

Transport for London

Minutes of the Programmes and Investment Committee

**Teams Virtual Meeting
10.00am, Wednesday 13 October 2021
Chair's Action 22 October 2021**

Members of the Committee

Dr Nelson Ogunshakin OBE (Vice-Chair) (in the Chair)

Heidi Alexander

Mark Phillips

Dr Nina Skorupska CBE

Dr Lynn Sloman MBE

By Ben Story

Government Special Representative

Becky Wood

Executive Committee

Executive Committee	
Andy Byford	Commissioner
Howard Carter	General Counsel
Andy Lord	Managing Director London Underground and TfL Engineering

Staff

Staff	
Bruno Carr	Head of Investment Delivery Planning – London Underground and Elizabeth Line
Andrea Clarke	Director of Legal
Helen Cansick	Head of Investment Delivery Planning – Healthy Streets, Local Schemes
Daniel Champion	Head of Investment Delivery Planning - Air Quality, Tech and Environment (for Minute 62/10/21)
Patrick Doig	Finance Director, Surface Transport and Major Projects and Statutory Chief Finance Officer
Mike Hardaker	Delivery Director, Major Projects
David Ho	Head of Finance, London Underground Assets and Engineering
Lorraine Humphrey	Interim Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Jamie Mordue	Secretariat Officer
Kumaran Nagiah	Chief of Staff, Major Projects
Robert Niven	Head of Investment Delivery Planning, Major Projects (for Minute 61/10/21)
James Norris	Interim Head of Project Assurance
Jonathan Patrick	Chief Procurement Officer
Edward Preedy	Chief of Staff, Director of Investment Delivery Planning (for Minute 57/10/21)
David Rowe	Head of IDP, Major Projects
Caroline Sheridan	Director of TfL Engineering Delivery

Independent Investment Programme Advisory Group (IIPAG)

Alison Munro Chair, IIPAG

49/10/21 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Professor Greg Clark CBE. In his absence, Dr Nelson Ogunshakin OBE would chair the meeting. Simon Kilonback, Chief Finance Officer, Stuart Harvey, Director of Major Projects, Gareth Powell, Managing Director Surface Transport, and Alexandra Batey, Director of Investment Delivery Planning, were also unable to attend the meeting. The Commissioner and Heidi Alexander advised that they had to leave the meeting early but would return when possible.

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, any decisions required would be taken by Chair's Action, following the discussion of the item with Members. The Chair of the Committee reviewed the notes of the meeting and on 22 October 2021 exercised Chair's Action to approve the items that required decisions.

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.

An item on the Elephant and Castle Station Capacity Upgrade had been marked to follow. Discussions on the proposed Developer Agreement relating to the design and construction of a new subterranean station box and associated interfaces at Elephant and Castle were ongoing. As such, approvals would be sought once they were concluded. The withdrawal of this paper did not impact the request for Programme and Project Authority for this station within the item on London Underground Major Projects Stations Programme.

50/10/21 Declarations of Interests

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

Dr Lynn Sloman MBE had declared a new interest as Chair of the Welsh Government's Roads Review Panel. Her interests had been updated and published on the TfL website.

51/10/21 Minutes of the Meeting of the Committee held on 21 July 2021

On Friday 22 October 2021, the Chair, following consultation with the Committee, approved the minutes of the meeting held on 21 July 2021 as a correct record. The minutes would be provided to the Chair for signature at a future date.

52/10/21 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.

53/10/21 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 21 July 2021, there had been no use of Chair's Action.

The Commissioner had approved five Procurement Authority requests relating to the Fleet Operator Recognition Scheme Concessionaire Contract Award, Supply of Signalling Equipment, Sponsorship of London Cycle Hire Scheme, Cable Car Operation and Maintenance, and a variation recommendation for Four Lines Modernisation Programme Support.

The Chief Finance Officer had also approved 10 Procurement Authority requests relating to Standalone Construction Projects, New Datacentre Co-location, Train Wheel Lathe Renewal and Enhancement at Northumberland Park and Upminster Depots and several material/component requests for the 73TS, 92TS, 96TS, S Stock Line Overhaul Programme and Southall Sidings Road Rail Access.

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

The Committee noted the paper.

54/10/21 Investment Programme Report – Quarter 2 2021/22

Mike Hardaker introduced the paper and the supplementary information on Part 2 of the agenda, which set out the progress and performance in Quarter 2 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.

The format of the report had been updated to enable better tracking of changes in projects over time and to ensure consistency with other TfL quarterly reports.

On safety, site visits continued to be restricted to essential visits only, to protect critical activities and keep confirmed Covid-19 cases as low as possible. Virtual site visits and remote testing were being used as alternatives. There were four accidents reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations, which was an increase of one from the previous quarter. Managers were talking to supply chain partners to determine whether any patterns were

emerging since staff returned to work. Overall, there was a downward trend on injuries from the previous quarter, with the most common cases being slips, trips and falls. Briefings and informal conversations had increased.

Ninety-five percent of strategic milestones had been delivered early or were due to be delivered on time. The exception to this was the Rotherhithe Tunnel. Additional work would be undertaken to ascertain whether the refurbishment of the Rotherhithe Tunnel could be deferred until after the opening of the Silvertown Tunnel.

The Northern Line Extension (NLE) had opened slightly ahead of schedule on 20 September 2021 and for £160m less than first estimated. The delivery of the project had not always been easy but the outcome was a good demonstration of what could be achieved through collaborative working and when TfL had sustainable funding. Since opening, there had been 10,000 tap ins per day at Nine Elms station and 5,000 tap ins per day at Battersea Power Station station.

On Four Lines Modernisation, there had been a 10 percent improvement in run time on the north side of the Circle line. There had been a good weekend of testing on Signalling Migration Area (SMA) 8, however several software challenges had occurred on SMA5.

Train cars one to three in the Docklands Light Railway Rolling Stock Programme were ready for static testing. Work on the northern sidings at Beckton had started.

On the Piccadilly line upgrade, the manufacture of new trains began in August 2021 and work had progressed to construct the track formations at South Harrow Sidings. The High Voltage Power (Design and Build) framework Invitation to Tender had been issued in April 2021 and award recommendation was targeted for January 2022. The Piccadilly line upgrade was also being used as an incubator for environmental initiatives. The Estimated Final Cost (EFC) had been reduced by over £600m as a result of value engineering.

On the Silvertown Tunnel, piling for the launch chamber had been completed. The tunnel boring machine (TBM) was due on site in early 2022, with TBM launch expected from May 2022. Community liaison panels had been established on both sides of the river, chaired by councillors from Greenwich and Newham, and an interactive website had been launched for residents to learn more about the scheme. An independent expert would be sought to provide assurance. A separate item on the Silvertown Tunnel appeared elsewhere on the agenda (see Minute 58/10/21)

It was noted that the costs of settlement for the Silvertown Tunnel were outside of the project costs. As they did not directly lead to the construction of the asset, they were required to be written off. In addition to this, the negotiation was commercially sensitive and could not have been reported.

The viaduct structure at Barking Riverside Extension had been completed. The track slab had been finalised and most of the track installed. Stage 14 signalling commissioning was completed in July 2021 and the penultimate stage, Stage 15, connecting the viaduct to the existing network, was completed during an extended possession over the August 2021 bank holiday weekend.

On the Bank station capacity upgrade, work was ongoing to prepare for the blockade in January 2022. There were similarities between the work at Bank and the Kennington step plate junction and so, to share knowledge across projects, staff would move from NLE to Bank.

London Underground (LU) work continued at Paddington station on the redevelopment of the Bakerloo line ticket hall. Work to fit out the new Hooper's Court and Brompton Road entrance of Knightsbridge station was ongoing and due to be opened in early 2022. Both of which would deliver step-free access (SFA). Tottenham Hale station was on track to open at the end of 2021.

Osterley station became the 89th SFA, with two further stations expected to be delivered by the end of the year. Subject to discussions with the supply chain, the intention was to restart on the paused SFA improvements at Burnt Oak, Hanger Lane and Northolt stations.

The Acton train modification unit had been completed in July 2021 and would support ongoing LU fleet renewals. A strategic review of facilities at Acton warehouse and Lillie Bridge depot was being undertaken.

Good progress had been made on track renewals. Nearly all renewals had been completed at Ealing Common depot and significant renewals had been completed on the south side of the Circle and District line. There was one significant injury during the period. TfL and Balfour Beatty were working to understand what had happened and take forward lessons learnt.

On Rolling Stock, good progress continued to be made on the Central Line Improvement Programme. TfL had taken the opportunity to accelerate accessibility works on the Waterloo & City line fleets, whilst there was a reduced service on the line. Engineering fleets, delivered in the 1960s, performed well but required a lot of maintenance. Working with the supply chain, TfL had begun to detail options available to renew the fleet to improve flexibility and value for money. The equipment was made bespoke to the Deep Tube network.

On Healthy Streets and Active Travel, TfL continued to meet with the Department for Transport's (DfT's) Active Travel Oversight Group. There had been 7.3km of cycle lanes delivered since the June 2021 funding settlement, including links to the new NLE stations. A further 20.8km were in construction.

In August 2021, a cyclist was sadly killed in Holborn at the junction of Southampton Row and Theobalds Road. The London Borough of Camden implemented interim safety improvements and further changes were expected in 2022. TfL anticipated a full transformation scheme for the Holborn area to come forward, which would need to be considered in relation to any new funding deal with the DfT.

It had been agreed with the Mayor to accelerate the lowering speed limits programme and introduce 20mph limits on 140km of the Transport for London Road Network by March 2023. This included works to create a pedestrianised crossing on the north side of Battersea Bridge, widening the footways and making Chelsea Embankment 20mph.

On air quality, the Ultra Low Emission Zone would be launched on 25 October 2021. Final preparations would take place over the following days, updates to the TfL website and mobile app were ready to go live and new boundary signs had been installed on the North and South Circular Roads.

On Surface Transport renewals, work hard started to replace the largest Roller Shutter Joint in London, which was life expired, on the A40 Westway. Two lanes of traffic were kept open in the week, although more extensive possession would be required on weekends.

The third phase of embedded track renewals for the trams at Reeves Corner was completed in August 2021. Highway resurfacing work in the centre of Croydon and further repair works to the Addiscombe Road Bridge were also completed during the possession.

The Committee welcomed the updated format of the report. Members asked that, if appropriate, EFC performance note if the scope had changed.

Members commended the work done to have 95 per cent of strategic milestones forecast to be delivered on time or early. Achieving the milestones was taken seriously and a series of sub-milestones acted as early warning systems. Openness and collaboration across TfL and with the supply chain helped to achieve milestones.

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

55/10/21 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 27 June and 18 September 2021.

During the 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 IIPAG involved in three reviews. The reviews resulted in a total of 69 recommendations, of which six were considered critical.

The number of overdue IIPAG recommendations had reduced from 21 to 11 and the number of overdue Project Assurance recommendations had reduced from 52 to 44. Four of the overdue recommendations were critical recommendations; two related to the General Data Protection Regulation Project, one to the Barking Riverside Extension project team being under resourced and one to the need to ensure that the business case for the Central line Signalling and Control Project demonstrated value for money.

The paper raised three critical issues, following a review of the Rotherhithe Tunnel. A further review had been undertaken, which would determine the correct scope, what was needed to ensure value for money and to deliver a more robust estimated final cost.

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

56/10/21 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.

Three areas of cross cutting work had been completed during the period. These related to the annual review of first and second line of defence, asset information and a review of programmes made on reporting value for money.

Members welcomed the progress made in establishing a common understanding of the state of good repair (SOGR) of assets. Members supported the need for consistent metrics that could be applied across all assets, give an insight into consequences of not replacing or renewing an asset and show how things had changed over time. Given the increasing importance of the quality of data, TfL should consider it as an asset in itself.

TfL had a good understanding of where data was held and the quality of the data. There was a focus on areas where this was lacking, for example on civil infrastructure and drainage in London Underground (LU). In some areas, such as for LU track, there was a near complete data set, which included a heat map that showed the status of the track. Having a good knowledge of the SOGR was particularly important in relation to funding discussions. Members asked for a briefing on how TfL captured and used asset data. **[Action: Andy Lord]**

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

57/10/21 Review of Progress on Value for Money

Edward Preedy introduced the paper and the supplementary information on Part 2 of the agenda, which set out progress to date in developing a comprehensive Value for Money (VfM) programme to improve TfL's capital delivery.

The work on VfM was structured around four outcomes: cultivating a VfM culture within TfL; ensuring that the Five Case model of decision-making was the key driver of investment decisions; ensuring that VfM was considered at every stage of the decision-making process or lifecycle; and monitoring and regularly reporting TfL's VfM initiatives alongside the achievements of objectives.

To ensure that there was a genuine organisational shift and a building of understanding of what VfM meant, a director led review group was established. This looked across all capital delivery, promoted consistency, avoided duplication and provided a forum for improvement initiatives.

Following the submission of the Capital Efficiencies Plan to the Department for Transport in July 2021, a new pan-TfL Capital Improvement Group was established to centralise governance of capital improvement activity.

On business case development, the approach and decision-making processes had been enhanced, for example through producing more succinct summaries and drawing out VfM considerations at each stage.

A series of systems and check points throughout project lifecycles had been created, to enable more consistent and timely decisions. For example, a central projects list and business case repository captured all project activity from an early stage and the key business case metrics. VfM checklists had also been introduced at stage gates.

Future work would continue the drive for efficiencies, as outlined in the Capital Efficiencies Plan, particularly in areas such as equity.

Members recognised that any project could only represent VfM if it achieved its objectives. When setting strategic outcomes, it would be more helpful to consider three or four primary objectives, such as modal share shifts or net emissions. This would provide a better insight into how projects were contributing to the Mayor's Transport Strategy (MTS). Historically there had been more focus on enhancements, as they more naturally contributed to the MTS. TfL sought to develop 10-15 objectives that would capture enhancement and renewal schemes simultaneously. From this, the highest priority objectives would be established and connected to an MTS tracker.

The Independent Investment Programme Advisory Group (IIPAG) commended the work that had been undertaken, which went wider than the original IIPAG report on VfM. Good progress had been made, particularly in relation to efficiencies and culture, but there was still some work to be done on business cases. Enhanced scrutiny and governance on VfM in business cases would help to progress further. Project Assurance reviewed business cases to ensure that key points and objectives were identified, strengthen the cases, and make them work effectively.

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

58/10/21 Silvertown Tunnel

Mike Hardaker introduced the paper and the supplementary information on Part 2 of the agenda, which provided an update on the Silvertown Tunnel project, including progress with design and construction, since the Committee last considered a specific paper on the scheme in July 2019.

The piling for the launch chamber was complete and work to excavate had begun. The delivery of the tunnel boring machine was slightly ahead of schedule and factory acceptance testing was expected to be completed by December 2021.

On site progress was good. Hybrid vehicles were used where possible, which resulted in a reduction of traditional fuel use by 80 per cent on site. Most of the spoil

had been transported off site via the Thames, which had allowed 3,500 heavy goods vehicle loads to be taken off the road.

Work on the user charging system, which would be used on the Silvertown Tunnel and Blackwall Tunnel, was ongoing.

TfL was undertaking a range of monitoring, modelling and assessment work to ensure the project's benefits, impacts and any changes in transport patterns due to the coronavirus pandemic were understood. Communications and engagement sessions continued and were planned to extend beyond the project lifecycle.

The paper requested a transfer of existing Authority, for the user charging element of the project, from the Major Projects Directorate to Projects and Programme Delivery (PPD). This reflected delivery expertise in PPD and the need to be consistent in TfL's approach to user charging.

Members shared that there was growing recognition from climate scientists that reduced traffic volumes were necessary to achieve net-zero. User charging could reduce the number of cars crossing the river from current level, while more public transport use could increase the volume of people crossing the river.

TfL retained the responsibility for the setting and operating the user charge as to ensure it could effectively manage traffic. It had been forecast that the use of a user charge would result in no additional traffic along the corridor to Silvertown Tunnel and Blackwall Tunnel. Modelling showed an increase in the proportion of trips made by public transport from 10 per cent to 30 per cent. TfL was legally committed through the Development Consent Order process to achieve the environmental objectives set out.

Traffic remodelling would be re-run in 2022. The results from which would indicate how different sets of charges achieved different outcomes, in terms of both overall traffic level and what proportion of the traffic was made up of different vehicles.

[Action: David Rowe]

The affordability of the charges would be important due to potential displacement of traffic to other crossings. Members stated that TfL should continue to work closely with local boroughs and the Silvertown Tunnel Implementation Group on the user charging levels.

On Friday 22 October 2021, the Chair, having reviewed notes of the meeting, noted the paper and the related paper on Part 2 of the agenda and approved 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, at the sum set out in the paper on Part 2 of the agenda.

59/10/21 London Underground Track Renewals Programme

Andy Lord introduced the paper, which provided an update on the London Underground Track Renewals Programme, which delivered prioritised, critical asset renewals to maintain current levels of safety and reliability and, where possible, supported upgrade requirements.

Bruno Carr told the Committee that the Programme team had been working on the state of good repair (SOGR) with the Independent Investment Programme Advisory Group and TfL Project Assurance. There had been a change in metrics, which caused some issues in tracking historical data but TfL was now able to implement a standard SOGR metric; every asset would be given a red, amber, green or black rating.

Work on track was critical to the safety of the railway, as it did not fail safe. The paper set out how TfL would recover from coronavirus pandemic related stoppages and deliver 14-15km of work across the main ballasted track and Deep Tube over the coming years. The work would ensure safety and reliability, before seeking opportunities to improve track, in line with capacity. It was envisaged that all of the Deep Tube would have flat bottomed rail by 2030.

Additional works would be delivered on 3km of drainage assets, on which a low SOGR was known. A wider asset project was underway to collect asset condition data on the more difficult to survey and access drainage.

Several significant flooding events had occurred on the network over the summer period, which led to a stranded train and closed stations. A review of certain flooded locations was being undertaken to determine what more TfL could do to prevent it in the future.

Track renewals and replacements was intrusive and difficult to do in short windows. The most efficient, cost effective and least disruptive over the longer-term approach was to have larger blockades. There was a need to balance this with providing a good service and TfL helping London's economic recovery.

TfL Project Assurance had raised a critical issue in relation to potential impacts on the 2023 work bank, as a result of the lack of design work for the Programme. The procurement of external resource was an option to ensure designs were done in good time and did not disrupt delivery. Processes had been changed to make funds available for design work, with the intention of achieving a greater work bank than planned works. There was a national shortage of engineering resource and TfL was reaching out to other sectors.

Members stated the importance of ensuring that language used to describe asset condition was clear, as an asset rated as being in 'poor condition' did not mean that the safety of customers was compromised. It was noted that the charts were generally more engineering focussed and did not provide the whole context of mitigations being in place to ensure safety. An example of TfL operating 'life expired' assets safely was in the Bakerloo line fleet, which was 'life expired' but well maintained and continued to perform well.

Ideally there would be no track designated as 'life expired' however this would require a large financial commitment and have a big impact on service. A lot of the life expired track related to bull head rail, which was deemed life expired as a result of manufacturers not likely to provide replacements in the future. Track was regularly physically and electronically inspected and TfL would never operate a service unless it was safe to do so.

The Board would be kept appraised of changes in asset condition, so it could understand what the backlog was over the coming years.

The Committee noted the paper.

60/10/21 London Underground Signalling and Controls Programme

Andy Lord introduced the paper, which provided an update on the London Underground Signalling and Controls Programme and requested additional Programme and Project Authority in line with the do minimum scenario in the Long-Term Capital Plan.

The Programme was split into renewals and incremental upgrades. On renewals, the Programme would extend the life of existing systems and replace critical obsolescence, primarily on the Central and Bakerloo lines. An incremental upgrade approach, replacing larger one-off replacement approach, would minimise operational disruption and funding requirements.

Computerised systems generally did not last as long as mechanical systems; in computerised systems, components required regular updates in a specific order. TfL delivery teams had worked closely with the original equipment manufacturers to determine the order in which the components should be updated.

This marked a critical change in strategy and was needed because of specific component failures on the more modern systems, for which replacements were scarce. Maintenance teams worked across TfL to ensure spares were used efficiently. The approach would allow TfL to support fleet expansion in the future and reduce the likelihood of needing to do major single point upgrades.

There were huge financial and operational advantages to having standardised signalling systems.

TfL Project Assurance thought the change in approach was sensible. Work was needed on how TfL would best achieve value for money where there was only one supplier that could do the work.

On Friday 22 October 2021, the Chair, having reviewed notes of the meeting, noted the paper and:

- 1 **approved additional Programme and Project Authority of £94.4m for the London Underground Signalling and Controls Programme, giving a total Programme and Project Authority of £306.7m (figures in outturn including risk); and**
- 2 **noted that the matters for which Authorities are sought above include commitments that extend beyond the period of the Business Plan and “Revised Budget” approved by TfL Board on 28 July 2021. Appropriate provision will, therefore, need to be made for those commitments in future Business Plans.**

61/10/21 London Underground Major Projects Stations Programme

Mike Hardaker introduced the paper and the supplementary information on Part 2 of the agenda, which provided an update on the progress of the London Underground Major Projects Stations Programme. The paper sought adjustments to the Programme and Project Authorities (including reductions) and requested additional Authority to progress the Elephant & Castle station capacity upgrade.

Due to the current funding constraints, the Programme was focussed on projects that were in progress and coming to completion, and those that had a third-party funding element.

At Bank station, work was focussed on the blockade in January 2022. There was a need to ensure that appropriate information and contingencies were available. A new Programme Manager was in place to look at the interfaces between the Central and Northern lines. Production and quality issues with cladding had arisen but were expected to be resolved.

At Elephant & Castle station, the scheme would combine the separate Bakerloo and Northern line ticket halls into a single facility and include provision of safeguarding for the Bakerloo line upgrade. The developer, Delancey, would deliver the station box and TfL would deliver the fit out and completion of the tunnel connections.

The Camden Town Station Capacity Upgrade and Holborn Station Capacity Upgrade projects were on hold, subject to future funding.

On Friday 22 October 2021, the Chair, having reviewed notes of the meeting, noted the paper and the supplementary paper on Part 2 of the agenda and approved additional Programme and Project Authority of £54.7m for the London Underground Major Projects Stations Programme.

62/10/21 Surface Technology Programme

Daniel Champion introduced the paper and the supplementary information on Part 2 of the agenda, which provided an update on the Surface Technology Programme.

Seventy-five per cent of the Surface Technology Programme was renewals of critical operational technologies, such as the enforcement and compliance operating system and iBus2. The remaining 25 per cent of the Programme was made up of enhancements for key TfL priorities, such as the Deployable Enforcement Cameras on roads and body-worn cameras for staff. In addition to this, 500 e-bikes would be rolled out by summer 2022.

While the paper had been scheduled to be presented to the Committee in March 2022, increased delivery confidence and positive performance meant it was brought earlier. This reduced the risk of contract extensions for older operationally critical technology.

On Friday 22 October 2021, the Chair, having reviewed notes of the meeting, noted the paper and exempt supplemental information in the paper on Part 2 of the agenda and:

- 1 approved an additional £30.1m budgeted Programme and Project Authority for the Surface Technology Programme, taking the total Programme and Project Authority to £140.0m;**
- 2 noted that the matters for which Authorities are sought above include commitments that extend beyond the period of the Business Plan and Budget. Appropriate provision will, therefore, need to be made for those commitments in future Business Plans and Budgets; and**
- 3 noted that Procurement Authority for the various initiatives will be sought at officer level in accordance with Standing Orders.**

63/10/21 Members' Suggestions for Future Discussion Items

Howard Carter introduced the current forward plan for the Committee.

In addition to a briefing on asset data (as at Minute 56/10/21), Members requested a visit to Tottenham Hale station to see the progress made. [Action: Andy Lord]

The Committee noted the paper.

64/10/21 Any Other Business the Chair Considers Urgent

There was no urgent business.

65/10/21 Date of Next Meeting

The next scheduled meeting was due to be held on Wednesday 15 December 2021 at 10.00am.

66/10/21 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 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 2 2021/22; TfL Project Assurance Update; Independent Investment Programme Advisory Group Quarterly Report; Review of Progress on Value for Money; Silvertown Tunnel; London Underground Major Projects Stations Programme; and Surface Technology.

The meeting closed at 1.10pm.

Chair: _____

Date: _____