

**Board**



**Date: 2 February 2022**

**Item: Report of the Meeting of the Programmes and Investment Committee held on 15 December 2022**

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by the members of the Programmes and Investment Committee on 15 December 2021 and the decisions taken by the Chair under Chair's Action. Decisions were required by Chair's Action as members were not able to meet in person.

## **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 on 15 December 2021 were published on 7 December 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 considered by the Committee were:
- (a) Use of Delegated Authority;
  - (b) Investment Programme Report – Quarter 2 2021/22;
  - (c) Independent Investment Programme Advisory Group Quarterly Report;
  - (d) TfL Project Assurance Update;
  - (e) Barking Riverside Extension;
  - (f) London Underground Fleet Heavy Overhaul, Fleet and Engineering Vehicles Programmes;
  - (g) London Underground Railway System Enhancements Programme; and
  - (h) London Underground Lifts and Escalators Renewals Programme.
- 3.3 A summary of the items considered and the recommendations approved by the Chair under 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 2 March 2022.

## **4 Issues Discussed**

### **Use of Delegated Authority**

- 4.1 The Committee noted the paper on the use of delegated authority. Since the meeting on 15 October 2021 there had been: two uses of Chair's Action in relation to approval of authority requests at the meeting of the Committee on 13 October 2021 and the Congestion Charge Changes Review; the Chief Finance Officer had approved one Programme and Project Authority request and five Procurement Authority requests; and the Commissioner had approved one Procurement Authority request. There had been no Mayoral Directions to TfL within the Committee's remit.

### **Investment Programme Report – Quarter 3 2021/22**

- 4.2 The Committee noted the update on the progress and performance in Quarter 3 2021/22 of a range of projects that will deliver world-class transport services to London. Members welcomed the updates to the format of the report.

### **Independent Investment Programme Advisory Group Quarterly Report**

- 4.3 The Committee noted the update on the Independent Investment Programme Advisory Group (IIPAG) work undertaken since the last report.
- 4.4 No new cross cutting or systemic themes had been raised and IIPAG was following upon progress made on previously identified issues, such as the reporting of value for money and asset condition covered in papers previously considered by the Committee.
- 4.5 Work had progressed on cross cutting work, particularly on commercial matters, including the availability of commercial resource. TfL was implementing a procurement supply chain improvement initiative, designed to get the right leadership of the right resources.
- 4.6 Challenges around talent attraction and retention was also a recurring theme across TfL, which could impact the delivery of projects. The Commissioner and Remuneration Committee were considering how this could be addressed. On Major Projects, TfL was looking at how it could reprioritise resources and build in greater flexibility. Further information would be included in future updates on the Capital Efficiencies Plan.

### **TfL Project Assurance Update**

- 4.7 The Committee noted the update on the project assurance work undertaken between 19 September and 8 November 2021 and the key findings from the reviews.

- 4.8 During that period, two programme reviews were undertaken, with IIPAG involved in both. Five project assurance reviews were undertaken, with IIPAG involved in two of these. The reviews resulted in a total of 27 recommendations, of which four were considered critical issues.

### **Barking Riverside Extension**

- 4.9 The Committee noted the update on the project, which would deliver a 4.5km extension of the London Overground to the Barking Riverside housing development, which had planning permission for up to 10,800 new homes. The project had successfully managed issues with the Coronavirus pandemic, design coordination and unforeseen ground conditions and was now making good progress.
- 4.10 The Chair exercised Chair's Action to approve unbudgeted Financial Authority for the project and additional Procurement Authority for the Main Works Contract.

### **London Underground Fleet Heavy Overhaul, Fleet and Engineering Vehicles Programmes**

- 4.11 The Committee noted the update on the London Underground (LU) Fleet Heavy Overhauls (FHO), Asset Performance & Capital Delivery (APCD) Fleet and Engineering Vehicles (EV) programmes. The FHO programme delivered essential, large scale maintenance of the passenger train fleets and rail adhesion trains as part of the train maintenance regime. The APCD Fleet programme delivered projects that renewed life expired or degraded components on passenger trains beyond the scope of FHO, or reconfigured trains to comply with legislation. The EV programme delivered projects related to the EV fleet that served and supported the track renewal programme.
- 4.12 IIPAG noted that good progress had been made in the reporting of asset condition and against previous IIPAG recommendations, but there was an issue around the availability of resource.
- 4.13 The Chair exercised Chair's Action to approve additional Programme and Project Authority to progress mandatory overhaul works within the FHO Programme, additional Programme and Project Authority for Central line train improvements and progress rectification of the underframe fatigue cracking issue on the Jubilee line fleet within the Fleet Programme and additional Programme and Project Authority to design a replacement fleet of locomotives, enhance the Mechanical Renewals Vehicle prototype into an on-track machine, and continue the Engineering Vehicles overhauls within the EV Programme.

### **London Underground Railway System Enhancements Programme**

- 4.14 The Committee noted an update on progress with delivery of the LU Railway Systems Enhancements (RSE) Programme and sought a reduction in Programme and Project Authority.

- 4.15 The Programme sought to exploit new technology on the Jubilee, Victoria and Central lines to enable improvements in capacity, through the new to signalling systems.
- 4.16 In 2017, 36 trains per hour (tph) peak service capability on the Victoria line was delivered and, in 2018, 30tph peak services on the Jubilee line was delivered between Willesden and North Greenwich. The new working timetable would also deliver 31 tph on the northern branch of the Northern line. Improvements had been made to the rolling stock maintenance facilities to enable the trains to perform with higher frequency of service.
- 4.17 Following an analysis of the scope of the programme, specific elements did not represent good value for money. It was proposed to remove the requirement for the Jubilee line optimisation (JLO) to deliver 32tph between West Hampstead and North Greenwich stations in the peak periods, and to remove an enhancement scheme originally included as part of the Northern line capacity optimisation to provide a new 'scissors' crossover at East Finchley.
- 4.18 The Chair exercised Chair's Action to approve a reduction in Programme and Project Authority for the RSE Programme.

#### **London Underground Lifts and Escalators Renewals Programme**

- 4.19 The Committee noted an update on the LU Lifts and Escalators Renewals Programme and a request for authority for essential renewals to existing Secondary Means of Vertical Transport lift assets providing step-free access. The works involved nine replacement and 36 smaller interventions, with a target of 99 per cent availability because of the essential nature of the assets to TfL's accessibility commitments.
- 4.20 The Chair exercised Chair's Action to approve additional Programme and Project Authority and Procurement Authority for the programme

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

None

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

Papers submitted to the Programmes and Investment Committee on 15 December 2021

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