

Project

Organisational Development of Interchange

Client

Transport for London (TfL)

Value

Approximately £10 Million per annum

Fee income: £210K per annum

initiate's Role

Interchange is an integral part of TfL's delivery of improvements for London's travelling public, and the integration of transport with the wider public realm. TfL's approach to managing Interchange Programmes concentrates on maximising the overall value to London of transport and land use development in and around Interchange locations. The investment capital of each Interchange being in the region of £1.0Bn. Interchange Programmes are typically made up of multiple projects and initiatives involving the various Transport Modes which are sponsored by a variety of public and private sector organisations, and often developed over different timescales. An Interchange Programme Team was established to co-ordinate and manage what are uniquely challenging programmes.

initiate were appointed Programme Management Consultants to develop and integrate a programme management framework, utilising the existing Interchange Structure. This was required to underpin and supplement the existing capability of the organisation to deliver successful Interchange Programmes. The Programme Management deliverables involved:

- The design of the organisational structure and related roles and responsibilities that make up the Interchange Team
- A review of the appropriate processes, procedures and tools with the aim of providing a robust framework within which Interchange Programmes can be effectively managed
- The development of an Interchange Assurance Programme to provide guidance and direction to ensure that TfL's requirements in managing Interchanges are met
- A review of Job Descriptions to ensure that there are no disconnects between the requisite roles and responsibilities that will make up the final Team
- The development of Memorandums of Understanding between Interchange and the other Directorates/Departments within TfL that have an influence on the management of Interchange programmes

initiate Consulting's experience of embedding Programme Management into TfL's Interchange Department can be described through a number of key activities that forms part of the overall strategy to influence the delivery of Interchange Programmes:

- Defining the appropriate governance structure
- Defining the roles and responsibilities of the entire Interchange Team made up of Transport Planning and Programme Management capability as well as that required within the Programme Management Office
- Defining the role and responsibilities of each of the key stakeholders within TfL (Surface Transport London Rail, London Underground) TfL Corporate (Land Use Planning, Corporate Finance Project Development, Group Property and Facilities, Planning Infrastructure) and external to TfL (*Network Rail, London Boroughs and Developers*)
- Setting up the Programme Management capability to recognise internal TfL Group Strategies and Policies that set Corporate requirements and therefore influence the workings of Interchange
- Ensuring that the Programme Management Process to recognises and supports those of other TfL Modes and external Stakeholders such as Network Rail
- Setting up an Assurance Programme to embrace the essence of best practice ensuring an alignment with the methodology prescribed within OGC Managing Successful Programmes (MSP)

Outcome

Successfully embedded a programme management framework within the TfL interchange organisation together with an assurance regime to support the delivery of interchanges.