

# Transport for London

## Minutes of the Programmes and Investment Committee

### Teams Virtual Meeting

10.00am, Wednesday 15 December 2021

#### Members of the Committee

Professor Greg Clark CBE (Chair)  
Dr Nelson Ogunshakin OBE (Vice Chair)  
Mark Phillips  
Dr Nina Skorupska CBE  
Dr Lynn Sloman MBE  
Ben Story

#### Government Special Representative

Becky Wood

#### Board Members also in attendance

Cllr Julian Bell  
Peter Strachan

#### Executive Committee

Andy Byford	Commissioner
Howard Carter	General Counsel
Stuart Harvey	Director Major Projects

#### Staff

Alexandra Batey	Director of Investment Delivery Planning
Bruno Carr	Head of Investment Delivery Planning – London Underground and Elizabeth Line
Andrea Clarke	Director of Legal
Justine Curry	Head of Commercial Law, Legal
Patrick Doig	Finance Director, Surface Transport and Major Projects and statutory Chief Finance Officer
Jackie Gavigan	Secretariat Manager
Joanna Hawkes	Corporate Finance and Strategy Director
Sean Horkan	Director, TfL Engineering Asset Strategy
Lorraine Humphrey	Interim Director of Risk and Assurance
Shamus Kenny	Head of Secretariat
Rachel McLean	Chief Finance Officer Crossrail, and Finance Director London Underground and TfL Engineering
Jamie Mordue	Secretariat Officer
Kumaran Nagiah	Chief of Staff, Major Projects
Robert Niven	Head of Investment Delivery Planning, Major Projects (for Minute 77/12/21)
James Norris	Interim Head of Project Assurance
Jonathan Patrick	Chief Procurement Officer
David Rowe	Head of IDP, Major Projects

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

Alison Munro	Chair, IIPAG
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## **67/12/21 Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from Heidi Alexander. Simon Kilonback, Chief Finance Officer, Andy Lord, Managing Director London Underground and TfL Engineering, and Gareth Powell, Managing Director Surface Transport, were also unable to attend the meeting.

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 at this meeting.

Owing to technical issues, the meeting was unable to be broadcast live. A video was uploaded to TfL's YouTube channel after the meeting, to ensure the public and press could observe the proceedings and decision-making.

Financial Authority was currently provided through the two-year Budget for 2021/2022 and 2022/23, approved by the Board on 28 July 2021. The current funding agreement with Government expired on 17 December 2021 (having been extended one week from 11 December) and additional Government funding would need to be agreed beyond this period, therefore a subsequent prioritisation of the TfL Investment Programme would be required to ensure that all projects were affordable within the funding envelope provided and as such revised authority may need to be sought.

Any Authority granted through Chair's Action, following consideration by the Committee, which related to both the current funding period up to the 17 December 2021 and commitments outside of this period, may need to be revised as part of future budgets to be considered by the Board. Provision would also need to be made in future Budgets and Business Plans in respect to commitments made. If additional funding was not available, a prioritisation of the TfL Investment Programme would be required and some programmes and projects would not be taken forward and revised authority would be sought as appropriate.

All financial commitments related to the requests would be overseen in accordance with TfL Business controls in respect of draw down.

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.

## **68/12/21 Declarations of Interests**

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

## **69/12/21 Minutes of the Meeting of the Committee held on 13 October 2021**

**The Committee approved the minutes of the meeting held on 13 October 2021 as a correct record. The minutes would be provided to the Chair for signature at a future date.**

## **70/12/21 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.**

## **71/12/21 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 13 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 relating to the Digital Safety, Health and Environmental Management Systems.

The Commissioner had approved one Procurement Authority request relating to the Central Line Signalling Life Extension – Signalling Call-Off 003 Detail Design and Installation.

The Chief Finance Officer had also approved five Procurement Authority requests relating to 1973 Piccadilly Line Life Extension Supply of Rubber to Metal Components; Immigration Enforcement's Checking and Advice Service; Extension of District line Wimbledon Branch Track Access Agreement; Fire Maintenance Contract Extension Variation Recommendation; and Thales Establishment Works – Bank Station Capacity Upgrade Signalling Variation.

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

**The Committee noted the paper.**

## **72/12/21 Investment Programme Report – Quarter 3, 2021/22**

Stuart Harvey introduced the report, which updated the Committee on the progress and performance of programmes and projects in Quarter 3, 2021/22.

On safety, there had been seven reports of safety issues during the period. Issues had been reported at the Barking Riverside Extension site and the Docklands Light Railway (DLR) Beckton Depot site. In both instances, the contractor had taken immediate action, demonstrating a good onsite safety culture. TfL was confident that lessons had been learnt. Overall, there was a sustained decrease in the number of injuries on sites. There had been three instances reported in London Underground (LU) and one in Surface Transport. Members noted the good work with Tier 1 contractors on Crossrail. A similar approach was taken across TfL but further conversations would be held with colleagues in Crossrail to see if there was any knowledge to share.

With regard to the Four Lines Modernisation Programme, a new timetable had been introduced for the northern section of the Circle line. Signalling Migration Area SMA05 had been deferred until spring 2022, to ensure that TfL could build on the strong reliability levels seen with the new signalling system. There were significant software challenges and TfL was working in strong collaboration with Thales to ensure the risks were understood and mitigated.

The first trains for the DLR Rolling Stock Programme and Piccadilly Line Upgrade Programme had been manufactured. On the DLR, static testing had commenced two months early. Good progress was being made on sidings and depot upgrades. On the Piccadilly line, some works had been deferred until spring 2025.

Since the opening of the Northern Line Extension (NLE) on 20 September 2021, the NLE had performed well and demand continued to grow. Good progress was being made on snagging and the project was on target to close out in the first quarter of 2022.

Physical works at the Barking Riverside Extension were advancing well and all the track on the viaduct had been laid. The station was at an advanced stage and the rail systems were planned to be commissioned in April 2022, and go live the following autumn.

At Bank station, good progress was being made on the planned blockade in January 2022, to connect the new tunnel to the existing Northern line infrastructure.

Alexandra Batey told the Committee that there were two milestones with a RAG rating of amber relating to the LU Central Line Improvement Programme and the Rotherhithe Tunnel.

Step-free access had been introduced at Osterly station, which became the 89<sup>th</sup> step-free station. Work continued at Harrow-on-the-Hill and Sudbury Hill stations, which were expected to be complete in early 2022.

Four planned weekend closures to complete track renewal works were successfully delivered on the District, Circle, Northern and Piccadilly lines; 1.1km of renewed track was delivered and the mid-financial year target of 34km had been achieved.

Work progressed on the LU Renewals Programme to deliver targeted renewals of safety and welfare facilities at prioritised locations, which would improve the condition of the facilities and environment for staff. On the Central line, works were also progressing to stabilise the cuttings between Grange Hill and Chigwell, to ensure continued safe running. At Greenwich Power Station upgrade works would continue into 2022/23 to remove obsolescence and improve the long-term reliability of the essential emergency electricity generation plant.

TfL continued with the planned conversion of traditional fluorescent lights to low energy LED lighting, which would improve efficiency and reduce ongoing maintenance costs. A new delivery programme for a further 26 stations and at prioritised train depot locations was planned to be completed during 2022/23.

On the Healthy Streets Programme, the sub-structure work for a new station entrance at Old Street station had been completed and work had started on the above ground super-structure. Work on Cycleway 9 to transform the Hammersmith Gyrotory had started in November 2021, which would install a protected two-way cycle track and cycle specific signals.

Through the Air Quality and Environment Programme, the central Ultra Low Emission Zone (ULEZ) expansion had been successfully delivered on time and under budget. The area now covered by ULEZ is 18 times larger than the central London Low Emission Zone. The migration to a cloud-based platform allowed TfL to deal with significant increases in volumes of data.

The Electric Vehicle Infrastructure strategy was delivered on 15 October 2021, which set out TfL's vision and key principles, captured recent trends and policy changes, forecasted the infrastructure needs to 2030 and set out TfL's role and that of the wider public sector.

Work was underway on the safety and operability of the highest priority assets in the Assets Programme. The schemes included critical tunnels, such as the Rotherhithe and Blackwall tunnels, and structures, such as the A40 Westway, Brent Cross, Croydon Flyover and Gallows Corner. The detailed design for protective security measures at Westminster Bridge had received consent and works began on 15 November 2021.

On the Public Transport Programme, DLR switches and crossovers had been installed at Canary Wharf and Canning Town stations. Over 800m of new rail had been installed, including eight new expansion switches. The third phase of the Reeves Corner embedded track renewal was completed during a 16-day part closure of the tramway 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 final phase was planned for completion during a nine-day closure in February 2022.

Deployable enforcement cameras continued to be flexibly deployed at road junctions not covered by existing CCTV cameras. More than 4,000 people were killed or

seriously injured in collisions on London's roads, 76 per cent of which happened at junctions. During a trial, the junctions where these cameras were deployed saw at least a 40 per cent improvement in compliance.

Members welcomed the updates to the format of the report. 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 descope, it be shown how that impacted on VfM. Work on the monthly reporting of the Benefit Cost Ratio had already begun in Major Projects and projects in other areas, such as LU and Surface Transport, were being updated when a decision point was reached.

**[Action: Stuart Harvey/Alexandra Batey]**

It was noted that, for some schemes, the VfM would depend on future population projections. The Investment Delivery Planning team was working closely with City Planning to get updated base scenarios on capacity, passenger demand and growth demand scenarios in London, and would look at modelling assumptions and the impact on VfM.

The Committee noted that there were emerging risks around materials and resources. Specifically, on the Four Lines Modernisation Programme it was difficult to retain resource within TfL and Thales in the current software jobs market.

Members asked what contingency TfL had against inflationary pressures in materials and resource. It was noted that deep dives on the risks were discussed at portfolio boards and in periodic meetings, and several quantitative risk assessments had been carried out, including but not exclusively related to the risks around increased costs seen across the industry. TfL was also looking at opportunities to drive efficiencies.

TfL would focus on prioritisation of investment, to ensure that assets remained safe and in a state of good repair, and seek to proactively renew assets where possible. When prioritising investment, TfL would look at the risks and commitments of projects, followed by a full look at the renewals portfolio and critical works to maintain safety. Work around risks, opportunities and investment prioritisation would be brought to a future meeting.

On HS2, Members asked if TfL was working at risk or was invoicing on a monthly basis. It was noted that all costs were recoverable and TfL had been successful in getting costs covered to date. TfL was reimbursed on a periodic basis and had also agreed payments in relation to the impact of HS2 on the bus network.

A background note on Tottenham Hale station would be circulated to Members in early 2022, to set out how the project was delivered against the original estimated final cost and delivery date. A visit would be scheduled for February 2022.

**[Action: Alexandra Batey]**

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

## **73/12/21 Independent Investment Programme Advisory Group Quarterly Report**

James Norris and Alison Munro introduced the paper and supplementary information on Part 2 of the agenda, which provided an update on the work undertaken by the Independent Investment Programme Advisory Group (IIPAG) since the last meeting of the Committee.

IIPAG had undertaken relatively few reviews in the previous quarter. No new cross cutting or systemic themes had emerged; IIPAG had identified many of the issues and was checking on progress made on previously identified issues, such as the reporting of value for money and asset condition in papers submitted to the Committee.

Work had progressed on cross cutting work, particularly in relation to commercial matters, such as procurement challenges and contract form. The outcomes of this work and the lessons learnt from the Tottenham Hale station project would be reported to the next meeting of the Committee.

The availability of commercial resource, especially given the likelihood of increased commercial activities due to the current working environment, was a recurring issue. IIPAG would follow up on issues around commercial resource as part of its follow up review on the procurement and supply chain transformation.

Stuart Harvey outlined the procurement supply chain improvement initiative, which was designed to get the right leadership of the right resources. It was important that the project management community had commercial awareness, which would limit the exposure of the commercial resource issue.

Challenges around talent attraction and retention was also a recurring theme that teams felt could impact delivery of projects. IIPAG had seen management action on the recommendations that it had made and reprioritisation of resource. The situation was likely to continue and so TfL might need to look at different ways of doing things or reassess what could be delivered. Further information would be included on this approach in future updates on the Capital Efficiencies Plan.

Members stated that it was essential that TfL did all it could to retain key staff and capabilities. The Commissioner noted that, when he was appointed, he set two primary priorities: to lead TfL through the Coronavirus pandemic and to open the Elizabeth line. In order to help TfL through the pandemic, it was essential to rebuild its finances and rebuild its ridership. The Commissioner had since added the need to address capability and morale of TfL as a third requirement. To that end, he recorded fortnightly update messages to TfL staff and had recently published a vision and values document, which was developed from the bottom up, to address long standing grips and create a compelling vision for TfL.

With regard to talent retention, efforts to address talent leaving TfL had been misinterpreted as 'bonuses'. It was noted that some key TfL staff had been subject to a pay freeze for at least five years, were subject to high levels of pressure and, for some, did not have complete certainty on their tenure. As such, it was proposed that performance awards should still be earnable but deferred until TfL was in a position of self-sustainability (i.e. not in receipt of government funding for operational costs),

and only payable if colleagues stayed with TfL until that time. Rather than a bonus, it was more accurate to describe performance awards as a 'retention mechanism'. Ben Story said that the Remuneration Committee had reviewed the process and agreed that it was thorough and transparent and was the minimum that TfL should be doing to retain key staff.

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

## **74/12/21 TfL Project Assurance Update**

James Norris introduced the paper, which provided an update on the project assurance work undertaken between 19 September and 8 November 2021.

Two programme reviews were undertaken during this period, with the Independent Investment Programme Advisory Group (IIPAG) involved in both. In the same timeframe five project assurance reviews were undertaken, with IIPAG involved in two of these.

Twenty-seven recommendations had been made, of which four were considered to be critical issues. There were three overdue critical issues relating to: GDPR cost estimates, which was expected to be closed in early 2022; Barking Riverside Extension commercial resource availability, which was expected to close shortly; and on the Central line signalling business case, which was expected to close out by early 2022 following resource being made available.

There were 44 overdue recommendations made by Project Assurance. This figure was fairly static and it was recognised that additional focus was needed.

Members asked that overdue recommendations be grouped by quarter, to give a greater sense of whether certain recommendations were taking longer to close out.

**[Action: James Norris]**

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

## **75/12/21 Barking Riverside Extension**

Stuart Harvey introduced the paper, which provided an update on the progress for the Barking Riverside Extension project following the post-coronavirus Safe Stop and confirmation of revised Network Rail possession plans. The project had also completed the viaduct structure and an agreed strategy of construction responsibilities to complete the project.

The project 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.

There had been some issues previously, relating to the Coronavirus pandemic, design coordination issues and unforeseen ground conditions, but the project was now making good progress. The product was of a high quality and TfL was looking to finish the project as soon as possible.

The estimated final cost (EFC) was slightly above the approved Programme and Project Authority (PPA), largely because Authority was previously sought at the lowest possible ask. The project team would seek further efficiencies to bring the EFC back in line with PPA but a small amount of Finance Authority and Procurement Authority would be required.

**The Chair, following consultation with Members, noted the paper and the exempt supplementary information contained in the paper on Part 2 of the agenda, and:**

- 1 approved unbudgeted Financial Authority of an additional £0.9m for the Barking Riverside Extension project;**
- 2 approved additional Procurement Authority for the Main Works Contract of the amount set out in the paper on Part 2 of the agenda; and**
- 3 noted that the matters for which Authorities are sought include commitments that extend beyond the period of the Business Plan and Budget approved by TfL Board on 28 July 2021 and provision will need to be made in future business plans and budgets.**

## **76/12/21 London Underground Fleet Heavy Overhaul, Fleet and Engineering Vehicles Programmes**

Alexandra Batey introduced the paper, which provided an update on the Fleet Heavy Overhauls (FHO), Asset Performance & Capital Delivery (APCD) Fleet and Engineering Vehicles (EV) Programmes.

The three elements combined was one of the most significant 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, to preserve a safe and reliable service. The APCD Fleet Programme delivered projects that renewed life expired or degraded components on passenger trains beyond the scope of FHO, or reconfigure trains to comply with legislation. The EV Programme delivered projects related to the EV fleet that served and supported the track renewal programme.

Most of the activity within the programmes were mandatory, to maintain asset condition, and were prioritised on a safety critical basis. The activity also aligned with the do minimum scenario in the Long Term Capital Plan.

Bruno Carr told the Committee that the metric for asset condition was not purely state of good repair but also looked at the performance and condition of the asset. On the whole, the older the asset the worse it performed.

The Central line was a notable exception, as it performed poorly for its age than might be expected, as a result of being one of the first generation of computer controlled trains and more susceptible to mechanical failure.

A permanent fix was being designed and developed to address the fatigue cracking that had been identified in 2019 and had temporarily caused a full fleet stoppage.

The works identified in the paper were essential to prolonging the life of the fleets and delayed the need for replacements. There would likely be some performance issues over time but these could be proactively managed.

Additional authority sought for the EV Programme would allow TfL to operate more efficiently on its track programme and reduce costs.

Alison Munro noted that good progress had been made in the reporting of asset condition and against the recommendations made in the last Independent Investment Programme Advisory Group review, but there was an issue around the availability of resource.

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

- 1 approved additional Programme and Project Authority of £14.72m (outturn including risk) to progress mandatory overhaul works within the Fleet Heavy Overhaul (FHO) Programme. This was the minimum additional authority required to continue this multi-year, in-flight essential maintenance programme and brought the total FHO Programme and Project Authority to £360.95m;**
- 2 approved additional Programme and Project Authority of £8.72m (outturn including risk) for Central line train improvements and progress rectification of the underframe fatigue cracking issue on the Jubilee line fleet within the Fleet Programme, bringing the total Programme and Project Authority to £634.59m; and**
- 3 approved additional Programme and Project Authority of £11.11m (outturn including risk) 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 Engineering Vehicles Programme, bringing the total Programme and Project Authority to £86.76m.**

## **77/12/21 London Underground Railway Systems Enhancements Programme**

Stuart Harvey introduced the paper, which provided an update for the Committee on progress with delivery of the London Underground (LU) Railway Systems Enhancements (RSE) Programme and sought a reduction in Programme and Project Authority.

The Programme sought to exploit new technology on the Jubilee, Victoria and Central lines to enable improvements in capacity, through the new signalling systems.

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 31tph 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.

The paper 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.

Alexandra Batey noted that the scope for the programme had been analysed and it had been determined that including certain elements of the scope did not represent good value for money.

Robert Niven shared that there was a business case for the JLO, pre-Coronavirus pandemic, and was financially positive (i.e. would generate more in fare revenue than it would cost to deliver). At current ridership levels, the JLO still had a good benefit:cost ratio and business case but was financially negative.

The work on the projects that had been removed from the programme would be carefully archived. It was not possible to determine when the projects might be reintroduced, as it depended on how much demand there was post-Coronavirus pandemic; the most optimistic scenario suggested that demand would return to near normal levels in five years.

**The Chair, following consultation with Members, noted the paper and approved a reduction in Programme and Project Authority of £73.8m for the Railway Systems Enhancements Programme, giving a total revised Programme and Project Authority of £171.3m.**

## **78/12/21 London Underground Lifts and Escalators Renewals Programme**

Alexandra Batey introduced the report, which provided an update on the London Underground (LU) Lifts and Escalators Renewals Programme and to request authority for essential renewals to existing Secondary Means of Vertical Transport lift assets providing step-free access. The assets had shown a decline in state of good repair and availability, and renewals were essential to maintaining asset conditions. Proposed renewals were aligned with the do minimum scenarios in the Long Term Capital Plan.

Bruno Carr noted that the assets were essential to TfL's accessibility commitments; failure of assets were not just inconvenience but, for those who required step-free access, was the difference between making a journey or not.

The works, which involved nine replacement and 36 smaller interventions, would require whole life contracts with the manufacturer to ensure full availability. The target was for 99 per cent availability because of the essential nature of the assets. Subject to the approval of authorities, asset availability would likely only reach 98 per cent. The programme was being reviewed to see what options were available to recover the shortfall, depending on funding.

**The Chair, following consultation with Members, noted the paper and the exempt supplementary information contained in the paper on Part 2 of the agenda, and:**

- 1 approved additional Programme and Project Authority of £19.11m for the London Underground Lifts and Escalator Programme, bringing the total Programme and Project Authority to £904.24m, comprising:**
  - (a) £14.51m to complete the replacement of nine life expired Secondary Means of Vertical Transport lift assets for design in 2022 and delivery between 2023 and 2024; and**
  - (b) £4.60m to carry out the necessary capital whole life maintenance interventions on the nine new lift assets in (a) above and a further 36 existing lift assets until 2034;**
- 2 approved additional Procurement Authority in the sum requested in the paper on Part 2 of the agenda to carry out the works identified in 1 above; and**
- 3 noted that the matters for which Authorities are sought include commitments that extend beyond the period of the Business Plan and Budget approved by Board on 28 July 2021 and provision will need to be made in future Business Plans and Budgets.**

## **79/12/21 Members' Suggestions for Future Discussion Items**

Howard Carter introduced the current forward plan for the Committee.

**The Committee noted the paper.**

## **80/12/21 Any Other Business the Chair Considers Urgent**

Following approval by the Board of the revised membership of Committees and Panels, Professor Greg Clark CBE (Chair) and Dr Nina Skorupska CBE would leave the Committee. Ben Story would take over as Chair of the Committee from 1 January 2022. Meetings would be arranged with Committee Members and key staff in the new year.

The Chair thanked Committee Members for their diligent and constructive work. On behalf of the Committee, the Chair thanked TfL staff, the Independent Investment Programme Advisory Group and the Secretariat.

On behalf of TfL, the Commissioner thanked Professor Greg Clark CBE and Dr Nina Skorupska CBE for their contributions to the Committee. The Commissioner thanked the Chair for his immaculate chairing of meetings and for the support shown to TfL colleagues.

### **81/12/21 Date of Next Meeting**

The next scheduled meeting was due to be held on Wednesday 2 March 2022 at 10.00am.

### **82/12/21 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 3, 2021/22; Independent Investment Programme Advisory Group Quarterly Report; TfL Project Assurance Update; Barking Riverside Extension; and London Underground Lifts and Escalators Renewals Programme.**

The meeting closed at 12.30pm.

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

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