

# Agenda

## Meeting: Programmes and Investment Committee

**Date:** Wednesday 17 May 2023

**Time:** 10:00am

**Place:** Conference Rooms 1 and 2,  
Ground Floor, Palestra, 197  
Blackfriars Road, London, SE1  
8NJ

### Members

Ben Story (Chair)

Dr Nelson Ogunshakin OBE (Vice-Chair)

Seb Dance

### Government Special Representative

Becky Wood

Dr Lynn Sloman MBE

Peter Strachan

Cllr Kieron Williams

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How-We-Are-Governed).

This meeting will be open to the public and webcast live on [TfL YouTube channel](https://www.youtube.com/watch?v=Uj8vYUgU8p4), except for where exempt information is being discussed as noted on the agenda.

There is access for disabled people and induction loops are available. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on [www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf](https://www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf).

### Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Zoe Manzoor, Secretariat Officer;  
Email: [v\\_ZoeManzoor@tfl.gov.uk](mailto:v_ZoeManzoor@tfl.gov.uk).

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: [PressOffice@tfl.gov.uk](mailto:PressOffice@tfl.gov.uk)

Howard Carter, General Counsel  
Tuesday 9 May 2023

**Agenda**  
**Programmes and Investment Committee**  
**Wednesday 17 May 2023**

**1 Apologies for Absence and Chair's Announcements**

**2 Declarations of Interests**

General Counsel

**Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.**

**Members must not take part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.**

**3 Minutes of the Meeting of the Committee held on 1 March 2023**  
(Pages 1 - 12)

General Counsel

**The Committee is asked to approve the minutes of the meeting of the Committee held on 1 March 2023 and authorise the Chair to sign them.**

**4 Matters Arising and Actions List (Pages 13 - 18)**

General Counsel

**The Committee is asked to note the updated actions list.**

**5 Use of Delegated Authority (Pages 19 - 22)**

General Counsel

**The Committee is asked to note the paper.**

**6 Investment Programme Report - Quarter 4: 2022/23 Summary**  
(Pages 23 - 28)

Chief Capital Officer and Director of Investment Delivery Planning

**The Committee is asked to note the update and the exempt supplementary information on Part 2 of the agenda.**

**7 Independent Investment Programme Advisory Group Quarterly Report** (Pages 29 - 32)

General Counsel

**The Committee is asked to note the Independent Investment Programme Advisory Group's quarterly report and the exempt supplementary information on Part 2 of the agenda.**

**8 TfL Project Assurance Update** (Pages 33 - 34)

General Counsel

**The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.**

**9 Surface Asset Renewals Programme** (Pages 35 - 56)

Chief Capital Officer and Director of Investment Delivery Planning

**The Committee is asked to note the paper and approve increased Programme and Project Authority.**

**10 Programmes and Investment Committee Programme Structure**  
(Pages 57 - 64)

Director of Investment Delivery Planning

**The Committee is asked to note the paper and approve proposed changes to the Programmes within the remit of the Programmes and Investment Committee; and revised Programme and Project Authority for each Programme.**

**11 Lessons Learnt from Recently Completed Projects** (Pages 65 - 66)

Chief Capital Officer and Director of Investment Delivery Planning

**The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.**

**12 Members' Suggestions for Future Discussion Items** (Pages 67 - 72)

General Counsel

**The Committee is asked to note the forward plan and is invited to raise any suggestions for future discussion items for the forward plan and for informal briefings.**

**13 Any Other Business the Chair Considers Urgent**

**The Chair will state the reason for urgency of any item taken.**

**14 Date of Next Meeting**

Wednesday 19 July 2023 at 10:00am

**15 Exclusion of the Press and Public**

**The Committee is recommended to agree to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.**

**Agenda Part 2**

**16 Investment Programme Report - Quarter 4: 2022/23 Summary**  
(Pages 73 - 80)

**Exempt supplementary information relating to the item on Part 1 of the agenda**

**17 Independent Investment Programme Advisory Group Quarterly Report** (Pages 81 - 84)

**Exempt supplementary information relating to the item on Part 1 of the agenda**

**18 TfL Project Assurance Update** (Pages 85 - 90)

**Exempt supplementary information relating to the item on Part 1 of the agenda**

**19 Lessons Learnt from Recently Completed Projects** (Pages 91 - 116)

**Exempt supplementary information relating to the item on Part 1 of the agenda**

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## Transport for London

### Minutes of the Programmes and Investment Committee

Conference Rooms 1 and 2, Ground Floor, Palestra,  
197 Blackfriars Road, London, SE1 8NJ

10:00am, Wednesday 1 March 2023

#### Members

Dr Nelson Ogunshakin OBE (Vice Chair) (via Teams)  
Seb Dance (in the Chair)  
Dr Lynn Sloman MBE  
Peter Strachan

#### Government Special Representative

Becky Wood

#### Executive Committee

Andy Lord	Interim Commissioner
Stuart Harvey	Chief Capital Officer

#### Staff

Rebecca Bissell	Director of Information Technology
Bruno Carr	Head of Infrastructure Delivery Planning, London Underground and the Elizabeth line
Dan Champion	Head of Infrastructure Delivery Planning, Air Quality Technology and Environment
Andrea Clarke	Director of Legal
Isabel Coman	Director TfL Engineering, Asset Strategy
Michael Cooper	Director, Project Management Office
Nick Fairholme	Director of Capital Delivery, Systems, Project and Programme Delivery
Mike Hardaker	Director of Capital Delivery, Infrastructure, Chief Capital Officer
Lorraine Humphrey	Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Zoe Manzoor	Senior Committee Officer, Secretariat
Peter McNaught	Director of Operational Readiness
Edward Morris	Corporate Affairs Manager
Collan Murrey	Head of Procurement, Highway Maintenance
Kumaran Nagiah	Chief of Staff, Chief Capital Officer
James Norris	Head of Project Assurance
Penny Rees	Head of Infrastructure Delivery Planning, Healthy Streets, Highways
David Rowe	Director of Infrastructure Delivery Planning
Rachel Sherry	Finance Director, Capital Finance
Jadon Silva	Director of Procurement and Commercial, Capital
Shashi Verma	Chief Technology Officer and Director of Strategy

#### Independent Investment Programme Advisory Group (IIPAG) Attendance

Alison Munro	Chair IIPAG
Liz Baker	IIPAG Member

## **01/03/23    Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from Ben Story (Chair) and Councillor Kieron Williams. Dr Nelson Ogunshakin OBE was attending via Teams and was able to participate in the discussions but was not counted towards the quorum. The meeting was quorate.

Glynn Barton, Interim Chief Operating Officer was also unable to attend the meeting.

As the Chair was not present, and the Vice Chair was not counted toward the quorum, the Members in the room elected Seb Dance as the Chair for this meeting.

The Chair welcomed everyone to the meeting. The meeting was also being broadcast live to TfL's YouTube channel to ensure the public and press could observe the proceedings and decision making.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item or with the appropriate member of the Executive Committee after the meeting.

## **02/03/23    Declarations of Interests**

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://tfl.gov.uk), were up to date. It was noted that there had been one update since the last meeting. Dr Lynn Sloman MBE was no longer the Chair of the Welsh Government's Roads Review Panel, as that review had been completed.

There were no interests declared that related specifically to items on the agenda.

## **03/03/23    Minutes of the Meeting of the Committee held on 14 December 2022**

The minutes of the meeting of the Committee held on 14 December 2022 were approved as a correct record and the Chair was authorised to sign them.

## **04/03/23    Matters Arising and Actions List**

Andrea Clarke introduced the paper, which set out progress against actions agreed at previous meetings of the Committee.

**The Committee noted the updated actions list.**

## **05/03/23    Use of Delegated Authority**

Andrea Clarke introduced the item, which provided an update on the use of delegated authority in respect of matters within the Committee's remit.

Since the last meeting of the Committee on 14 December 2022, there had been no uses of specific authority delegated by the Board.

In addition to the use of Chair's Action to approve decisions at the last meeting as it was held online due to industrial action on the railways, there was one further use to report, omitted from the published paper in error.

As reported under the item on Air Quality and Environment Programme elsewhere on the agenda, on 31 January 2023, the Chair, in consultation with Members, approved additional Procurement Authority to vary the existing Business Operations and Enforcement Operations contracts with Capita Business Services Limited for the London-wide Ultra Low Emission Zone and Tunnel User Charging schemes. This followed the approval of related Programme and Project Authority on 14 December 2022 and the existing Financial Authority included in the Business Plan approved by the Board on 7 December 2022.

There had been two approvals of Procurement Authority requests by the Commissioner. These were in relation to: the East London Line Enhancements Surrey Quays Station Upgrade Works – Variation; and DLR Rolling Stock Replacement Programme - Beckton Depot Maintenance Facility Building, Southern Sidings and Temporary Fit Out Shed – Contract Award.

There had been no other authority approvals by the Commissioner nor the Chief Finance Officer. There had also been no Mayoral Directions to TfL within the Committee's remit.

**The Committee noted the paper.**

## **06/03/23      Investment Programme Report Quarter 3 2022/23**

Stuart Harvey and David Rowe presented the Investment Programme Report for Quarter 3 of 2022/23 (18 September to 10 December 2022), and the related exempt supplementary information on Part 2 of the agenda.

On the safety performance section of the report, it was highlighted that the overall performance levels during the quarter remained below the target (in respect of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR), lost time injuries and injuries). The team would continue to work with the Head of Safety to apply lessons learnt.

TfL had, this financial year, delivered 15 out of the 21 strategic milestones on time or early. Of those that were late, the new Cannon Street entrance at Bank station had now opened. The Four Lines Modernisation (4LM) signalling migration area (SMA) seven, between Becontree and Upminster on the District line, would be delivered later this month. The signalling section between Stepney Green and Becontree went live on 15 January 2023, completing the roll out of the new signalling system on the Hammersmith & City line. Work on the software development continued. Work also continued on SMA eight, which was a complex area of work. The team was carrying out a full 4LM programme review, which would be reported to the Committee in July 2023.

**[Action: Stuart Harvey]**

The target for completing the overhaul of Metropolitan line trains had slipped in Quarter 2, as well as the milestone for completing the phase one staff welfare improvement

works. TfL would continue to work to ensure both pieces of work were brought back on track.

On the DLR programme, the Committee noted the recent visit by the Mayor to the new Beckton depot, following the completion of the works. The new state of the art trains would undergo vigorous testing before being brought into operation and it was anticipated the manufacture of 12 trains would be completed by the end of the 2023/24 financial year. The contract for the maintenance facility building, and additional southern sidings, had now been awarded. TfL had also received confirmation from the Government in respect of the purchase of 11 additional trains, which were funded through the Housing Infrastructure Fund.

Since the previous meeting, the estimated final cost (EFC) of the Piccadilly line upgrade had increased by approximately £10m, due to inflation and increased costs of materials. The new trains were expected to be in service by summer 2025. The full impacts of the misalignment and possible mitigations (between the depot works and the train introduction timetable) were being worked through by TfL and Siemens. Good progress continued to be made with manufacturing the new trains to ensure the first train would be available for testing in summer 2023. A further update would be reported in Quarter 4.

**[Action: Stuart Harvey]**

On the Silvertown Tunnel, the tunnel boring machine had completed its first drive, and the second drive will be completed in summer 2023. Members welcomed the progress on the project.

Members noted the update on the Bank station capacity upgrade, included details of the Mayor's visit to mark the opening of the new Cannon Street ticket hall entrance, which would provide a range of benefits including step-free access. Members commended the changes to the station.

Works were progressing well with the procurement arrangements for the Elephant & Castle programme. Contracts had been awarded for the tunnel works and to explore options for the potential fit out.

David Rowe provided an update on the London Underground (LU) Enhancements Programme. The report highlighted several successes, including the good performance of the track renewals programme, in relation to the scorecard targets. Recent highlights also included the installation of new automated signalling points at Tower Hill, which would improve service during disruptions. The report also highlighted the work undertaken to adapt a Bakerloo line train to improve accessibility, which had involved fitting a new wheelchair bay to the train. This was a rolling plan and was welcomed by Members. David Rowe would provide an update to Members on the plans.

**[Action: David Rowe]**

The Central line fleet renewals work had entered the final stage. The works to stabilise the cuttings on the Central line were progressing well, in line with the schedule, and were due to be completed in May 2023. The work on Marylebone escalators was also nearing completion.

Good progress continued to be made with Surface Assets Programme.

The report also highlighted developments in relation to the Blackwall Tunnel southbound, including details of the planned approach to the refurbishment work. The contractor

arrangements would be confirmed in April 2023. For the Gallows Corner flyover, TfL would submit a final version of the outline business case to the Department for Transport (DfT), seeking a funding contribution for the refurbishment works through the Major Road Network Programme.

The London Borough of Hammersmith and Fulham was in the final stages of completing the work to make Hammersmith Bridge safe. TfL was now in receipt of the business case and in the process of reviewing this.

The Committee noted several other achievements, as set out in the report regarding the continued progress with: DLR lift replacements (noting that 80 per cent had now been completed) and the expansion of Surrey Quays station, as part of the Housing Infrastructure Programme funded upgrade works on the East London line. It was expected that the works would start later this year.

It was also noted that TfL was in the process of reviewing the tram modernisation plans, to replace the life-expired Bombardier CR4000 trams, including reviewing the next steps. Tram replacement was the preferred option, based on the strong business case set out in the report, and funding would be discussed with the DfT as part of TfL's long-term capital needs.

The Committee also received a summary of the developments in relation to technology and data, including details of the expansion of the Santander Cycle hire scheme.

An annual update on LU renewals would be brought to the Committee, following the consolidation of previous separate programmes into a single programme and alignment to the 2023 Business Plan. Members requested that this be submitted to the meeting in July 2023, to align the Programme and Project Authority to the EFC.

**[Action: David Rowe]**

The Committee welcomed the references in the report to the work on carbon savings. It was emphasised that details of the work should be included in the Quarterly Investment Programme Reports to the Committee. Consideration should continue to be given, possibly by the Independent Investment Programme Advisory Group, to good practices and how different parts of TfL were approaching the task of minimising carbon emissions and how lessons learnt could be applied. It was confirmed that TfL worked to apply good practices in relation to achieving the target of carbon zero and carried out carbon footprint assessments for all projects as part of the business case assessment.

The update on High Speed 2 (HS2) works was also highlighted, particularly the impact of the road closures. Members sought assurances on the overall objectives when reinstating footways and lanes and confirmation that a healthy streets perspective would be applied, for example in Euston Road. It was confirmed that TfL was working with partners and the London boroughs with the aim of developing plans consistent with providing healthy streets solutions. It was also noted that TfL was awaiting confirmation from HS2 regarding the removal of spoil from the site. TfL had made clear its view on the importance of the safety and environmental impacts and a decision had been deferred until March 2023. It was also confirmed that any decision regarding HS2, Euston and Old Oak Common and the creation of a terminus around the Elizabeth line, would be brought to the Committee.

Andy Lord thanked colleagues for their work on delivering the programmes over the year, particularly the work on the Bank station development, and completing two lines on the

4LM programme, while keeping services running. These were remarkable achievements given the complexity of these projects.

**The Committee noted the report and the exempt supplementary information on Part 2 of the agenda.**

## **07/03/23      Independent Investment Programme Advisory Group Quarterly Report**

James Norris introduced the paper, and the related exempt supplementary information on Part 2 of the agenda, setting out the Independent Investment Programme Advisory Group (IIPAG) quarterly report for March 2023 and the related exempt supplementary information on Part 2 of the agenda.

The report set out the work undertaken by IIPAG since the last report presented to the Committee in December 2022.

Alison Munro presented the Appendix summarising IIPAG's activities over the quarter. The group had undertaken a number of sub-programmes and project reviews, and had also previously completed a review of the London Underground Enhancements Programme. IIPAG had made no new cross-cutting recommendations but had highlighted common themes. These were around: resources constraints; the continuing need to encourage good programme planning and sufficient attention to risks around schedule; and the importance of teams providing a good account of project delivery compared to projections to this Committee.

IIPAG had also commented on three cross-cutting reports. Its review of the First and Second Lines of Defence had been completed and would be considered by the Audit and Assurance Committee in March 2023.

The group had also completed a review of the TfL International Benchmarking Report, which was scheduled to be submitted to the Audit and Assurance Committee. The Chair of IIPAG praised TfL on the ongoing activities in this area, including the work on gaining insights on carbon initiatives.

IIPAG's review of TfL's Procurement and Commercial Improvement Programme was scheduled to be submitted to the Finance Committee.

**The Committee noted the Independent Investment Programme Advisory Group's quarterly report and the exempt supplementary information on Part 2 of the agenda.**

## **08/03/23      TfL Project Assurance Update**

James Norris presented the paper, and the related exempt supplementary information on Part 2 of the agenda, which provided an update on the project assurance work undertaken between 13 November 2022 and 14 January 2023.

TfL Project Assurance had undertaken three programme reviews with the Independent Investment Programme Advisory Group (IIPAG) during the period, and seven project assurance reviews, with IIPAG involved in three of these. These reviews had resulted in a total of 33 recommendations. Of the 33 recommendations, the Project Assurance team had made 28 general recommendations (including one critical issue) and IIPAG had made five general recommendations (and raised no critical issues). The recommendations were all agreed with the respective project teams. The Project Assurance team had worked closely with teams to assist them to address the matters raised.

Section 5 of the report showed the number of open recommendations, the number that were overdue, and the number closed at the end of Period 6, Period 8 and Period 10 of 2022/23 respectively. There had been an increase in overdue recommendations by the end of Period 10.

In response to a question about the increase in open recommendations, it was thought that was partly due to resourcing issues. However, it was not unusual for a small number of recommendations to be overdue at any point in time and it was not uncommon for such peaks to occur at this Period 10 stage in the reporting cycle. A more recent assessment had shown a significant reduction in these overdue items.

**The Committee noted the report and the exempt supplementary information on Part 2 of the agenda.**

## **09/03/23      London Underground Enhancements Programme**

David Rowe and Bruno Carr presented the paper, which provided an update on the achievements and progress of the London Underground Enhancements Programme. The paper sought a reduction in Programme and Project Authority, due to cost reductions and efficiencies.

The paper set out the adjustments to the Programme and Project Authority and the third-party income from developments since the Programme was previously reported to the Committee in May 2021. The paper also provided details of the progress with schemes including step-free access (SFA).

TfL had made significant progress in making improvements to stations and meeting the Mayor's Transport Strategy (MTS) goals for step-free journey times. A briefing would be arranged for the Committee in May 2023 on the next stages, focusing on SFA

prioritisation. **[Action: David Rowe]**

Members recognised and welcomed the significant amount of progress that had been made with providing SFA. The importance of securing third-party funding for the projects was also noted. It was confirmed that the extent of future step-free schemes would be dependent upon the level of third-party funding and support that could be secured. In view of this, TfL would continue to work to seek to secure third party funding to achieve the maximum value for TfL investments and meet the aims in the MTS. Examples were provided of the ongoing activities with developers, to encourage them to provide improvements including SFA as part of developments.

The progress with securing SFA on the London Overground was also discussed, and the role of the National Rail Accessibility Fund (NRAF) in providing the funding for SFA. It

was noted about 65 per cent of London Overground stations were step-free and that funding for SFA was covered by the NRAF. TfL had made applications for works to 12 stations for additional funding, as part of the Levelling Up Funding scheme, and this would be progressed.

TfL were also mindful of the particular challenges in making certain stations step-free and, despite these, remained committed to ensuring the network was as accessible as possible.

Members suggested that TfL set out its ambitions for SFA (notwithstanding budget constraints). It was confirmed that the Members briefing would cover: the funding needed to achieve the MTS, the criteria for excess journey times, the results of the consultation with stakeholders on priorities and an update on SFA at London Overground stations, amongst other matters.

**The Committee noted the paper and approved a reduction in Programme and Project Authority to £584.6m to reflect the adjustments, income and transfer as described in the paper.**

## **10/03/23      Air Quality and Environment Programme**

David Rowe presented the paper, and the related exempt supplementary information on Part 2 of the agenda, on the Air Quality and Environment (AQE) Programme. The paper provided an update on the progress of projects since the previous submission to the Committee in March 2022 and provided a list of Programme and Project Authority agreed in 2022/23. The paper also summarised the planned delivery from March 2023 to the next annual submission to the Committee (scheduled for March 2024), as well as the challenges and opportunities for the year ahead.

**The Committee noted the paper and the exempt supplementary paper on Part 2 of the agenda and:**

- 1      approved additional Programme and Project Authority of £77m to support the delivery of the Air Quality and Environment (AQE) Programme for 2023/24 and 2024/25, bringing the total Programme and Project Authority for the AQE Programme to £954m; and**
- 2      approved additional Procurement Authority, in the sums requested in the exempt supplementary paper on Part 2 of the agenda, to extend the contracts with Capita Business Services Limited and Yunex (formerly Siemens Mobility) to continue activities in support of Road User Charging.**

## **11/03/23      Healthy Streets Programme**

Stuart Harvey and David Rowe presented the paper, and the related exempt supplementary information on Part 2 of the agenda. The paper sought additional authorities for the continuation of the Healthy Streets Programme, following confirmation of funding for Active Travel and Local Implementation Plans in the August 2022 Government funding agreement – and a subsequent £150m allocation in the TfL

Business Plan for 2024/25. It covered the schemes on TfL and borough roads. The paper included a request for unbudgeted Financial Authority to receive Greater London Authority funding, principally to accelerate the delivery of cycle hangers and cycle routes.

It was highlighted that good progress had been made in delivering the projects since the October 2022 approvals, including on the Old Street Roundabout project. The paper also provided details of the planned deliverables and milestones, and an evaluation of that scheme.

Members welcomed the update. It was noted that the map in the report provided an overview of the proposed TfL Road Network projects, and it was commented that this mostly centred on inner London areas. Members stated the importance of spreading the benefits of the programme to outer London. It was confirmed that TfL was working with partners to bring forward projects covering outer London areas, within the existing budget constraints. These included the Enfield Town Centre Liveable Neighbourhoods scheme and good progress was being made on the Heathrow to Croydon bus priority corridor.

A briefing for all Board Members would be held on the Programme, focussing on the wider package of healthy streets benefits, alongside the Ultra-Low Emission Zone, and including the active travel improvements. Further information would be provided on active travel routes in outer London on Local Authority routes. Further details of the budget for projects and the outcomes would also be provided as part of the briefing.

**[Action: Stuart Harvey and David Rowe]**

**The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda and:**

- 1 approved additional unbudgeted Financial Authority of £4.9m and Programme and Project Authority of £206m to support delivery of the Healthy Streets Programme, bringing the total Healthy Streets Programme and Project Authority to £737.8m over financial years 2020/21 to 2024/25; and**
- 2 noted that the Programme and Project Authority request above included an element to enable the completion of the Old Street Roundabout project, for the amount set out in the paper on Part 2 of the agenda.**

## **12/03/23 Technology and Data 2023/24 and 2024/25**

Shashi Verma presented the paper, and the related exempt supplementary information on Part 2 of the agenda, which sought funding for the Technology and Data Programme activities for 2023/24 and 2024/25.

The paper set out details of what the Programme had achieved over the previous 12 months, including several high-value projects within the investment portfolio. Most of the milestones had been fulfilled and the team had worked hard to address any slippages in meeting targets, mostly due to resourcing constraints including a shortage of hardware. Some of the key achievements were highlighted, including the improvements to the award-winning TfL Go app, and access to high-speed 4G and 5G-ready connectivity on the Underground.

The report also provided a summary of current and future projects.

**The Committee noted the paper and exempt supplementary information on Part 2 of the agenda and:**

- 1 approved in respect of the Technology and Data Programme an increase in Programme and Project Authority of £0.4m in financial year 2023/24 (increasing the total to £103.3m) and additional Programme and Project Authority of £100.7m in financial year 2024/25 resulting in total Programme and Project Authority increase of £101m (excluding the sums requested in paragraphs (2) and (3) below;**
- 2 in addition to the sums requested in paragraph (1) above, approved an extension to the Programme and Project Authority for Project Hina, as described in the paper, providing an additional £47.7m on top of the existing £53.76m Programme and Project Authority to cover the full five years available up until financial year 2026/27 plus approved £24.9m of unbudgeted Financial Authority for financial year 2026/27 which is outside of the current Business Plan period;**
- 3 in addition to the sums requested in paragraph (1) above, approved £20m unbudgeted Financial Authority and Programme and Project Authority for the Barcodes Acceptance project, as described in the paper, for financial years 2023/24 and 2024/25. This project had not been budgeted because the project was new and funds would be provided by the Department for Transport;**
- 4 in addition to the sums requested in paragraph (1) above, approved Programme and Project Authority income of £25.4m and unbudgeted Financial Authority income of £24.1m for Barcodes Acceptance project (£20m) and other project income;**
- 5 noted that the matters for which Programme and Project Authority was sought above include commitments that extended beyond the period of the Business Plan and Budget noted by the Board on 7 December 2022 and provision would, therefore, need to be made for those commitments in future Business Plans and Budgets; and**
- 6 noted that Procurement Authority for the various projects in the Programme described in the paper would be sought at officer level in accordance with Standing Orders.**

### **13/03/23 Expanding Pay As You Go on Rail in the South East**

Shashi Verma presented the paper, and the related exempt supplementary information on Part 2 of the agenda, which set out the request for unbudgeted Financial Authority and Programme and Project Authority required to expand Pay As You Go (PAYG) on Rail in the South East.

This project was an initiative of the Department for Transport (DfT) to expand the acceptance of contactless PAYG to suburban rail services across South East England. The paper also set out TfL's plans to deliver the project in two phases: the D1 phase, to

expand adult travel PAYG; and the D2 phase, to provide discounted PAYG travel for National Rail concessionary customers.

Members noted the benefits of the project. It was also confirmed that the expansion of PAYG across the South East would be entirely funded by the DfT.

TfL Project Assurance had conducted an interim Project Assurance Review in November and December 2022 and were satisfied with the management response to the issues raised.

**The Committee noted the paper and exempt supplementary information on Part 2 of the agenda and:**

- 1 approved unbudgeted Financial Authority for the receipt and expenditure of grant funding from the Department for Transport of up to £68.67m for the remainder of financial year 2022/2023 and financial years 2023/24 to 2024/25;**
- 2 approved Programme and Project Authority of £68.67m for remainder of financial year 2022/23 and financial years 2023/24 and 2024/25; and**
- 3 noted that Procurement Authority would be sought at officer level in accordance with Standing Orders**

### **14/03/23 Members' Suggestions for Future Discussion Items**

Andrea Clarke introduced the current forward plan for the Committee. The requests for further items would be added to the plan.

A Member noted that the Safety, Sustainability and Human Resources Panel had reviewed the list of items in their forward plan to prioritise work to focus on strategic issues and the Members had found this helpful.

**The Committee noted the forward plan.**

### **15/03/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

### **16/03/23 Date of Next Meeting**

The next scheduled meeting of the Committee would be held on Wednesday 17 May 2023 at 10:00am.

### **17/03/23 Exclusion of the Press and Public**

**The Committee agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972**

**(as amended), when it considered the exempt information in relation to the items on: Investment Programme Report Quarter 3 2022/23; Independent Investment Programme Advisory Group Quarterly Report; TfL Project Assurance Update; Air Quality and Environment Programme; Healthy Streets Programme; Technology and Data 2023/24 and 2024/25; and Expanding Pay As You Go on Rail in the South East.**

The meeting closed at 12.30pm.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_

## Programmes and Investment Committee



**Date:** 17 May 2023

**Item:** Matters Arising and Actions List

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**This paper will be considered in public**

### **1 Summary**

- 1.1 This paper informs the Committee of progress against actions agreed at previous meetings.

### **2 Recommendation**

- 2.1 The Committee is asked to note the Actions List.

#### **List of appendices to this report:**

Appendix 1: Actions List

#### **List of Background Papers:**

Minutes of previous meetings of the Programmes and Investment Committee.

Contact Officer: Howard Carter, General Counsel  
Email: [HowardCarter@tfl.gov.uk](mailto:HowardCarter@tfl.gov.uk)

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## Programmes and Investment Committee Action List (reported to the meeting on 17 May 2023)

Actions from the meeting held on 1 March 2023.

Minute No.	Description	Action By	Target Date	Status note
06/03/23 (1)	<b>Investment Programme Report – Quarter 3, 2022/23: Four Lines Modernisation (4LM)</b> The team is carrying out a full 4LM programme review, which would be reported to the Committee in July 2023.	Stuart Harvey	July 2023	A paper is on the Forward Plan for the 19 July 2023 Committee meeting.
06/03/23 (2)	<b>Investment Programme Report - Quarter 3 2022/23: Piccadilly Line Upgrade</b> A further update would be reported in Quarter 4.	Stuart Harvey	October 2023	A paper is on the Forward Plan for the 5 October 2023 Committee meeting.
06/03/23 (3)	<b>Investment Programme Report – Quarter 3 2022/23: Bakerloo line accessibility adoptions</b> The rolling plan was welcomed by Members. David Rowe would provide an update to Members on the plans.	David Rowe	May 2023	<b>Completed.</b> All planned station works, including the provision of humps and manual ramps, are now complete, with the full fleet of 36 trains due for completion by August 2025.

Minute No.	Description	Action By	Target Date	Status note
<b>06/03/23 (4)</b>	<b>Investment Programme Report - Quarter 3 2022/23: Infrastructure renewals</b> An annual update on London Underground renewals would be brought to the Committee, following the consolidation of previous separate programmes into a single programme and alignment to the 2023 Business Plan. Members requested that this be submitted to the meeting in July 2023, to align the Programme and Project Authority to the estimated final cost.	David Rowe	July 2023	An update on the prioritisation and funding allocations for infrastructure renewals in line with the 2023 Business Plan was provided to Members on 1 March. Programme and Project Authority requests from May 2023 onwards will also be aligned with the 2023 Business Plan.
<b>06/03/23 (5)</b>	<b>Investment Programme Report - Quarter 3 2022/23: Asset investments</b> An update on asset investments would be brought to the next meeting.	David Rowe	May 2023	<b>Completed.</b> The Quarter 4 update is on the agenda for this meeting, together with the annual approval paper for the Surface Assets Renewal Programme.
<b>09/03/23</b>	<b>London Underground Enhancements Programme: Step-Free Access (SFA)</b> A briefing would be arranged for the Committee in May 2023 on the next stages, focusing on SFA prioritisation.	David Rowe	May 2023	<b>Completed.</b> Members briefing scheduled to take place on 17 May 2023.

Minute No.	Description	Action By	Target Date	Status note
11/03/23	<b>Healthy Streets Programme</b> A briefing for all Board Members would be held on the Programme, focussing on the wider package of healthy streets benefits, alongside the Ultra Low Emission Zone (ULEZ), and including the active travel improvements. Further information would be provided on active travel routes in outer London on Local Authority routes. Further details of the budget for projects and the outcomes would also be provided as part of the briefing.	Stuart Harvey/ David Rowe	May 2023	<b>Completed.</b> Members briefing on TfL Corporate Strategy and ULEZ held on 4 May 2023. Active travel routes and budgets for projects would be discussed as part of the next cycle of business planning.

#### Actions from previous meetings of the Committee

Minute No.	Description	Action By	Target Date	Status note
72/12/21 (1)	<b>Investment Programme Report – Quarter 3, 2021/22: Value for money and Benefit-Cost Ratios</b> The Committee asked that, where available, the value for money (VfM) calculations be included in future reports and, in instances where a project has been descoped, it be shown how that increased the VfM and how the Benefit Cost Ratio has changed.	Stuart Harvey/ David Rowe	May 2023	<b>Completed.</b> This information will be included in the Quarterly reports from Quarter 1 2023/24.
56/10/22 (2)	<b>Investment Programme Report - Quarter 1 2022/23: Applying Lessons Learnt</b> It was agreed that the Committee would receive an update on the lessons learned from recently completed successful projects.	Stuart Harvey	May 2023	<b>Completed.</b> A paper is on the agenda for this meeting.

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## Programmes and Investment Committee



**Date:** 17 May 2023

**Title:** Use of Delegated Authority

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### This paper will be considered in public

## 1 Summary

- 1.1 This is a standing item on the agenda to inform the Committee of any use of delegated authority by the Committee, through Chair's Action, or of Procurement Authority and Programme and Project Authority (in respect of matters within the Committee's remit) granted by the Commissioner and the Chief Finance Officer in accordance with delegated authorities under TfL's Standing Orders since the last meeting of the Committee. The paper also provides information on Mayoral Directions to TfL within the Committee's remit.
- 1.2 Since the last meeting of the Committee, on 1 March 2023, there have been:
- (a) no use of specific authority delegated by the Board;
  - (b) no use of Chair's Action;
  - (c) no approvals of Programme and Project Authority by the Commissioner nor by the Chief Finance Officer;
  - (d) no approvals of Procurement Authority by the Commissioner nor by the Chief Finance Officer; and
  - (e) no Mayoral Directions within the Committee's remit.
- 1.3 A similar report is submitted to the Finance Committee and the Land and Property Committee in respect of the use of Chair's Action and of Authorities granted by the Commissioner and the Chief Finance Officer and of relevant Mayoral Directions that fall within the remit of those Committees.

## 2 Recommendation

- 2.1 **The Committee is asked to note the paper.**

## 3 Use of authority delegated by the Board

- 3.1 There has been no use of authority delegated by the Board since the last meeting of the Committee.

## 4 Use of Chair's Action

- 4.1 Under Standing Order 113, in situations of urgency, the Board delegates to each of the Chair and the Chairs of any Committee or Panel the exercise of any

functions of TfL on its behalf, including the appointment of Members to Committees and Panels. Any use of Chair's Action is reported to the next ordinary meeting.

- 4.2 There has been no use of Chair's Action since the last meeting of the Committee:

## **5 Programme and Project Authority Approvals**

- 5.1 To enable an appropriate level of governance, processes are in place for the authorisation, control and reporting of projects.
- 5.2 Programme and Project Authority will normally be granted by the Committee for all programmes and projects as part of the defined Programmes within the overall Investment Programme. Where individual programmes or projects have a value in excess of £50m and have not already received full approval as part of a Programme, requests will be submitted to the Committee for consideration. Those programmes and projects with an estimated final cost of £50m or below, which have been approved by the Commissioner or the Chief Finance Officer, will be reported to subsequent meetings of the Committee.
- 5.3 Where the main contract has not yet been awarded, the Financial Authority and Estimated Final Cost may not be stated because they are commercially confidential.

### **Approvals by the Commissioner and Chief Finance Officer**

- 5.4 Since the last meeting of the Committee, neither the Commissioner nor the Chief Finance Officer has approved any Programme and Project Authority requests within the Committee's remit.

## **6 Procurement Approvals**

### **Approvals by the Commissioner and Chief Finance Officer**

- 6.1 Since the last meeting of the Committee, neither the Commissioner nor the Chief Finance Officer has approved any Procurement Authority requests within the Committee's remit.

## **7 Mayoral Directions to TfL**

- 7.1 The Greater London Authority (GLA) Act 1999 (as amended) permits the Mayor to issue to TfL general directions as to the manner in which TfL is to exercise its functions or specific directions as to the exercise of its functions (or not to exercise a power specified in the direction). Directions are also often made in relation to the implementation of matters in respect of which the Mayor delegates statutory powers to TfL.
- 7.2 The Mayor makes Mayoral Directions through Mayoral Decisions. Papers for Mayoral Directions set out the financial and other implications. If those implications change over time, that will be reported to the GLA.
- 7.3 All Mayoral Decisions are issued in writing, with the information that is not exempt from publication included on the GLA's Decisions Database on its website:

<https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decisions?order=DESC>.

- 7.4 Mayoral Directions fall into three broad categories: those addressing technical issues relating to statutory powers; those related to commercial development activities; and those related to projects and programmes. Mayoral Directions relating to TfL are reported to the Board's Committees for discussion as soon as possible after they are received by TfL or published. Regular reports will list the relevant Directions for as long as they are applicable.
- 7.5 Annually the Audit and Assurance Committee considers the list as part of its consideration of the annual audit plan to ensure that appropriate audit resource is applied to assurance on TfL's work in implementing Mayoral Directions. This will also be kept under review at each quarterly meeting of that Committee.
- 7.6 A summary of current Mayoral Directions to TfL is maintained on the [How we are governed](#) page on our website, with links to the relevant Mayoral Decisions. That page will be updated as and when further Directions are made.
- 7.7 Mayoral Directions to TfL related to projects and programmes are reported to this Committee. There have been no Mayoral Directions to TfL within the Committee's remit since the last meeting.

**List of appendices to this report:**

None

**List of Background Papers:**

None

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## Programmes and Investment Committee



**Date:** 17 May 2023

**Item:** Investment Programme Report – Quarter 4: 2022/23 Summary

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**This paper will be considered in public**

### **1 Summary**

- 1.1 The purpose of this paper is to update the Committee on the progress of specific achievements ahead of the full quarterly report to the meeting of the Committee in July 2023.
- 1.2 A paper is included on Part 2 of the agenda which contains exempt supplemental information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

### **2 Recommendation**

- 2.1 **The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.**

### **3 Major Projects**

#### **Four Lines Modernisation**

We continue to make progress on the programme, which is delivered by progressively installing new signalling on sections of the railway called signal migration areas (SMAs).

Following our successful commissioning of the signalling section between Stepney Green to Becontree, SMA6, on 15 January, the signalling section between Dagenham East and Upminster, SMA7, went live on 19 March. This is another significant achievement for the programme as it extends the roll-out of the new signalling system on the District line, completes automatic running on the east of the railway, and connects the first depot to the network.

The area now operating under the new signalling contains 62 stations and four complex junctions, including the full Circle and Hammersmith & City lines. For comparison purposes, the Jubilee line has 27 stations. This means that two of the four sub-surface lines (and around 57 per cent of the Tube network in total) is now operated by an automatic signalling system.

Our focus is now moving to software development for future SMAs covering the Metropolitan line north of Finchley Road. Over the Easter weekend we undertook successful testing of the new signalling between Finchley Road and Preston Road (SMA8).

## **Silvertown Tunnel**

The Tunnel Boring Machine (TBM) reached the rotation chamber in the Greenwich site on 15 February 2023, completing the tunnelling of the first bore, which was a significant milestone for the project. Work is now underway to rotate the TBM within the rotation chamber, which is an innovative and complex process. This will lead to the commencement of the tunnelling of the second bore in June 2023.

## **Bank Station Capacity Upgrade**

The new street-level entrance on Cannon Street was officially opened by the Mayor of London on 27 February. This includes six further escalators between street level and the Northern line platform level, step-free access to the Northern line for the first time and improved step-free access to the DLR via new lifts. This completes the transformation of Bank Station which is a significant milestone.

## **DLR rolling stock replacement programme and systems integration (includes Housing Infrastructure Fund)**

### **Beckton depot and network infrastructure**

At Beckton, critical works to complete the Northern Sidings works are underway with possessions to bring the sidings into use being planned for mid-2023.

The improvements at Beckton Depot are an integral part of the new DLR train programme. Improved maintenance facilities ensure a continued reliable service for customers.

Following the award of the contract for the maintenance facility building and southern sidings our contractor has now mobilised to site.

We have awarded the contract for the design and build for a second entrance at Blackwall station which is essential for unlocking the full fleet roll out.

- Additional stabling provides safe storage for a growing fleet of DLR trains
- Improvements at the depot form part of larger programme that will see 54 new, state-of-the-art trains start to enter service from 2024

These new, state-of-the-art trains will feature a walk-through design, latest audio and visual real-time travel information, air conditioning and mobile device charging points. Thirty-three of the new trains will replace some of oldest rolling stock, which are more than 30 years old and coming to the end of their design life, while 21 additional trains will boost capacity across the DLR network.

### **Housing Infrastructure Funding**

We have received confirmation from the Government to activate an option to purchase eleven additional trains which are funded through the Housing

Infrastructure Fund. This will provide additional capacity and unlock further housing benefits in the Royal Docks and Isle of Dogs. We are currently finalising negotiations with the supplier for the delivery of these trains.

## **Piccadilly Line Upgrade**

### **Rolling Stock**

In January, Siemens Mobility completed all works at the test track in Wildenrath in Germany, including installation of third and fourth rail power upgrades and building of a platform for one-person operation. Testing will start on the track to ensure all upgrades are functioning correctly ahead of the first train arriving there for dynamic testing in the summer.

In March, the first-in-type driving motor car body shell was completed by Siemens. The car body is now ready to enter the painting process. This keeps us on target for the first train to be completed and transferred to the test centre in Wildenrath to start commissioning tests this autumn.

### **One Person Operation CCTV**

In February we delivered 22 out of 44 power connections in the communication equipment room, a significant step towards enabling train and platform CCTV to be installed. This marks the completion of 50 per cent of planned installations. Once completed, this work will enable the one-person operation and off-train communications equipment to be installed. One person operation CCTV is a safety related system that allows the train operator to view passengers along the platform at the interface with the train.

### **Depots and stabling**

Enabling works continue at Northfields and Cockfosters depots to prepare for the start of major upgrades to provide maintenance facilities for the new trains.

As outlined in our Investment Programme Report Quarter 3 2022/23, the depots concept designs had to be updated as the original wheel lathe design could not be delivered. The programme delays from this have caused knock-on impacts to the depot's migration plan with this now misaligned to the train introduction dates and migration strategy. The team are continuing to work through ways of potentially mitigating this issue and the resultant schedule and cost impacts.

## **4 London Underground**

### **Train Systems**

#### **Key successes this quarter**

Across all lines there has been sustained strong performance of routine works in track and fleet overhauls, delivering to plan and meeting strategic milestones. In addition, the Central Line Improvement Programme (CLIP) had a major success in achieving full design sign-off for the very complex multi-system renewals work. Our drive to reduce the environmental impact of our train systems continues; the CLIP design sign-off includes LED lighting and a new power system that reduces energy consumption, delivering regenerative energy back to the network. We have also

delivered LED lighting on 16 Bakerloo line trains, with further trains due to be completed in 2023/24.

## **Infrastructure Renewals**

### **Key successes this quarter**

Plaistow substation roof replacement project has installed the new roof to replace the old one containing asbestos and is 5 months ahead of programme due to strong project management. This was achieved within the agreed Project Authority and with a £200k saving to budget. We have also seen positive progress on the rolling renewals programmes, with communication systems renewals completed at King's Cross St. Pancras and two further Jubilee line escalator refurbishments delivered to plan. In addition, there has been significant progress on survey work to facilitate further delivery in 2023/24.

## **Enhancements**

### **Step-free access**

We have secured third-party funding to support the design of an improved step-free scheme at Hounslow West and delivery of additional step-free access to King's Cross St. Pancras station on the south side of Euston Road.

Following the publication of our step-free access consultation, we are continuing the process to develop a prioritised list of different step-free options, including which stations we carry forwards to feasibility. This takes into account the results of the consultation as well as funding considerations and complexity of schemes. This work will be delivered during 2023/24.

### **Colindale**

Following the announcement in January that the GLA was successful in securing funding from the Government's Levelling Up Fund, we are undertaking a refresh of the project's business case for approval by the DfT to make this agreement unconditional. We are undertaking updates to the programme/closure requirements and the associated pre-construction and internal governance processes, ahead of getting project authority to proceed with letting the construction contract. Work is programmed to commence on site in early 2024.

### **Leyton**

Following the announcement in January that the GLA was successful in securing funding from the Government's Levelling Up Fund, we are undertaking a refresh of the project's business case for approval by the DfT to make this agreement unconditional. The concept design has been accepted on time and to budget, and subsequently Stage Gate 3 approved. Contract award for detailed design with Early Contractor Involvement to deliver a construction ready scheme will be let in Q1 2023/24 with planned completion by Q4 2023/24.

## **List of appendices to this report:**

Exempt supplementary information is included in a paper on Part 2 of the agenda.

**List of Background Papers:**

None

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## Programmes and Investment Committee



**Date:** 17 May 2023

**Item:** Independent Investment Programme Advisory Group  
Quarterly Report

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**This paper will be considered in public**

### **1 Summary**

- 1.1. This paper presents the Independent Investment Programme Advisory Group (IIPAG) quarterly report for May 2023. It describes the work undertaken since the last report presented to the Committee in March 2023.
- 1.2. A paper is included on Part 2 of the agenda which contains exempt supplemental information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

### **2 Recommendation**

- 2.1 **The Committee is asked to note the Independent Investment Programme Advisory Group's quarterly report and the exempt supplementary information on Part 2 of the agenda.**

### **3 IIPAG Quarterly Report**

- 3.1 Under its Terms of Reference, IIPAG is required to produce quarterly reports of its advice on strategic and systemic issues, logs of progress on actions and recommendations, and the effectiveness of the first and second lines of project and programme assurance. IIPAG's quarterly report for March 2023 is included as Appendix 1 to this paper.
- 3.2 TfL welcomes the work IIPAG are doing on cross cutting reviews and will provide the necessary management responses to recommendations made.

#### **List of appendices to this report:**

Appendix 1: Independent Investment Programme Advisory Group - Quarterly Report May 2023.

Exempt supplementary information is included in a paper on Part 2 of the agenda.

#### **List of Background Papers:**

None

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### Independent Investment Programme Advisory Group – Quarterly Report May 2023

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#### 1. Introduction

- 1.1. This report to the Committee describes the Independent Investment Programme Advisory Group (IIPAG) activities in February 2023 – March 2023. We have made no new strategic recommendations.

#### 2. IIPAG Activity

- 2.1. This has been a quiet period, and we have undertaken only one sub-programme review, for Surface Assets. We have also continued to engage with the Four Lines Modernisation (4LM) project.
- 2.2. Appendix 1 (Part 2 only) summarises the key points from the Surface Assets review. The accompanying paper from Project Assurance describes management progress in implementing IIPAG's recommendations.
- 2.3. Given the small number of reviews, we do not draw out any new recurring themes this quarter.

#### 3. Progress with Cross-cutting Work

- 3.1. Since our last report we have completed our regular review of TfL Benchmarking and our update review of the Procurement and Commercial Improvement Programme. These were presented to Audit and Assurance Committee and Finance Committee respectively in March.
- 3.2. We are beginning two new reviews, the first on the delivery of renewals, and the second on the effectiveness of the Project Pathway Gate process. We expect interviews to start in April 2023 for both of these.

Alison Munro  
Chair, IIPAG

March 2023.

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## Programmes and Investment Committee

Date: 17 May 2023

Item: TfL Project Assurance Update



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**This paper will be considered in public**

### 1 Summary

- 1.1 This paper provides an update on the project assurance work undertaken between 14 January and 31 March 2023. One programme review was undertaken during this time, with the Independent Investment Programme Advisory Group (IIPAG) involved in the review. In the same timeframe 13 project assurance reviews were undertaken, with IIPAG involved in six of these.
- 1.2 These reviews gave rise to a total of 46 recommendations being made, of which three were considered to be critical issues. Critical issues are those that the TfL Project Assurance team or IIPAG believe should be addressed before projects proceed to the next stage.
- 1.3 A paper is included on Part 2 of the agenda which contains exempt supplemental information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

### 2 Recommendation

- 2.1 **The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.**

### 3 Background

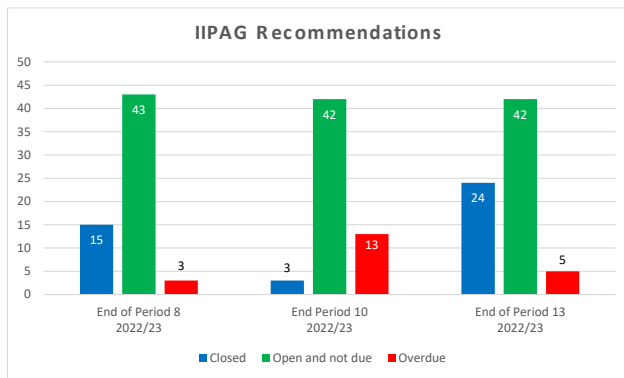
- 3.1 This TfL Project Assurance update provides the Committee with a summary of the second line assurance, provided by TfL's Project Assurance team, and third line assurance, provided by IIPAG.

### 4 Summary of Project Assurance Activity

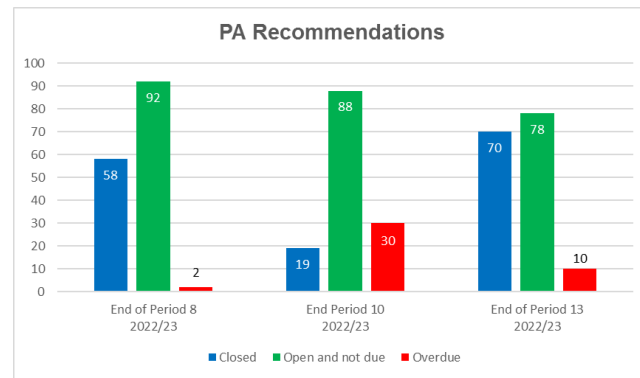
- 4.1 From the reviews undertaken, TfL Project Assurance made 34 general recommendations and raised three critical issues, with all of these being agreed with the project teams concerned.
- 4.2 IIPAG made nine general recommendations and raised no critical issues. The recommendations were all agreed with the respective project teams.

### 5 Status of IIPAG and Project Assurance Recommendations

- 5.1 The following graphs show the number of open recommendations, the number that are overdue, and the number closed at the end of Period 8, Period 10 and Period 13 of 2022/23 respectively.

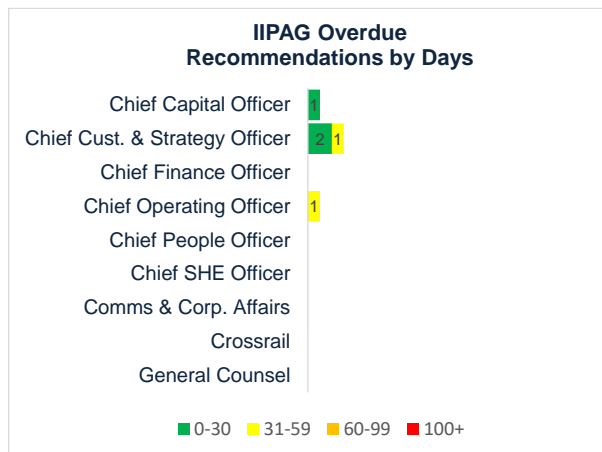


**Figure 1: IIPAG Recommendations**

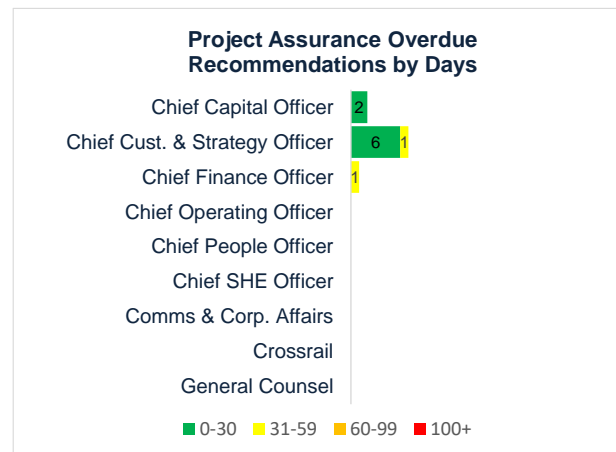


**Figure 2: Project Assurance Recommendations**

5.2 The following graphs show the length of time that the overdue Project Assurance and IIPAG recommendations have been overdue by, as at the end of Period 13 (ending 31 March 2023), and the Chief Officer area responsible for addressing the recommendations.



**Figure 3: Overdue IIPAG Recommendations**



**Figure 4: Overdue Project Assurance Recommendations**

### List of appendices to this paper:

Exempt supplementary information is included in a paper on Part 2 of the agenda.

### List of background papers:

None

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## Programmes and Investment Committee



**Date:** 17 May 2023

**Item:** Surface Asset Renewals Programme

**This paper will be considered in public**

### 1 Summary

	Existing  Financial Authority (to 2025/26)	Forecast  Forecast 2020/21 to 2027/28	Existing Programme and Project Authority	Additional Programme and Project Authority Requested (to end 2025/26)	Total Programme and Project Authority (to end of 2025/26)	Programme and Project Authority to be Requested in future years
<b>Gross</b>	£700m	£955m	£494m	£109m	£603m	£352m
<b>Income</b>	-£41m	-£57m	-£24m	-£11m	-£35m	-£22m
<b>Net</b>	£659m	£898m	£470m	£98m	£568m	£330m

**Table 1 – Summary**

- 1.1 This paper sets out the request for Programme and Project Authority for the continuation of the Surface Asset Renewals Programme (the Programme) for the full delivery planned in 2023/24 and a proportion of the spend through to the end of 2025/26. The Programme maintains the safety, operability and reliability of highway, traffic, bus, coach and river assets through a prioritised programme of planned and reactive renewals.
- 1.2 The Programme is made up of multiple projects and programmes that deliver essential asset renewals, managing the state of good repair to provide a safe and operable network.
- 1.3 The level of investment planned has increased since the coronavirus pandemic but remains significantly below that required, up to 50 per cent lower on some asset types, to remove the backlog of renewals and maintain service levels. As a result, it has been necessary to defer several major renewals schemes which are not covered by the current investment profile. This will result in asset condition deterioration, an increased likelihood of network restrictions and increased operational expenditure, and an increasing backlog of works. The increased backlog will place additional pressure on future years budgets as the assets deteriorate further and require more extensive, and therefore more expensive, repairs. We continue to work with the Department for Transport to seek the additional funding required for major renewals including opportunities through the Major Road Network Programme.
- 1.4 In May 2022, the Committee approved the extension and re-phasing of existing Programme and Project Authority through to the end of 2024/25. No additional authority was required reflecting the reduced investment. This request seeks approval for increased Programme and Project Authority of £109m, which will

cover the full delivery planned in 2023/24 and a percentage of the delivery planned in the years through to the end of 2025/26.

1.5 The focus of this paper is to:

- (a) present the Programme's achievements since the previous submission in May 2022;
- (b) summarise the financial allocations by main asset types and projects for 2023/24 and the associated outputs; and
- (c) provide assurance to the Committee on the progress of the Programme.

1.6 It is proposed to amalgamate the Programme with other renewal activity (e.g. DLR Renewals, London Overground Renewals etc) to form a new Streets, Bus and Rail and Sponsored Services Renewals Programme. This is subject to approvals as requested in the Investment Programme Structure Review paper elsewhere on the agenda

1.7 The Programme will return annually to the Committee for authority approval.

## **2 Recommendations**

2.1 The Committee is asked to note the paper and:

- (a) **approve increased Programme and Project Authority of £109m, which will apply through to the end of 2025/26 increasing the total Programme and Project Authority to £603m; and**
- (b) **note that Procurement Authority in respect of the various elements of the Surface Transport Assets Programme will be sought at officer level in accordance with Standing Orders.**

## **3 Background**

### **Strategic Context**

3.1 The Mayor's Transport Strategy (MTS) has three key themes: healthy streets and healthy people; a good public transport experience; and new homes and jobs. Action plans have been produced that detail the activities to achieve these objectives, including for Walking, Cycling, Freight & Servicing and Vision Zero. Maintaining a state of good repair of our Surface assets is key to delivering all these plans, as almost all journeys on London's transport system start or finish on the road network. This is particularly important in terms of road safety for users of the network and supporting local trips and active travel.

3.2 A prioritisation framework for all of TfL's capital renewals investment has been used to determine the Programme's budget, comparing the priorities against those in other programmes and networks. The framework uses six Asset Management Objectives (AMOs) aligned to business objectives. The AMOs are safety, service, customer and staff, environment, capacity and growth, and finance. Current Levels of Service against the AMOs are established and future forecasts are established through the investment modelling using the scenarios outlined in section 5 below.

- 3.3 The Programme's budget was substantially reduced in 2018/19 and 2019/20 as a consequence of the Government removing TfL's revenue grant in 2018. The funding was planned to return to steady state levels from 2020/21 however, due to the impact of the safe stop and revised ways of working associated with coronavirus pandemic, investment reduced to 79 per cent of original planned levels for 2020/21 (from the planned £122m to £97m). Investment was also reduced in 2021/22 from £184m to £122m to reflect the available funding.
- 3.4 The Programme's budget for 2023/24 remains at a similar level to the initial 2022/23 budget of £90m to ensure it is affordable within the overall £725m allocation from the budget for capital renewals across all of TfL.
- 3.5 The Programme includes 16 major renewals, for example, Rotherhithe Tunnel, to address the high priority asset risks. The required funding to address all of these is significant (up to £500m through to 2027/28) and not all planned activity will be affordable with significant peaks in investment forecast from 2024/25. Securing alternative funding, for example through the Department for Transport's Major Road Network Programme will help to manage these cost pressures. However, even with additional funding opportunities, decisions will be required to defer major renewal projects resulting in an increased risk of network disruption and asset restrictions.

### **Road, bus and river assets**

- 3.6 The assets covered by this paper include TfL roads and footways, bus and coach stations, bus stops and shelters, river assets, Woolwich Ferry, traffic signals, bridges, tunnels, street lighting, drainage and trees. The Programme also covers the Local Implementation Plan funding for borough principal road resurfacing and borough bridge strengthening.

### **Environmental objectives**

- 3.7 The Programme contributes to positive environmental benefits through avoiding asset failure and therefore the resulting congestion, longer journeys and associated environmental dis-benefits. The Programme also delivers renewals that improve TfL environmental performance by seeking to deliver construction activity and ongoing operations that minimises environmental impacts. The core objective of the Programme is to support a safe and operable network therefore, due to constrained budgets, the type and extent of environmental benefits achieved will be limited without additional funding. Examples of where the Programme delivers environment benefits include:
- (a) all lighting renewals will be LED;
  - (b) carbon modelling completed for all structures projects;
  - (c) proactive retrofitting of LEDs on bus shelter, traffic signals and street lighting;
  - (d) planting of additional trees and shrubs, where appropriate; and
  - (e) building renewal projects will maximise opportunities to improve environmental performance, such as through the provision of green roofs, solar panels and heat pumps.

## Asset duties and responsibilities

- 3.8 TfL, as the highway authority for the Transport for London Road Network, has a statutory duty under the Highways Act 1980 to maintain the public highway. The Traffic Management Act 2004 places a duty on TfL to 'manage the road network with a view to securing and facilitating the expeditious movement of people and goods', which includes the provision and maintenance of assets (e.g. traffic signals) that support this activity. TfL also follows the duties under the Road Tunnel Safety Regulations 2007 for the safe management and operation of road tunnels and the Greater London Authority Act 1999 to act as the Traffic Authority for traffic signal assets.

## Maintaining assets in a State of Good Repair

- 3.9 State of Good Repair (SOGR) describes the condition in which TfL seeks to maintain assets to provide a safe and reliable network that minimises whole life costs and, where appropriate, meets customer expectations. The SOGR is based on industry standard condition measures which differ by asset type, for example the standard that describes the condition of a bridge is different to the condition for carriageways. Where the SOGR is below the preferred range it reflects the need for renewals investment to deliver a reliable network and reduce the risk of restrictions and closures.
- 3.10 Each asset has a target SOGR range, with examples shown in Table 2 below. The table also includes the current SOGR, which shows the condition for most asset groups is already below the accepted range. The SOGR is expected to deteriorate further in 2023/24 due to the budget constrained funding scenario with the consequence that there will be increased likelihood of assets being restricted or taken out of service to maintain safety.

**Table 2: State of Good Repair ranges**

Asset	SOGR target range (per cent)		Current SOGR
Carriageway	High volume of cyclists	93 to 96	tbc
	Low volume of cyclists	90 to 93	tbc
	Overall	92 to 95	87
Footway	>92		93
Bridges	88 to 92		88*
Street lighting	90 to 95		75**

\* The bridges SoGR for 2022/23 is not currently available as inspections are still ongoing and the figure provided is for 2021/22

\*\* The methodology for calculating the SoGR for street lighting has been amended to better reflect the condition of the assets and assumes poor condition where data is missing or erroneous. Work is ongoing to inspect all assets with missing data and we expect this metric to increase as a result. The SoGR for 2021/22 was 89 per cent.

3.11 Details of how SOGR is measured and calculated are provided in Appendix 1.

### Impact on Operations

3.12 The two-year reduction in asset renewals in 2018/19 and 2019/20 and continued reduced investment has increased the number of temporary closures and interim measures on the network to ensure we maintain safety. This has placed substantial pressure on maintenance budgets and increased the risk of reputational damage to TfL and customer dissatisfaction. Table 3 below sets out the implications in terms of direct TfL costs. However, there are also larger societal costs in terms of additional congestion, increased journey times and reduced reliability.

**Table 3: Interim Measures and Associated Costs**

Year	Assets with Interim Measures	Annual Cost of Interim Measures	Cost of Reactive Safety works	Total Cost	Estimated delay cost
2016/17	24	£451k	£115k	£566k	Not measured
2017/18	26	£556k	£410k	£966k	
2018/19	39	£702k	£1,369k	£2,071k	
2019/20	43	£2,496k	£1,440k	£3,936k	
2020/21	48	£2,500k	£2,381k	£4,881k	
2021/22	54	£2,900k	£3,330k	£6,200k	£35,890k
2022/23	60	£3,200k	£5,814k	£9,014k	
2023/24*	65	£4,100k	£7,485k	£11,585k	

\* forecast based on 23/24 capital renewals funding

3.13 Interim measures are specific to the asset type and form of deterioration, but typically could include speed restrictions, weight or width restrictions, lane closures or even carriageway or road closures. All of these restrictions are likely to result in delays to road users, shown in Table 3 as the estimated delay cost. This has been calculated from the total estimated number of interim measures, the average daily traffic flows, and the hourly economic delay costs.

3.14 Examples of network impacts include:

- (a) Rotherhithe Tunnel – traffic restrictions in place with only cars permitted;
- (b) A40 Westway – speed restriction (40mph to 30mph) and numerous short closures to implement reactive safety works (expansion joint repairs);
- (c) Vehicle Restraint System (VRS) – speed restriction (50mph to 40mph) implemented on A40 due to poor condition of VRS;
- (d) A41 Brent Cross Flyover – load restrictions implemented in October 2022; and

- (e) Gallows Corner Flyover – speed restriction from 30mph to 20mph, and weight restriction of 7.5 tonnes.

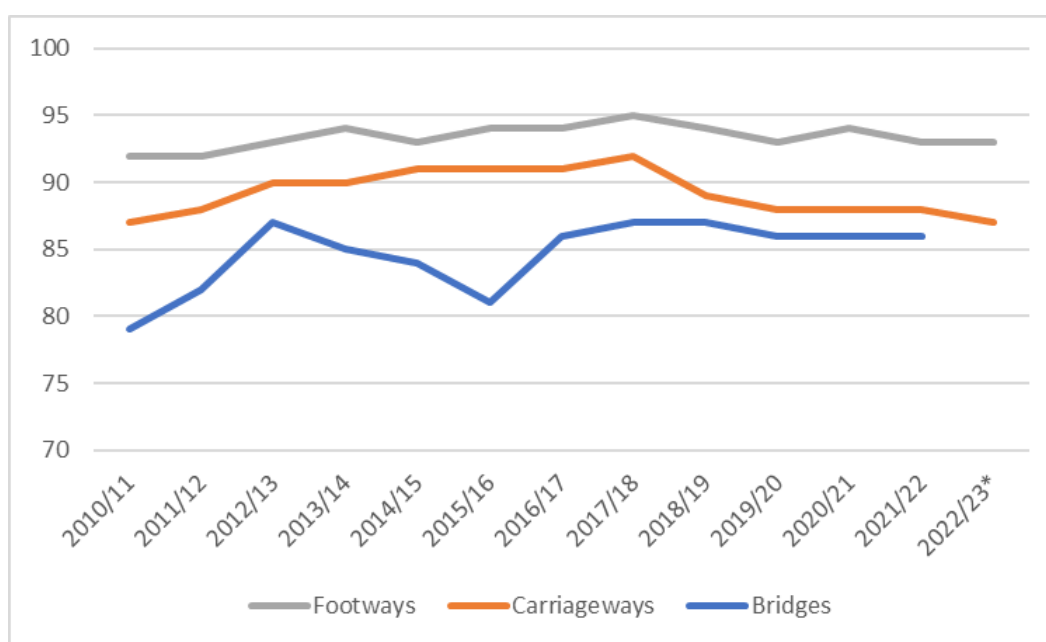
3.15 As the proposed programme of renewals is below the base required level of investment, the burden on maintenance and operational budgets will increase, and network operability and reliability will decrease. Furthermore, there are increasing risks of accelerating asset deterioration that will require difficult decisions to be made on how we prioritise the assets most in need of renewal, recognising factors such as the financial constraints, safety, operability, cost recovery, people and supply chain resources, as well as road space access issues.

## 4 Programme Delivery in 2022/23

### Benefits and value

4.1 The total renewals expenditure from 2018/19 to 2022/23 was £491m, equivalent of £98m per annum. For comparison, typical steady state investment per annum prior to 2018/19 was around £150m to £200m. Taking into account the impact of inflation the level of investment is significantly lower than pre-2018. Figure 1 below shows the change in the SOGR for roads, footways and bridges.

Figure 1: State of Good Repair trend



\* latest SOGR but not all condition surveys have been completed and reviewed

4.2 The reduced investment since 2018/19 has resulted in a decline in asset condition, in particular for carriageways, and footways has shown a general decline in condition since 2017/18. It is expected that the condition will continue to deteriorate further in 2023/24 due to the funding constraints. The effects of the 2022/23 winter period on the condition of the road surface will not be fully seen in the condition data until around the summer.

- 4.3 The profile for bridges is also showing a slight declining trend over the last five years due to the constrained capital investment. The rate of decline is not as sharp as for the carriageways and footways and this is not unusual for an asset group with a significantly higher expected life span, around 120 years. We have, however, seen a significant fall in the SOGR between 2012/13 and 2015/16 and, with the current funding pressures, a similar event in the short to medium term is increasingly likely.

### **Delivery in 2022/23**

- 4.4 The total investment in 2022/23 was £117m. At the time of the last update to the Committee the planned investment was to be £101m. The level of investment has been increased through the year and has delivered increased outputs. This has been achieved through progressing design work to enable accelerated delivery and utilising budget availability from the wider TfL Investment Programme.
- 4.5 Key outputs for 2022/23 were:
- (a) A40 Westway – major expansion joint replacement work completed;
  - (b) Surface Technology Contact Retender – contract awarded for the renewal and maintenance of traffic signal and CCTV assets;
  - (c) Blackwall Tunnel Southbound – procurement for detailed design and build completed;
  - (d) Gallows Corner – single option selected and draft business case submitted to the DfT;
  - (e) Brent Cross – Feasibility and investigations completed and single option selected;
  - (f) Kingston Cromwell Road bus station – Detailed Design completed; and
  - (g) the Asset Capital Programme – multiple critical asset renewals completed covering all Surface asset types to maintain state of good repair including:
    - (i) 218,525sqm of carriageway resurfacing;
    - (ii) 501 new bus shelters and 3392 LED advertisement panels installed;
    - (iii) 61 controllers renewed and 265 sites LED retrofitted; and
    - (iv) five renewals of TfL structures and bridges.
- 4.6 Appendix 2 provides a summary of the key Programme investment and outputs for 2022/23. To ensure efficient and effective management of the Programme in year, adjustments to individual budget allocations were made to reflect any changes to known asset condition, whilst also focusing on priority schemes where delivery was achievable.
- 4.7 Challenges in 2022/23 included securing network access to complete works and some projects were delayed as a result. This challenge was mitigated by developing a work bank of projects which were brought forward when required.

- 4.8 The Programme had an efficiency target of £4.4m for 2022/23, which was successfully exceeded, with a total £6.1m of efficiency savings made. Examples of efficiencies include reductions in lane rental charges through better traffic management and planning of delivery activity to co-ordinate closures therefore reducing costs.

## 5 Programme delivery for 2023/24

### Option assessment

- 5.1 The following strategic options have been considered:

- (a) **Budget Constrained (funded scenario):** Remaining within GLA budget allocations for the next 10 years and forecasting condition and levels of service against the Asset Management Objectives. The impacts are described in paragraph 5.3.
- (b) **Base:** Achieving the 'Base' level of service for the Asset Management Objectives. Declining State of Good Repair and increasing asset defects/faults; majority of interventions are reactive. Restrictions, closures, and service reductions will be required to manage safety. Increased pressure on operational and engineering teams to manage assets and safety, with a large renewals backlog which will take years to address and result in a prolonged period of service disruption (several years). The service remains safe, however reliability is reduced. Customers frequently experience disruptions and delays during their journey and modal shift is evident. Customer satisfaction will decline and there will be frequent negative press coverage of London's transport network;
- (c) **Average:** Achieving the 'Average' level of service for the Asset Management Objectives. A mix of planned and reactive renewals depending on risk exposure. In control of State of Good Repair and asset risks. Customers receive an adequate but acceptable service that is safe and generally reliable, services can be inconsistent. Customer experience of TfL services is mixed; this is reflected in customer feedback with major complaints occasionally made;
- (d) **Good in 10 years:** Achieving the 'Average' level of service for the Asset Management Objectives within the next 10 years. Optimised interventions, utilising preventative interventions to reduce whole life costs. Well planned interventions that minimise network disruption, innovating materials and processes. Customers know they will have a safe, reliable and easily accessible journey. The experience will be of a 'world-class' transport environment with trains, buses, stations and facilities which customers praise and promote to others. A good/high-quality service, with the appropriate reliability and availability, that delivers the ambition of the Mayor's Transport Strategy and caters for on-going passenger growth/demand; and
- (e) **Good in five years:** Achieving the 'Average' level of service for the Asset Management Objectives within the next five years. As for Good in 10 years but achieved within five years.

5.2 To manage the Programme efficiently potential critical renewals in 2023/24 have been identified to the value of £135m (i.e. £37m above the £98m budget). This represents a workbank of additional priority schemes that can be accelerated should further funding become available, or if delivery on other schemes is slower than anticipated. Periodic reviews will be used, together with quarterly investment decision points to assess the level of delivery achieved, the planned outputs and determine whether additional commitments can be made. This will include ongoing review of asset priorities to ensure the best value for money investment. This approach gives maximum flexibility to ensure a safe and operable network is maintained.

### Benefits and value

5.3 Asset modelling and historical performance trends have been used to assess the SOGR that will be achieved by the planned investment and these are shown in Table 4 below compared to prior year outcomes. The Budget Constrained scenario will result in deteriorating asset condition and an increase in the backlog of renewals. Asset performance is expected to deteriorate as increasing restrictions are needed to keep the network safe with more defects and insufficient funding to complete the necessary repairs. The Programme has been prioritised focussing on high safety and reliability risks, but this means whole life costs and best value are unlikely to be achieved as investment will not be at the optimum time.

**Table 4: Current and Predicted State of Good Repair**

Asset (per cent)	19/20	20/21	21/22	22/23	23/24	24/25	25/26	Target range
Carriageway Overall*	88	88	88	87	86	84	82	92 to 95
Carriageway (High volume of cyclists)**	91	91	90	tbc	89	88	87	93 to 96
Carriageway (Low volume of cyclists)**	88	88	87	tbc	85	83	81	90 to 93
Footway	94	94	93	93	92	90	89	>92
Structures	86	86	86	tbc	83	82	81	88 to 92

\* Due to coronavirus restrictions the annual survey that informs SOGR was not completed in 2020/21 so the previous year's figures from 2019/20 are reported here

\*\* These figures are indicative and are expected to represent the condition of the nearside lane. Further development of specific performance indicators is underway

### Delivery in 2023/24

5.4 Appendix 3 details the planned expenditure and forecast outputs for each of the assets in 2023/24. Key activities planned include:

- (a) A40 Westway – notice to proceed issued for Detailed Design and Build for comb joint renewals;

- (b) Kingston Cromwell Road bus station – bus station major renewal commenced;
- (c) Brent Cross Structures – concept design contract awarded;
- (d) Croydon Flyover – surveys and investigations complete;
- (e) Gallows Corner – concept design completed and Outline Business Case submitted to Department for Transport for its decision; and
- (f) the Asset Capital Programme – multiple critical asset renewals completed covering all Surface asset types, including:
  - (i) 220,000sqm of carriageway resurfacing;
  - (ii) 325 new bus shelters;
  - (iii) 845 lighting columns and 921 LED replacements to be installed on the network;
  - (iv) 45 traffic signal controllers renewed;
  - (v) five bridge and structure renewals; and
  - (vi) eight bus driver welfare renewals.

5.5 Due to the reduced funding available in 2023/24, several planned projects will not progress, these include:

- (a) no activity will be progressed across the Hostile Vehicle Mitigation Programme on the Thames river bridges; and
- (b) borough roads and bridges investment is significantly lower than previous years with only the highest priority activity progressed.

5.6 A large number of the activities will continue beyond 2023/24, such as progressing the design on Brent Cross structures. This authority request therefore covers the period through to the end of 2025/26.

## **6 Programme risks and milestones**

### **Programme risks**

6.1 The top risks associated with delivery of the Programme are shown in Table 5 below.

**Table 5: Top risks from Surface Asset Renewals Programme**

Risk No	Risk Description	Mitigation Actions
1	Reduction of capital funding limits delivery of project objectives.	<p>Projects within Programme robustly prioritised based on whole life cost and risk to ensure best value. Delivery focused on highest priority asset need. A workbank of projects is in place so additional priority schemes can readily progress where possible.</p> <p>Projects with third party funding opportunities, including through the Government's Major Road Network Programme, are prioritised with business case submissions to secure funding planned.</p>
2	Emergency works may be required (e.g. Rotherhithe Tunnel etc)	Project scope regularly reviewed to identify short term measures required to keep asset safe and operable. Appropriate risk provision in place on specific projects based on asset condition.
3	Volatility in materials costs due to supply chain resilience and inflation	Inflation guidance used to inform project estimates and planning. Regular engagement with the supply chain to mitigate cost increases and any supply challenges.
4	Road Access Booking	Early engagement with permitting and co-ordinating teams. Additional training of project teams to efficiently plan road access bookings.

- 6.2 The Programme does not include an overall high-level risk allowance. It is comprised of hundreds of schemes that, experience has shown, enable risk to be effectively managed across the programme using the workbank approach describe. Periodic reviews of the Programme risks are held with escalations reported at the Portfolio Review meeting. On larger projects (e.g. the A40 Westway and Rotherhithe Tunnel) risk is held at project level.

### **Programme milestones 2023/24**

- 6.3 The strategic milestones are shown in Table 6 below.

**Table 6: Strategic Milestones**

Project	Milestone	Tier	Target Date
Kingston Cromwell Road	Start of Construction on Site	TfL Scorecard	3 December 2023
Restraint Barriers	Vehicle Restraint System 5,500 Meters completed FY 2023/24	TfL Scorecard	31 March 2024
Bus Driver Welfare	Surface Transport Stations & Stands - Eight Bus drivers welfare facilities completed in 2023/24	TfL Scorecard	31 March 2024

## **Commercial Strategy**

- 6.4 The Programme is predominantly delivered via existing frameworks, either via direct award or mini-competition for larger/unique projects e.g. Kingston Cromwell Road bus station. Surface Transport has two frameworks in place which provide the typical route to market for delivery of the Programme. These are:
- (a) the Highways Maintenance and Projects Framework (HMPF) for highway maintenance and related medium complexity capital works; and
  - (b) the Surface Transport Infrastructure Construction framework (STIC), which will deliver medium and high complexity capital works.
- 6.5 HMPF and STIC both commenced on 1 April 2021 and are used to deliver most projects within the Programme. Very high complexity or unique projects may be delivered through external frameworks or via separate, individual contracts specifically procured to deliver a project. In all cases the route to market is considered on an individual project basis to maximise value for money.
- 6.6 The Programme is exploring the use of two-stage contracts, to embed early contractor involvement, via the STIC framework contractors, and support the development of major renewal projects. This will improve design and programme delivery while also enabling opportunities for value to be secured from the supply chain and potential to obtain greater certainty in budgets for the delivery phase.

## **7 Financial Implications**

- 7.1 The 2023 TfL Budget provides the Financial Authority needed to deliver the scope of the works set out in this request. Of this, £7.5m of this relates to additional third party funded Traffic Signal schemes (i.e. there is no net impact on TfL funding)
- 7.2 The Programme's Financial Authority and the Programme and Project Authority is shown in Table 7 below.

Table 7: Summary of the costs and funding

Assets Portfolio		Actuals	Actuals	Actuals	TfL Budget					Total forecast	Authority - Years to 25/26
Rounded to £m		20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28		
Financial authority											
Portfolio Total		98	119	117	112	139	115	0	0	700	700
Budget or Plan	TfL Element	95	112	110	104	131	107	0	0	659	659
	Third Party Funding	3	7	7	8	8	8	0	0	41	41
Portfolio forecast											
Portfolio Total		98	119	117	112	123	117	129	140	955	686
Budget or Plan	TfL Element	95	112	110	104	115	109	121	132	898	645
	Third Party Funding	3	7	7	8	8	8	8	8	57	41
Authority request											
Programme and Project Authority	PIC Approved	98	119	117	112	48				494	494
	Additional authority requested	-	-	-		51	58			109	109
Future Authority Requests						24	59	129	140	352	83

## **8 Equality and inclusion**

8.1 TfL has an obligation under the Equality Act 2010 to:

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

8.2 Most of the Programme is like-for-like renewals and, as such, maintains the existing provisions. The lower SOGR may have a negative impact on two groups: older and disabled customers, therefore the programme to improve SOGR is expected to benefit people in both these groups. Equality Impact Assessments will be completed on projects as required.

## **9 Assurance**

9.1 TfL Project Assurance conducted an Integrated Assurance Review on the Programme in March 2023. An independent review was also undertaken by the Independent Investment Programme Advisory Group. The review identified four general recommendations.

9.2 An agreed Integrated Assurance Plan (IAP) for the Programme, covering the next 12 months, has been produced that sets out those projects that are expected to be reviewed. The IAP will be reviewed and updated quarterly.

### **List of appendices to this paper:**

Appendix 1: State of Good Repair

Appendix 2: 2022/23 actuals / forecast outputs

Appendix 3: 2023/24 budget allocations and outputs

Appendix 4: Examples of Major Assets

### **List of Background papers:**

IIPAG and TfL Project Assurance Reports

Surface Transport Asset Renewals Programme, Programmes and Investment Committee, 18 May 2022

Management response to IIPAG and TfL Project Assurance Reports

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## Appendix 1: State of Good Repair

1.1 SOGR, where possible, is based on industry standard condition measures TfL has mapped these industry measures to a consistent five category scale of asset condition – the condition categories are Very Good, Good, Fair, Poor and Very Poor. The percentage of assets in these categories is used to calculate SOGR, namely:

- (a) SOGR – the sum of the percentages in the Very Good, Good and Fair categories. These assets, in general, do not require planned asset renewal in the next one to three years, although in some instances it does reduce whole life costs to intervene when an asset is in the Fair category.
- (b) Not in a SOGR – the sum of the percentages in the Poor and Very Poor categories. Typically, these assets should be considered for a renewal within the next one-to-three-year period.

The target range differs by asset type, Table 8 provides some examples.

**Table 8: State of Good Repair ranges**

Asset	SOGR target range (per cent)
Carriageway (High volume of cyclists)	93 to 96
Carriageway (Low volume of cyclists)	90 to 93
Footway	91 to 96
Bridges	88 to 92
Street lighting	90 to 95

1.2 All assets are safety managed; where the SOGR is below the preferred range it reflects the need for renewals investment to deliver a reliable network and reduce the risk of restrictions and closures. Safety is maintained through appropriate inspections, minor repairs and restrictions.

1.3 Target are not set as 100 – the upper bounds of the target ranges are set using customer expectations (based on customer surveys) and whole life costs. The latter has shown that it is uneconomical and provides poor value for money to deliver a SOGR above the upper bounds of these ranges – plus, that face-to-face surveys with customers have illustrated that they do not expect a “perfect” asset, they accept that at time repairs are required.

1.4 Therefore, a carriageway SOGR of 88 means 88 per cent (or 510km) is not in need of renewal based on the latest condition data, however the remaining 12 per cent (or 77km) should be considered for renewal. There is not an immediate safety concern or need for an urgent intervention, however based on an overall assessment of safety, reliability, whole life costs, customer satisfaction and future performance, these parts of the network should be considered and planned for renewal in the coming years.

## Appendix 2: 2022/23 actuals and outputs

Sub-programme		2022/23 allocations (£m)	2022/23 spend (£m)	2022/23 expected output*	2022/23 outputs
Assets Capital Programme	Borough Traffic Signal Modernisation	6.6	19.2	45 controllers renewed	61 controllers renewed*
	TLRN Traffic Signal Modernisation			200 sites LED retrofitted	265 sites LED retrofitted
	Capital Renewal - Footway	0.7	0.9	3130m <sup>2</sup> network treated	5509m <sup>2</sup> network treated
	Capital Renewal - Lighting	4.5	2.9	157 Columns and 2409 Luminaires replaced	384 Columns 2990 luminaires replaced* <sup>1</sup>
	Capital Renewal - Drainage	1.9	1	372,000m <sup>2</sup> network treated	311,764m <sup>2</sup> network treated
	Capital Renewal - Landscape	0	0	N/A	N/A
	SCOOT Renewals	1.5	1.7	1500 loops renewed	2000 loops renewed
	Stations & Stands Annualised Programme	4.9	4.7	9 builds completed	8 Driver welfare renewals
					9 lighting renewals
					3 new toilets
					3 feasibility designs for civils
					1 CCTV upgrades

CCTV/VMS	3.1	2.5	280 cameras renewed	250 cameras renewed
Restraint Barriers	2.2	2.5	1 renewal schemes delivered	1 renewal scheme started
Minor Capital Interventions	2.6	2	65 schemes completed	65 schemes completed
Pump Stations	1.4	0.8	5 pump stations renewed	2 pump stations renewed 4 designs completed, 2 concept designs
Contracts Re-lets (Inspections, Technology and Bus stops)	3.9	3.4	1 Contract award, and one feasibility report	1 Contract award, and one feasibility report
Stops & Shelters Annualised Programme	4.2	8.7	350 shelters treated	501 shelters treated and 3392 LED Ad Panels installed
Surface Asset Management Information Systems	6.3	5.1	SAMIS Tech development complete	SAMIS Tech and SAMIS Bus Stops in development
				5 minor capital works completed
Capital Renewal - Carriageway	9.3	16	150,000m <sup>2</sup> of network treated	218,525m <sup>2</sup> of network treated
Capital Renewal - Structure	9.8	10	5 renewal schemes delivered	5 builds, 10 Feasibility, 7 Concept Designs, 5 Detailed Designs, 2 Inspections
Capital Renewal - Tunnels	1	0.4	2 designs completed, 1 build completed	3 feasibility complete; 1 Concept design complete; 1 Build

	Third Party Signal Enhancements	7.5	6.1	Undefined	Undefined
<b>Assets Capital Programme Total</b>		<b>71.4</b>	<b>87.9</b>		
LIP Bridges & Roads	Borough Bridge Maintenance	0.9	4.3	Undefined	Undefined
	Borough Road Maintenance				
	Hammersmith Bridge Restoration	3	3	TfL contribution to LBH&F	Undefined
<b>LIP Bridges &amp; Roads Total</b>		<b>3.9</b>	<b>7.3</b>		
Operations Assets	Hostile Vehicle Mitigations	1.3	0.6	Westminster bridge build completed	Westminster bridge build completed
	Dial A Ride	0.3	0.3	1 build completed	2 builds completed
	Modernised Victoria Coach Station	0.4	0.1	Property negotiations	Property negotiations
	Safety Camera Extension Programme - phase 2	0.5	0.7	Contract options report	Contract options report
	Victoria Coach Station Infrastructure	1.3	0.6	1 build completed	1 build completed
	Lodge Avenue Flyover	1.7	0.86		
<b>Operations Assets Total</b>		<b>5.5</b>	<b>3.16</b>		
Major Asset Renewals Programme (MARP)	MARP A40 Westway Structures Refurbishment	9.1	6.5	Work package 1 completed, Concept Design for work package 2 completed	Work package 1 completed, Concept Design for work package 2 completed
	MARP Gallows Corner	1.6	2.1	Single option selection	Single option selection completed and Concept design commenced

MARP Rotherhithe	1.3	1	Targeted works to support ongoing operation	Targeted works to support ongoing operation
MARP Brent Cross	2	2.4	Feasibility completed and single option identified	Feasibility completed and single option identified
MARP Blackwall Tunnel Southbound Refurbishment	0.7	0.7	Contract awarded for Detailed Design	Contract awarded for Detailed Design
MARP Croydon Flyover	1.1	1.2	Phase 1 feasibility and investigations completed	Phase 1 feasibility and investigations completed
MARP George Green	0.4	0.5	Feasibility completed	Feasibility completed
MARP Green Man	0.4	0.4	Feasibility completed	Feasibility completed
MARP Kew Bridge	0.4	0.2	Outcome Definition completed	Outcome Definition completed
MARP Projects	0.6	0.1	Commencement of two new MARP projects	Commencement of two new MARP projects
Kingston Cromwell Road Bus Station	5	1.7	Construction to commence	Construction to commence
MARP Hope and Anchor	0	0.1	Outcome definition completed	Outcome definition completed
Ardleigh Green Bridge Replacement	0.1	0	Project close	Defects resolution ongoing
MARP Piers Renewals	1.2	0.9	4 Concept Designs completed	4 Concept Designs completed
<b>Major Asset Renewals Programme Total</b>	<b>23</b>	<b>17.8</b>		
<b>Grand Total</b>	<b>103.8</b>	<b>116.8</b>		

\* the average forecast cost of signal schemes for investment purposes was £103k, but this was predicated on a mixture of sites from small crossings to large junctions. However, no crossings were required in 2022/23 with the majority of the schemes being large junctions, resulting in an average cost being £282k

\*1 the outputs for lighting were achieved at a better unit rate than forecast through efficient working with the supply chain and use of new available contracts

### Appendix 3: 2023/24 budget allocations and outputs

	Sub-programme	Allocations Feb 23 (£m)	2023/24 expected output
Assets Capital Programme	Borough Traffic Sig Modernisation	10.0	45 controllers renewed
	TLRN Traffic Signal Modernisation		72 designs
	Capital Renewal - Footway	0.5	3,441m2 network treated
	Capital Renewal - Lighting	3.9	845 Columns and 921 luminaires replaced
	Capital Renewal - Drainage	1.5	131,114m2 network treated
	Capital Renewal - Landscape	0	0 trees planted
	SCOOT Renewals	2.3	2000 loops renewed
	Stations & Stands Annualised Programme	5.9	8 Driver welfare builds 2 Civils builds 1 CCTV renewal 7 lighting renewals
	CCTV/VMS	0.4	1 OVD renewed 1 VMS renewed DVNP delivered
	Restraint Barriers	4	7,193m2 network treated
	Minor Capital Interventions	3	100 schemes completed
	Pump Stations	0.6	2 pump stations renewed 4 designs completed
	Stops & Shelters Annualised Programme	4.5	325 shelters treated 15 additional shelters lit
	Surface Asset Management Information Systems	0.6	6 minor capital works completed
	Capital Renewal - Carriageway	10.3	128,000m2 of network treated
	Capital Renewal - Structure	7	5 builds completed 10 detailed designs

	Capital Renewal - Tunnels	1.5	6 designs 1 build completed
	Third Party Signal Enhancements	8	Undefined
Operations Assets	Dial A Ride	0.25	1 build completed
	Safety Camera Extension Programme phase 2	0.5	
	Victoria Coach Station Infrastructure	1.5	3 build completed 1 design
	Modernised Victoria Coach Station	0.15	Property negotiations completed
Contracts and Systems	Contracts Re-lets (Inspections, Technology and Bus stops)	3.5	1 Contract execution 1 Contract award 1 feasibility completed
	Surface Asset Management Information Systems	9.3	SAMIS Tech and Bus stops delivered
Major Asset Renewals Programme (MARP)	MARP A40 Westway Structures Refurbishment	6.78	Work package 2 Detailed Design complete
	MARP Rotherhithe	1.38	Targeted works to support ongoing operation
	MARP Brent Cross	2.48	Contract awarded for Concept Design
	MARP Blackwall Tunnel Southbound Refurbishment	3.66	Contract awarded for Detailed Design
	MARP Croydon Flyover	0.7	Phase 1 feasibility and investigations completed
	MARP George Green	0.86	Feasibility completed
	MARP Green Man	0.77	Feasibility completed
	MARP Kew Bridge	2	Feasibility completed
	MARP Hope & Anchor	2	Feasibility completed
	MARP Kingston Cromwell Road Bus Station	4.3	Construction to commence
	MARP Ardleigh Green Bridge Replacement	0	Project close
	MARP Gallows Corner	2.86	Concept Design completed
	MARP Piers	0.6	Procurement for Detailed Design and Build Completed
<b>PROGRAMME TOTAL</b>		109.94	
<b>Less:</b>			
Third Party Income	Blackfriars underpass pump station		
	Canada Water Bus station	0.5	
	Third Party Signals	8	
<b>Total</b>		98.64	

**Appendix 4: Examples of Major Assets**

**A40 Westway**

(12 x key bridge Joint renewals)

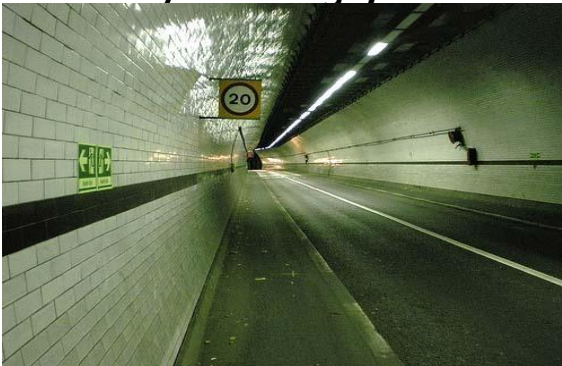
Daily users – 90,000



**Rotherhithe Tunnel**

(Fire / Ventilation system renewal)

Daily users – 30,000



**Gallows Corner  
Flyover**

(steel fatigue)



**Brent Cross Structures**

(all over structural condition – very poor, temporary parapets in place)

Daily users – 175,000



**Vauxhall Bridge**

(steel fatigue / overall condition – very poor)

Daily users – 47,000



**Croydon Flyover**

(significant structural renewal)

Daily users – 40,000

## Programmes and Investment Committee



**Date:** 17 May 2023

**Title:** Programmes and Investment Committee Programme Structure

---

**This paper will be considered in public**

### **1 Summary**

- 1.1 This paper sets out proposed changes to the structure of Programmes within the remit of the Committee and seeks approval of authorities to align with that revised structure. The main changes simplify and reduce the number of Programmes and better reflect TfL's new operating model.

### **2 Recommendations**

**2.1 The Committee is asked to note the paper and:**

- (a) **approve the proposed changes to the Programmes within the remit of the Programmes and Investment Committee; and**
- (b) **approve revised Programme and Project Authority for each Programme, as set out in Appendix 1 of this paper, in place of any previous Programme and Project Authority for the same subject matter.**

### **3 Background**

- 3.1 Since the formation of the Programmes and Investment Committee in 2016, the Investment Programme has been broken down into approximately 20 Programmes, including a number of standalone major projects, as shown in Appendix 2. Given the passage of time since these Programmes were established and recent changes to TfL's operating model, the current structure has been reviewed.
- 3.2 While the current structure has worked effectively, changes are proposed to:
- (a) improve the balance between Programmes: following the completion of some projects, and publication of the 2023 Business Plan, existing Programmes are not balanced in value and do not reflect our current investment priorities;
  - (b) align with the new operating model: the existing Programme structure is out of date, perpetuating historical organisational structures such as separating Surface and London Underground (LU) investment, inhibiting opportunities for our value chain to deliver more effectively;

- (c) address inconsistencies: projects with common themes, such as risks or resources, are not always grouped together so they can be considered collectively, increasing effort to align processes;
  - (d) reduce inefficiency: investment is split into a large number of Programmes, increasing bureaucracy and complexity in our decision making and requiring significant time from the Committee to review a high volume of separate papers; and
  - (e) reduce fragmentation: it is increasingly challenging to align our investment against various classifications and understand the aggregated output of our investment. This will help address feedback from the Independent Investment Programme Advisory Group (IIPAG) made during assurance reviews in the last year.
- 3.3 The review of the Programme structure has considered the various classifications through which we categorise, manage and report our investment. These include financial considerations, such as distinguishing between asset renewals, new capital investment and funding sources; our internal delivery and operational structures; the various modes we operate; the stakeholders we work with, notably our borough partners; and alignment to key themes and strategic goals.
- 3.4 It is not possible to fully align the Programme structure by these classifications, as they are often incompatible with each other. For example, aligning our Programmes to modes would have the benefit of grouping all bus investment together. However, this would separate other important considerations such as borough-funding processes and prioritisation of investment across the road network to deliver healthy streets; would group projects of dissimilar characteristics such as complexity, risk and resource; and may miss opportunities to drive efficiencies across asset types. The proposed approach therefore seeks to consider and balance all classifications, and to group investment in a way that best meets these competing requirements.

## **4 Proposed structure**

- 4.1 The proposed new structure, as shown in Appendix 3, is designed to address the issues outlined in Section three, while maintaining an appropriate level of detail and scrutiny for the Committee. This reduces the number of Programmes to 15 and would decrease further when major projects such as Northern Line Extension, Barking Riverside Extension and Bank Station Capacity Upgrade close throughout 2023/24. The new structure better reflects TfL's new organisational structure with greater consistency in grouping asset types and method of delivery, plus an increased emphasis on aligning to TfL's strategic outcomes to improve measuring performance against targets. Key changes include:

### **Network Development and Third-Party Pipeline Programme**

- 4.2 This creates a new Programme incorporating major schemes at early-stage development and prior to their allocation to one of the Programmes described below, or as a standalone major project following single option selection. Example projects include Crossrail 2, Bakerloo Line Upgrade, Docklands Light Railway (DLR) to Thamesmead and West London Orbital. This would give the Committee

improved visibility and scrutiny of these projects during initial development and generate opportunities to seek commonality in approach at the beginning of the project lifecycle. An update will be brought to the Committee over the coming year and Programme and Project Authority will be sought as required.

### **Technology Programme**

- 4.3 This merges the three technology-focussed Programmes – LU Technology, Surface Technology, Technology and Data – along with a small number of Rail and Sponsored Services technology projects currently in the Public Transport Programme, which are currently separated in governance despite common resources, stakeholders and delivery of strategic outcomes. As recommended by IIPAG previously, grouping all technology projects within a single Programme will enable greater efficiency and co-ordination, and enhance agile prioritisation of investment and resources. The Committee approved additional Programme and Project Authority for the current Technology and Data Programme in March 2023. A subsequent paper will be submitted to the Committee to cover the current Surface Technology and LU Technology Programmes in July 2023. Thereafter, the combined Technology Programme will be reported as a single annual update from March 2024.

### **London Underground Renewals Programme**

- 4.4 This merges the two existing LU renewals Programmes – LU Train Systems and LU Infrastructure – which are currently separated despite consistency in approach. Grouping all these projects together will enable more holistic oversight and prioritisation, and reduce bureaucracy in managing renewals across Programmes. In addition, this Programme will incorporate Railway Systems Enhancement (formerly 'World Class Capacity'), reflecting the majority of scope has been delivered and the scope reductions and deferrals approved by the Committee in December 2021 no longer justify retaining this as a standalone major project. An update on this new Programme will be submitted to the Committee in the autumn.

### **Streets, Bus and Rail and Sponsored Service (RSS) Renewals Programme**

- 4.5 This groups together renewals that are currently split across the Surface Assets and Public Transport Programmes. These Programmes share a common approach to workbank management and through joining together associated activities such as bus-focussed renewals, improved investment prioritisation and efficiencies can be applied. An update on this Programme will be submitted to the Committee in the summer. While consideration has been given to establishing a combined LU and Surface renewals Programme, this would be disproportionately sized and reduce the Committee's visibility of this critical work.

### **Rail and Station Enhancements Programme**

- 4.6 This brings together the LU Enhancements Programme along with Surface-related enhancements from the Public Transport Programme such as East London Line Housing Infrastructure Fund and DLR Royal Docks, in particular where there are links to third-party developments and funding, recognising the

similarities in activities involved and outcomes that they deliver. In addition, as Elephant and Castle would be the only remaining scope within the existing Major Stations Programme following the completion of Bank Station Capacity Upgrade, this would be included in Rail and Station Enhancements rather than as a standalone major project. An update was provided to the Committee on LU Enhancements in March 2023. A further update on the remainder of the Programme will be provided in the summer.

### **Safe and Healthy Streets Programme**

- 4.7 This would be largely unchanged from the existing Healthy Streets Programme as approved by the Committee in March 2023. The addition of the Bus Customer Action Plan from the existing Public Transport Programme alongside bus priority brings together inter-connected activities to deliver the Bus Action Plan and recognises the importance of holistic investment in the bus network, alongside cycling and walking, to reduce car use and increase travel by sustainable modes. Similarly, the addition of bus safety schemes such as Intelligent Speed Assistance alongside the Safer Junctions and Lowering Speed Limits Programmes would align activities to improve safety on London's road network.

### **Environment Programme**

- 4.8 This would retain the overall structure of the existing Air Quality and Environment Programme whilst reflecting the new green project pipeline that has been developed, as outlined to the Committee in March 2023.

### **Major Projects**

- 4.9 In addition to the Programmes described above, the following schemes would be retained as standalone major projects reporting to the Committee, given their scale and complexity.
- (a) Four Lines Modernisation
  - (b) Docklands Light Railway Rolling Stock Replacement
  - (c) Piccadilly Line Upgrade
  - (d) Silvertown Tunnel
  - (e) Northern Line Extension
  - (f) Barking Riverside Extension
  - (g) Bank Station Capacity Upgrade
- 4.10 As other major schemes reach an appropriate point of maturity these will be proposed for separate reporting and approvals to the Committee. This could include schemes such as Bakerloo Line Upgrade, Road User Charging and DLR to Thamesmead.
- 4.11 It is proposed that the Committee is kept updated on the Elizabeth line benefits management and evaluation workstream as findings are available and studies progress. Following the standing down of the Elizabeth Line Committee planned for July 2023, oversight of any residual delivery activities and railway performance and any investment requests for the renewals Programme or any enhancement

proposals will be aligned with our existing governance structures, including this revised Programme structure, if approved.

## 5 Financial Implications

- 5.1 In accordance with Standing Orders, Programme and Project Authority has been granted to the existing Programmes shown in Appendix 2. No change in authority levels is requested in this paper. However, it is necessary to re-align Programme and Project Authority with the new structure to mirror the transfers described, either wholesale or by individual project.
- 5.2 This re-alignment is shown in Appendix 1, resulting in the following Programme and Project Authority across the new structure in Table 1. Additional detailed financial information of each Programme will be provided as part of the regular annualised reporting to the Committee.

New Programme	Programme and Project Authority (£m)		
	Gross	Income	Net
Network Development and Third-Party Pipeline	2.7	0.2	2.5
Technology	843.0	29.4	813.6
LU Renewals	3,158.8	0.0	3,158.8
Streets, Bus and RSS Renewals	939.7 <sup>1</sup>	35.0	904.7
Rail and Station Enhancements	967.3	472.1	495.2
Safe and Healthy Streets	773.2	34.8	738.4
Environment	954.0	0.0	954.0

Table 1 – Revised Programme & Project Authority

- 5.3 Programme and Project Authority for the retained major projects listed in paragraph 4.9 would remain unchanged.

### List of appendices to this report:

Appendix 1: Proposed Re-alignment of Programme and Project Authority

Appendix 2: Existing Programme Structure

Appendix 3: Proposed New Programme Structure

### List of Background Papers:

None

Contact Officer: David Rowe, Interim Director, Investment Delivery Planning  
 Email: [davidrowe@tfl.gov.uk](mailto:davidrowe@tfl.gov.uk)

<sup>1</sup> This includes request for £109.0m additional Programme and Project Authority for the Surface Assets Programme presented in a separate paper on the agenda.

## Appendix 1: Proposed Re-alignment of Programme and Project Authority

			New Programmes									
			A	B	C	D	E	F	G			
			Network Development and Third	Technology	LU Renewals	Streets, Bus and RSS Renewals	Rail and Station Enhancements	Safe and Healthy Streets	Environment	Total Gross	Income	Total Net
Existing Programmes	1	Healthy Streets						737.8		737.8	34.8	703.0
	2	Air Quality and Environment							954.0	954.0	0.0	954.0
	3	Public Transport		0.1		336.7	268.5	35.4		640.7	119.7	521.0
	4	Surface Assets				603.0				603.0	35.0	568.0
	5	Surface Technology		154.1						154.1	0.0	154.1
	6	LU Technology		225.9						225.9	0.0	225.9
	7	Technology and Data		462.9						462.9	29.4	433.5
	8	LU Enhancements	1.9		4.3		578.4			584.6	225.0	359.6
	9	LU Infrastructure			1,192.2					1,192.2	0.0	1,192.2
	10	LU Train Systems			1,791.0					1,791.0	0.0	1,791.0
	11	Rail System Enhancements			171.3					171.3	0.0	171.3
	12	Major Stations					120.4			Existing £2,231m P&PA reflects schemes other than E&C and HS2		
	13	Total Gross	2.7	843.0	3,158.8	939.7	967.3	773.2	954.0			
	14	Total Income	0.2	29.4	0.0	35.0	472.1	34.8	0.0			
	15	Total Net	2.5	813.6	3,158.8	904.7	495.2	738.4	954.0			

### Transfer of specific Projects / Programmes

3B - Rail and Sponsored Services Technology

3D - Renewals for: DLR, Trams, London Overground, Cable Car, Cycle Hire, Woolwich Ferry, Buses

3E - East London Line HIF, Tram Replacement Rolling Stock, DLR Enhancements

3F - Bus Safety (AVAS, Bus ISA), Bus Customer Action Plan

4D - Reflects different financial years than reported to the Committee in May 2022

4D - This includes additional £109m P&PA sought for the existing Surface Assets Programme presented in a separate paper

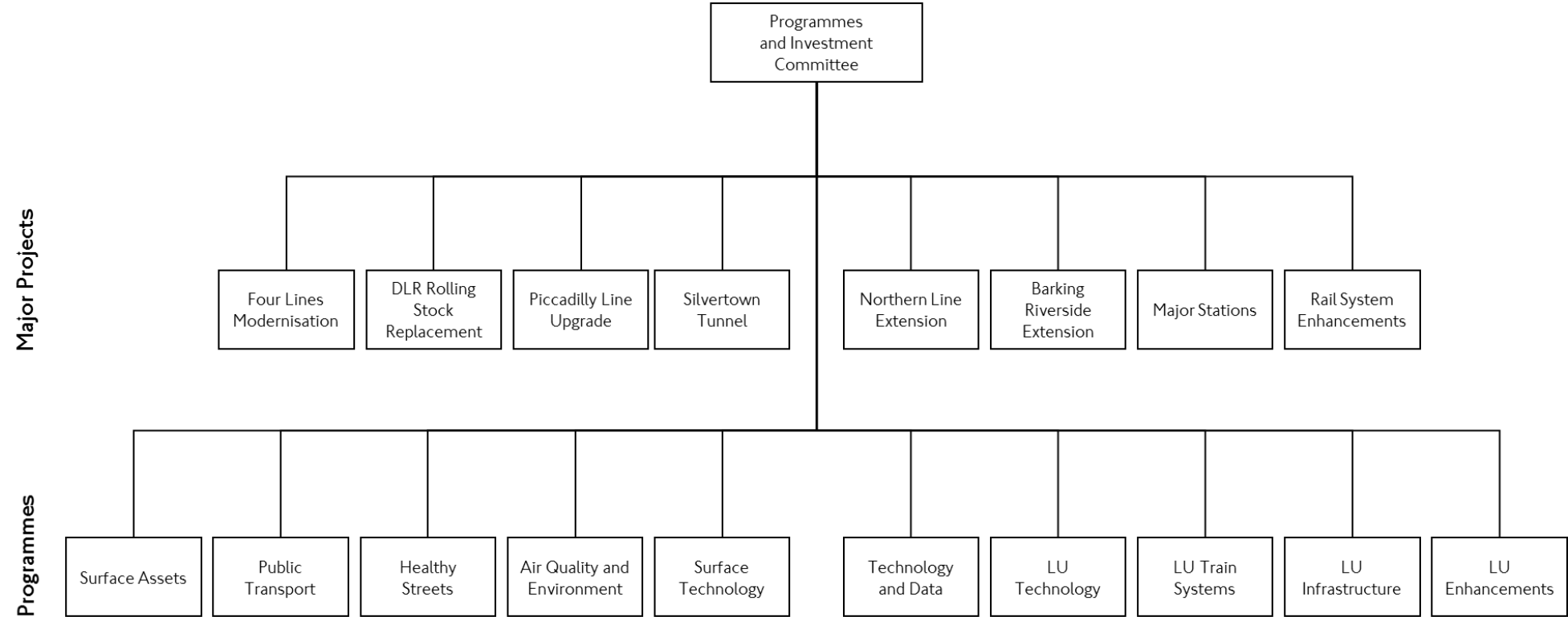
8A - Walthamstow Central Mall Redevelopment

8C - East Ham Wall Rebuild

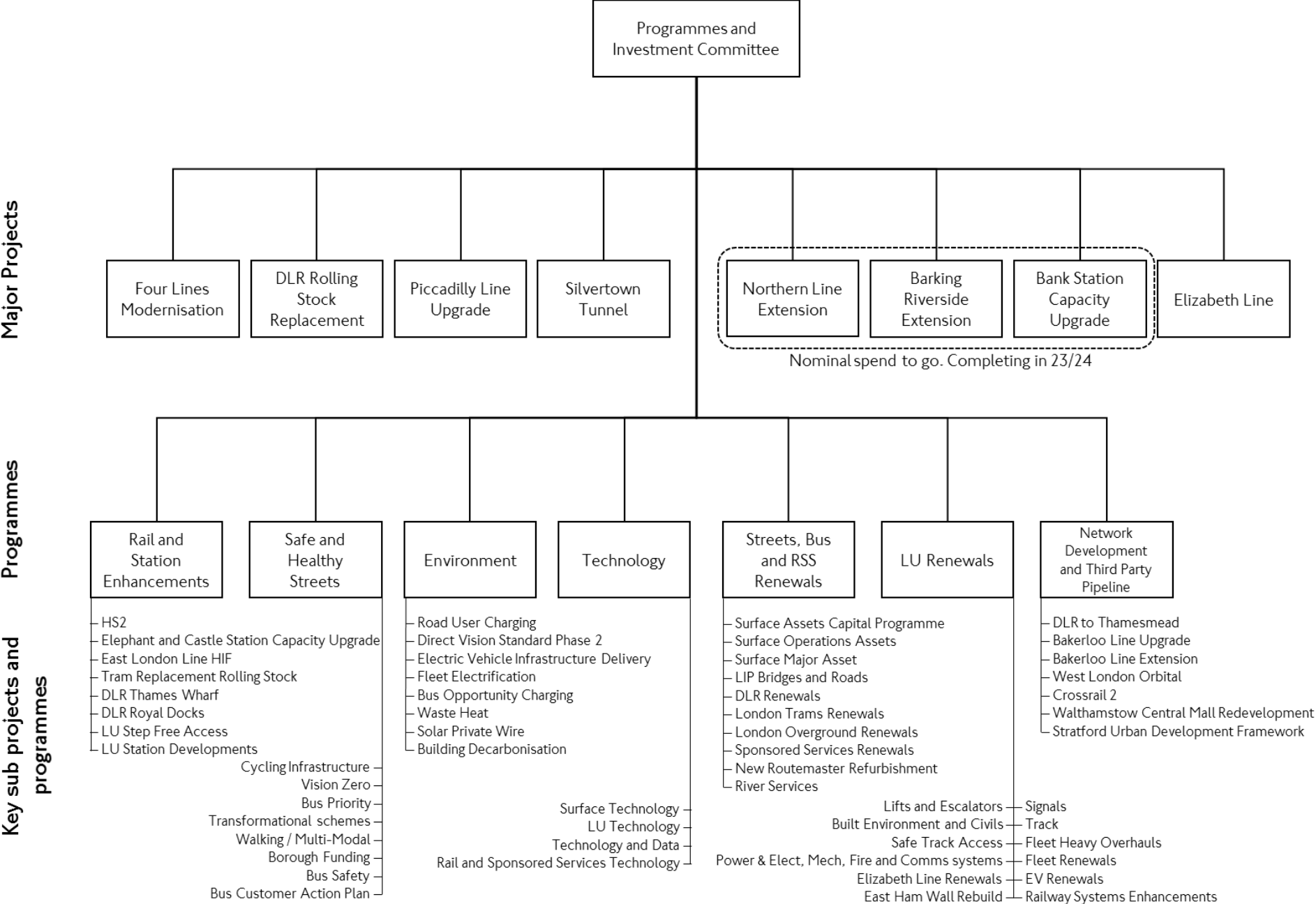
12E - Elephant and Castle Station Capacity Upgrade and High Speed 2

13A - Network Development and Third Party Pipeline Programme incorporates £0.76m P&PA for Bakerloo Line Upgrade

Appendix 2: Existing Programme structure



Appendix 3: Proposed New Programme structure



## Programmes and Investment Committee

**Date:** 17 May 2023

**Item:** Lessons Learnt from Recently Completed Projects

---

**This paper will be considered in public**

### **1 Summary**

- 1.1 The purpose of this paper is to update the Committee on how lessons learnt have been applied from a number of recently completed major projects, which was an action from the meeting held in October 2022.
- 1.2 A paper is included on Part 2 of the agenda, which contains exempt supplementary information. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from the meeting.

### **2 Recommendations**

- 2.1 **The Committee is asked to note the paper and the exempt supplemental information on Part 2 of the agenda.**

### **3 Background**

- 3.1 Despite a challenging backdrop, TfL has successfully completed a number of major projects within the last 18 months. The related paper on Part 2 of the agenda spotlights how lessons have been applied on the Northern Line Extension which opened in September 2021, the Barking Riverside Extension which opened in July 2022, the Bank Station Capacity Upgrade which was completed in February 2023 and how lessons from those projects are currently being applied on a project at Surrey Quays London Overground station.
- 3.2 The supplemental information on Part 2 of the agenda explains how lessons have been applied during the planning, procurement and delivery stages and how they have been shared and embedded into other projects within the TfL Investment Programme, including future pipeline projects not yet funded.
- 3.3 Furthermore, the Crossrail learning legacy programme recently culminated in an industry day where lessons were shared, building on a report jointly authored between the Association for Project Management, the Department for Transport and TfL. The report sets out seven strategic lessons learnt from the later stages of delivering the Elizabeth line and discusses the broader implications for leading complex major programmes. While it does not feature in the supplementary information on Part 2 of the agenda, the report is helping to underpin how TfL applies lessons for current and future complex major projects.

**List of appendices to this report:**

Exempt supplementary information is included in a paper on Part 2 of the agenda.

**List of Background Papers:**

None

Contact Officer: David Rowe, Interim Director of Investment Delivery Planning  
Email: [DavidRowe@tfl.gov.uk](mailto:DavidRowe@tfl.gov.uk)

Contact Officer: Stuart Harvey, Chief Capital Officer  
Email: [StuartHarvey@tfl.gov.uk](mailto:StuartHarvey@tfl.gov.uk)

## Programmes and Investment Committee



**Date:** 17 May 2023

**Item:** Members' Suggestions for Future Discussion Items

---

### **This paper will be considered in public**

#### **1 Summary**

- 1.1 This paper presents the current forward plan for the Committee and explains how this is put together. Members are invited to suggest additional future discussion items for the forward plan. Members are also invited to suggest items for future informal briefings.

#### **2 Recommendation**

- 2.1 **The Committee is asked to note the forward plan and is invited to raise any suggestions for future discussion items for the forward plan and for informal briefings.**

#### **3 Forward Plan Development**

- 3.1 The Board and its Committees and Panels have forward plans. The content of the plan arises from a number of sources:
- (a) Standing items for each meeting: Minutes; Matters Arising and Actions List; and any regular quarterly or periodic reports. For this Committee, this is the quarterly Investment Programme Report.
  - (b) Programmes and Projects at a level requiring Committee approval. These include the annual review of the sub-programmes in the Investment Programme and other approvals sought following advice from the operating businesses.
  - (c) Items requested by Members: The Deputy Chair of TfL and the Chair of this Committee will regularly review the forward plan and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

#### **4 Current Plan**

- 4.1 The current plan is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.

**List of appendices to this report:**

Appendix 1: Programmes and Investment Committee Forward Plan 2023/24

**List of Background Papers:**

None

Contact Officer: Howard Carter, General Counsel

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## Programmes and Investment Committee Forward Plan 2023/24

**Membership:** Ben Story (Chair), Dr Nelson Ogunshakin OBE (Vice Chair), Seb Dance, Dr Lynn Sloman MBE, Peter Strachan and Cllr Kieron Williams

**Government Special Representative:** Becky Wood (till June 2023)

**Abbreviations:** CCO (Chief Capital Officer), CCSO (Chief Customer and Strategy Officer), CFO (Chief Finance Officer), COO (Chief Operating Officer), D IDP (Director Investment Delivery Planning), D SCTO (Director Strategy and Chief Technology Officer)

[xx] Denotes the new Programme name if the proposed changes to the Programmes underneath the Committee are approved on 17 May 2023

Standing Items		
Use of Delegated Authority	General Counsel	Standing item
Quarterly Investment Programme Report	CCO and D IDP	Standing item
Independent Investment Programme Advisory Group Quarterly Report	General Counsel	Standing item
TfL Project Assurance	General Counsel	Standing item
Regular programme annual reviews		

19 July 2023		
London Underground Technology and Surface Technology Programmes [Technology Programme]	CCO and D IDP	Update and approval
Enterprise Risk Update – Delivery of TfL key investment programmes and projects (ER8)	CCO	Update

<b>19 July 2023</b>		
Colindale Station Project and Programme Authority uplift and drawdown request	CCO and D IDP	Project and Programme Authority
Four Line Modernisation (4LM) Annual update	CCO	Update

<b>5 October 2023</b>		
Lambeth Bridge	CCO and D IDP	Project and Programme Authority
Silvertown Tunnel Annual review	CCO	Annual review
Piccadilly Line Upgrade	CCO	Update

<b>6 December 2023</b>		
TBC		

<b>28 February 2024</b>		
Air Quality and Environment (AQE) Programme [Environment Programme]	D IDP	Update and Approval
Technology and Data Programme [Technology Programme]	CCSO and D SCTO	Update and Approval

**Items to be scheduled/regular items:**

- London Overground future planning
- Rotherhithe Tunnel
- Fiveways Corner in Croydon

As at 9 May 2023

- Silvertown Tunnel Annual Update (July)
- Enterprise Risk Update – Delivery of TfL key investment programmes and projects (ER8) (July)
- LU Technology and Service Technology Programme (July)
- Surface Asset Renewals Programme (May)
- Draft Replacement tram strategy for CR4000
- Air Quality and Environment (AQE) Programme (March)
- Technology and Data Programme (March)

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of the Local Government Act 1972.

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