

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 17 May 2023

Members

Ben Story (Chair)
Dr Nelson Ogunshakin OBE
Seb Dance
Peter Strachan

Government Special Representative

Becky Wood (via Teams)

Executive Committee

Andy Lord Interim Commissioner
Stuart Harvey Chief Capital Officer

Staff

Ian Burnham Programme Delivery Manager, Northern Line Extension
Andrea Clarke Director of Legal
Isabel Coman Director TfL Engineering, Asset Strategy
Michael Cooper Director, Project Management Office
Adam Edwards Lead Sponsor, Stations and Structures, Investment Delivery Planning (IDP) - Surface Major Projects

Jonathan Hanes Lead Sponsor, IDP Appraisal Benefit & Comp. Analysis
Mike Hardaker Director of Capital Delivery, Infrastructure, Chief Capital Officer
Zoe Manzoor Senior Committee Officer, Secretariat
Andrew Meeson Lead Sponsor, IDP, London Underground, Major Projects
Peter McNaught Director of Operational Readiness
Robert Niven Head of IDP Major Projects
Kumaran Nagiah Chief of Staff, Chief Capital Officer
James Norris Head of Project Assurance
David Rowe Director of IDP
Rachel Sherry Finance Director, Capital Finance
Jadon Silva Director of Procurement and Commercial, Capital

Independent Investment Programme Advisory Group (IIPAG)

Alison Munro Chair IIPAG
Simon Collins IIPAG Member

Also in Attendance

Emma Gould Deloitte Board Review Team

18/05/23 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Dr Lynn Sloman MBE and Councillor Kieron Williams. The meeting was quorate.

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 making¹.

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.

This was to be Becky Wood's last meeting, as she was leaving to start a new role outside central Government and stepping down as the Government's Special Representative. On behalf of the Committee, the Chair thanked Becky for her contributions to the meetings of the Committee and noted that her input into discussions with Government had been invaluable, wishing her all the best for the future.

On behalf of the Committee, the Chair passed on condolences to the family of David James FICE, who passed away in March 2023. David was the Chair of the Independent Investment Programme Advisory Group from 2010 to 2016 and a regular attendee of the former Finance and Policy Committee, providing assurance to Members on TfL's Investment Programme.

19/05/23 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. Peter Strachan has been appointed as the Chair of the National Transport Authority, Ireland.

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

20/05/23 Minutes of the Meeting of the Committee held on 1 March 2023

The minutes of the meeting of the Programmes and Investment Committee held on 1 March 2023 were approved as a correct record and the Chair was authorised to sign them.

21/05/23 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.

¹ TfL apologises but due to a technical issue only part of this meeting was recorded and broadcast on Teams. The minutes cover all issues discussed and the outcomes.

22/05/23 Use of Delegated Authority

Andrea Clarke introduced the item. Since the last meeting of the Committee on 1 March 2023 there had been no use of authority delegated by the Board nor use of Chair's Action. There were also no approvals to report in relation to authority exercised by the Commissioner or Chief Finance Officer nor any Mayoral Directions to TfL within the remit of the Committee.

The Committee noted the paper.

23/05/23 Investment Programme Report – Quarter 4: 2022/23 Summary

Stuart Harvey and David Rowe presented the summary report for the Quarter 4 2022/23 period and the related exempt supplementary information on Part 2 of the agenda, which provided an update on the progress of specific achievements ahead of the full quarterly report to the meeting of the Committee in July 2023.

Good progress continued to be made with the Four Line Modernisation programme. Following the successful commissioning of the signalling section between Stepney Green to Becontree, signalling migration area (SMA) 6, the signalling section between Dagenham East and Upminster, SMA7, went live on 19 March 2023. This was a significant achievement for the programme. It meant that two of the four sub-surfaces lines (and around 57 per cent of the Tube network in total) was now operated by an automatic signalling system. TfL was now turning its focus to undertaking software development for future SMAs covering the Metropolitan line north of Finchley Road. A full costing review was being undertaken and would be reported to the Committee in July 2023.

On Silvertown Tunnel, work was underway to commence the tunnelling of the second bore. There would be a further update to the Committee in July 2023.

The new street-level entrance to Bank station on Cannon Street was officially opened by the Mayor on 27 February 2023, providing a range of benefits. This completed the project, which was delivered in line with costs.

The update on the DLR replacement programme was also noted. The work on the main Beckton depot and network infrastructure was progressing well. A total of 54 new state-of-the-art trains would be provided. The testing of trains had commenced, and the programme remains ahead of schedule. TfL had received confirmation from the Government activating an option to purchase 11 additional trains that were to be funded through the Housing Infrastructure Fund.

Good progress also continued to be made with delivering the Piccadilly Line Upgrade including several key developments in relation to rolling stock and the depot and stabling work. Officers continued to work through the issues with the operator on the misalignment between the depot's migration plan and the train introduction strategy to mitigate this issue. A further update would be provided in July 2023.

David Rowe provided an update regarding London Underground. TfL had continued to make good progress with meeting milestones, particularly with the drive to reduce the carbon impact of programmes. The key successes in Quarter 4 were noted, including the successful delivery of LED lighting on Bakerloo line trains. Work was also underway to improve the accessibility of these trains. All planned station works, including the provision of humps and manual ramps was now complete, with the full fleet of 36 trains due for completion by August 2025.

Other key achievements highlighted included: installation of the new roof at Plaistow station earlier than scheduled with a saving, improved communication systems at King's Cross St Pancras station and two new escalator refurbishments at Jubilee line stations.

An additional 10 kilometres of bus lane would be delivered this year. TfL was making good progress with meeting the target of delivering 25 kilometres of bus lane by 2025.

An update on the work to refurbish Kentish Town station was also noted. Following discussions with stakeholders on a range of alternatives, TfL had decided that the most efficient way to complete the works would require a temporary station closure. TfL would use this opportunity to provide a range of enhancements to the station. Members welcomed these improvements.

TfL had secured further funding from third parties to improve step-free access at Hounslow West station and King's Cross St Pancras station, on the south side of Euston Road. Construction was well underway on the Holloway Road junction works and works had been completed on the York Road roundabout in Wandsworth.

The Committee welcomed the Memorial in honour of London Transport workers who had lost their lives as a result of Covid-19, which was unveiled by the Mayor on 26 April 2023.

TfL had recently awarded a contract to Zest to provide and operate rapid electric vehicle charging bays on public land on strategic roads. Discussions were ongoing with the taxi and private hire team to identify suitable locations that would encourage the transition to electric vehicles from this key trade.

The Project Assurance team would continue to work closely with teams to assist with the delivery of projects.

The Committee discussed the recent announcement to delay the HS2 infrastructure works between Euston and Old Oak Common. The full implications of the operational impacts for TfL were not fully known, but it was anticipated that the decision would have a significant impact on the Euston station development plans and the capacity and frequency of the Elizabeth line would need to be increased to meet the increased pressure at Old Oak Common. TfL was in discussion with the Department for Transport on these matters, as well as the London Borough of Camden, Network Rail and the Greater London Authority. Once more information was available, a briefing would be provided to the Committee on the impact of the decision to delay the construction of the HS2 tunnel between Euston and Old Oak Common. **[Action: David Rowe]**

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

24/05/23 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 work undertaken by the Independent Investment Programme Advisory Group (IIPAG). The Project Assurance team continued to work closely with IIPAG and project teams to address issues raised.

Alison Munro presented the Appendix summarising IIPAG's activities in February – March 2023. The group had undertaken one programme review for Surface Assets. IIPAG was beginning two new reviews, on the delivery of renewals and on the effectiveness of the Project Pathway Gate process. IIPAG had submitted its work programme to the Audit and Assurance Committee, including a review on the impact of carbon changes on TfL programmes.

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

25/05/23 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 14 January and 31 March 2023.

The Project Assurance team had undertaken one programme review with the Independent Investment Programme Advisory Group (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.

The paper also provided an overview of the status of IIPAG and Project Assurance recommendations. There continued to be a concerted effort to address these and this remained a priority for teams, with 17 recommendations closed during the period. The Project Assurance team continued to work closely with teams to assist them to address the matters raised by the reviews and close out overdue recommendations. The Chair congratulated staff on these results and requested that emphasis should continue to be placed on closing recommendations to keep them to a minimum.

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

26/05/23 Surface Asset Renewals Programme

David Rowe presented the paper, seeking funding 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.

The paper set out the proposed priorities for the programme in view of funding constraints, based on the priorities set out in TfL Asset Management Renewal Strategy.

While the level of investment planned for asset renewals had increased since the coronavirus pandemic, it remained significantly below that required to remove the backlog of renewals and maintain service levels. As a result, it had been necessary to defer several major renewals schemes that were not covered by the current investment profile. TfL would continue to work with the Department for Transport (DfT) to seek the additional funding required for major renewals including opportunities through the Major Road Network Programme. This could significantly help with the costs of major projects

The paper set out details of TfL's approach to delivering the programme, including the proposed continuation of the work bank scheme, to allow priority works to be brought forward, should funding become available.

TfL actively worked to deliver renewables, such as green roofs and solar panels that improved its environmental performance. An example of this is the redevelopment of Kingston Cromwell Road bus station.

TfL also proactively worked to identify and provide healthy streets solutions when carrying out the Surface Assets Programme as the two programmes were closely linked.

Safety was paramount at TfL and the paper set out measures to address maintenance and safety issues.

Costs benefits assessments had been undertaken in identifying priorities and would continue to be reviewed. A list of the actual and proposed outputs were set out in the Appendix to the report.

The Committee discussed the funding arrangements with the DfT, given the absence of any government grant for asset renewals. TfL was in a different funding position from the rest of the country and in a constrained situation. TfL had worked to secure a longer-term funding agreement from the Government. It was recognised that TfL was unable to fund major capital renewals but it, along with the London boroughs could submit bids for funding under the national road network programme. TfL was also engaging with the DfT about the provision of separate funding for road infrastructure outside of the national road network scheme. At present, TfL was working to secure an agreement for 2024/25 but wished to secure a longer-term capital agreement. Officers were due to meet with the Government in July 2023 about this. The Chair suggested that in raising this with the Government, it may be helpful to provide evidence of the benefits to the economy of providing the works and also how it would remove potential barriers to growth, since this was high on the Government's agenda.

TfL continued to provide support to the London boroughs, such as with annual road surveys, and with the delivery of interim measures, such as the works to strengthen bridges, subject to the budget constraints.

Simon Collins reported on the Independent Investment Programme Advisory Group's review of the programme. It considered the programme to be well managed but under increasing pressure due to generally deteriorating asset conditions arising from the ongoing funding situation, as evidenced by the increase in interim measures. It recommended that consideration be given to carrying out a review of the Operations team to increase staff skills sets to manage these issues. The impact of interim measures should also be further explored.

The Surface Assets Renewals Programme will return annually to the Committee for authority approval.

The Committee noted the paper and:

- 1 approved increased Programme and Project Authority of £109m, which would apply through to the end of 2025/26 increasing the total Programme and Project Authority to £603m; and**
- 2 noted that Procurement Authority in respect of the various elements of the Surface Transport Assets Programme would be sought at officer level in accordance with Standing Orders.**

27/05/23 Programmes and Investment Committee Programme Structure

David Rowe presented the paper, setting out proposed changes to the structure of programmes within the remit of the Committee.

It was proposed that the new structure would comprise the following seven programmes (reduced from 16): a Network Development and Third-Party Pipeline Programme, Technology Programme, London Underground Renewals Programme, Streets, Bus and Rail and Sponsored Service Renewals Programme, Rail and Station Enhancements Programme, Safe and Healthy Streets Programme and an Environment Programme.

These proposals would be kept under review. Items may be moved between programmes should the need arise.

The main changes would simplify and reduce the number of programmes 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 programme. This included the Committee's work programme being updated to reflect the new programmes.

The Committee noted the breadth of some of the programmes. It felt it was important that the Committee should continue to look at items from a sub-programme perspective. Members discussed the proposal to place bus investment into several different programmes and wished to retain oversight of services to ensure they were joined up where necessary. The Chair of IIPAG Alison Munro stated that, given the size of the programmes, officers should continue to work to ensure that the presentation of reports to the Committee were as clear and accessible as possible, with increased focus on prioritisation at the sub-programmes level. Officers agreed and would also provide details of the read across to other relevant programmes. Papers would also include information on the proposed outcomes and on performance against the targets. The Chair of the Committee welcomed the inclusion of such breakdowns in reports.

Alison Munro also suggested that further consideration should be given to the development of new key performance indicators to align with the new approach.

The Committee noted the paper and:

- 1 approved the proposed changes to the Programmes within the remit of the Programmes and Investment Committee; and**
- 2 approved revised Programme and Project Authority for each Programme, as set out in Appendix 1 of the paper, in place of any previous Programme and Project Authority for the same subject matter.**

28/05/23 Lessons Learnt from Recently Completed Projects

Stuart Harvey, Ian Burnham and Andrew Meeson presented the paper, and the exempt supplementary information on Part 2 of the agenda, which provided an update on how lessons learnt have been applied from a number of recently completed major projects. The paper addressed an action from the meeting held in October 2022.

Despite a challenging backdrop, TfL had successfully completed several major projects within the last 18 months. These included: the Northern Line Extension, which opened in September 2021; the Barking Riverside Extension, which opened in July 2022; and the Bank Station Capacity Upgrade, which was completed in February 2023. The lessons learnt from those projects were currently being applied and were reflected in a project at Surrey Quays London Overground station.

These projects demonstrated the importance of collaboration between stakeholders among other matters. TfL had put in place arrangements to record lessons learnt and was working to ensure they were being imbedded into projects. A further update on how TfL were embedding the lessons learnt from major projects would be provided to the Committee at an appropriate time. **[Action: Stuart Harvey]**

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

29/05/23 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.

The Committee noted the forward plan.

30/05/23 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

31/05/23 Date of Next Meeting

The next scheduled meeting of the Committee would be held on Wednesday 19 July 2023 at 10:00am.

32/05/23 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 4: 2022/23 Summary; Independent Investment Programme Advisory Group Quarterly Report; TfL Project Assurance Update; and Lessons Learnt from Recently Completed Projects.

The meeting closed at 12.30pm.

Chair: _____

Date: _____