

Transport for London

Minutes of the Programmes and Investment Committee Meeting

Microsoft Teams

10:00am, Wednesday 14 December 2022

Members

Ben Story (Chair)
Dr Nelson Ogunshakin OBE (Vice Chair)
Seb Dance
Dr Lynn Sloman MBE
Peter Strachan

Government Special Representative

Becky Wood

Executive Committee

Andy Lord Interim Commissioner
Stuart Harvey Chief Capital Officer

Staff

Helen Cansick Head of Infrastructure Delivery Planning (IDP), Healthy Streets Local Schemes
Andrea Clarke Director of Legal
Michael Cooper Director, Project Management Office
Nick Fairholme Director of Capital Delivery, Systems, Project and Programme Delivery
Mike Hardaker Director of Capital Delivery, Infrastructure
Shamus Kenny Head of Secretariat
Andrew Lunt Lead Sponsor IDP, Surface Major Projects
Zoe Manzoor Senior Committee Officer, Secretariat
Peter McNaught Director of Operational Readiness
Collan Murrey Head of Procurement
Kumaran Nagiah Chief of Staff, Major Projects
James Norris Head of Project Assurance
David Rowe Director of Infrastructure Delivery Planning
Rachel Sherry Finance Director, Major Projects
Jadon Silva Director of Procurement and Commercial

Independent Investment Programme Advisory Group (IIPAG)

Alison Munro Chair IIPAG

67/12/22 Apologies for Absence and Chair's Announcements

An apology for absence had been received from Councillor Kieron Williams.

As the Committee was unable to meet in person, the meeting was not quorate and so any decisions required would be taken by Chair's Action, following the discussion of the item with Members at the meeting. The meeting was being broadcast live on TfL's YouTube channel to ensure the public and press could observe the proceedings and decision-making.

The Chair agreed to accept the exempt information relating to the item on Old Street Roundabout Project - Healthy Streets Programme as a late report, as information in the paper was being verified at time of publication.

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.

68/12/22 Declarations of Interests

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

69/12/22 Minutes of the Meeting of the Committee held on 19 October 2022

The minutes of the meeting of the Committee held on 19 October 2022 were approved as a correct record. The minutes would be provided to the Chair for signature at a future date.

70/12/22 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 updated actions list.

71/12/22 Use of Delegated Authority

Andrea Clarke introduced the item. Since the previous meeting of the Committee, there had been no use of delegated authority by Chair's Action nor Procurement Authority and Programme and Project Authority approved 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.

72/12/22 Investment Programme Report - Quarter 2 2022/23

The Chair drew attention to an update that had been circulated to the Committee containing an updated graph for the lost time injury frequency rate (LTIFR) (page 9 of the Appendix), and minor formatting changes to the Appendix. The corrections would be published on the website following the meeting.

Stuart Harvey and David Rowe introduced the Investment Programme Report for Quarter 2 of 2022/23 and the related supplementary information on Part 2 of the agenda.

The paper provided an update on safety performance. Performance overall in relation to safety remained good. The trend on LTIFR remained well below target and focus would continue to be placed on learning from incidents to reduce harm to the workforce. In relation to Capital workforce, TfL had held a 'keeping in touch with our supplier event' to discuss safety issues and these events would continue to be held in the future. On the Silvertown Tunnel construction, the site had a safety stand-down following a safety incident earlier in December 2022, and TfL would continue to monitor safety issues.

Twelve of the 21 strategic milestones had been met. Three had been delayed in relation to: the Four Line Moderation Programme signalling system upgrade on the District line passenger services; the completion of phase one staff welfare improvement works on the London Underground (LU) – Infrastructure renewals programme; and the completion of heavy overhaul of the first 15 Metropolitan line trains in the LU Train Systems programme.

The delivery of the signal migration areas six and seven would be delivered in January and March 2023 (respectively), but there were challenges ahead with the project including the delivery of signal mitigation area eight. A review was being undertaken of the programme and a further update would be reported to the Committee in the next quarter.

Good progress had continued to be made in delivering major projects such as: Docklands Light Railway programme, the Piccadilly line upgrade, Elephant and Castle, High Speed 2 and the Silvertown Tunnel. While the estimated financial costs for some projects had increased, due in part to inflationary pressures, work was underway to address costs pressures and progress would be reported to the Committee.

The Bank station capacity upgrade was progressing well, with the delivery of the new interchange route, walkway and escalators in line with forecasts. The new Cannon Street ticket hall entrance would open in early 2023.

David Rowe provided an update on LU Enhancements, highlighting the opening of the new Brompton Road entrance at Knightsbridge, which was a strategic milestone. TfL had submitted a bid for Greater London Authority Levelling Up funding for improvements at Colindale and Leyton stations to facilitate step-free access and work to support new developments. A separate paper on LU Enhancements, and on step-free access, was scheduled for the meeting of the Committee in March 2023.

Other key achievements during the quarter included completing five escalator refurbishments and the further roll out of the Lowering Speed Limits Programme to London boroughs.

TfL had won two awards, the Health and Executive Beacon Award and a Quality Benchmarking Award, in recognition of the continuing work at Grange Hill and Chigwell to stabilise a large cutting on the Central line.

Progress continued to be made with the train systems programme, including the successful installation of major points and crossings at Tower Hill, and with the design and testing activities on the Central line fleet.

TfL remained on target to ensure 10 per cent of the London bus fleet were zero-emission by early 2023. Work continued on ensuring that Hammersmith Bridge remained safe and stable. It was proposed to carry out the works to the Rotherhithe Tunnel, after the Silvertown Tunnel had been opened, to mitigate the impacts on works, but interim measures would be taken to ensure it remains safe in the meantime. Officers were in the process of completing the draft replacement strategy for CR4000 trams and the Committee would be provided with an update in due course. TfL was also working with London Councils in light of the Department for Transport guidance and it would extend the e-scooter trial to 2024.

The Committee welcomed the transformation of Bank station and thanked staff for all their work on this.

Members sought assurances about safety issues following the incident at Eastleigh. The safety team had looked at the lessons learnt from the incident. Actions have been taken in TfL's own facilities, although reassurances were provided that such an incident could not happen at TfL facilities. There was also further discussion on the safety update regarding Silvertown Tunnel, and the Riverlinx safety stand-down. The Committee discussed the importance of monitoring this work in terms of compliance with health and safety requirements. TfL would continue to work with the stakeholders in relation to safety matters, including holding further meetings, and providing support where necessary, to ensure safety standards were followed.

It was confirmed that TfL had programmes in place to manage climate adaptations, and arrangements were in place to review such measures across the programmes. The Committee emphasised that further consideration should be given to the issue of climate change mitigation, particularly in planning infrastructure renewals on the Tube network and asset investment on streets – given the potential impact of record temperatures in the future. It was discussed that updates could be provided on this in the quarterly Investment Programme report to provide the Committee with greater visibility on the work in this area. The Chair also noted the merits of producing a project checklist, including details of such issues as climate change adaptations and would discuss this further with the Chief Capital Officer.

It was noted that the rising costs, due to inflation, were a recurrent theme throughout the report. However, Officers were working to manage the costs of projects and there was a strong process in place to manage risks. The Independent Investment Programme Advisory Group Chair also advised that discussions were taking place about the approach to estimating costs of projects and an update would be provide to the Committee in March 2023.

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

73/12/22 Independent Investment Programme Advisory Group Quarterly Report

James Norris introduced the item, setting out the Independent Investment Programme Advisory Group (IIPAG) quarterly report for December 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 October 2022.

Alison Munro presented the Appendix summarising IIPAG activities over the quarter. The group had undertaken two sub-programme reviews for the London Underground Enhancements and Silvertown Tunnel items on the agenda. A report on the findings would be submitted to the Committee in March 2023. IIPAG had also recently completed a review of the London-wide Ultra Low Emission Zone extension.

Following three new member appointments, IIPAG now had a full membership. The group has a wide range of expertise and the appointments would further strengthen this, particularly in relation to cross-cutting work.

IIPAG had also undertaken a review of the tram replacement programme. It was satisfied with the level of benchmarking that had been carried out to support the options put forward. The group had also established a second sub-group with a good range of expertise, to support the establishment of the TTL Properties Limited company, in line with the model established for the Elizabeth line sub-group.

The Committee noted the Independent Investment Programme Advisory Group's quarterly report and the exempt supplementary information on Part 2 of the agenda.

74/12/22 TfL Project Assurance Update

James Norris introduced the paper, which provided an update on the project assurance work undertaken during Period 7 and Period 8 of 2022/23 (18 September to 12 November 2022) and the related supplementary information on Part 2 of the agenda. TfL Project Assurance had undertaken two programme reviews with the Independent Investment Programme Advisory Group (IIPAG) during the period, and four project assurance reviews, with IIPAG involved in two of them. This raised a total of 39 recommendations. The review also identified three critical issues as set out in the paper on Part 2 of the agenda.

The report also set out tracking information, highlighting the positive trend in closure rate and overdue actions, which was at an historic low.

The reviews had made a number of points about the strength of business cases and the approach to evaluating the outcomes of projects. Members sought assurances around the reasons for this.

TfL noted the importance of business cases in relation to capital decision-making, and these were being given due consideration. Teams were working to ensure that these documents were of a high quality and good progress continued to be made with strengthening capability. It was also noted that for all projects, TfL carried out a benefits

evaluation. This included undertaking more in-depth assessments for larger projects, in consultation with stakeholders, looking at the wider considerations. TfL also has a good track record in monitoring the benefits of projects. In summing up, the Chair noted the importance of this activity especially the work with stakeholders that supported schemes to seek support and align objections.

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

75/12/22 Old Street Roundabout Project - Healthy Streets Programme

In accordance with section 100(B)(4) of the Local Government Act 1972, the Chair agreed to accept the exempt Part 2 information on this item as urgent business on the grounds that Members needed to consider the project update and not all information was available at the time the meeting papers were published.

Stuart Harvey introduced the paper, which provided an update on the costs and delivery of the Old Street Roundabout transformational project.

Since the update to the Committee in March 2022, the core structure of the new main station entrance had been installed and part of the new staircase was now open for customers to use. Work on the passenger lift has also been completed. Good progress continued to be made on the lift-car installation and with mechanical and electrical equipment upgrades.

There had also been further highways changes at surface level to facilitate sub-surface utility connections.

The Chair thanked Officers for the site visit in December 2022. He was pleased with the progress that had been made and found the update reassuring.

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

76/12/22 Road User Charging

David Rowe introduced the paper, which provided updates on the London-wide Ultra Low Emission Zone (ULEZ), its associated vehicle scrappage scheme and the Blackwall and Silvertown Tunnel User Charging.

The report also sought approval for additional Programme and Project Authority for the delivery of Road User Charging schemes.

The Committee sought assurances about the assessment of the charging within the wider Silvertown Tunnel business case and the benefits evaluation. In response, Officers confirmed that these had been considered as part of the development of the scheme.

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It was also noted that TfL had published several documents for the existing ULEZ and vehicle scrappage scheme, that had helped inform the case for the expansion scheme. TfL would look to publish such reports for the London-wide ULEZ scheme, as well as a wider set of metrics.

The TfL Project Assurance team advised that it had carried out an assurance review of London-wide ULEZ, including the benefits and had made minor recommendations. Generally, it was satisfied with the quality of the documentation.

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

The Chair, in consultation with Committee Members, approved:

- 1 additional Programme and Project Authority of £173.5m to support the delivery of the following Road User Charging (RUC) projects: London-wide Ultra Low Emission Zone (ULEZ), scrappage scheme, Tunnel User Charging (TUC) and Direct Vision Standard Phase 2 (DVS2) giving a total Programme and Project Authority of £696.7m for RUC; and**
- 2 additional Procurement Authority in the sums requested in the exempt supplementary information on Part 2 of the agenda to extend the contracts with Capita Business Services Limited to continue activities to deliver system elements of the London-wide ULEZ and TUC.**

77/12/22 Members' Suggestions for Future Discussion Items

Andrea Clarke introduced the current forward plan for the Committee. The requests for further papers would be added to the plan.

The Committee noted the forward plan

78/12/22 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

79/12/22 Date of Next Meeting

The next scheduled meeting of the Committee would be held on Wednesday 1 March 2023 at 10.00am.

80/12/22 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 2 2022/23; Independent Investment Programme Advisory Group Quarterly Report; TfL Project Assurance Update; Old Street Roundabout Project Healthy Streets Programme; and Road User Charging

The meeting closed at 13.00pm.

Chair: _____

Date: _____