

# Transport for London

## Minutes of the Programmes and Investment Committee

Teams Virtual Meeting  
10.00am, Wednesday 21 July 2021

### Members of the Committee

Professor Greg Clark CBE (Chair)  
Dr Nelson Ogunshakin OBE (Vice-Chair)  
Heidi Alexander  
Dr Lynn Sloman MBE  
Ben Story

### Board Members

Cllr Julian Bell

### Government Special Representative

Becky Wood

### Executive Committee

Howard Carter	General Counsel
Vernon Everitt	Managing Director Customers, Communication and Technology
Stuart Harvey	Director of Major Projects

### Staff

Alexandra Batey	Director of Investment Delivery Planning
Patrick Doig	Finance Director, Surface Transport and Major Projects and Statutory Chief Finance Officer
Jackie Gavigan	Secretariat Manager
Lorraine Humphrey	Interim Director of Risk and Assurance
Paul Judge	Project Director, Major Projects
Shamus Kenny	Head of Secretariat
Rachel McLean	Finance Director, London Underground and TfL Engineering, and Chief Financial Officer, Crossrail
Kumaran Nagiah	Chief of Staff, Major Projects
Robert Niven	Head of Investment Delivery Planning, Major Projects
Jonathan Patrick	Chief Procurement Officer
David Rowe	Head of IDP, Major Projects
Caroline Sheridan	Director of TfL Engineering Delivery

### Independent Investment Programme Advisory Group (IIPAG)

Alison Munro	Chair, IIPAG
Kenny Laird	IIPAG Member

## **32/07/21 Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from Mark Phillips and Dr Nina Skorupska CBE. Andy Byford, Commissioner, Andy Lord, Managing Director London Underground and TfL Engineering, and Gareth Powell, Managing Director Surface Transport, were unable to attend the meeting.

Due to a technical issue, the meeting could not be broadcast live although a recording of the meeting, except for the discussion of the information on Part 2 of the agenda, which was exempt from publication, would be available on YouTube as soon as possible after the meeting.

The Chair welcomed everyone to the meeting, particularly Becky Wood who had been appointed as the Government Special Representative to attend meetings of the Committee, the Finance Committee and the Board. Becky Wood was a Commercial Director in the Infrastructure and Projects Authority and had previously been the Director for Rail Major Projects and Growth at the Department for Transport, where she was the government sponsor for the Crossrail project and played lead roles on the Thameslink, Intercity Express and national network electrification programmes.

The flexibility of meetings regulations, which applied to TfL from August 2020 and enabled it to take decisions via videoconference, expired on 6 May 2021. As the Committee was unable to meet in person due to the lack of sufficient time to prepare for a return to physical meetings following the lifting of social distancing measures, any decisions required would be taken by Chair's Action, following the discussion of the item with Members.

Members noted that Financial Authority would be provided through the two-year Budget for 2021/22 and 2022/23 to be approved by the Board on 28 July 2021. The current funding settlement with government ended on 11 December 2021 and, as additional government funding would need to be agreed beyond this period, a subsequent prioritisation of the TfL Investment Programme may be required.

Any Authority that the Chair granted at this meeting, on behalf of the Committee, would be subject to Budget approval by the Board on 28 July 2021, and any Authority that extended beyond the current funding settlement would also require provision to be made in future Budgets and Business Plans.

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 TfL staff after the meeting. No matters were raised.

The Chair confirmed that under section 100B(4)(b) of the Local Government Act 1972, he had agreed that the Investment Programme Report – Quarter 1 2021/22, marked to follow on the agenda and published on 19 July 2021 would be considered as a late item to enable Members to consider the latest information.

### **33/07/21 Declarations of Interests**

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](http://tfl.gov.uk), were up to date and there were no interests to declare that related specifically to items on the agenda.

Becky Wood declared that she was part of a team at the Infrastructure and Projects Authority where some colleagues advised on the Government Housing Infrastructure Funding (HIF) Programme. She did not advise or participate in that work but mentioned it for the purposes of transparency given the Docklands Light Railway HIF item on the agenda.

Howard Carter advised that the interests of Government Special Representatives were not published separately on the TfL website but were made public and that they were invited to declare their interests in items on the agenda at each meeting.

### **34/07/21 Minutes of the Meeting of the Committee held on 19 May 2021**

**The Chair, following consultation with the Committee, approved the minutes of the meeting held on 19 May 2021 as a correct record. The minutes would be provided to the Chair for signature at a future date.**

### **35/07/21 Matters Arising and Actions List**

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

**The Committee noted the actions list.**

### **36/07/21 Use of Delegated Authority**

Howard Carter introduced the paper, which provided an update on the use of delegated authority by the Committee, through the use of 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.

Since the meeting on 19 May 2021, there had been one use of Chair's Action in relation to the London Underground Enhancements Programme as the Chair was not present for the discussion of that item at the last meeting. A planned use of Chair's Action in relation to the Healthy Streets Programme had been superseded by a paper elsewhere on the agenda for this meeting.

The Commissioner had approved two Procurement Authority requests relating to the building of a workshop in Acton depot and to the purchase of components for the London Underground Fleet Heavy Overhaul. The Chief Finance Officer had also

approved four requests relating to the purchase of various components for the London Underground Fleet Heavy Overhaul.

There were no Mayoral Directions to TfL within the Committee's remit.

**The Committee noted the paper.**

### **37/07/21 Investment Programme Report – Quarter 1 2021/22**

As provided for under section 100B(4)(b) of the Local Government Act 1972, the Chair agreed that the item would be considered as a matter of urgency, to allow for the latest information to be included.

Stuart Harvey and Alexandra Batey introduced the paper and the supplementary information on Part 2 of the agenda, which set out the progress and performance in Quarter 1 2021/22 of a range of projects that would deliver world-class transport services to London. The report also contained updates on notable progress made after the end of the quarter.

On Major Projects, there had been a slight increase in minor injuries but safety performance remained very stable. Levels of staff self-isolation, owing to coronavirus related issues, had slightly increased and site visits had been limited to maintain tight controls.

Forty-three new Docklands Light Railway trains were being delivered; 10 additional trains to increase capacity and 33 to replace existing stock. In April 2021, the tenth train bodyshell was manufactured and the first inspections successfully completed. The Beckton Depot northern sidings contract had been awarded, works had started onsite and the site compound enabling works were complete. The estimated final cost had reduced by £4m as a result of savings made on the contract award and associated risk.

The Northern Line Extension, which was scheduled to open in autumn 2021, was in the final stages of station fit-out and snagging. The installation of ticket machines and the gateline equipment at Battersea Power Station terminus and Nine Elms station was complete. The major milestone of train-based trial operations started in early July 2021 with no issues of note. Station trial operations were due to start shortly.

On the Silvertown Tunnel project, cable diversion works to enable the power supply for a new tunnel boring machine and launch chambers at Greenwich and Silvertown continued. Additional environmental monitoring had been put in place to ensure tracking of the environmental impact.

Good progress continued to be made on the London Overground Barking Riverside Extension. The final deck span on the viaduct structures had been completed and virtually all the track slabs had been laid. The station was watertight and the final electrical and mechanical fit out was being carried out. The key risk of possessions had been mitigated via good collaborative working with Network Rail; recent possessions had allowed overhead wires, communications and signalling equipment

to be installed and to connect the extension to the existing Network Rail infrastructure and critical possessions had been secured going forward.

On the Bank station upgrade, significant progress was being made. All the track was now laid in the new tunnel and enabling works had been carried out. The closure of the Northern line in early 2022 would enable the connection of the assets. When Bank station opened, it would have a much larger concourse, step-free access and a new ticket hall at Cannon Street.

Good progress continued to be made in negotiations with the developer at Elephant and Castle to secure the station box on the new development.

On the London Underground (LU) Enhancements Programme, work continued at Paddington with Great Western Developments on a co-funded scheme that would deliver substantial benefits to customers accessing the Bakerloo line, including an enlarged ticket hall and step-free access. Piling works were now complete and work on the new lift shaft and casting of structures continued. The project was due for completion in summer 2022.

At Tottenham Hale, the capacity upgrade project continued; roof works, external glazing and cladding works had been completed. The internal fit-out was progressing well and TfL was on course to bring the assets into use by Quarter 3 2021/22. At South Kensington station, the escalator replacement work continued with the final installation of new escalators expected by spring 2022.

On the Step-Free Access Programme, TfL was making 12 stations accessible as part of the LU Accessibility Programme. It had delivered step-free access at eight stations since 2018, including Ickenham which was completed on 23 June 2021. The remaining four stations, Osterley, Wimbledon Park, Harrow-on-the-Hill and Sudbury Hill were on schedule to be step-free by the end of 2021.

On the LU Track and Rolling Stock Renewals Programmes, good progress had been made across track and heavy train overhauls. Work had begun on the Rail Vehicle Accessibility Requirement project on the Bakerloo line fleet. The project was currently working through the design and early parts of manufacturing processes. A train was currently at Acton maintenance shed, having the first wheelchair bays installed. A second train, with new LED lighting throughout, had returned to service.

The LU Renewals Programme covered critical assets across buildings and stations, civils, power, electricals and cooling to ensure safety compliance and continued reliability. Highlights included: a contract award to replace the 22 life-expired uninterruptable power supply units feeding station signalling equipment to address critical signalling risks to the railway; and factory acceptance testing on the network-wide power control system replacement project, to improve safety and reliability, which would enable TfL to proceed with installation and commissioning at the end of 2021. The coronavirus pandemic had impacted these works, and achievement of these activities remained dependent on safe working environments and coronavirus restrictions.

On Air Quality, progress on the Ultra Low Emission Zone (ULEZ) expansion scheme was on track. The installation of enforcement cameras had progressed well and planning was underway for the next stage of signage installation, the majority of

which was planned for July to September 2021. The marketing campaign to raise awareness of the ULEZ expansion in October 2021 and educate Londoners on how and where the scheme would operate would run until the scheme was launched. Londoners were encouraged to check their vehicles and plan their options ahead of the expansion. The campaign included posters, radio adverts, press and online advertising, leaflets for residents living along the boundary, press activity and stakeholder engagement.

On the Surface Assets portfolio, work was underway on ensuring the safety and operability of TfL's highest priority assets that needed urgent renewals, including critical tunnels such as Rotherhithe and Blackwall, and structures such as the A40 Westway, Brent Cross, Croydon Flyover and Gallow's Corner.

On the Public Transport Programme, the Greater London Authority (GLA) funded Royal Docks stations concept designs which had been approved for Royal Victoria and Beckton Park had been put on hold by the GLA due to funding uncertainty and the build-up of cost charges; a decision on that Programme was expected in August 2021.

On the Surface Technology Programme, body-worn video cameras had been rolled out to 6,000 front-line colleagues across LU stations, staffed bus stations, Victoria Coach Station, Woolwich Ferry, and to front-line Compliance, Policing and On-Street Services officers. These cameras had been used to capture footage of incidents of aggressive behaviour towards front-line colleagues, helping TfL staff feel safer.

Work continued to deliver deployable enforcement cameras. Seventy-six per cent of collisions happened at junctions, many of which involved moving vehicles contravening road traffic rules, and more than 4,000 people were killed or seriously injured in collisions on London's roads each year. The cameras would be flexibly deployed at locations not covered by existing CCTV cameras and greatly improved enforcement coverage, reduced collisions and supported bus reliability.

There was one amber milestone related to A40 Westway, a critical road asset structure. A minor delay had caused a four to six week change to the Programme, owing to negotiations on target costs taking longer than anticipated. Significant steps forward had been made around design parameters and impacts would be minimised through fast-tracking approvals and collaborative working to bring the milestone dates back on track.

Members requested that future reports provide further information on contingencies in place to cover risks, and if and how they had been used. This would also include a risk and opportunities gaze, how projects were managed for value, more visibility of how inflationary risks were mitigated and how opportunities were delivered.

**[Action: Stuart Harvey]**

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

## **38/07/21 Independent Investment Programme Advisory Group Quarterly Report**

Lorraine Humphrey and Alison Munro introduced the paper and the supplementary information on Part 2 of the agenda. The paper provided an update on the work undertaken by the Independent Investment Programme Advisory Group (IIPAG) since the last meeting of the Committee on 19 May 2021.

The Committee noted the update on the work undertaken since the last report. IIPAG had engaged in several reviews and briefings and crosscutting work continued.

The annual review of benchmarking in TfL had been completed and the report was considered by the Audit and Assurance Committee on 7 June 2021. Issues raised with respect to staff resources were being discussed with the relevant Directors and the Committee would be updated at its meeting in October 2021.

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

## **39/07/21 TfL Project Assurance Update**

Lorraine Humphrey introduced the paper and the supplementary information on Part 2 of the agenda, which provided an update on Project Assurance work undertaken between 5 April and 26 June 2021.

During the period, four programme reviews were undertaken, with the Independent Investment Programme Advisory Group (IIPAG) involved in all four reviews. Eleven project assurance reviews were undertaken, with IIPAG involved in five reviews. The reviews resulted in a total of 57 recommendations, with one considered a critical issue.

A detailed analysis had been conducted on the recurring issue with resourcing and shared with the relevant Directors. Good progress had been made in closing out overdue IIPAG and Project Assurance recommendations and more visibility and attention was being given at every level to maintain this.

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

## **40/07/21 London Underground Four Lines Modernisation Programme**

Stuart Harvey introduced the paper and the supplementary information on Part 2 of the agenda, which provided an update on the London Underground (LU) Four Lines Modernisation (4LM). The paper sought approval of a request for additional unbudgeted Programme and Project Authority.

Additional Financial Authority would be granted, should the Budget be approved, by the Board on 28 July 2021. The matters for which Authorities were sought included commitments that extended beyond the period of the Business Plan and Budget to be approved by the Board. Appropriate provisions would, therefore, need to be made for those commitments in future Business Plans and Budgets.

The Programme was in the process of replacing, modernising and integrating life-expired assets on four lines, which added capacity and improved journey time. Due to its scale and interoperation with other LU lines, the Programme was highly complex. Most of the work was complete, except for the signalling works.

Additional Programme and Project Authority was requested to address challenges related to: infrastructure and installation on an old railway with limited space; development of new software to deal with the complexity of four lines; and the impact of the coronavirus pandemic on stopping and restarting works.

Signalling Migration Area (SMA) 3 and 4 had gone live on the Circle line and the system continued to be reliable with lessons learnt from previous SMAs. Installation of nine of the 14 SMAs was complete. Software challenges continued and work on the complex area of SMA5 around Earl's Court was on track.

The opportunity had been taken to look at value for money on the project and specific areas of signalling had been de-scoped in SMA10, SMA11 and SMA12 to enable coordination of signalling work with Network Rail. A new timetable in September 2021 would bring a 10 per cent reduction in journey times and an extra train per hour north of the Circle line. Post-lockdown demand and operating costs were being looked at and would continue to be assessed to ensure the right decisions were made on bringing in additional capacity.

TfL Project Assurance and the Independent Investment Programme Advisory Group had undertaken their review of the 4LM Programme via continuous assurance over the last 18 months. They had received detailed briefings from the project team and the Director of Major Projects and were fully aware of the issues and challenges on 4LM and supported the request for Authority increase at this time.

#### **The Chair, following consultation with the Committee:**

- 1 noted the paper and the exempt supplementary information on Part 2 of the agenda;**
- 2 approved additional unbudgeted Programme and Project Authority for the sum set out in the paper on Part 2 of the agenda;**
- 3 noted that additional Financial Authority would be granted following approval of the Budget by the Board on 28 July 2021; and**
- 4 noted that the matters for which Authorities were sought included commitment that extended beyond the period of the Business Plan and Budget to be approved by the Board on 28 July 2021 and appropriate provision would, therefore, need to be made for those commitments in future Business Plans and Budgets.**

## **41/07/21 Piccadilly Line Upgrade – Stage 1 Progress Update**

Stuart Harvey, Paul Judge and Robert Niven introduced the paper and the supplementary information on Part 2 of the agenda, which provided an update on progress with delivery of Stage 1 of the London Underground Piccadilly Line Upgrade. The paper sought approval of a reduction in Programme and Project Authority of £300m for the Stage 1 Programme, giving a total revised Programme and Project Authority of £2,994m, to reflect efficiencies achieved since May 2018.

Financial Authority was granted up to 2022/23, based on the March 2021 TfL Budget and, for future years, would need to be reserved in future Business Plans. The reduced Programme and Project Authority sought included commitments that extended beyond the period of the Business Plan and Budget to be approved by the Board on 28 July 2021 and appropriate provision would, therefore, need to be made for those commitments in future Business Plans and Budgets.

The Committee noted progress on Stage 1 of the project, which involved infrastructure upgrades and enabling works to support the introduction of 94 new trains to replace the existing fleet. Stage 2 involved replacement of existing signalling system and procurement of seven additional trains. The new rolling stock brought improved reliability and good customer experience. Good collaborative work with Siemens ensured the design review target was met. Manufacture of trains in Vienna would commence soon and at least 50 per cent of the trains would be manufactured at the UK Siemens plant in Goole, East Yorkshire, delivering environmental benefits, testing opportunities, job creation and wider economic benefits.

Associated infrastructure work was progressing well, with some challenges around resourcing. The team considered cost at every level; there was a focus on driving down costs in the depot on modular builds, in the delivery of the stage working, harnessing other efficiency innovations and lessons learnt from the Four Lines Modernisation Programme.

It was noted that the management response to the assurance reports was sent to Members on 19 July 2021. The annual TfL Project Assurance review had identified the availability of internal commercial and engineering resources as a constraint on the team's ability to deliver. The management response had accepted all of the recommendations, which included the escalation of this issue within TfL business areas providing key resources to unlock any blockages and to procure external resources if necessary, plus the development of a recruitment plan to identify and address the resource needs of the Programme in a prioritised manner.

### **The Chair, following consultation with the Committee:**

- 1 noted the paper and the exempt supplementary information on Part 2 of the agenda; and**
- 2 approved a reduction in Programme and Project Authority of £300m for the Piccadilly Line Upgrade Stage 1 Programme, giving a total revised Programme and Project Authority of £2,994m.**

## **42/07/21 Docklands Light Railway – Housing Infrastructure Funding**

Alexandra Batey and David Rowe introduced the paper and the supplementary information on Part 2 of the agenda. This provided an update following approval of Financial Authority and Programme and Project Authority in December 2020, which enabled TfL to enter into a conditional Grant Determination Agreement (GDA) with the Greater London Authority (GLA) and the Ministry of Housing, Communities and Local Government to receive £281m Housing Infrastructure Fund (HIF) funding to supplement the Docklands Light Railway (DLR) Rolling Stock Replacement Programme (RSRP).

The funding would facilitate new housing developments in east London by: purchasing up to 14 additional DLR trains, bringing forward around 10,000 new homes; procuring the expansion of the Beckton DLR depot and for Docklands Light Railway Limited (DLRL) or TfL to acquire the land required to facilitate that expansion; and contributing to the cost of enabling works at Poplar DLR depot required to facilitate a wider TfL Commercial Development scheme, delivering up to 1,740 new homes in the area.

The paper sought endorsement that the GDA became unconditional on 31 July 2021, or at a later agreed date if an extension was required, which committed TfL to deliver the HIF Programme and to repay all grant funding received under the GDA, if TfL defaulted on its obligations. The paper also sought approval of Procurement Authority for DLRL to exercise pre-priced options under the existing contracts with the train manufacturer, for an agreement for the design, supply and manufacture of replacement DLR trains, and for the supply of spares and supporting services expiring in 2061.

The matters for which Authorities were sought included commitments that extended beyond the period of the Business Plan and Budget to be approved by the Board on 28 July 2021 and appropriate provision would, therefore, need to be made for those commitments in future Business Plans and Budgets.

The main risk to the Programme was the continued uncertainty of the short-term (capital) and long-term (operational) funding of TfL and the impact of the coronavirus pandemic on passenger demand. Whilst the latest funding package agreed with government did not provide assurance on the longer-term financial position, it enabled TfL to continue with the RSRP base order of 43 new DLR trains.

TfL had produced two demand scenarios based on modelling forecasts. The results demonstrated that the business cases for both the RSRP and HIF Programme continued to be strong, even if the short-term falls in demand continued over a longer period. The assessments to date showed that, under the hybrid demand forecast conditions, at least 11 and up to the original 14 HIF trains were required to provide enough capacity to bring forward the expected new homes.

TfL Project Assurance and the Independent Investment Programme Advisory Group (IIPAG) follow-up review of the HIF element of the DLR RSRP provided assurance that the recommendation to endorse the GDA becoming unconditional was appropriate. TfL Project Assurance and IIPAG were satisfied with the information

provided and agreed with the proposed approach. No additional recommendations were made.

**The Chair, following consultation with the Committee:**

- 1** noted the paper and the exempt supplementary information on Part 2 of the agenda;
- 2** endorsed that the Grant Determination Agreement (GDA) becomes unconditional on 31 July 2021 (or such later date as may be agreed between the parties to the GDA if an extension is required to confirm the final number of additional Housing Infrastructure Fund (HIF) trains) as set out in the paper, noting that this committed TfL to deliver the HIF Programme and to repay all grant funding received under the GDA if TfL defaulted on its obligations;
- 3** approved Procurement Authority up to the maximum amount stated in the paper on Part 2 of the agenda (noting that this amount included provision for movement in exchange rates) for Docklands Light Railway Limited (DLRL) to exercise pre-priced options under the following existing contracts with the train manufacturer, Construcciones y Auxiliar de Ferrocarriles S.A:
  - (a)** a Manufacture and Supply Agreement for the design, supply and manufacture of replacement DLR trains;
  - (b)** a Fleet Support Agreement for the supply of spares and supporting services, expiring in 2061, and a fixed and variable scope, which allows DLRL to call off spares supply and services as required;
- 4** noted that Procurement Authority for the other elements of the HIF Programme would be sought in accordance with Standing Orders; and
- 5** noted that the matters for which Authorities were sought included commitments that extended beyond the period of the Business Plan and Budget to be approved by the Board on 28 July 2021 and appropriate provision would, therefore, need to be made for those commitments in future Business Plans and Budgets.

## **43/07/21 Public Transport Programme**

Alexandra Batey introduced the item, which provided an update of the Public Transport Programme's success in delivering projects to maintain and promote a safe, operable and reliable surface public transport service, since the previous annual submission to the Committee in March 2020.

The paper sought approval of additional budgeted Programme and Project Authority of £104m, giving a total of £499m for the continuation of the Public Transport Programme in 2021/22 and 2022/23. It also sought approval of the transfer of the Woolwich Ferry Resilience and Renewal project into the Public Transport Programme from the Surface Assets Programme.

Additional Financial Authority would be granted, should the Budget be approved by the Board on 28 July 2021. The paper excluded any request for additional Programme and Project Authority for the East London line Housing Infrastructure Fund beyond that approved in June 2020. Any further request would be presented to the Committee in December 2021.

Delivery performance of the portfolio had been specifically impacted by the coronavirus pandemic, with 62 per cent delivery of approved Programme and Project Authority. Sites came to a Safe Stop in March 2020, a significant number of staff were moved onto the Government job-retention scheme and the supply chain was severely disrupted. Work was prioritised to focus on the most critical assets. Some key enhancements were delivered, such as the Custom House station upgrade, and approval was given to work through the Safe Stop to support the critical work at the NHS Nightingale hospital at Excel.

On Rail and Sponsored services, a significant number of lost, stolen or damaged cycles were replaced and there had been a significant increase in bike ridership. On the Emirates Air Line, a proactive planned shutdown was paused to help support access to other services during the coronavirus pandemic. Proactive decisions made in light of the pandemic included deferring some signalling projects around the East London line into 2022 to focus on capacity unlocking.

The Authority requested was mainly for a multi-year commitment on critical renewals projects to ensure safety and reliability, minimising whole-life costs and meeting customer expectations.

TfL Project Assurance and the Independent Investment Programme Advisory Group completed an assurance review of the Programme in May 2021. No critical issues were identified and a plan to address the 13 recommendations had been agreed.

**The Chair, following consultation with the Committee, noted the paper and:**

- 1 approved additional budgeted Programme and Project Authority of £104m, giving a total of £499m for the continuation of the Public Transport Programme in 2021/22 and 2022/23;**
- 2 approved the transfer of the Woolwich Ferry Resilience and Renewal project into the Public Transport Programme from the Surface Assets Programme;**
- 3 noted that Procurement Authority for matters within this programme would be sought at officer level in accordance with Standing Orders;**
- 4 noted that additional Financial Authority would be granted following approval of the Budget by the Board in July 2021; and**
- 5 noted that the paper excluded any request for additional Programme and Project Authority for the East London line Housing Infrastructure Fund beyond that approved in June 2020. Any further request would be submitted to the Committee in December 2021.**

## **44/07/21 Healthy Streets 2021/22 Programme**

Alexandra Batey introduced the item, which sought additional Programme and Project Authority of £67.4m to support delivery of the Healthy Streets Programme, bringing the total Programme and Project Authority to £308.7m.

The matters for which Authorities were sought included commitments that extended beyond the period of the Budget to be approved by the Board on 28 July 2021 and appropriate provision would, therefore, need to be made for those commitments in future Budgets.

A short-term approval of Authorities was agreed by Chair's Action on 19 April 2021 and reported to the last meeting of the Committee. While a further approval by Chair's Action was sought in June 2021, further revisions were subsequently required and so that request was superseded by the request set out in the paper.

In March 2021, TfL largely concluded the rapid rollout of new temporary schemes under the London Streetspace Programme in response to the challenges of the coronavirus pandemic. More information on the ongoing monitoring of the infrastructure delivered through this approach was provided in the Chair's Action paper approved on 19 April 2021. Any decision about converting temporary schemes to permanent would be subject to monitoring outputs, impact assessment and appropriate consultation and stakeholder engagement.

TfL had remobilised its longer-term Healthy Streets investment programme and the approach to planning and delivery had been adapted, with a review of some historic schemes, a new integrated pipeline of future schemes and adoption of lessons learnt through the delivery of the Programme.

The continuing Healthy Streets Programme would deliver positive changes in reducing road danger in line with Vision Zero Action Plan commitments, and for walking, cycling and bus travel across London. It would accelerate progress towards mode shift, decarbonisation, economic recovery and tackling health inequalities. Healthy Streets would also be an indispensable complement to other TfL initiatives to help power London's wider recovery, such as the delivery into service of the Elizabeth line, the electrification of the bus fleet and the Ultra Low Emission Zone expansion.

Since March 2021, guidance around the use of temporary and experimental schemes, with a focus on monitoring, had been published. Borough temporary schemes continued to be delivered in 2021/22 through the Department for Transport (DfT) funded Active Travel Fund Tranche 2. Around £11m of the original £20m allocation remained for this financial year and liaison continued with DfT regarding any changes to that programme, monitoring and other requirements.

In future years, the Healthy Streets Programme remained firmly focused on supporting a green recovery from the pandemic, and creating greater opportunities for safe, active travel on London's streets, particularly around and within outer London town centres. Vision Zero policies and objectives remained a core driver for the future Programme and to reduce road danger for vulnerable road users on the TfL road network and borough roads. In addition, there would be a focus on

inclusivity and equity to ensure projects considered the needs of protected and diverse groups; new consultation tools would help TfL to connect with a range of communities and those with specific accessibility requirements, as well as reviewing the design process in the context of enhanced personal security, including for women and girls.

Some of the key delivery challenges were achieving a broad consensus with multiple stakeholder groups and the mobilisation of the new delivery contract was taking longer than anticipated. Short-term funding agreements made it difficult to meet commitments and give a longer-term view on what the Programme could achieve. Predictions around post-pandemic travel varied and increased data collection would inform future decisions and designs within the portfolio.

An assurance review was completed in June 2021, with five recommendations and no critical issues. The project team had fully discharged five of the recommendations and partly discharged one. Five further recommendations were made which were set out in the assurance report.

**The Chair, following consultation with the Committee, noted the paper and:**

- 1 granted additional Programme and Project Authority of £67.4m to support delivery of the Healthy Streets Programme, bringing the total Programme and Project Authority to £308.7m; and**
- 2 noted that the matters for which Authorities were sought included commitments that extended beyond the period of the Budget to be approved by the Board on 28 July 2021 and appropriate provision would, therefore, need to be made for those commitments in future Budgets.**

#### **45/07/21 Members' Suggestions for Future Discussion Items**

Howard Carter introduced the current forward plan for the Committee.

**The Committee noted the paper.**

#### **46/07/21 Any Other Business the Chair Considers Urgent**

There was no urgent business.

#### **47/07/21 Date of Next Meeting**

The next scheduled meeting was due to be held on Wednesday 13 October 2021 at 10.00am.

## **48/07/21 Exclusion of the Press and Public**

**The Chair, following consultation with the Committee, agreed to exclude the press and public from the meeting, in accordance with paragraphs 3 and 5 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 1 2021/22; Independent Investment Programme Advisory Group Quarterly Report; TfL Project Assurance Update; London Underground Four Lines Modernisation Programme; Piccadilly Line Upgrade – Stage 1 Progress Update; and Docklands Light Railway – Housing Infrastructure Funding.**

The meeting closed at 1.17pm.

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

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