

**Date: 20 July 2022**

**Title: Public Transport Programme**

**This paper will be considered in public**

	Existing Financial Authority (to 2023/24)	Existing Programme and Project Authority 2022/23 and future years	Additional Authority Requested 2022/23 & 2023/24	Total Authority	Prior Years	Forecast 2022/23 to 2027/28	Total Forecast
Gross	£629m	£499m	£49m	£548m	£394m	£554m	£948m
Income	£118m	£33m	- £6m	£27m	£18m	£39m	£56m
Net	£511m	£466m	£55m	£521m	£377m	£515m	£892m

**Table 1: Summary of Programme and Project Authority Request to 2023/24**

1 Financial Authority is based on approved budget to 2023/24

2 EFC exceeds Financial Authority as it extends to 2023/24 and 2024/25, with these later years containing significant construction activities

3 Minus figure (Third Party Income) is due to programme delivery for Royal Docks and London Overground Enhancement delivery profile to 2023/24.

## 1 Summary

1.1 This paper sets out the request for Programme and Project Authority for the continuation of the Public Transport Programme (the Programme) until the end of 2024/25. The Programme will maintain the safety, operability and reliability of the surface public transport network through the delivery of a prioritised programme of planned and reactive renewals.

1.2 The focus of this paper is to:

- (a) update the Committee on the progress of this Public Transport Programme since the previous submission in 2020/21;
- (b) summarise the financial allocations by mode across the Programme for 2022/23 and 2023/24, demonstrating how the spend aligns with the asset strategy for each Public Transport mode; and
- (c) note that a request for Programme and Project Authority for the East London Line (ELL) Housing Infrastructure Fund (HIF) programme is presented in a separate paper.

1.3 The Programme will return annually to the Committee for Authority approval.

- 1.4 Financial Authority is currently provided through the two-year Budget for 2022/2023 and 2023/2024, approved by the Board in March 2022. The current funding agreement with Government expired on 13 July 2022. Any Authority requested by this paper which relates to both the current funding period and commitments that extend beyond the period of the Business Plan and Budget may need to be revised as part of future budgets to be considered by the Board.
- 1.5 If additional funding is not available, a prioritisation of the TfL Investment Programme will be required, and some programmes and projects will not be taken forward and revised authority will be sought as appropriate. All approvals given will be overseen in accordance with TfL Business controls in respect of draw down.

## **2 Recommendation**

### **2.1 The Committee is asked to note the paper and:**

- (a) approve additional budgeted Programme and Project Authority of £54.9m for the continuation of the Public Transport Programme through to the end of 2023/24; and**
- (b) note that the matters for which Programme and Project Authority is sought include commitments that extend beyond the period of the current Budget and appropriate provision will, therefore, need to be made for those commitments in future Business Plans and Budgets.**

## **3 Background**

### **Strategic Context**

- 3.1 The Programme supports the delivery of all three key themes of the Mayor's Transport Strategy (MTS): healthy streets and healthy people; a good public transport experience; and new homes and jobs. Maintaining a state of good repair on the public transport network is essential to delivering all these themes as almost all journeys on London's transport system interact with it. This is particularly important to ensure that renewal of critical assets takes place to maintain a safe, reliable, and operable public transport network.
- 3.2 The Programme's funding has been substantially reduced to £61m in 2022/23 from the 2019/20 level of £97m due to the Government removing TfL's revenue grant. In addition, the coronavirus pandemic has had a significant impact on our ways of working and revenue streams. This reduction ensures the affordability of the programme within the overall £600m allocation for the Capital Renewals Budget across TfL.
- 3.3 The budget available to Capital Renewals is 30 per cent below a "do minimum" scenario needed to maintain the current condition of the assets. Consequently, TfL's assets are now subject to a "managed decline" scenario and it is forecast that the asset condition will decline in 2022/23.

## Public Transport

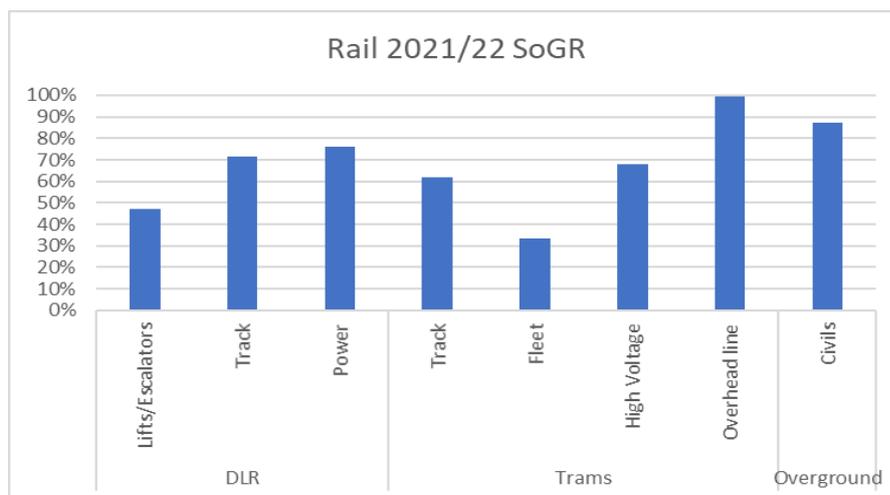
- 3.4 The Public Transport Programme consists of the following transport modes: the Docklands Light Railway (DLR), London Overground, London Trams, Cable Car (Emirates Air Line up until June 2022), Cycle Hire renewals, Woolwich Ferry and specific projects in London Buses.

## Asset Duties and Responsibilities

- 3.5 Renewals are planned through 25-year work banks that are maintained and refreshed annually by TfL's Engineering and Asset Strategy teams. Schemes in the first three years are consistently prioritised using a value model that is not determined by asset type or engineering discipline. The prioritisation process ranks schemes in order of importance to the mode. The outputs from the prioritisation process are peer-reviewed by TfL's Engineering, Asset Operations and Asset Strategy teams.

## Maintaining assets in a State of Good Repair (SoGR)

- 3.6 State of Good Repair describes the condition in which TfL seeks to maintain assets to provide a safe and reliable network that minimises whole life costs and, where appropriate, meets customer expectations. The SoGR is based on industry standard condition measures which differ by asset type. Where the SoGR is below the preferred range it reflects the need for renewals investment to deliver a reliable network and reduce the risk of restrictions and closures. The percentage of assets in these categories is used to calculate SoGR.
- 3.7 Target ranges across TfL typically range between 85 per cent and 95 per cent. Figure 1 below illustrates key asset areas where SoGR measurements are in place for the whole asset group and demonstrates key areas where we are well below comparable condition scores. The 'Poor' score obtained by the London Trams fleet is reflected in declining service availability.



**Figure 1: State of Good Repair where in place for key asset groups**

## Obsolescence concerns

- 3.8 Obsolescence is an increasing concern as well, especially on assets which contain software such as the DLR signalling system. The equipment was the forerunner to later systems installed on the London Underground. We are working with the supply chain to identify how best to keep these systems in an operational condition as parts and software become increasingly difficult to support.

## Impact on Operations

- 3.9 The impact of managed decline investment is causing concern with the reliability of the original fleet of London trams. There are now regular shortfalls in the availability of trams for passenger service. The passenger service is always maintained and operated in a safe condition.
- 3.10 Another asset group that has declined below standard without investment are DLR's lifts and escalators. Over the next two years a substantial programme of renewals and overhauls is planned.

## 4 Programme Delivery in 2021/22

- 4.1 The coronavirus pandemic and the resulting impact upon TfL's finances had a significant impact upon programme delivery, particularly in 2021/22, with supply chain issues, material shortages and internal resource constraints all contributing to delays on several projects. As a result, overall Programme spend was £59m against an outturn of £71m. However, the situation is improving, and increasing use of new framework contracts is made to improve performance with suppliers.
- 4.2 The Programme consists of over 300 renewals projects (including one project for London Buses) and ten enhancement projects, around a third of which have been paused due to funding constraints. Tables 2a and 2b below set out the in-year performance for renewals and enhancements in 2021/22 for this programme.

Renewals	2021/22 Financial Authority (£m)	Full Year Spend (£m)	Variance (£m)	Performance Update
Bus	1.2	1.1	0.1	New Routemaster refurbishment buses now rolling out into service and battery replacement completed
Cable Car	0.7	0.6	0.1	Annual overhaul successfully completed, with savings of £0.1m
Cycle Hire Projects	3.6	2.6	1.0	Replacement bikes purchased but experienced up to 12 months delay in delivery of orders due to global demand for bikes and shortage of parts as a result of the pandemic.
DLR	29.6	27.8	1.8	Ramp up of delivery from last year with renewals completed as planned: Track, escalator refurbishment, Lift refurbishment, station automatic counter renewal, platform surfaces, footbridge stairs and landing replacement, demarcation barriers, power renewal, signalling and rolling stock renewal. A series of maintenance possessions were utilised to make best use of access with the maintainer and a large proportion of the works were completed through night working. At Custom House to support the opening of the

Renewals	2021/22 Financial Authority (£m)	Full Year Spend (£m)	Variance (£m)	Performance Update
				Elizabeth Line the escalators were refurbished, and stations systems integrated with the Elizabeth Line station
London Overground	10.9	6.0	4.9	Civils, signalling, track, systems and power renewals were completed by the maintainer as planned. Some delay in delivery and in aligning improved pathway and assurance process. Operational facilities and Cab simulator renewals initiated and procured
Woolwich Ferry	2.04	1.12	0.92	Since transfer to TfL operation in 2021, increasing asset failures have triggered a full review of asset condition and reprioritisation of the renewal and resilience programme. The portfolio is at a low level of maturity and resources are being put in place to develop and deliver. Marine guiderail renewals, fender renewals and a new mooring system have been completed.
Trams	11.7	10.9	0.8	Key embedded rail renewals at Reeves Corner and Addiscombe Road were completed as planned in a series of blockades. Other renewals completed as planned; rerailling, vehicle incursion works, rolling stock upgrades, structures renewals and power renewals. The installation of the signalling to enable correct side door enabling is in progress but there has been some delay during integration to deal with some faults. Mitcham Ballasted Track Renewal and CR4000 Tram Fleet overhauls were significantly delayed due to resource constraints and delivery postponed to 2022/23.

**Table 2a: Public Transport (extract) 2022/23 performance against plan by mode - Renewals**

4.3 Since the last submission to the Committee, a review of TfL funded enhancements has been undertaken in terms of affordability and most enhancement projects in this programme. This has resulted in the pausing of most TfL funded enhancements including the Croydon Capacity Study and Rail and Sponsored services feasibility pipeline development. The only significant TfL funded enhancements that continued were the Bus Customer Action Plan and the Tram Replacement programme.

Enhancements	2021/22 Financial Authority (£m)	Full Year Spend (£m)	Variance (£m)	Performance Update
Bus	8.1	2.2	5.9	Bus safety programmes were completed for existing Intelligent Speed Assistance (ISA) retrofit phase and Acoustic Vehicle Alerting System AVAS paused due to managed decline
DLR (Royal Docks third part funded)	1.7	0.3	1.4	Programme now working to revised scope agreed with funders following re-start in September 2021. Concept design activities for enhancements for Pontoon Dock and Royal Victoria stations progressed in 2022/23
London Overground	12.0	7.2	4.8	ELL HIF Programme paused until re-scope agreed by third party, which is addressed in a separate paper on this agenda.

Enhancements	2021/22 Financial Authority (£m)	Full Year Spend (£m)	Variance (£m)	Performance Update
				Also included close out of West Hampstead station build.
Trams (Trams Replacement Project and Sandilands)	2.6	3.6	1	Sandilands improvements have been affected by delays, the power and tunnel lighting works are now progressing.

**Table 2b: Public Transport (extract) 2022/23 performance against plan by mode - Enhancements**

- 4.4 In 2021/22, an efficiency target of £3.4m was set, and we achieved a total efficiency saving of £2.1m. Savings were identified in the DLR Renewals, Cable Car and the Trams Renewals programmes.
- 4.5 Since the last submission, six milestones have been delivered, with one delivered eight days late on the ELL HIF Project design works. Another one was postponed by six weeks to reduce customer delays from a line closure required on DLR and Network Rail tracks.

## 5 Planned Delivery for 2022/23

- 5.1 Several strategic options have been considered and are set out below. Due to funding constraints, we are working to 'Managed Decline':
- (a) **Managed Decline (Do Minimum minus 30 per cent)** This is the current planned level of investment: The Managed Decline scenario reflects the £600m TfL budget for capital renewals in 2022/23 across TfL, but this is insufficient to meet the minimum asset condition. Under this scenario, asset condition will deteriorate, resulting in increased likelihood of restrictions and closures to keep the network safe. This will result in decreased reliability and increased operational expenditure. The backlog of renewals will increase in both scale and time to address it. Future renewals schemes are likely to need more extensive, and therefore costly, interventions.
  - (b) **Do Minimum:** Maintains a basic level of service at minimum cost to maintain safety and operability. This option represents an absolute lower bound level of investment to hold level of state of good repair. This option will likely result in significant peaks in investment as some assets become unmaintainable through operating expenditure interventions and will require significant capital investment to keep assets safe and operable.
  - (c) **Moderate:** Aligns with the 2020 TfL Business Plan with amendments to account for coronavirus pandemic impacts on delivery in 2020/21. This can support the key themes of the MTS, however, at a slower rate and to a lower level of customer experience than the 'High Ambition' option.
  - (d) **High Ambition:** This scenario aims to deliver the ambitions of the MTS. It prioritises walking, cycling and public transport. Areas of focus include supporting Vision Zero, and carbon reduction.

- 5.2 This paper requests approval of additional budgeted Programme and Project Authority to continue Programme delivery to 2022/23. An overview of the planned Programme of renewals projects is presented in Table 3 below by mode. On DLR, a high proportion of the planned expenditure reflects the issues raised in section 3 relating to the obsolescence of equipment. The situation on London Overground shows a focus on civils and power works. On London Trams, the investment is dominated by track and fleet investment that reflects the age and condition of these assets reach the end of their design lives.
- 5.3 A pan-TfL working group has provided improved visibility of pipeline opportunities, and the new procurement framework will enable earlier contractor involvement in project planning and estimating to support these submissions for third-party funding.
- 5.4 Appendix 2 contains the list of works in this Programme for 2022/23, which is summarised in Table 3 below by sub-programme. Projects have been categorised based on the criticality of the asset and impact of failure as follows:
- (a) “In-scope” projects align to the budget available and is the highest priority;
  - (b) “In-scope a” represents additional scope that is higher priority and provides additional flexibility in-year should additional funding become available from Government or other programmes and to reflect delivery risks;
  - (c) “in-scope b” also represents additional scope but is of lower priority; and
  - (d) “Not in scope” projects are paused.
- 5.5 Periodic reviews will be used to assess the level of delivery achieved, risks, and whether additional commitments can be made through Change Control. This approach gives maximum flexibility to target funds to deliverable priorities.

Programme	Number of Projects	Value
DLR	97	£40.0m
Trams	92	£19.5m
Overground	95	£9.1m
Woolwich Ferry	15	£4.0m

**Table 3: Summary of Project Volumes by mode for 2022/23  
(Rail & Woolwich Ferry projects only)**

### **Public Transport Enhancements – Planned Delivery**

- 5.6 In 2022/23, the outstanding initiatives from Sandilands programme will be progressed and completed in response to Rail Accident Investigation Branch recommendations following the Sandilands overturning in November 2016.
- 5.7 Following single option selection in autumn 2022, Tram Replacement Rolling Stock will start concept design including related depot and infrastructure modifications. After single option selection, we plan to commence the initial stages of the fleet replacement procurement process.

## **Royal Docks Station Upgrades**

- 5.8 For Pontoon Dock, a tender has been let for Approval In Principle for concept design which will be completed in 2022. For Thames Wharf New Station, consultants have been appointed to review and amend the station design to ensure it is compatible with the revised masterplan for the Thameside West development.

## **Surrey Quays Station Upgrade**

- 5.9 Funding from the Department for Levelling Up, Housing & Communities was approved for Phase 1 of the ELL HIF Programme for which the main constituent project is Surrey Quays Station Upgrade. Following detailed design in 2022 works are programmed to commence implementation in spring 2023.

## **Bus Renewal and Enhancement – Planned Delivery**

- 5.10 The New Routemaster mid-life renewal refurbishment will continue with funding approval secured for 200 buses to be completed by the end of 2022/23. Planning work continues for a further 50 refurbishments to be completed within 2022/23 subject to the required financial authority being granted.
- 5.11 Almost 3,000 buses have been fitted with ISA or in the process of being fitted with ISA. The remainder of the fleet will receive ISA through the bus renewal cycle by 2032. However, the rate of roll out of ISA may be increased as an additional 1,800 buses are in scope for retrofitting the technology should further funding become available. The rate of delivery may also benefit from other policy levers such as increasing the number of zero emission buses in the fleet.
- 5.12 The Bus Customer Action Plan is focused on completing the delivery of new format bus stop bus information screens on route 63 during the summer of 2022 and the rollout of a further 211 Countdown bus arrival information signs at bus shelters London wide. A further 110 Countdown signs are to be installed in 2022/23. A proportion of these signs will be installed across central London to support customer journeys affected by the proposed bus route changes. The programme will also undertake qualitative and quantitative customer research into the measures implemented.

## **6 Programme Milestones and Risk**

- 6.1 The strategic milestones are shown in Table 4 below. The first of these is the Mitcham to Mitcham Junction track renewal which was achieved on schedule.
- 6.2 For 2022/23 the programme has five relevant strategic milestones. The first milestone was completed in May 2022 and the remaining five milestones remain on track.

Project	Milestone	Target Date
Mitcham to Mitcham Junction	Phase 1 Ballast Renewals Brought into use.	30-Apr-22
1121 and 1122 points	Completion of Works – Brought into use	31-Jul-22
On Board Computer Accommodation (Train Simulator)	Start on Site	10-Nov-22
Tram Replacement Rolling Stock Programme -	Gate 2 Option Selection Review	20-Dec-22
Pontoon Dock DLR Station Upgrades	Concept Design Complete	15-Mar-23

**Table 4: Strategic Milestones**

6.3 The Programme does not include an overall high-level risk allowance. It is comprised of hundreds of schemes that, experience has shown, enable risk to be effectively managed across the programme using the workbank approach described. Periodic reviews of the Programme risks are held, with escalations reported at a Programme-wide review meeting. On larger projects risk is held at project level. Table 5 below shows the top risks associated with delivery of the Programme.

Risk No	Risk Description	Mitigation Actions
1	Resource shortages including difficulties in recruitment, retention and relevant skills sets	The biggest risk to deliverability is the resource capacity and capabilities to deliver the projects. The Programme is taking an agile approach to resource management and over-programming delivery against spend as mitigating actions, but this remains a constant challenge.
2	Reduction of CAPEX Funding limits delivery of project objectives.	Projects within Programme robustly prioritised based on whole life cost and risk to ensure best value. Delivery focused on highest priority asset need. Proactive management of costs and identification of efficiencies is ongoing
3	Reduction of opportunities for third party funding will limit delivery of programme objectives	The relationship with third party funding providers in form of GLA and Government is maintained at director level to ensure existing bonds are strengthened
4	Volatility in material costs leads to increase in overall costs	Advance purchase of materials where possible. Regular forecast of future demand to allow supply chain to plan efficiently, building relationships with Tier 1 suppliers to obtain early notice of potential price increase
5.	Possessions, closures and blockades not granted or cancelled at short notice	Use of possession planning meetings, sharing of information and scanning for works that other projects are undertaking to ensure that there are no conflicts with other projects and stakeholders that could lead to cancellation

**Table 5: Top risks from Surface Public Transport Programme**

## **7 Financial Implications**

- 7.1 The approved Budget to 2023/24 provides the Financial Authority needed to deliver the scope of the works set out in this request. The request as it relates to the Programme's Financial Authority is shown in Appendix 1.
- 7.2 Existing Programme and Project Authority comprises £499m approved in the last annual submission to the Committee plus £8.53m approved by the Committee under Chair's Action in June 2020 for the East London Line Housing Infrastructure Fund.
- 7.3 An efficiency target of £3.7m has been assigned to the Programme for the financial year 2022/23.

## **8 Equality and Inclusion**

- 8.1 TfL has an obligation under the Equality Act 2010 to:
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
  - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 8.2 Most of the Programme is like-for-like renewals and, as such, maintains the existing provisions. The lower State of Good Repair (SOGR) may have a negative impact on two groups: older and disabled customers, therefore the programme to improve SOGR is expected to benefit both these groups. Equality Impact Assessments will be completed on projects as required, for example for DLR's replacement Ticket Vending Machines.

## **9 Programme Assurance**

- 9.1 TfL Project Assurance conducted an Integrated Assurance Review (IAR) in June 2022. An independent review was also undertaken by the Independent Investment Programme Advisory Group. There were five recommendations from the IAR and 5 from IIPAG with no critical issues were identified. Details of these recommendations and our Management Response have been shared with the Committee.
- 9.2 An agreed Integrated Assurance Plan (IAP) for the Programme, setting out the projects that are expected to be reviewed in the 12 months, has been produced. The IAP will be updated quarterly.

**List of appendices to this report:**

Appendix 1: Detail of Programme and Project Authority Request to 2022/23

Appendix 2: List of Projects included within this Submission

**List of Background Papers:**

Independent Investment Programme Advisory Group Report

TfL Project Assurance Report

Management response to IIPAG and TfL Project Assurance Reports

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## Appendix 1- Detail of Programme and Project Authority Request to 2022/23

Public Transport	Current Financial	Current P&PA Authority	Additional P&PA Authority	Authority Request (£m)								
	£m	£m	£m	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2017/18 to 2023/24*
Renewals	394	339	73	34	31	47	55	50	81	114	86	412
Management Overlay/Efficiencies	-77	-45	-31	0	0	-2	2	0	-19	-56	-41	-76
<b>Net Renewals</b>	<b>317</b>	<b>294</b>	<b>42</b>	<b>34</b>	<b>31</b>	<b>45</b>	<b>57</b>	<b>50</b>	<b>62</b>	<b>58</b>	<b>45</b>	<b>336</b>
Enhancements	313	214	0	67	34	53	9	14	16	20	44	213
Management Overlay/Efficiencies	-1	-19	7	0	0	0	0	0	-2	0	-6	-2
<b>Net Enhancements</b>	<b>312</b>	<b>204</b>	<b>6</b>	<b>67</b>	<b>34</b>	<b>53</b>	<b>9</b>	<b>14</b>	<b>14</b>	<b>20</b>	<b>39</b>	<b>211</b>
<b>TOTAL</b>	<b>629</b>	<b>499</b>	<b>49</b>	<b>101</b>	<b>65</b>	<b>98</b>	<b>66</b>	<b>63</b>	<b>76</b>	<b>78</b>	<b>83</b>	<b>548</b>

The above reference the existing Financial Authority for the period 2017/18 to 2023/24, and additional Programme and Project Authority required to 2023/24 as split by Renewals and Enhancements

## Appendix 2 – List of Projects included within this Submission

The following list contains the detail of this request, including individual detail of those projects<sup>1</sup> in the Programme which are forecasting expenditure of £1m or more between 2022/23 and 2023/24<sup>2</sup> (pending approval of the request set out in this submission).

Excludes works on the East London Line Housing Infrastructure Fund. £8.10m Programme and Project Authority was approved in June 2020, and a subsequent paper to the Committee is included elsewhere on this agenda.

Sub-Programme	Programme/Project	2022/23 Expenditure £m	Description	Target Measure
<b>Public Transport Renewals</b>	Docklands Light Railway	38.9	DLR Workbank Projects and Targets Include: 1. Mid-Life Refurbishments for B2007 Trains 2. Improve B2007 Refurbishment of Train Remote Diagnostics 3. Replacement (Signalling) Transmission Network 4. Replacement of Station Controllers 5. Renewals for New Trains Programme Interface 6. Ticket Vending Machine Replacement	1. Develop Project Requirements and Complete Survey Work for Mid Life Refurbishment in 22/23 2. Train Remote Diagnostics in 22/23 Feasibility work to be completed and put out to tender and appoint a contractor ready for design work in 23/24 3. Transmission Network to go into Concept Design (Stage Gate 3) 4. For Station Controllers- Gate 2 and Award Contract 5. New Trains Programme to develop in line with new DLR Rolling Stock as required. 6. Award contract in 22/23
	London Trams	19.9	Trams Renewal Workbank Track renewal rolling programme including Church Street and Rooftop Cross-Car Cabling	1. Complete Mitcham to Mitcham Junction further phases 2. Contract award for Cross-Car Cabling (CR4000 Tram Fleet)
	Sponsored Services	3.5	Cable Car Renewals Workbank Cycle Hire Renewals Workbank	
	Bus	3.9	New Route Master Refurbishment	200 Buses to be refurbished
	Other Transport Renewal Projects	5	Woolwich Ferry Resilience and Renewal	Complete Resilience Systems and Data project

Sub-Programme	Programme/Project	2022/23 Expenditure £m	Description	Target Measure
<b>Public Transport Renewals</b>	London Overground	9.6	Overground Renewals Workbank Projects and Targets Include:  1. A new Cab Simulator for new drivers and updating Operating Building Complex (OBC) Accommodation 2. Baseplate solution for Thames Tunnel corrosion issues 3. Wall 642 (Surrey Quays) investigate wall strengthening 4. Silwood Warehouse Replacement 5. West Anglia Renewals Workbank	<ol style="list-style-type: none"> <li>1. Delivery of new OBC in 22/23 along with new software and hardware for Cab Simulator</li> <li>2. Investigation works to be completed for Thames Tunnel Baseplate corrosion issues in 22/23</li> <li>3. Produce a Requirements Specification for W642</li> <li>4. New renovation of Silwood Warehouse working with contractor Cleshar supporting their delivery of contractual obligations.</li> <li>5. Address dilapidations on platform surfaces, staircases and canopies.</li> </ol>
	<b>Public Transport Renewals Sub-Total</b> (excluding management overlay and value engineering.)	<b>81.3</b>		
<b>Public Transport Enhancements</b>	Docklands Light Railway	2.7	Royal Docks Station Upgrades (2.4) Third party funded.	Complete concept design for Pontoon Dock, revise feasibility study and re-estimate costs for Thames Wharf New Station and go out to tender for detailed design and implementation for Royal Victoria
			Beckton Depot Shed Closeout (0.2)	Safety remedial works need to be closed out. Gantry works were completed three years ago but have not been fully functional due to safety defects. The scope of this work is to rectify these defects to make the gantry fully operational (delayed by Covid)
	London Overground	1.8	West Hampstead Station Closeout (0.9)	Contractual commitment. Project Closeout Works following delivery of new station.
			London Overground Capacity Improvement Programme (LOCIP) (0.8)	Contractual commitment. Project Closeout Works and Final Invoicing

Sub-Programme	Programme/Project	2022/23 Expenditure £m	Description	Target Measure
			Other Closeout Projects	Project Closeout works for: Willesden Electrification Upgrade Hackney Central White Hart Lane Station Capacity Upgrade
	London Trams	4.2	Tram Replacement Rolling Stock	Complete single option selection and commence concept design
			Trams Sandilands Upgrades	Further safety enhancements to the Sandilands tunnel lighting system Deployment of safety enhancement to provide Correct Side Door Enabling on the CR4000 Trams Fleet Full roll-out of iTram speed warning alerts
	Bus	6.9	Bus Customer Action Plan	Introduce of new bus stop information including additional gate-line signs.
	<b>Public Transport Enhancements Sub-Total</b>	<b>16.2</b>		
	<b>Public Transport Management Overlay and Value Engineering</b>	(22)		
	<b>Grand Gross Totals</b>	<b>75.7</b>		