

Board



Date: 20 October 2021

Item: Report of the Meeting of the Programmes and Investment Committee held on 13 October 2021

This paper will be considered in public

1 Summary

1.1 This paper provides a summary of the items to be considered by the members of the Programmes and Investment Committee at its meeting on 13 October 2021 and decisions to be taken by the Chair under Chair's Action (after the date that the papers for this meeting of the Board are published). As the meeting will not be quorate, the meeting will make recommendations for the Committee Chair to approve under Chair's Action.

2 Recommendation

2.1 **The Board is asked to note the report.**

3 Committee Agenda and Summary

3.1 The papers for the meeting of the Committee to be held on 13 October 2021 were published on 5 and 11 October 2021 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

3.2 The main matters to be considered by the Committee are:

- (a) Use of Delegated Authority;
- (b) Investment Programme Report – Quarter 2 2021/22;
- (c) TfL Project Assurance Update;
- (d) Independent Investment Programme Advisory Group Quarterly Report;
- (e) Review of Progress on Value for Money;
- (f) Silvertown Tunnel;
- (g) London Underground Track Renewals Programme;
- (h) London Underground Signalling and Controls Programme;
- (i) London Underground Major Projects Stations Programme;

- (j) Elephant and Castle Station Capacity Upgrade; and
- (k) Surface Technology Programme.

3.3 A summary of the items to be considered and proposed recommendations to the Chair to take by Chair's Action is provided below. The more detailed minutes of the meeting and exercise of Chair's Action will be published ahead of the meeting of the Committee on 15 December 2021.

4 Issues To Be Discussed

Use of Delegated Authority

4.1 The Committee is asked to note the paper on the use of delegated authority. Since the meeting on 21 July 2021 there had been: no uses of Chair's Action; no Mayoral Directions to TfL within the Committee's remit; the Commissioner had approved five Procurement Authority requests; and the Chief Finance Officer had approved 10 Procurement Authority requests.

Investment Programme Report – Quarter 2 2021/22

- 4.2 The Committee is asked to note the update on the progress and performance in Quarter 2 2021/22 of a range of projects that will deliver world-class transport services to London.
- 4.3 The format of the report had been updated to better show how TfL delivered the Investment Programme and to enhance accessibility. For each major project or programme, the financial and milestone data represented the position at the end of the quarter and included commentary for key achievements and progress made. The report also contained updates on notable progress made after the end of the quarter.

TfL Project Assurance Update

- 4.4 The Committee is asked to note the update on the project assurance work undertaken between 27 June and 18 September 2021 and the key findings from the reviews.
- 4.5 During that period, four programme reviews were undertaken, with the Independent Investment Programme Advisory Group (IIPAG) involved in all four. Fourteen project assurance reviews were undertaken, with the IIPAG involved in three. The reviews resulted in a total of 69 recommendations, with one considered a critical issue.

Independent Investment Programme Advisory Group Quarterly Report

- 4.6 The Committee is asked to note the update on the IIPAG work undertaken since the last report.
- 4.7 The report set out IIPAG's work on cross-cutting issues, on First and Second Lines of Defence, Asset Information and Progress on Value for Money (VfM).

Review of Progress on Value for Money

- 4.8 The Committee is asked to note the update progress to date in developing a comprehensive VfM programme to improve TfL's capital delivery, including a summary of our intended programme outcomes, success to date in delivering improvements and areas requiring further attention in alignment with the IIPAG report on VfM.

Silvertown Tunnel

- 4.9 The Chair, following consultation with the Committee, is expected to be asked to note the update on progress with design and construction, and to approve the transfer of Programme and Project Authority to the Air Quality and Environment Programme in respect of the user charging element of the Silvertown Tunnel scheme.

London Underground Track Renewals Programme

- 4.10 The Committee is asked to note the update on the London Underground (LU) Track Renewals Programme, which delivers prioritised, critical asset renewals to maintain current levels of safety and reliability and, where possible, support upgrade requirements.
- 4.11 The delivery of the programme was impacted by the coronavirus pandemic. From the revised plan, Deep Tube Renewals (DTR) saw around 600m shortfall due to late access changes and staff shortages due to the pandemic. However, in all other areas of the programme, planned volumes were either met or exceeded. DTR sites that were delivered in 2020/21 included Baker Street to St Johns Wood (Jubilee line) and Finsbury Park to Arsenal (Piccadilly line).

London Underground Signalling and Controls Programme

- 4.12 The Chair, following consultation with the Committee, is expected to be asked to grant additional Programme and Project Authority of £94.4m.
- 4.13 The matters for which Authorities are sought included commitments that extended beyond the period of the Business Plan and Revised Budget approved by the Board on 28 July 2021 and appropriate provision would, therefore, need to be made for those commitments in future Business Plans.
- 4.14 Signalling systems were safety critical and, if any of the elements they are made up of are in a failed state or unavailable, could continue to operate with current performance levels. The detail of the request was the very minimum required to ensure that the systems can remain safe and operable.
- 4.15 Since the last update to the Committee, a number of milestones had been reached, including incremental upgrades and work to replace obsolete equipment across the Jubilee, Northern, Bakerloo and Central lines.

- 4.16 In 2022, the programme would continue to deliver incremental upgrades, deliver renewals works to extend the life of Central line signalling and control systems and the Northumberland Park depot, address the obsolescence of the large data transfer system on the Jubilee and Northern lines, install new equipment to replace those which contain hazardous chemicals.

London Underground Major Projects Stations Programme

- 4.17 The Chair, following consultation with the Committee, is expected to be asked to grant additional Programme and Project Authority of £54.7m.
- 4.18 The matters for which Authorities are sought include commitments that extended beyond the period of the Business Plan and Revised Budget approved by the Board on 28 July 2021 and appropriate provision would, therefore, need to be made for those commitments in future Business Plans.
- 4.19 The LU Major Projects Stations Programme enables improvements to be made to station safety, accessibility, easing interchange, with inclusive designs providing lifts and step-free access. Where appropriate, the programme also enables commercial opportunities including over-station developments, retail and other increased revenue. These projects often presented an opportunity for significant third-party funding.

Elephant and Castle Station Capacity Upgrade

- 4.20 The Chair, following consultation with the Committee, is expected to be asked to note the update on the progress of the Elephant and Castle Station Capacity Upgrade project and approve TfL and LU entering into a Developer Agreement with the developer.

Surface Technology Programme

- 4.21 The Chair, following consultation with the Committee, is expected to be asked to grant additional budgeted Programme and Project Authority of £30.1m.
- 4.22 The matters for which Authorities are sought include commitments that extended beyond the period of the Business Plan and Revised Budget approved by the Board on 28 July 2021 and appropriate provision would, therefore, need to be made for those commitments in future Business Plans.
- 4.23 Since the last update to the Committee, progress had been made in finalising contracts with key suppliers for delivery of Cycle Hire (Santander Cycles) modernisation initiatives, commencing development of Enforcement and Compliance Operational Systems using in-house teams, and awarding the contract for Deployable Enforcement Cameras (DECs) to monitor civil moving traffic contraventions. There had been efficiency savings of £1.5m, delivered through lower than expected supplier costs on DECs. A further £0.5m of efficiencies was targeted.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 13 October 2021

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