

# Transport for London

## Minutes of the Programmes and Investment Committee

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

10:00am, Wednesday 1 March 2023

### Members

Dr Nelson Ogunshakin OBE (Vice Chair) (via Teams)  
Seb Dance (in the Chair)  
Dr Lynn Sloman MBE  
Peter Strachan

### Government Special Representative

Becky Wood

### Executive Committee

Andy Lord Interim Commissioner  
Stuart Harvey Chief Capital Officer

### Staff

Rebecca Bissell Director of Information Technology  
Bruno Carr Head of Infrastructure Delivery Planning, London Underground and the Elizabeth line  
Dan Champion Head of Infrastructure Delivery Planning, Air Quality Technology and Environment  
Andrea Clarke Director of Legal  
Isabel Coman Director TfL Engineering, Asset Strategy  
Michael Cooper Director, Project Management Office  
Nick Fairholme Director of Capital Delivery, Systems, Project and Programme Delivery  
Mike Hardaker Director of Capital Delivery, Infrastructure, Chief Capital Officer  
Lorraine Humphrey Director of Risk and Assurance  
Shamus Kenny Head of Secretariat  
Zoe Manzoor Senior Committee Officer, Secretariat  
Peter McNaught Director of Operational Readiness  
Edward Morris Corporate Affairs Manager  
Collan Murrey Head of Procurement, Highway Maintenance  
Kumaran Nagiah Chief of Staff, Chief Capital Officer  
James Norris Head of Project Assurance  
Penny Rees Head of Infrastructure Delivery Planning, Healthy Streets, Highways  
David Rowe Director of Infrastructure Delivery Planning  
Rachel Sherry Finance Director, Capital Finance  
Jadon Silva Director of Procurement and Commercial, Capital  
Shashi Verma Chief Technology Officer and Director of Strategy

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

Alison Munro Chair IIPAG  
Liz Baker IIPAG Member

## **01/03/23 Apologies for Absence and Chair's Announcements**

Apologies for absence had been received from Ben Story (Chair) and Councillor Kieron Williams. Dr Nelson Ogunshakin OBE was attending via Teams and was able to participate in the discussions but was not counted towards the quorum. The meeting was quorate.

Glynn Barton, Interim Chief Operating Officer was also unable to attend the meeting.

As the Chair was not present, and the Vice Chair was not counted toward the quorum, the Members in the room elected Seb Dance as the Chair for this meeting.

The Chair welcomed everyone to the meeting. The meeting was also being broadcast live to TfL's YouTube channel 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 the appropriate member of the Executive Committee after the meeting.

## **02/03/23 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. It was noted that there had been one update since the last meeting. Dr Lynn Sloman MBE was no longer the Chair of the Welsh Government's Roads Review Panel, as that review had been completed.

There were no interests declared that related specifically to items on the agenda.

## **03/03/23 Minutes of the Meeting of the Committee held on 14 December 2022**

**The minutes of the meeting of the Committee held on 14 December 2022 were approved as a correct record and the Chair was authorised to sign them.**

## **04/03/23 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.**

## **05/03/23 Use of Delegated Authority**

Andrea Clarke introduced the item, which provided an update on the use of delegated authority in respect of matters within the Committee's remit.

Since the last meeting of the Committee on 14 December 2022, there had been no uses of specific authority delegated by the Board.

In addition to the use of Chair's Action to approve decisions at the last meeting as it was held online due to industrial action on the railways, there was one further use to report, omitted from the published paper in error.

As reported under the item on Air Quality and Environment Programme elsewhere on the agenda, on 31 January 2023, the Chair, in consultation with Members, approved additional Procurement Authority to vary the existing Business Operations and Enforcement Operations contracts with Capita Business Services Limited for the London-wide Ultra Low Emission Zone and Tunnel User Charging schemes. This followed the approval of related Programme and Project Authority on 14 December 2022 and the existing Financial Authority included in the Business Plan approved by the Board on 7 December 2022.

There had been two approvals of Procurement Authority requests by the Commissioner. These were in relation to: the East London Line Enhancements Surrey Quays Station Upgrade Works – Variation; and DLR Rolling Stock Replacement Programme - Beckton Depot Maintenance Facility Building, Southern Sidings and Temporary Fit Out Shed – Contract Award.

There had been no other authority approvals by the Commissioner nor the Chief Finance Officer. There had also been no Mayoral Directions to TfL within the Committee's remit.

**The Committee noted the paper.**

### **06/03/23 Investment Programme Report Quarter 3 2022/23**

Stuart Harvey and David Rowe presented the Investment Programme Report for Quarter 3 of 2022/23 (18 September to 10 December 2022), and the related exempt supplementary information on Part 2 of the agenda.

On the safety performance section of the report, it was highlighted that the overall performance levels during the quarter remained below the target (in respect of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR), lost time injuries and injuries). The team would continue to work with the Head of Safety to apply lessons learnt.

TfL had, this financial year, delivered 15 out of the 21 strategic milestones on time or early. Of those that were late, the new Cannon Street entrance at Bank station had now opened. The Four Lines Modernisation (4LM) signalling migration area (SMA) seven, between Becontree and Upminster on the District line, would be delivered later this month. The signalling section between Stepney Green and Becontree went live on 15 January 2023, completing the roll out of the new signalling system on the Hammersmith & City line. Work on the software development continued. Work also continued on SMA eight, which was a complex area of work. The team was carrying out a full 4LM programme review, which would be reported to the Committee in July 2023.

**[Action: Stuart Harvey]**

The target for completing the overhaul of Metropolitan line trains had slipped in Quarter 2, as well as the milestone for completing the phase one staff welfare improvement

works. TfL would continue to work to ensure both pieces of work were brought back on track.

On the DLR programme, the Committee noted the recent visit by the Mayor to the new Beckton depot, following the completion of the works. The new state of the art trains would undergo vigorous testing before being brought into operation and it was anticipated the manufacture of 12 trains would be completed by the end of the 2023/24 financial year. The contract for the maintenance facility building, and additional southern sidings, had now been awarded. TfL had also received confirmation from the Government in respect of the purchase of 11 additional trains, which were funded through the Housing Infrastructure Fund.

Since the previous meeting, the estimated final cost (EFC) of the Piccadilly line upgrade had increased by approximately £10m, due to inflation and increased costs of materials. The new trains were expected to be in service by summer 2025. The full impacts of the misalignment and possible mitigations (between the depot works and the train introduction timetable) were being worked through by TfL and Siemens. Good progress continued to be made with manufacturing the new trains to ensure the first train would be available for testing in summer 2023. A further update would be reported in Quarter 4.

**[Action: Stuart Harvey]**

On the Silvertown Tunnel, the tunnel boring machine had completed its first drive, and the second drive will be completed in summer 2023. Members welcomed the progress on the project.

Members noted the update on the Bank station capacity upgrade, included details of the Mayor's visit to mark the opening of the new Cannon Street ticket hall entrance, which would provide a range of benefits including step-free access. Members commended the changes to the station.

Works were progressing well with the procurement arrangements for the Elephant & Castle programme. Contracts had been awarded for the tunnel works and to explore options for the potential fit out.

David Rowe provided an update on the London Underground (LU) Enhancements Programme. The report highlighted several successes, including the good performance of the track renewals programme, in relation to the scorecard targets. Recent highlights also included the installation of new automated signalling points at Tower Hill, which would improve service during disruptions. The report also highlighted the work undertaken to adapt a Bakerloo line train to improve accessibility, which had involved fitting a new wheelchair bay to the train. This was a rolling plan and was welcomed by Members. David Rowe would provide an update to Members on the plans.

**[Action: David Rowe]**

The Central line fleet renewals work had entered the final stage. The works to stabilise the cuttings on the Central line were progressing well, in line with the schedule, and were due to be completed in May 2023. The work on Marylebone escalators was also nearing completion.

Good progress continued to be made with Surface Assets Programme.

The report also highlighted developments in relation to the Blackwall Tunnel southbound, including details of the planned approach to the refurbishment work. The contractor

arrangements would be confirmed in April 2023. For the Gallows Corner flyover, TfL would submit a final version of the outline business case to the Department for Transport (DfT), seeking a funding contribution for the refurbishment works through the Major Road Network Programme.

The London Borough of Hammersmith and Fulham was in the final stages of completing the work to make Hammersmith Bridge safe. TfL was now in receipt of the business case and in the process of reviewing this.

The Committee noted several other achievements, as set out in the report regarding the continued progress with: DLR lift replacements (noting that 80 per cent had now been completed) and the expansion of Surrey Quays station, as part of the Housing Infrastructure Programme funded upgrade works on the East London line. It was expected that the works would start later this year.

It was also noted that TfL was in the process of reviewing the tram modernisation plans, to replace the life-expired Bombardier CR4000 trams, including reviewing the next steps. Tram replacement was the preferred option, based on the strong business case set out in the report, and funding would be discussed with the DfT as part of TfL's long-term capital needs.

The Committee also received a summary of the developments in relation to technology and data, including details of the expansion of the Santander Cycle hire scheme.

An annual update on LU renewals would be brought to the Committee, following the consolidation of previous separate programmes into a single programme and alignment to the 2023 Business Plan. Members requested that this be submitted to the meeting in July 2023, to align the Programme and Project Authority to the EFC.

**[Action: David Rowe]**

The Committee welcomed the references in the report to the work on carbon savings. It was emphasised that details of the work should be included in the Quarterly Investment Programme Reports to the Committee. Consideration should continue to be given, possibly by the Independent Investment Programme Advisory Group, to good practices and how different parts of TfL were approaching the task of minimising carbon emissions and how lessons learnt could be applied. It was confirmed that TfL worked to apply good practices in relation to achieving the target of carbon zero and carried out carbon footprint assessments for all projects as part of the business case assessment.

The update on High Speed 2 (HS2) works was also highlighted, particularly the impact of the road closures. Members sought assurances on the overall objectives when reinstating footways and lanes and confirmation that a healthy streets perspective would be applied, for example in Euston Road. It was confirmed that TfL was working with partners and the London boroughs with the aim of developing plans consistent with providing healthy streets solutions. It was also noted that TfL was awaiting confirmation from HS2 regarding the removal of spoil from the site. TfL had made clear its view on the importance of the safety and environmental impacts and a decision had been deferred until March 2023. It was also confirmed that any decision regarding HS2, Euston and Old Oak Common and the creation of a terminus around the Elizabeth line, would be brought to the Committee.

Andy Lord thanked colleagues for their work on delivering the programmes over the year, particularly the work on the Bank station development, and completing two lines on the

4LM programme, while keeping services running. These were remarkable achievements given the complexity of these projects.

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

### **07/03/23 Independent Investment Programme Advisory Group Quarterly Report**

James Norris introduced the paper, and the related exempt supplementary information on Part 2 of the agenda, setting out the Independent Investment Programme Advisory Group (IIPAG) quarterly report for March 2023 and the related exempt supplementary information on Part 2 of the agenda.

The report set out the work undertaken by IIPAG since the last report presented to the Committee in December 2022.

Alison Munro presented the Appendix summarising IIPAG's activities over the quarter. The group had undertaken a number of sub-programmes and project reviews, and had also previously completed a review of the London Underground Enhancements Programme. IIPAG had made no new cross-cutting recommendations but had highlighted common themes. These were around: resources constraints; the continuing need to encourage good programme planning and sufficient attention to risks around schedule; and the importance of teams providing a good account of project delivery compared to projections to this Committee.

IIPAG had also commented on three cross-cutting reports. Its review of the First and Second Lines of Defence had been completed and would be considered by the Audit and Assurance Committee in March 2023.

The group had also completed a review of the TfL International Benchmarking Report, which was scheduled to be submitted to the Audit and Assurance Committee. The Chair of IIPAG praised TfL on the ongoing activities in this area, including the work on gaining insights on carbon initiatives.

IIPAG's review of TfL's Procurement and Commercial Improvement Programme was scheduled to be submitted to the Finance Committee.

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

### **08/03/23 TfL Project Assurance Update**

James Norris presented the paper, and the related exempt supplementary information on Part 2 of the agenda, which provided an update on the project assurance work undertaken between 13 November 2022 and 14 January 2023.

TfL Project Assurance had undertaken three programme reviews with the Independent Investment Programme Advisory Group (IIPAG) during the period, and seven project assurance reviews, with IIPAG involved in three of these. These reviews had resulted in a total of 33 recommendations. Of the 33 recommendations, the Project Assurance team had made 28 general recommendations (including one critical issue) and IIPAG had made five general recommendations (and raised no critical issues). The recommendations were all agreed with the respective project teams. The Project Assurance team had worked closely with teams to assist them to address the matters raised.

Section 5 of the report showed the number of open recommendations, the number that were overdue, and the number closed at the end of Period 6, Period 8 and Period 10 of 2022/23 respectively. There had been an increase in overdue recommendations by the end of Period 10.

In response to a question about the increase in open recommendations, it was thought that was partly due to resourcing issues. However, it was not unusual for a small number of recommendations to be overdue at any point in time and it was not uncommon for such peaks to occur at this Period 10 stage in the reporting cycle. A more recent assessment had shown a significant reduction in these overdue items.

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

## **09/03/23 London Underground Enhancements Programme**

David Rowe and Bruno Carr presented the paper, which provided an update on the achievements and progress of the London Underground Enhancements Programme. The paper sought a reduction in Programme and Project Authority, due to cost reductions and efficiencies.

The paper set out the adjustments to the Programme and Project Authority and the third-party income from developments since the Programme was previously reported to the Committee in May 2021. The paper also provided details of the progress with schemes including step-free access (SFA).

TfL had made significant progress in making improvements to stations and meeting the Mayor's Transport Strategy (MTS) goals for step-free journey times. A briefing would be arranged for the Committee in May 2023 on the next stages, focusing on SFA prioritisation. **[Action: David Rowe]**

Members recognised and welcomed the significant amount of progress that had been made with providing SFA. The importance of securing third-party funding for the projects was also noted. It was confirmed that the extent of future step-free schemes would be dependent upon the level of third-party funding and support that could be secured. In view of this, TfL would continue to work to seek to secure third party funding to achieve the maximum value for TfL investments and meet the aims in the MTS. Examples were provided of the ongoing activities with developers, to encourage them to provide improvements including SFA as part of developments.

The progress with securing SFA on the London Overground was also discussed, and the role of the National Rail Accessibility Fund (NRAF) in providing the funding for SFA. It

was noted about 65 per cent of London Overground stations were step-free and that funding for SFA was covered by the NRAF. TfL had made applications for works to 12 stations for additional funding, as part of the Levelling Up Funding scheme, and this would be progressed.

TfL were also mindful of the particular challenges in making certain stations step-free and, despite these, remained committed to ensuring the network was as accessible as possible.

Members suggested that TfL set out its ambitions for SFA (notwithstanding budget constraints). It was confirmed that the Members briefing would cover: the funding needed to achieve the MTS, the criteria for excess journey times, the results of the consultation with stakeholders on priorities and an update on SFA at London Overground stations, amongst other matters.

**The Committee noted the paper and approved a reduction in Programme and Project Authority to £584.6m to reflect the adjustments, income and transfer as described in the paper.**

## **10/03/23 Air Quality and Environment Programme**

David Rowe presented the paper, and the related exempt supplementary information on Part 2 of the agenda, on the Air Quality and Environment (AQE) Programme. The paper provided an update on the progress of projects since the previous submission to the Committee in March 2022 and provided a list of Programme and Project Authority agreed in 2022/23. The paper also summarised the planned delivery from March 2023 to the next annual submission to the Committee (scheduled for March 2024), as well as the challenges and opportunities for the year ahead.

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

- 1 approved additional Programme and Project Authority of £77m to support the delivery of the Air Quality and Environment (AQE) Programme for 2023/24 and 2024/25, bringing the total Programme and Project Authority for the AQE Programme to £954m; and**
- 2 approved additional Procurement Authority, in the sums requested in the exempt supplementary paper on Part 2 of the agenda, to extend the contracts with Capita Business Services Limited and Yunex (formerly Siemens Mobility) to continue activities in support of Road User Charging.**

## **11/03/23 Healthy Streets Programme**

Stuart Harvey and David Rowe presented the paper, and the related exempt supplementary information on Part 2 of the agenda. The paper sought additional authorities for the continuation of the Healthy Streets Programme, following confirmation of funding for Active Travel and Local Implementation Plans in the August 2022 Government funding agreement – and a subsequent £150m allocation in the TfL

Business Plan for 2024/25. It covered the schemes on TfL and borough roads. The paper included a request for unbudgeted Financial Authority to receive Greater London Authority funding, principally to accelerate the delivery of cycle hangers and cycle routes.

It was highlighted that good progress had been made in delivering the projects since the October 2022 approvals, including on the Old Street Roundabout project. The paper also provided details of the planned deliverables and milestones, and an evaluation of that scheme.

Members welcomed the update. It was noted that the map in the report provided an overview of the proposed TfL Road Network projects, and it was commented that this mostly centred on inner London areas. Members stated the importance of spreading the benefits of the programme to outer London. It was confirmed that TfL was working with partners to bring forward projects covering outer London areas, within the existing budget constraints. These included the Enfield Town Centre Liveable Neighbourhoods scheme and good progress was being made on the Heathrow to Croydon bus priority corridor.

A briefing for all Board Members would be held on the Programme, focussing on the wider package of healthy streets benefits, alongside the Ultra-Low Emission Zone, and including the active travel improvements. Further information would be provided on active travel routes in outer London on Local Authority routes. Further details of the budget for projects and the outcomes would also be provided as part of the briefing.

**[Action: Stuart Harvey and David Rowe]**

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

- 1 approved additional unbudgeted Financial Authority of £4.9m and Programme and Project Authority of £206m to support delivery of the Healthy Streets Programme, bringing the total Healthy Streets Programme and Project Authority to £737.8m over financial years 2020/21 to 2024/25; and**
- 2 noted that the Programme and Project Authority request above included an element to enable the completion of the Old Street Roundabout project, for the amount set out in the paper on Part 2 of the agenda.**

## **12/03/23 Technology and Data 2023/24 and 2024/25**

Shashi Verma presented the paper, and the related exempt supplementary information on Part 2 of the agenda, which sought funding for the Technology and Data Programme activities for 2023/24 and 2024/25.

The paper set out details of what the Programme had achieved over the previous 12 months, including several high-value projects within the investment portfolio. Most of the milestones had been fulfilled and the team had worked hard to address any slippages in meeting targets, mostly due to resourcing constraints including a shortage of hardware. Some of the key achievements were highlighted, including the improvements to the award-winning TfL Go app, and access to high-speed 4G and 5G-ready connectivity on the Underground.

The report also provided a summary of current and future projects.

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

- 1 approved in respect of the Technology and Data Programme an increase in Programme and Project Authority of £0.4m in financial year 2023/24 (increasing the total to £103.3m) and additional Programme and Project Authority of £100.7m in financial year 2024/25 resulting in total Programme and Project Authority increase of £101m (excluding the sums requested in paragraphs (2) and (3) below;**
- 2 in addition to the sums requested in paragraph (1) above, approved an extension to the Programme and Project Authority for Project Hina, as described in the paper, providing an additional £47.7m on top of the existing £53.76m Programme and Project Authority to cover the full five years available up until financial year 2026/27 plus approved £24.9m of unbudgeted Financial Authority for financial year 2026/27 which is outside of the current Business Plan period;**
- 3 in addition to the sums requested in paragraph (1) above, approved £20m unbudgeted Financial Authority and Programme and Project Authority for the Barcodes Acceptance project, as described in the paper, for financial years 2023/24 and 2024/25. This project had not been budgeted because the project was new and funds would be provided by the Department for Transport;**
- 4 in addition to the sums requested in paragraph (1) above, approved Programme and Project Authority income of £25.4m and unbudgeted Financial Authority income of £24.1m for Barcodes Acceptance project (£20m) and other project income;**
- 5 noted that the matters for which Programme and Project Authority was sought above include commitments that extended beyond the period of the Business Plan and Budget noted by the Board on 7 December 2022 and provision would, therefore, need to be made for those commitments in future Business Plans and Budgets; and**
- 6 noted that Procurement Authority for the various projects in the Programme described in the paper would be sought at officer level in accordance with Standing Orders.**

### **13/03/23 Expanding Pay As You Go on Rail in the South East**

Shashi Verma presented the paper, and the related exempt supplementary information on Part 2 of the agenda, which set out the request for unbudgeted Financial Authority and Programme and Project Authority required to expand Pay As You Go (PAYG) on Rail in the South East.

This project was an initiative of the Department for Transport (DfT) to expand the acceptance of contactless PAYG to suburban rail services across South East England. The paper also set out TfL's plans to deliver the project in two phases: the D1 phase, to

expand adult travel PAYG; and the D2 phase, to provide discounted PAYG travel for National Rail concessionary customers.

Members noted the benefits of the project. It was also confirmed that the expansion of PAYG across the South East would be entirely funded by the DfT.

TfL Project Assurance had conducted an interim Project Assurance Review in November and December 2022 and were satisfied with the management response to the issues raised.

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

- 1 approved unbudgeted Financial Authority for the receipt and expenditure of grant funding from the Department for Transport of up to £68.67m for the remainder of financial year 2022/2023 and financial years 2023/24 to 2024/25;**
- 2 approved Programme and Project Authority of £68.67m for remainder of financial year 2022/23 and financial years 2023/24 and 2024/25; and**
- 3 noted that Procurement Authority would be sought at officer level in accordance with Standing Orders**

### **14/03/23 Members' Suggestions for Future Discussion Items**

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

A Member noted that the Safety, Sustainability and Human Resources Panel had reviewed the list of items in their forward plan to prioritise work to focus on strategic issues and the Members had found this helpful.

**The Committee noted the forward plan.**

### **15/03/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

### **16/03/23 Date of Next Meeting**

The next scheduled meeting of the Committee would be held on Wednesday 17 May 2023 at 10:00am.

### **17/03/23 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 3 2022/23; Independent Investment Programme Advisory Group Quarterly Report; TfL Project Assurance Update; Air Quality and Environment Programme; Healthy Streets Programme; Technology and Data 2023/24 and 2024/25; and Expanding Pay As You Go on Rail in the South East.**

The meeting closed at 12.30pm.

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

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