

New Critical Recommendations

Shown below are the critical issues raised and agreed with the respective project teams.

Project: East London Line - Housing Infrastructure Fund		
Raised by	Critical Issue	Management Response
TfL Project Assurance	A programme-level business case should be created to demonstrate the value of the programme and to assess the relative case for stopping against continuing beyond the end of the preliminary cost phase.	The programme has four project-level business cases, and captures the information and impacts of progressing, cancelling etc. across other programme documentation and briefing papers. A programme-level business case will be created to pull together and improve the presentation of this information for decision-makers.
TfL Project Assurance	Develop robust estimates for all six projects and overall programme to demonstrate cost certainty and alignment to Housing Infrastructure Funding constraint, and address the funding shortfall. Estimates should include assumptions, benchmarking and costed risk register input.	Estimates which have been produced via Early Contractor Involvement and assured by TfL Estimating will be further developed via peer review recommendations and value engineering workshops. Further estimate certainty will be obtained upon finalisation of Concept Designs whereby contractor prices will be provided.

Project: Permanent Current Rail Indicator Device		
Raised by	Critical Issue	Management Response
TfL Project Assurance	The business case to benchmark/validate assumptions, include optimum bias and provide both more comprehensive sensitivity analysis, and a plan for future data recording to support benefits realisation. The case needs to set out the specific benefit effect of the different options more clearly, both alone and in combination. This analysis to inform decision-making on the best value scope.	The need to improve the safety of track access is clear following internal incident analysis. The sponsor is working to update the business case to provide further explanation of assumptions and to include additional sensitivity analysis and optimum bias. The structure will be reviewed to provide greater clarity on the benefit effects and where data should be gathered to monitor benefits realisation.

Project: Barking Riverside Extension		
Raised by	Critical Issue	Management Response
TfL Project Assurance	The Commercial team is critically under-resourced and must be urgently supplemented to protect TfL's commercial position and the teams' wellbeing.	Headcount Approval already sought and authorised, procurement through the Commercial frameworks is underway.