

**Board**



**Date:** 7 June 2023

**Item:** Report of the Meeting of the Programmes and Investment Committee held on 17 May 2023

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**This paper will be considered in public**

## **1 Summary**

1.1 This paper provides a summary of the items considered by the Programmes and Investment Committee at its meeting on 17 May 2023.

## **2 Recommendation**

2.1 **The Board is asked to note the report.**

## **3 Committee Agenda and Summary**

3.1 The papers for the meeting of the Committee held on 17 May 2023 were published on 9 May 2023 and are available on the [TfL website](#) with a link to the video recording of the meeting on [TfL's YouTube channel](#).

3.2 The main matters considered by the Committee were:

- (a) Use of Delegated Authority;
- (b) Investment Programme Report - Quarter 4: 2022/23 Summary;
- (c) Independent Investment Programme Advisory Group (IIPAG) Quarterly Report;
- (d) TfL Project Assurance Update;
- (e) Surface Asset Renewals Programme;
- (f) Programmes and Investment Committee Programme Structure; and
- (g) Lessons Learnt from Recently Completed Projects.

3.3 A summary of the items considered and the decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 19 July 2023.

## **4 Issues Discussed**

### **Use of Delegated Authority**

- 4.1 The Committee noted the standing item on the use of delegated authority.
- 4.2 Since the meeting on 1 March 2023, there had been no use of authority delegated by the Committee nor Chair's Action. In addition, there were no matters to report in relation to authority exercised by the Commissioner or Chief Finance Officer nor any Mayoral Directions

### **Investment Programme Report - Quarter 4: 2022/23 Summary**

- 4.3 The Committee noted an update on the delivery of the Investment Programme ahead of the full quarterly report to be presented to the meeting in July 2023. During the period, good progress had continued to be made with delivering major projects as well as infrastructure renewals, the provision of step-free access and with Healthy Street projects.
- 4.4 The Committee discussed the announcement to delay the construction of HS2 infrastructure between Euston and Old Oak Common. Once more information was available, a briefing would be provided to all Board Members who wished to attend.

### **Independent Investment Programme Advisory Group Quarterly Report**

- 4.5 The Committee noted the update on the IIPAG work undertaken since the last report to the Committee in March 2023.
- 4.6 IIPAG had undertaken one programme review for Surface Assets and was beginning two new reviews, one on the delivery of renewals, and the other on the effectiveness of the Project Pathway Gate process. IIPAG had submitted its work programme to the Audit and Assurance Committee, including a review of the impact of carbon changes on TfL Programmes.

### **TfL Project Assurance Update**

- 4.7 The Committee noted the update on the project assurance work undertaken between 14 January and 31 March 2023. The Project Assurance team had undertaken one programme review with IIPAG during the period, and 13 project assurance reviews with IIPAG involved in six of these. These reviews had resulted in a total of 46 recommendations, of which three were identified as critical issues.
- 4.8 The Project Assurance team would continue to work closely with teams to assist them to address the matters raised by the reviews and close the overdue recommendations.

## **Surface Asset Renewals Programme**

- 4.9 The Committee received a report on the Surface Asset Renewal Programme, setting out the proposed priorities for the Programme in view of funding constraints, based on the priorities set out in TfL's Asset Management Renewal Strategy.
- 4.10 The Committee focused on the funding arrangements for surface asset renewals, including the engagement with the Department for Transport. Other issues discussed included: the links with the Healthy Streets Programme, TfL's continued work with the boroughs on asset renewals and IIPAG's review of the Programme.
- 4.11 The Committee agreed a request for Programme and Project Authority for the continuation of the Surface Asset Renewals Programme for the full delivery planned in 2023/24 and a proportion of the spend through to the end of 2025/26.

## **Programmes and Investment Committee Programme Structure**

- 4.12 The Committee considered proposed changes to the structure of Programmes within the remit of the Committee.
- 4.13 The main changes would simplify and reduce the number of Programmes (from 16 to seven) and better reflect TfL's new operating model and current work. It would allow teams and the Committee to have greater visibility across the Programmes and flexibility to respond to developments and prioritise investments. Work was ongoing to make the necessary adaptations to internal structures to reflect the new Programme structure. The Committee's forward plan had been updated to reflect the new approach.
- 4.14 The Committee discussed the need to review the presentation of information to the Committee to reflect the changes, and both ensure visibility across the Programme and that oversight would be aligned with the new approach.
- 4.15 The Committee approved the proposed changes to the Programmes within the remit of the Programmes and Investment Committee and approved revised Programme and Project Authority for each Programme, in place of any previous Programme and Project Authority for the same subject matter.

## **Lessons Learnt from Recently Completed Projects**

- 4.16 The Committee noted an update on the lessons that have been applied from several recently completed major projects, which was an action from the Committee meeting held in October 2022.
- 4.17 TfL had put in place arrangements to record lessons learnt and was working to ensure they were embedded into projects. A further update on the lessons learnt from major projects would be provided to the Committee at an appropriate time.

**List of appendices to this report:**

None

**List of Background Papers:**

Papers submitted to the Programmes and Investment Committee on 17 May 2023

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