Since the meeting of the Projects and Planning Panel held on 11 July 2012, the MD Finance has approved Project Authority on three projects. Further details of these projects are set out in Appendix 2.

Conclusion and Next Steps

- 2.7 Planned future requests, over the next 12 months, for Project Authority for projects with a value in excess of £5m are listed in Appendix 3. Where the projects have a value in excess of £50m and have not already received full approval from the Finance and Policy Committee, these requests will be submitted to the Finance and Policy Committee for consideration. The approval of projects with an estimated final cost below £50m will be reported to subsequent meetings of the Projects and Planning Panel.

3 Recommendation

- 3.1 The Panel is asked to NOTE the paper.

4 Contact

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Summary of projects approved by the Commissioner

LU-PJ773C Vauxhall Station Upgrade			
Financial Authority in Business Plan	Previous Project Authority Granted	Total Project Authority Granted	Estimated Final Cost
£40,100k	£280k	£792k	£42,980k
Authority Approval	Additional Project Authority of £512k was approved following a Corporate Gate C review, enabling the project to complete preparation for issuing the works tender.		
Outputs and Schedule	<p>The objective of the Vauxhall Station Upgrade project is to increase passenger capacity and to provide step free access (SFA) from ticket hall to platform. SFA from the street to the ticket hall was implemented as part of an earlier project.</p> <p>The key items of scope are:</p> <ul style="list-style-type: none"> • New lift and associated emergency egress stairway serving ticket hall and platform levels with a new cross passage linking both north and southbound platforms from the lift landing at platform level; • New gateline incorporating 12 gates of which two will be wide aisle gates; • Remodelled ticket selling facilities; • New Station Operations Room; • Application of consistent finishes throughout the upgraded station areas and integrated subways; and • Subject to agreement, subways to be integrated with the LU station including new bostwick gates. <p>The project is scheduled to complete by 2016.</p>		

Summary of projects approved by the MD Finance

LU-PJ382C Power SCADA			
Financial Authority in Business Plan	Previous Project Authority Granted	Total Project Authority Granted	Estimated Final Cost
£24,801k	£194k	£294k	£24,801k
Authority Approval	Additional Project Authority of £100k was approved following a Corporate Gate A review, for feasibility work to determine a single recommended option for the replacement / upgrade of the life expired power SCADA (supervisory control and data acquisition) control systems.		
Outputs and Schedule	<p>The objective of the Power SCADA project is to provide LU with a single, reliable power SCADA system that supports operational efficiency, can be expanded to include Sub Surface Railway Upgrade Programme (SUP) and other upgrades, and provides additional functionality.</p> <p>The SCADA system enables the remote monitoring, operation and control of power supply on the network. There are currently three separate systems used on the LU network. Legacy systems are in place on the Northern line and Jubilee Line Extension, and, separately, on the Central line. A third system – SPIDER – controls the rest of the network. All three systems are approaching obsolescence and their reliability is eroding.</p> <p>The project proposes to consolidate all underground lines onto a single reliable power control system.</p> <p>The project is scheduled to seek Gate B (single-option) approval in Spring 2013.</p>		

BC-PJ109C/ PVEA3066 Chancery Lane Station Refurbishment			
Financial Authority in Business Plan £6,643K	Previous Project Authority Granted £689K	Total Project Authority Granted £924K	Estimated Final Cost £7,038K
Authority Approval	Additional project authority of £235k was granted to complete concept design and undertake procurement activities to CGAP Gate D, following a Corporate Gate B review.		
Outputs and Schedule	<p>The project forms part of the Stations Programme which is a key component in London Undergrounds plan to improve the reliability of the Tube.</p> <p>Investigations have been completed and a comprehensive workbank has been produced. The workbank has been reviewed, preferred solutions agreed and items prioritised in line with the policy 'Maintain Fair' for a minimum of ten years. The outcome of this review is the scope that has been agreed with the key stakeholders.</p> <p>This supports the objectives of the Mayor's Transport Strategy specifically: improving public transport reliability; reducing operating costs; bringing and maintaining all assets to a state of good repair and improving public transport customer satisfaction.</p> <p>The project is scheduled to complete by October 2015.</p>		

ST-PJ350C 21st Century Traffic Signal Communications			
Financial Authority in Business Plan £15,600k	Previous Project Authority Granted £825k	Total Project Authority Granted £2,429k	Estimated Final Cost £15,599k
Authority Approval	Additional Project Authority of £1,604k was granted to increase the scale of initial technology validation trails and prepare to invite tenders for the main equipment supply contract.		
Outputs and Schedule	<p>London has around 6000 sets of traffic signals, of which half are centrally controlled by the Urban Traffic Control (UTC) system. Communications between the UTC system and the on-street traffic signalling equipment use obsolete analogue circuits which are scheduled to be withdrawn by BT from 2016 to 2018, with maintenance of the lines ceasing in 2018. The purpose of this project is to design and deploy a replacement digital communications solution.</p> <p>The project passed Corporate Gate A in June 2011 where the approach included a trial deployment of the new communications solution at 28 signal sites. A modified approach has been adopted, increasing the scale of the validation trials (phase 3 of the project) to 50 signal sites to ensure sufficient confidence in the technical solution.</p> <p>The project is scheduled to complete by April 2018.</p>		

Forward Approval Programme – September 2012 to August 2013

To enable an appropriate level of governance, processes are in place for the authorisation, control and reporting of projects.

Projects with a total value greater than £2m (unbudgeted) or £5m (budgeted) require authorisation by the MD Finance. The Corporate Gateway Approval Process (CGAP) sets the requirements for the review of these projects prior to approval.

Each gate applies 'challenges' to the project to assess whether it is in a suitable state to move through the gate. The Gate Review provides assurance that a project or programme is:

- deliverable – it is likely to deliver the expected benefits within the declared cost/time/performance envelope;
- affordable – the level of expenditure and financial risk involved is acceptable in light of TfL's overall financial position when set against other priorities; and
- value for money – it provides the optimum combination of whole-life cost and quality (or fitness for purpose) to meet users' requirements.

Corporate Gates normally apply to a project at the following stages of their project lifecycles:

- Gate A – Project commencement (compulsory gate);
- Gate B – Single option selection*;
- Gate C – Pre-tender;
- Gate D – Contract award*;
- Gate E – Project close (compulsory gate); and
- Gate P – Programme review for annualised programmes of minor schemes.

All figures shown in the following tables are in accordance with the approved TfL Business Plan unless otherwise indicated.

* If there is more than two years between gates, projects will be reviewed again at an interim point, e.g. Gate B+ or Gate D+.

Projects to be submitted to the TfL Board over £100M

Project Title	Current Project Authority £m	Expected Cumulative Authority Sought £m	Estimated Final Cost £m	CGAP Gate	Proposed Board Date
Rail and Underground					
Earls Court Development	0.0	TBC	140.0	A	Feb-13
London Overground Capacity Improvement Programme	0.0	TBC	250.0	B/C	Mar-13
Deep Tube Programme	23.0	TBC	7,602	B	Jun-13
Bank Station Upgrade	13.6	TBC	625.0	C	Nov-13
Surface					
London Road User Charging Contract Re-let	0.0	TBC	100.0	A/B	Dec-12
Barclays Cycle Hire Extension and Intensification	121.4	TBC	154.0	D	TBC
Corporate					
Crossrail 2	0.0	TBC	TBC	A	Nov-12
Northern Line Extension	2.4	TBC	307.0	A+/B	Feb-13
Woolwich Ferry Replacement	0	TBC	TBC	B	Jun-13
Silvertown River Crossing	0	TBC	TBC	B	Jun-13

Notes

TBC: The amount to be approved at the gate will be confirmed closer to the approval date.

Projects to be submitted to the Finance and Policy Committee (FPC) between £50M and £100M

Project Title	Current Project Authority £m	Expected Cumulative Authority Sought £m	Estimated Final Cost £m	CGAP Gate	Proposed FPC Date
Rail and Underground					
London Overground Capacity Improvement Programme	0.0	TBC	250.0	A	Jan-13
SUP – Neasden Heavy Maintenance Facilities	2.5	TBC	52.0	B	Mar-13
Surface					
Better Junctions Programme	0.0	TBC	50.0 – 100.0	A	Jan-13
Hammersmith Flyover Phase 2	1.5	TBC	»	B	Jan-13

Corporate					
River Crossings				Interim review	Oct-12
Future ticketing phases 3,4 and 5	66.0	TBC	TBC	B	Mar-13

Notes

TBC: The amount to be approved at the gate will be confirmed closer to the approval date.

» Costs are excluded for reasons of commercial confidentiality.

Projects to be approved by the Commissioner between £25M and £50M

Project Title	Current Project Authority £m	Expected Cumulative Authority Sought £m	Estimated Final Cost £m	CGAP Gate	Proposed Approval Date
Rail and Underground					
Vauxhall Station Capacity and SFA	0.8	TBC	43.0	C	Oct -12
Sub Surface Railway (SSR) Major Power Works Package 3b	49.9	N/A	49.9	D	Jan-13
Vauxhall Station Capacity and SFA	0.8	TBC	43.0	D	Mar-13
Track Plant Programme	0.0	TBC	49.3	P	Mar-13
SSR Major Power Works (Signalling) (Package 2)	48.0	N/A	48.0	D	Jun-13
Surface Transport					
TLRN Capital Renewals 2013/14 Programme	0.0	TBC	TBC	P	Feb-13

Notes

TBC: The amount to be approved at the gate will be confirmed closer to the approval date.

N/A: Not Applicable, as no further authority is to be sought.

Projects to be approved by the MD Finance under £25M

Project Title	Current Project Authority £m	Expected Cumulative Authority Sought £m	Estimated Final Cost £m	CGAP Gate	Proposed Approval Date
Rail and Underground					
SSR Major Power Works (Signalling) (Package 1)	48.0	N/A	48.0	D	Sep-12
Bank Station Systems Integration and Upgrade	58.0	58.0	14.4	B	Sep-12
Bank Station Bloomberg Place	0.2	TBC	54.3	C	Sep-12
Cannon St Development	0.0	TBC	5.2	D	Oct-12
Wide Aisle Gates Phase 4	0.0	TBC	11.0	B-D	Oct-12
Additional Advance Fare Machines	0.0	TBC	TBC	B-D	Oct-12

Project Title	Current Project Authority £m	Expected Cumulative Authority Sought £m	Estimated Final Cost £m	CGAP Gate	Proposed Approval Date
Passenger Operated Machine Upgrade	0.0	TBC	TBC	B-D	Oct-12
Chancery Lane Station Refurbishment	0.7	TBC	TBC	D	Oct-12
Baker St Station		TBC	TBC	D	Oct-12
Station Wi-Fi rollout Programme		TBC	20.9	D	Oct-12
SUP – Piccadilly Line GAP signalling	0.0	8.5	8.5	A-D	Nov-12
Central Line Depot Track Works Phase 1 and 2	0.0	7.0	7.0	B-D	Nov-12
Earthing and Bonding main line		TBC	6.6	C/D	Nov-12
SUP – Neasden Maintenance Enhancement works	2.9	12.0	12.0	B	Nov-12
SSR 750V Conversion Phase 2		TBC	TBC	C/D	Nov-12
Finsbury Park SFA and capacity		TBC	12.8	B	Nov-12
SSR Major Power Works Package 7 (a and c)	20.6	N/A	20.6	D	Dec-12
SSR Major Power Works Package 7 (b)	20.6	N/A	20.6	C	Nov-12
Embankment Station – Refurbishment		TBC	10.6	B	Dec-12
Power Sourcing		TBC	7.0	B	Dec-12
Power SCADA	0.2	TBC	24.8	B	Jan-13
Surface Transport					
Energy Efficient Street Lighting	0.2	TBC	7.6	A-C	Oct-12
10 Cycle Super Highways Phase 2 and Route 2 extension	105.6	N/A	105.6	C	Dec-12
Ardleigh Green Railway Bridge	0.7	TBC	22.5	B	Dec-12
Upper Holloway Bridge	0.6	TBC	20.5	B	Dec-12
Highbury Corner Bridge	0.6	TBC	15.2	B	Dec-12
Power Road Bridge	0.6	TBC	22.3	B	Dec-12
Chiswick Bridge	0.6	TBC	7.9	B	Dec-12
Woodlands Retaining Wall	0.6	TBC	5.0	B	Dec-12
Fore Street Tunnel	0.6	TBC	23.8	B	Dec-12
Euston Circus	0.4	5.4	5.4	D	Feb-13
10 Cycle Super Highways Phase 2 and Route 2 extension	105.6	N/A	105.6	D	Mar-13
TLRN Signal Modernisation	0.0	TBC	TBC	P	Mar-13

Project Title	Current Project Authority £m	Expected Cumulative Authority Sought £m	Estimated Final Cost £m	CGAP Gate	Proposed Approval Date
2013/14 Programme					
TLRN Capital Development 2013/14 Programme	0.0	TBC	TBC	P	Mar-13
Borough Traffic Signals 2013/14 Programme	0.0	TBC	TBC	P	Mar-13
21 st Century Traffic Signal Communications	2.4	TBC	15.6	C	May-13
Corporate					
Service Stabilisation High Value	8.0	N/A	20.0	P	Feb-13
Logical Control Panel Installation	0.0	TBC	TBC	B-D	Dec-12

Notes

* The full cost of the Cycle Superhighway programme (£145m) was authorised by the Board in October 2009. Approval of individual phases is being provided by the MD Finance through the CGAP. Figures shown are cumulative authorities for all routes.

TBC: The amount to be approved at the gate will be confirmed closer to the approval date.

N/A: Not Applicable, as no further authority is to be sought.

Interim Gate (D+/P) Project reviews to be submitted to the Projects and Planning Panel

Project Title	Current Project Authority £m	Expected Cumulative Authority Sought £m	Estimated Final Cost £m	CGAP Gate	Proposed Approval Date
Rail and Underground					
Victoria Station Upgrade	661.2	N/A	598.5	D+	Oct-12
SUP-S8 Infrastructure	TBC	N/A	TBC	D+	Nov-12
Bond Street Station Upgrade	293.4	N/A	285.2	D+	Dec-12
SUP-Rolling Stock*	1,837.0	N/A	1,828.0	D+	Dec-12
Tottenham Court Road Station Upgrade		500		D+	Jan-13
Paddington Station Upgrade	62.9	N/A	62.9	D+	Apr-13
SUP-Automatic Train Control*	981.7	N/A	981.7	D+	Mar-13
SUP S7 Infrastructure					Apr-13
Track BCV/SSR programme 2012/13	124.1	N/A	124.1	P	Apr-13
Victoria Station Upgrade	661.2	N/A	598.5	D+	May-13
Bond Street Station Upgrade	293.4	N/A	285.2	D+	May-13
Corporate					
Future ticketing phase 2	72.7	N/A	72.7	D+	Mar-13

Notes

* Subject to coordination with the Independent Investment Programme Advisory Group interim review programme.

N/A: Not Applicable, as no further authority is to be sought.

Gate E Project Close reviews to be submitted to the Projects and Planning Panel over £100M

Project Title	Current Project Authority (£m)	Estimated Final Cost (£m)	Proposed Approval Date
Rail and Underground			
Connect Enabling	260.0	260.0	Nov-12
East London Line Extension Phase 1 & 1a	1,044.3	1,018.9	Jan-13
Victoria Line Upgrade		1029.0	Jan-13
Stratford International DLR Extension	188.9	180.5	Feb-13
Major Power Works (Victoria Line Upgrade)	142.8	141.7	Mar-13
East London Line Extension Phase 2	75.0	75.0	Mar-13
SUP-S8 Infrastructure	»	»	Oct-13
North London Railway Infrastructure Project	252.0	252.0	TBC
Tube Lines			
Jubilee Line Upgrade	»	»	Nov-12

Notes

» Costs are excluded for reasons of commercial confidentiality.

Gate E Project Close reviews to be approved by the MD Finance

Project Title	Current Project Authority (£m)	Estimated Final Cost (£m)	Proposed Approval Date
Rail and Underground			
DLR 3 Car New Vehicles	43.8	43.8	Nov-12
Cooling the Tube – Victoria Line MTV's		90.0	Nov-12
Interlocking Machine Room Wire Degradation	13.5	13.5	Nov-12
Green Park Station Upgrade	80.8	47.9	Dec-12
Beckton Depot Offices	21.2	21.2	Dec-12
Earl's Court Lifts 3 and 4 Replacement	5.0	5.0	Dec-12
Centralised Train Following System		8.0	Dec-12
92TS Bogie Replacement and Gearbox Repair	64.7	64.7	Jan-13
Cable Car	62.6	62.6	Jan-13
Paddington Station Upgrade	62.9	62.9	Apr-13
Silverlink Stations Upgrade	28.4	27.4	Jun-13
Surface Transport			
10 Cycle Super Highways – Phase 1	21.4	21.4	Sep-12
A406 Bounds Green	52.7	52.7	Oct-12
Dial a Ride Renewal	10.0	10.0	Oct-12
New Bus for London	11.1	11.1	Nov-12
Transport Coordination Centre	5.8	5.8	Nov-12
Countdown II Project	26.0	26.0	Dec-12
Hydrogen Transport Programme	19.7	19.7	Dec-12
Olympic Route Network Junctions and Carriageways	47.7	47.7	Apr-13
Corporate			
Future ticketing phase 1	72.7	72.7	Jun-13