

# Transport for London

## Minutes of the Programmes and Investment Committee Meeting

Conference Rooms 1 and 2, Ground Floor, Palestra, 197 Blackfriars  
Road, London, SE1 8NJ

10:00am, Wednesday 19 October 2022

### Members

Ben Story (Chair)

Seb Dance (via Teams and then in person from Minute 56/10/22)

Peter Strachan

### Government Special Representative

Becky Wood

### Executive Committee

Stuart Harvey                      Chief Capital Officer

### Staff

Glynn Barton                      Director of Network Management

Bruno Carr                        Head of Investment Delivery Planning – London Underground  
and the Elizabeth Line

Andrea Clarke                    Director of Legal

Justine Curry                     Head of Commercial Law, Legal (via Teams)

Dharmina Shah                  Corporate Affairs Lead (via Teams)

Lorraine Humphrey              Director of Risk and Assurance (via Teams)

Paul Judge                        Project Director, Piccadilly Line Upgrade (via Teams)

Shamus Kenny                    Head of Secretariat

Zoe Manzoor                     Senior Committee Officer Secretariat

Kumaran Nagiah                 Chief of Staff, Major Projects (via Teams)

Robert Niven                     Head of Investment Delivery Planning, Major Projects (via  
Teams)

David Rowe                        Interim Director of Investment Delivery Planning

Arran Rusling                    Head of Programme and Transport for London DLR Rolling  
Stock Replacement (via Teams)

Rachel Sherry                    Finance Director, Major Projects

Jadon Silva                        Director of Procurement & Commercial

### Independent Investment Programme Advisory Group (IIPAG)

Alison Munro                      Chair, IIPAG

## **51/10/22 Apologies for Absence and Chair's Announcements**

Apologies for absence were received from Dr Nelson Ogunshakin OBE (Vice-Chair) and Dr Lynn Sloman MBE. Seb Dance initially joined the meeting via Teams and therefore did not count toward the quorum. The meeting was quorate from Minute 56/10/22).

Howard Carter, General Counsel, was also unable to join the meeting and was being represented by Andrea Clarke.

The Chair welcomed everyone to the meeting. The meeting was being broadcast live on TfL's YouTube channel, except for the discussion of the information on Part 2 of the agenda, which was exempt from publication, to ensure the public and press could observe the proceedings and decision-making.

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.

## **52/10/22 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.

## **53/10/22 Minutes of the Meeting of the Committee held on 20 July 2022**

**Following confirmation from Seb Dance, the minutes of the meeting of the Committee held on 20 July 2022 were approved as a correct record and the Chair was authorised to sign them.**

## **54/10/22 Matters Arising and Actions List**

Andrea Clarke introduced the paper, which set out progress against actions agreed at previous meetings of the Committee.

**The Committee noted the Actions List.**

## **55/10/22 Use of Delegated Authority**

Andrea Clarke introduced the item, 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 last meeting of the Committee, on 20 July 2022, there had been no use of specific authority delegated by the Board. Two decisions had been taken through Chair's Action, on the grounds of urgency, in relation to: road user charging; and Heathy Streets: Active Travel and Bus Priority Programmes.

Since the meeting on 20 July 2022, there had been no approval of Procurement Authority nor Programme and Project Authority by the Commissioner or the Chief Finance Officer. There had also been no Mayoral Directions to TfL within the Committee's remit.

**The Committee noted the paper.**

## **56/10/22 Investment Programme Report - Quarter 1 2022/23**

Stuart Harvey and David Rowe introduced the Investment Programme Report for Quarter 1 of 2022/23 (covering 1 April to 25 June 2022) and the related supplementary information on Part 2 of the agenda. Good progress had been made in delivering a wide range of projects, as set out in the report, due to the continuing strong performance by TfL services. TfL had delivered four of the 21 Milestones either on time or early for 2022/23.

The report provided an update on the main areas, covering safety performance, progress in meeting strategic milestones and major projects in line with expected costs, London Underground programmes, technology and data services.

Regarding safety, the long-term trend on incidents of injuries had continued to decline.

On the Four Lines Modernisation programme (4LM), a software update would be implemented, prior to the next Signal Migration Area sections going live and work was also underway to minimise costs of project elements that exceeded their estimated final costs. The Northern line extension contractual work had been completed, with estimated costs expected to be below budget. The Silvertown Tunnel project was progressing well given the launch of the tunnelling work at the end of August 2022. Lessons had been learned from the recent fire on the conveyor belt. TfL was exploring ways to reduce the costs of the project, which was currently over budget.

The costs of the Bank station capacity upgrade remained stable. The report highlighted several recent improvements to the station, that facilitated customer access to and movement around the station.

The planned launch date for the e-bikes for hire scheme was rearranged to 6 October and successfully launched then. The original launch date was 16 September, which was during the national mourning period for Her Majesty Queen

Elizabeth II, and therefore while the milestone was shown as green in the report it was missed for this reason.

TfL had continued to coordinate activity with stakeholders about the impact of delivery of High Speed 2 on TfL services and this was progressing well. Further Government funding had been received for the Healthy Streets projects for additional schemes.

David Rowe highlighted a few other developments. Two strategic key milestones for station and depot improvements had been met: in respect of works at Borough and Whitechapel stations. TfL had also continued to work with the Greater London Authority and developers on projects to support new developments.

TfL had adopted a new approach to track maintenance, using new technology which had been of real benefit. Work continued on the roll-out of deployable enforcement cameras which were having a positive impact.

Good progress had also been made with replacing communications systems for the Jubilee line, and installing lifts and replacing escalators, as well on the delivery of electric vehicle charge points across the capital. Several Low Traffic Neighbourhood schemes had also been completed or were progressing well.

The targets for the project works at Hammersmith Bridge had slipped to February 2023 due to challenges with obtaining the materials from Ukraine. In terms of the next stages, it was understood that the borough and developers were developing a business case with a view to seeking planning consent.

The Committee welcomed the positive safety performance report, in particular the decline in the numbers of incidents, as safety was a key priority. While encouraged by the progress with 4LM, the Committee would continue to monitor this closely.

The Committee welcomed the work to improve efficiencies, through the use of new technologies across the Investment Programme, including exploring ways to better achieve economies of scale. The Committee expressed an interest in further discussions on the progress in introducing new technologies.

The Committee noted the importance of carrying out diligence checks on projects prior to contract award to ensure costs and timescales for completion were realistic. Members to be taken through the process by which this is facilitated.

**[Action: Stuart Harvey]**

It was agreed that the Committee would receive an update on the lessons learned from recently completed successful projects.

**[Action: Stuart Harvey]**

It was requested that the forecast completion date charts show progress by quarter rather than seasons.

**[Action: Stuart Harvey]**

The Committee would receive an update on progress with the Old Street project and an opportunity to visit the site would be arranged.

**[Action: Stuart Harvey / Secretariat]**

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

### **57/10/22 Independent Investment Programme Advisory Group Quarterly Report**

Lorraine Humphrey introduced the Independent Investment Programme Advisory Group (IIPAG) quarterly report for October 2022 and the related supplementary information on Part 2 of the agenda. The report set out work undertaken by IIPAG since the last report presented to the Committee in July 2022.

Alison Munro, the Chair of IIPAG, highlighted the key findings. IIPAG had carried out a number of sub-programme and project reviews highlighting, in particular, the issues of shortage of resources and making the best use of resources in TfL. IIPAG understood the steps being taken to recruit and retain resources, but there remained issues in this area, particularly in respect of the Piccadilly Line Upgrade. In view of this, IIPAG had requested a review of resources to ensure their allocation accurately reflected priorities.

An additional member had been appointed to the main IIPAG and three appointments had been made to the new TTL Properties Limited IIPAG Sub-Group. Further appointments to the main IIPAG were expected to be made shortly.

**The Committee noted the Independent Investment Programme Advisory Group Quarterly Report, the management response and the exempt supplementary information on Part 2 of the agenda.**

### **58/10/22 TfL Project Assurance Update**

Lorraine Humphrey introduced the paper and the related supplementary information on Part 2 of the agenda, which provided an update on the project assurance work undertaken during Quarter 2 of 2022/23 (covering 26 June to 17 September 2022).

Twelve reviews had been undertaken during the quarter, with the Independent Investment Programme Advisory Group involved in nine. There were no overdue critical recommendations nor recommendations longer than two quarters overdue. Overdue recommendations were reviewed at portfolio meetings and any that were two quarters overdue would now also be discussed with Chief Officers at their meetings with Lorraine Humphrey and for further detail to be reported to the Audit and Assurance Committee on these in the future.

The Committee noted the pressures on budgets due to inflation and the pressures on discretionary expenditure and how this may affect the delivery of projects in the future.

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

## **59/10/22 Piccadilly Line Update Stage 1 Progress Update**

Stuart Harvey and David Rowe introduced the paper and the related supplementary information on Part 2 of the agenda, setting out progress with delivering Stage 1 of the London Underground Piccadilly Line Upgrade (PLU), the efficiencies and savings from the project, and a benefit and value analysis of the project.

The delivery of the PLU was important for TfL given the levels of demand and the need to update the rolling stock and signalling system. The project was scheduled to be delivered in two key stages. Stage 1 would deliver infrastructure upgrades and Stage 2 would involve the replacement of the existing signalling system and the procurement of up to 18 additional trains.

Despite current pressures, the delivery of Stage 1 and the schedule for delivering the new trains remained on target. Work on the manufacture of the new high-quality trains in Vienna was progressing very well as was the development of a facility in Goole to assemble the new trains.

Whilst progress continued to be made with delivering the infrastructure, elements of the work were behind programme. A Targeted Assurance Review highlighted concerns about the misalignment of the infrastructure and train delivery elements.

The Committee welcomed the good progress with this work, which was considered to have been well managed. It discussed the measures to ensure key targets regarding the delivery of the infrastructure were met.

Paul Judge advised that the project team continued to work to meet the milestones and he was confident that the key dates for train testing could be met, due to mitigations in place to recover any slippages or lessen impacts. Some of the Tier 3 milestones were red and could be for a while until the necessary mitigation work was undertaken but this was normal and impacts on Tier 1 and Tier 2 milestones were being monitored. The Chair advised that the Committee should monitor progress with this.

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

## **60/10/22 Elephant & Castle Station Capacity Upgrade**

Stuart Harvey, David Rowe and Robert Niven introduced the paper and the related supplementary information on Part 2 of the agenda, setting out progress with the delivery of the London Underground Elephant & Castle Station Capacity Upgrade project. This project would deliver several benefits including step-free access and a higher capacity Northern line ticket hall.

The project would be delivered in two phases. Stage 1 involved the provision of a station box and associated works and would be delivered at an earlier stage, given the time restraints for securing the third-party funding from the Elephant & Castle Shopping Centre development. Stage 2 was not supported by any third-party

funding, and would involve the wider station fit out, subject to the completion of a feasibility study currently at TfL's cost. Officers were also in agreement with the Independent Investment Programme Advisory Group's comments about the need for the business case to be reviewed but were of the view that the feasibility study would need to be completed first.

The Committee was keen to ensure that the option of securing third-party contributions for Stage 2 of the scheme was fully pursued.

**The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda and approved additional Programme and Project Authority for the sum set out in the paper on Part 2 of the agenda for the Elephant & Castle Station Capacity Upgrade Programme and a corresponding increase in the Major Stations Programme.**

## **61/10/22 London Underground Train Systems Programme**

David Rowe and Bruno Carr introduced the item setting out progress on the London Underground Train Systems Programme since the paper presented to the Committee in October 2021. The paper highlighted the Programme achievements to date and future plans. No additional Programme and Project Authority was being requested at this time.

The Committee was asked to approve the consolidation of a number of sub-programmes into this new Programme, as endorsed by the Committee at its meeting in July 2022. The report set out the expected benefits of this change, including allowing greater visibility and management of authority within these groups across the Programme and more timely responses to any priorities that arise.

The Independent Investment Programme Advisory Group (IIPAG) had considered the proposals and, while supportive of the changes in principle, sought further assurances regarding the continuing future visibility to the Committee of the performance of the three main programme elements independently. Lorraine Humphrey also stressed the need for good governance arrangements at programme level, to ensure proper controls were in place when authority was moved between the various parts. The IIPAG review and Project Assurance Review had also identified issues regarding the wider asset condition and maintenance plans. Officers were working to address these issues and would continue to focus on this.

The Committee requested that future reports include the information on the programmes and project milestones in Appendix 2 of the report in a simplified way and that it be updated on progress with meeting targets for Temporary Speed Restrictions to monitor performance.

**[Action: David Rowe]**

**The Committee noted the paper and approved the consolidation of the London Underground Track, Signalling and Control, Fleet Heavy Overhaul, Fleet Renewals, and Engineering Vehicle sub-programmes into a London Underground Trains Systems Programme with a total Programme and Project Authority of £1,791.0m.**

## **62/10/22 Docklands Light Railway Rolling Stock Replacement Programme**

Stuart Harvey, David Rowe and Arran Rusling introduced the paper and the related supplementary information on Part 2 of the agenda, which updated the Committee on the Docklands Light Railway Rolling Stock Replacement Programme. The paper also requested additional Programme and Project Authority for the Programme and Procurement Authority in respect of the Maintenance Facility Building and associated works.

The update set out the progress that had been achieved since July 2021, highlighting the recent successes with regard to the production of new trains, the continuing work to design the depot (including the construction of Northern Sidings) and the procurement of the Maintenance Facility Building. Officers had worked hard to manage the costs pressures and minimise the risks and the focus of the team would remain on these areas.

Lorraine Humphrey reported that the assurance review had raised issues around the schedule and the need to provide an integrated programme to mitigate risks in this area. An interdependency schedule which had been produced for other projects would be beneficial on this programme. The Independent Investment Programme Advisory Group had also suggested that there should be a review of costs.

Arran Rusling reported on the work to revise the schedule and the delivery strategy. The revised integrated programme supported by a Quantitative Schedule Risk Assessment would be completed by the end of October 2022.

**The Committee noted the paper and the exempt supplementary information on part 2 of the agenda, and:**

- 1 approved additional Programme and Project Authority of £16.7m, resulting in total Programme and Project Authority of £900.5m; and**
- 2 noted that Procurement Authority for the Maintenance Facility Building and associated depot works will be sought at officer level in accordance with Standing Orders.**

## **63/10/22 Members' Suggestions for Future Discussion Items**

Andrea Clarke introduced the current forward plan for the Committee.

The Chair confirmed that items would be added to the work programme on the Old Street project, with a focus on lessons learnt, as well as on the use of technology, as highlighted at the meeting under the earlier item on Investment Programme Report - Quarter 1 2022/23. An Item on Road User Charging would also be added to the plan.

**The Committee noted the forward plan.**

## **64/10/22 Any Other Business the Chair Considers Urgent**

There was no other urgent business.

## **65/10/22 Date of Next Meeting**

The next scheduled meeting of the Committee would be held on Wednesday 14 December 2022 at 10.00am.

## **66/10/22 Exclusion of the Press and Public**

**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 1 2022/23; Independent Investment Programme Advisory Group Quarterly Report; TfL Project Assurance Update; Piccadilly Line Update Stage 1 Progress Update; Elephant & Castle Station Capacity Upgrade; and Docklands Light Railway Rolling Stock Replacement Programme.**

The meeting closed at 1.00pm.

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

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