

# 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 19 July 2023

### Members

Ben Story (Chair)  
Seb Dance  
Dr Lynn Sloman MBE  
Peter Strachan  
Cllr Kieron Williams

### Government Observer

David Coles

### Executive Committee

Glynn Barton                      Interim Chief Operating Officer  
Stuart Harvey                    Chief Capital Officer

### Other Staff

Helen Cansick                    Head of Investment Delivery Planning, Healthy Streets Local Schemes  
Bruno Carr                        Head of Investment Delivery Planning and Elizabeth line  
Dan Champion                    Head of Investment 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  
Christian Fowler                Head of Investment Delivery Planning, Public Transport  
Oliver Gearing                   Finance Director, TfL Operations  
Zoe Manzoor                     Senior Committee Officer  
Robert Niven                     Head of Investment Delivery Planning, Major Projects  
James Norris                    Head of Project Assurance  
Jadon Silva                        Director of Procurement and Commercial, Capital

### Independent Investment Programme Advisory Group (IIPAG)

Alison Munro                    Chair IIPAG

## 33/07/23    Apologies for Absence and Chair's Announcements

An apology for absence had been received from the Vice Chair, Dr Nelson Ogunshakin OBE. The meeting was quorate.

The following officers were also unable to attend the meeting: Andy Lord (Commissioner), David Rowe (Director of Investment Delivery Planning) and Rachel Sherry (Finance Director, Capital Finance). David Rowe was represented by Robert Niven and Rachel Sherry by Oliver Gearing.

The Chair welcomed everyone to the meeting. The meeting was broadcast live to TfL's YouTube channel to ensure the public and press could observe the proceedings and decision making.

The Chair also welcomed David Coles, the Department for Transport's Chief Engineer, to the meeting as an observer to the meetings of the Board and this Committee.

The Chair noted that Howard Carter, TfL's General Counsel and Board Secretary would retire at the end of September 2023, after 17 years' service. Howard had been a tremendous public servant to TfL and an enormous source of support and sound guidance to Members. On behalf of the Committee, the Chair wished Howard every success for the future.

The Chair advised that this was also his last meeting of the Committee, as he was standing down from the Board at the end of September 2023. He had been a Member of the Committee since its inception seven years ago and he had very much enjoyed being a Member of the Committee and its Chair and had learnt a great deal from everyone. He thanked fellow Board Members and TfL officers. He also thanked the Project Assurance team and Independent Investment Programme Assurance Group for their contributions over the years.

Members and officers thanked Ben Story for his involvement and his very experienced leadership of the Committee, together with the valuable contributions and challenges that he had brought to the discussions.

On 25 July 2023, the Board would be asked to approve changes to the membership of the Committee, including the appointment of a new Chair.

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.

### **34/07/23    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 and there were no interests to declare that related specifically to items on the agenda.

### **35/07/23    Minutes of the Meeting of the Committee held on 17 May 2023**

**The minutes of the meeting of the Committee held on 17 May 2023 were approved as a correct record and the Chair was authorised to sign them.**

### **36/07/23    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.**

### **37/07/23 Use of Delegated Authority**

Andrea Clarke introduced the item. Since the last meeting of the Committee on 17 May 2023, there was one item to report; an approval of Procurement Authority by the Commissioner in relation to the A40 Westway Structures Refurbishment.

**The Committee noted the paper.**

### **38/07/23 Investment Programme Report Quarter 4: Periods 10, 11, 12 and 13, 2022/23**

Stuart Harvey and Robert Niven introduced the Investment Programme Report for Quarter 4 of 2022/23 (11 December 2022 to 31 March 2023), and the related supplementary information on Part 2 of the agenda.

Stuart Harvey provided an overview of the key achievements during the quarter. This included a summary of the positive safety performance report and the continued focus on safety issues.

Good progress had continued to be made with delivering major projects. Of the 21 strategic milestones, 14 (corrected at the meeting from 18 as stated in the report) had been met this quarter early or on time. A further five had been delivered after the target deadline. Two had yet to be delivered relating to the completion of phase one staff welfare improvement works and the DLR Rolling Stock Replacement Programme – Beckton Depot northern sidings. TfL would place greater focus on achieving all its milestones. The Project Assurance team and the Independent Investment Programme Advisory Group were working closely with teams on major projects and carried out regular reviews of projects. They had not identified issues or adverse trends in relation to the delivery of major projects.

Since the previous meeting, approval had been granted from the Government to activate an option to purchase 11 additional DLR trains, funded through the Housing Infrastructure Fund. The DLR rolling stock systems integration work remained on track. Testing of trains and signalling systems was underway to prepare for the introduction of new trains. A contract had been awarded for the design and build of a second entrance at Blackwall station. The project team were carrying out a review of lessons learnt on the project.

The expected forecast costs for the Piccadilly Line Upgrade Programme had increased and good progress continued to be made with the testing of the new trains, which remained on target. A full update on the Programme would be brought to the Committee in October 2023, including details of the continued work to address the misalignment in the Programme.

TfL remained on target to complete the final tunnel boring manoeuvre at Silvertown Tunnel and had also met the milestone for the project this quarter.

At Elephant and Castle, progress continued to be made with the construction of the station box by the developer and completing the station box handover. An update on the project, including the Stage 2 works, would be presented to the Committee later this year.

Robert Niven provided a detailed update on the key successes and the milestones that had been achieved in relation to: London Underground Enhancements, Surface transport (including the delivery of Healthy Streets initiatives and key highway improvements) and with Professional Services.

Officers would provide further details regarding the operation of Class 345 trains on the Elizabeth line. **[Action: Glynn Barton]**

Engagement continued with the Department for Transport and High Speed Two (HS2) Limited regarding the pause on the delivery of the work at Euston and the options relating to TfL's scope of the project, including the proposals in respect of the Underground station. TfL would continue to make the point that journey times would be significantly eroded without this. HS2 was aiming to produce a preferred option by the end of the financial year regarding the TfL assets. An update would be provided to the Committee later this year.

The Committee welcomed the scale of the delivery and the scope of the Investment Programme.

Project teams were working hard to manage the pressures on resources and the funding uncertainties, including working with suppliers and contractors in a collaborative way to better understand the constraints. To ensure resources were managed effectively, TfL had recently established a project management community to enable, among other things, greater applications of lessons learnt across projects. TfL was also in the process of fully embedding the new Programmes structure to increase efficiency, bringing together projects in a logical way. The Committee had recently approved funding for the Surface Asset Renewals Programme, providing additional funding for renewals, but recognised that these were challenging times and projects faced financial pressures and a degree of uncertainty. In view of this, the Committee would be provided with as much visibility as possible on the status of projects.

The Committee discussed the Healthy Streets Programme. Members requested that future reports include further details of the Healthy Streets spend in outer London areas, including the work with London boroughs on such schemes.

**[Action: Investment Delivery Planning]**

Members also discussed the need to provide additional secure residential cycle parking spaces, given the scale of waiting lists for these facilities. It was suggested that TfL could further explore options for obtaining cycle storage space, including developing a longer-term programme for securing the provision of on-street cycle parking and similar facilities to maximise value for money.

The Chair also noted the merits of producing a project checklist, including details of such issues as climate change adaptations, and requested that this be explored further.

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

## **39/07/23 Independent Investment Programme Advisory Group Quarterly Report**

James Norris introduced the item, setting out the Independent Investment Programme Advisory Group's (IIPAG's) quarterly report for July 2023 and the related supplementary information on Part 2 of the agenda. The report set out work undertaken by IIPAG since the last report to the Committee in May 2023.

Alison Munro presented the Appendix summarising IIPAG activities in May – June 2023. IIPAG had identified common themes around the continuing pressure on resource, the need for tracking information for projects to assess performance against target and the clarity and strength of governance arrangements, including the issue of the balance between delegation and oversight/control. Progress continued to be made by management in addressing these areas identified by IIPAG. The report also set out details of progress with cross-cutting work.

Members discussed the approach to delivering green initiatives. It was noted that management was in the process of developing plans on the delivery of green initiatives, with a focus on ensuring that TfL secured the maximum returns on green investments in terms of the aggregate impact. David Coles stated that the Department for Transport would be willing to help with this work. An update on this work would be brought back to the Committee.

**[Action: Investment Delivery Planning]**

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

## **40/07/23 TfL Project Assurance Update**

James Norris introduced the paper, which provided an update on the project assurance work undertaken between 1 April to 27 May 2023 and the related supplementary information on Part 2 of the agenda. The Project Assurance team had undertaken three programme reviews with the Independent Investment Programme Advisory Group (IIPAG) during the period, and six project assurance reviews, with IIPAG involved in three of them. These reviews raised a total of 44 recommendations, of which one was considered to be a critical issue and was set out in the paper on Part 2 of the agenda.

The report also provided an overview of the status of IIPAG and Project Assurance recommendations, highlighting the positive trend in closure rate and overdue actions, which were at an historic low. The Project Assurance team worked closely with managers to follow through recommendations and the projects teams had a good track record in closing out overdue recommendations.

The Chair welcomed the report and the positive engagement from teams in the reviews as well as the record on addressing the recommendations.

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

## 41/07/23 Technology Programme 2023/24 and 2024/25

Dan Champion presented the first annual paper on the recently combined Technology Programme. The paper provided an update on the progress of project delivery and successes since the previous Surface Technology and London Underground submissions in 2022. It also summarised the planned delivery from July 2023 to the next annual submission, planned for March 2024.

Appendix 2 set out the background to the iBus2 project and details of the proposals to obtain additional funding to award the iBus2 contract. Authorities would be sought through a Chair's Action request as the procurement process would conclude before the next meeting of the Committee.

Work continued to fully implement the new Programme structure, approved by Committee in May 2023, with a view to achieving significant synergies across the entire Programme. The team continued to work with Asset Strategy to develop appropriate plans for the Programme to define and prioritise investment, as well as to define roles and responsibilities. This was a challenging and complex area of work.

TfL was working to introduce new Asset Management Information Systems to consolidate existing systems into a single solution.

Alison Munro reported on the Independent Investment Programme Advisory Group's recommendations. While it supported the creation of the new Programme structure in view of the benefits, it also noted the need for TfL to carefully manage the merger to fully realise these benefits.

James Norris confirmed that the Project Assurance team had undertaken a review of the Programme. It had made a number of recommendations, which had been responded to by management, but had not identified any significant issues. The team would also be carrying out a review of the iBus2 proposals.

Future reports would include details of the specific benefits from investments, for example in terms of safety and TfL's overall aims. They would also include performance tracking information for the various projects to show: the original scope and spend, and whether they were still on target. It was also requested that a breakdown of the overall budget should be provided to show its components i.e. how much for new projects, amount for costs overruns and inflation. The report would also include details on how the projects aligned with the Mayor's Transport Strategy and the TfL Business Plan. It was also suggested that the information in Appendix 1 of the report should be reinforced by a presentation in the form of a chart to illustrate the main headline figures for the percentage of investment in the main assets. The team should also continue to explore the opportunities to better manage the supply chain and achieve savings from improvements in technology.

**[Action: Dan Champion]**

Officers should also explore developing key performance indicators for the Programmes. to monitor progress with projects.

**[Action: Investment Delivery Planning]**

On the issue of street lighting renewals, the Committee would be provided with information on the delivery LED lighting and the target date for this.

**[Action: Glynn Barton]**

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 £95.7m for the Technology Programme, bringing the total Programme and Project Authority to £981.4m;
- 2 noted that matters for which Programme and Project Authority was sought above included commitments that extended beyond the period of the 2023/24 Budget and provision would, therefore, need to be made for those commitments in future Budgets;
- 3 noted that Procurement Authority for the various initiatives would be sought at officer level in accordance with Standing Orders; and
- 4 noted the background and progress to date for the iBus2 project set out in Appendix 2 of the paper, and that it was proposed to seek approval of Procurement Authority, to enable contract award, by Chair's Action in October 2023.

## **42/07/23 London Underground Four Lines Modernisation Programme**

Stuart Harvey and Robert Niven presented the update on progress with the delivery of the London Underground Four Lines Modernisation Programme.

Since the last report to the Committee in July 2022, the signalling section between Stepney Green and Becontree (Signal Migration Area (SMA) 6) had gone live on 15 January 2023, and was quickly followed by the commissioning of the signalling section between Dagenham East and Upminster (SMA7). This completed the roll out of the new system to 62 stations, covering the full Circle and Hammersmith & City lines and also the majority of the District line. Another key achievement was the successful introduction of a new timetable in September 2022, as planned. Despite this progress, there had been ongoing pressures on software schedule due to the complexities of the required software. The team were continuing to work to mitigate this. Preparations were underway to deliver the remaining sections to go live, including SMA8 (Finchley Road to Preston Road) and SMA14 (Rayners Lane to Uxbridge).

It was confirmed that safety remained a top priority of the team. The team had undertaken an extensive review of the Programme, looking at costs and challenges due to the complexity and risks of the work.

James Norris advised that the Project Assurance team was fully aware of the complexities of the Programme and had undertaken a targeted review in support of the submission to the Committee. Project Assurance was continuing to work closely with the project team and would continue to undertake reviews.

The Chair commented that TfL had performed well in managing this complex project.

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

- 1 approved additional unbudgeted Financial Authority of £10m to fully align this with existing Programme and Project Authority of £5,520m granted in July 2022; and**
- 2 approved additional Procurement Authority for the Automatic Train Control signalling contract in the sum requested in the paper on Part 2 of the agenda.**

### **43/07/23 Streets, Bus and Rail and Sponsored Services (RSS) Renewals Programme**

Christian Fowler presented the annual paper setting out the achievements and progress of the newly formed Streets, Bus and Rail and Sponsored Services Renewals Programme. The paper also set out details of the planned spend for financial year 2023/24 and sought approval for funding for rail enhancements projects. The paper focused on essential asset renewals, previously contained within the Public Transport Programme.

Members sought assurances regarding the future delivery of the projects in accordance with the planned spend, given the need to carry over projects due to slippage. Members noted that, in financial year 2022/23, the total investment for the Programme was slightly lower than the planned spend due to constraints on resources and procurement. It was reported that good progress had been made in accelerating the delivery of projects, through several initiatives, including the use of the work bank to prioritise work, and by carrying out performance reviews. Due to these improvements, there was confidence in the delivery of the Programme.

The Independent Investment Programme Advisory Group had undertaken a review of the proposals combined with a review of the Rail and Station Enhancements Programme. It had made several recommendations, including that key performance indicators should be developed to monitor project delivery. The Project Assurance Team had undertaken a targeted review in support of the submission to the Committee. Since this was a new Programme, it had noted the need for clear baseline information to measure performance and the team had made good progress with the providing this. Project Assurance was continuing to work with the project team and would continue to undertake reviews.

To gain a further insight into the list of priorities, an update would be provided to the Committee on the Asset Strategy Programme. **[Action: Garry Sterritt]**

The Committee also requested that future reports include further details of the changes in the Programme and the reasons for this. It was also suggested that reports include details of a project's status relative to the list of priorities on the Asset Management Programme, to provide greater visibility to the Committee of the importance and priority of the individual projects in terms of their relative contribution to the Programme.

**[Action: Christian Fowler]**



**The Committee noted the paper and:**

- 1 approved the additional Programme and Project Authority of £201m for the Streets, Bus and Rail and Sponsored Services (RSS) Renewals Programme bringing the total Programme and Project Authority to £1,137m;**
- 2 approved unbudgeted Financial Authority of £44.3m for DLR Station Controllers, as described in the paper, Programme and Project Authority for which was included in the approval (1) above;**
- 3 noted that matters for which Authorities were sought above included commitments that extended beyond the period of the 2023/24 Budget and provision would, therefore, need to be made for those commitments in future Budgets; and**
- 4 noted that Procurement Authority in respect of the various initiatives of the Streets, Bus and RSS Renewals Programme would be sought at officer level in accordance with Standing Orders.**

## **44/07/23 Rail and Station Enhancements Programme**

Christian Fowler presented the paper which provided an update on the achievements and progress of the Rail and Station Enhancements Programme, focusing on enhancements that were previously part of the London Underground Enhancements, Public Transport and standalone Programmes.

The Project Assurance team had undertaken a targeted review in support of the submission to the Committee. Since this was a new Programme, it had noted the need for clear baseline information to measure performance and the project team were making good progress with providing this.

It was also noted that 10 stations had recently been named on TfL's priority list to be converted to step-free access, and these proposals would be brought to the Committee to approve funding for the works. Good progress was also being made on the feasibility study for the Trams Replacement Rolling Stock Programme, and it was intended to provide the Committee with an update on this and the procurement process next year.

**The Committee noted the paper and:**

- 1 approved an increase of Programme and Project Authority of £19.8m (which included an adjustment for an additional £37.9m third-party income) for the Rail and Station Enhancements Programme;**
- 2 approved the inclusion of the Battersea Power Station Western Entrance project within the Programme, with Programme and Project Authority of £22.5m, having previously been within the Northern Line Extension Programme;**
- 3 approved the inclusion of budgeted scope from Acton Works' AC14 project with Programme and Project Authority of £0.36m, having previously been within the Train Systems Programme;**

- 4 **noted that the total Programme and Project Authority for the Programme including the matters listed above was £1021.9m;**
- 5 **noted that matters for which Authorities were sought above included commitments that extended beyond the period of the 2023/24 Budget and provision would, therefore, need to be made for those commitments in future Budgets; and**
- 6 **noted that Procurement Authority for the various initiatives would be sought at officer level in accordance with Standing Orders.**

## **45/07/23 Safe and Healthy Streets Programme**

Christian Fowler presented the paper, providing an update on the achievements and progress of the Bus Enhancements projects, including the successful introduction of enhanced customer features. The paper also set out details of planned delivery including the provision of further improvements to bus stops and shelters to improve customer experience and bus safety projects.

An update on the broader Programme would be provided to the Committee in December 2023.

The shortage of resources across TfL remained a key challenge but, despite this, good progress continued to be made with mitigating the issues and solving resource constraints. This had been achieved through a range of activities, including the use of the work bank initiative to identify priorities, and the active engagement with other TfL teams and suppliers. Periodic reviews would be undertaken to assess the level of delivery achieved and whether additional commitments could be made.

For future reports, Members requested more detailed performance tracking information for projects. **[Action: Michael Cooper]**

**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 £43.9m for the Safe and Healthy Streets Programme, to continue delivery of Bus Enhancement projects through to the end of 2025/26, bringing the total Programme and Project Authority to £817.1m;**
- 2 **approved additional Procurement Authority, for the sum set out in the paper on Part 2 of the agenda, in relation to the Old Street Roundabout project;**
- 3 **noted that matters for which Authorities were sought above included commitments that extended beyond the period of the 2023/24 Budget and provision would, therefore, need to be made for those commitments in future Budgets; and**
- 4 **noted that Procurement Authority for the various initiatives would be sought at officer level in accordance with Standing Orders.**

## **46/07/23 Capital Efficiencies Report 2022/23**

Michael Cooper presented the second annual report of the pan-TfL Capital Efficiency Programme, covering the financial year 2022/23. The report set out progress in delivering the milestones contained in the Capital Efficiency Plan and the efficiencies realised during the year. The report satisfied the requirement set out in the funding settlement.

Despite the challenges, TfL had delivered a significant number of milestones and exceeded targets in each of financial years 2021/22 and 2022/23, through business efficiencies. TfL also recognised that there was potential to provide further efficiencies, and had put in place measures to achieve these, including establishing a Capital Strategy Delivery Group to take forward this work.

The Chair welcomed the report and hoped that TfL would continue to deliver efficiency and drive best practice.

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

## **47/07/23 Enterprise Risk Update – Delivery of Key Projects and Programmes (ER8)**

Stuart Harvey presented the report setting out how TfL managed the risk across capital delivery.

Due to several factors, both internal and external, the TfL risk rating remained at “requires improvement”. In view of this, steps had been taken to strengthen mitigation and control measures in place. Newly embedded controls included: the establishment of a Capital Strategy Delivery Group to provide direction and oversight on strategic priorities, measures to procure a Consultancy Delivery Partner, and the establishment of a project management community. The new measures would be tracked and assessed by management for their effectiveness on a quarterly basis.

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

## **48/07/23 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.**

## **49/07/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

## **50/07/23 Date of Next Meeting**

The next scheduled meeting of the Committee would be held on Thursday 5 October 2023 at 10.00am.

## **51/07/23 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: Periods 10,11,12 and 13 2022/23; Independent Investment Programme Advisory Group Quarterly Report; TfL Project Assurance Update; Technology Programme 2023/24 and 2024/25; London Underground Four Lines Modernisation Programme; Safe and Healthy Streets Programme; Capital Efficiencies Report 2022/23; and Enterprise Risk Update – Delivery of Key Projects and Programmes (ER8).**

The meeting closed at 1.00pm.

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

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