

#### DUBAI INTERNATIONAL PROJECT MANAGEMENT FORUM 5<sup>th</sup> EDITION

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### Parallel 5

Every Journey Matters...the Transport for London (TfL) Benefits Journey Ben Ganney Professional Lead for Value & Continuous Improvement TfL

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# BUILDING

#### **DEC 2018**

## Benefits Management in TfL

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### Who are we?



- Transport for London (TfL) is the integrated transport authority responsible for delivering the Mayor's strategy and commitments on transport.
- We run the day-to-day operation of the Capital's public transport network and manage London's main roads.
- Every day more than 31 million journeys are made across our network. We do all we can to keep London moving, working and growing and to make life better
- 80% of all journeys will be made on foot, by cycle or using public transport by 2041.





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## **Interesting facts**

Passenger journeys by 2022/2023	
4.4bn total passenger journeys anticipated*	increase in passenger journeys from 2017/18*
London Underground	
	l.4bn
Buses	
	2.3bn
Rail (DLR, London Overground, London Trams and th	e Emirates Air Line)
	0.4bn
Elizabeth line	
	0.3bn

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#### Interesting Facts

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- The proportion of the underground network in tunnels is actually only 45%
- There are 8,600 buses, operating on 700 routes, serving 19,000 bus stops
- London's buses carry around 6.5m passengers a day – that's more than the whole population of Scotland
- The DLR currently has 45 stations and 149 vehicles, but it originally opened with just 15 stations and 11 vehicles
- Baker Street underground station has the most platforms at 10
- The shortest escalator is at Stratford 4.1 metres



### Public spending can be emotive...what does £1bn buy the UK?



Extending the Northern Line to Battersea will help regenerate the Vauxhall, Nine Elms and Battersea area, supporting 25,000 new jobs and more than 20,000 new homes. Two new stations to be built at Nine Elms and Battersea Power Station are targeted for completion in 2020.



## 

### Example TfL projects









The Bunhill project in Islington captures waste heat from London Underground tunnels to help warm home and cut energy bills











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### Pathway



- Pathway is a consistent 'product' based framework designed to support the assured delivery of the TfL Investment Programme;
- Pathway is aligned with industry best practice but requires ongoing refinement, in particular to meet TfL's new financial realities and the continued drive to improve our maturity as a delivery organisation;
- Pathway is part of the TfL Management System and its use is mandatory for all projects and programmes at TfL through the entirety of the lifecycle.







### **Benefits documentation maturity**

Maturity				<b>→</b>
A variety of different documents aligned to individual business areas using 'one size fits all' approach	Introduced a single PPM methodology with one set of documents across TfL, although some very specific tailoring e.g. ICT	Moving away from documents by creating a set of high-level principles, aligned to P3M3 maturity assessment, which provide increased flexibility of approach	Standard set of activities and example templates aligned to the different characterisation levels of projects / programmes	Quality assured outputs that capture key activities required within an appropriate level of effort

### Low

High





## **Benefits methodology / process maturity**

Behaviour driven by identification of largest quantity of benefits to justify cases. Emphasis on those benefits that are easier to measureExperienced with the use of monetised benefits for options appraisal. Adoption of other tools and techniques such as Value Management and Multi-Criteria AnalysisFocus on prioritisation of benefits concentrating effort on the biggest impacts or those critical to overall prioritisationMove from emphasis on projects and projects and programmes to portfolio benefits management. Align with business planning and prioritisation overall prioritisation prioritisation prioritisation prioritisation overall prioritisation prioritisation prioritisation prioritisation prioritisation prioritisation prioritisation prioritisation prioritisation prioritisation prioritisation prioritisation prioritisation prioritisation prioritisationMove from emphasis on projects and projects and portfolio benefits management. Align overall prioritisation approachRationalisation of processes and measures to support an optimised model.Behaviour drive big planning and prioritisation approachFocus on prioritisation approachMove from emphasis on projects and projects and potimised model.Rationalisation of processes and measures to support an optimised model.	Maturity ———				
	identification of largest quantity of benefits to justify cases. Emphasis on those benefits that are easier to	the use of monetised benefits for options appraisal. Adoption of other tools and techniques such as Value Management and Multi-Criteria	prioritisation of benefits concentrating effort on the biggest impacts or those critical to demonstrate	emphasis on projects and programmes to portfolio benefits management. Align with business planning and overall prioritisation	processes and measures to support an optimised model. Adopt continuous improvement techniques to ensure approach remains fit for

Low

High





### **Benefits leadership maturity**

Maturity				
Bottom-up understanding as to the need for effective benefits management as part of core project / programme management	Creation of 'Functional Leadership' role to support overall development and champion the discipline across the organisation	Make improvements to processes and methodology based on experience and lessons learned using SIGs and CoPs to capture needs and feedback from users	Clear accountability of the strategy and reporting of benefits management aligned to lessons learned, performance cycle and assurance processes	Top-down leadership raising visibility ensuring that benefits is fundamental within all decision-making across the organisation

### Low

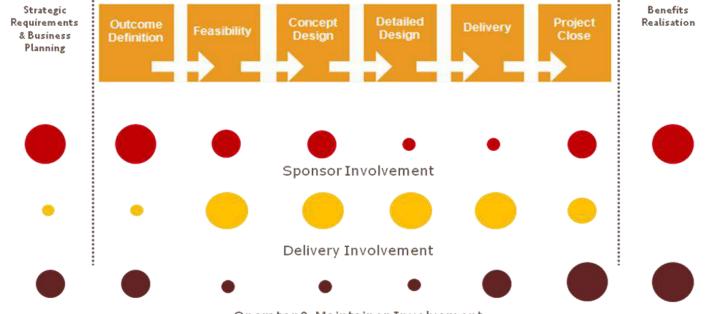
### High







## **Project Lifecycle**



**Operator & Maintainer Involvement** 





### Benefits roles and responsibilities maturity

Sponsor role existed but with different operating models, capabilities and some inconsistency of purposeSponsorship Capability Improvement Programme intiated to improve target improvementsDevelop a dedicated TfL Sponsor community with clear accountability for the business case and benefits realisationAim for Sponsors to produce consistent quality outputs and contributing to improvements in the overall methodology and processMaintain highly Capable Sponsors who can articular clear cases for conmunity with clear accountability for the business case and benefits realisationAim for Sponsors to produce consistent produce consistent contributing to improvements in the overall processMaintain highly Capable Sponsors who can articular clear cases for conduction change and value delivery collaborating and challenging the delivery community	Maturity ———				<b></b>
	existed but with different operating models, capabilities and some inconsistency of	Capability Improvement Programme initiated to improve competencies and target	dedicated TfL Sponsor community with clear accountability for the business case and benefits	produce consistent quality outputs and contributing to improvements in the overall methodology and	Capable Sponsors who can articular clear cases for change and value for money, collaborating and challenging the delivery

Low

High





## Typical benefits / dis-benefits

Monetised social benefits include:

- Changes in time for all components of passengers journeys:
  - Travelling time
  - Waiting time
  - Access times
  - Interchange times

"ambience" benefits/dis-benefits

- Appearance
- Ride
- Noise
- Perceived security
- Pollution greenhouse gases CO2, and local air quality NoX and PM10
- Health benefits from physical activity
- Accessibility benefits/dis-benefits for people whose mobility is impaired
- Safety killed and seriously injured (KSI) statistics, safety for workforce...











### Balancing benefits for the organisation

























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### **Evolution - Buses**



AEC Routemaster 1956-2005



Hybrid



Bendy bus 2001-2011



Electric



New Routemaster 2012-



Hydrogen



### **Balancing benefits for customers**

















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### Changing customer expectations







Air conditioning (ambience)



- Walkthrough (security)
- Modern design
- Greater capacity
- Better facilities e.g. passenger information



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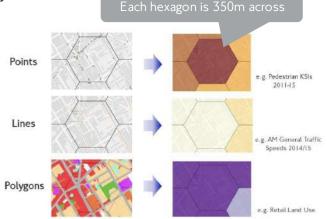
# The future of benefits is here now – GIS, merging spatial and transport planning data

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Legible, simple, accessible analysis across to a diverse range of overlapping spatial data sets at the neighbourhood level for quick and simple area prioritisation, area appraisal and spatial policy



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### Key challenges to effective benefits management

Challenge	TfL Approach
I. Focus on delivery rather than benefits realisation	Let project managers focus on delivery and Sponsors focus on benefits and the business case. Make sure benefits is a fundamental part of portfolio and strategic management
2. Can consumer considerable time and resources	Right size project/programme methodology using characterisation and minimum requirements / principles. Re- use content and control development of measures and benefits
3. Lots of appetite at the beginning (appraisal) but interest declines over time especially considering long term realisation of benefits e.g. 60 year assets or 10 year development plans	Align benefits management to asset management. Continued engagement with operations and maintenance throughout lifecycle. Use operational users as sponsors
4. More difficult to measure social benefits than financial cashable savings	Use other approaches to support cost benefit such as multi- criteria analysis or value management. Look for expertise and guidance for measuring wider social impact
5. Various roles, responsibilities, ownership and ultimate accountability	Ensure methodology has clear guidance on accountabilities and try to drive consistency of roles. Develop clear case for change

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