

Board



Date: 18 October 2023

Item: Report of the Meeting of the Programmes and Investment Committee held on 5 October 2023

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 5 October 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 5 October 2023 were published on 27 September 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 1: Periods 1, 2, 3 and 4, 2023/24;
 - (c) Independent Investment Programme Advisory Group Quarterly Report;
 - (d) TfL Project Assurance Update;
 - (e) Safe and Healthy Streets Programme - Lambeth Bridge;
 - (f) Silvertown Tunnel;
 - (g) Piccadilly Line Upgrade - Stage 1 Progress Update; and
 - (h) London Underground Renewals.
- 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 6 December 2023.

4 Issues Discussed

Use of Delegated Authority

- 4.1 The Committee noted three uses of Chair's Action in relation to: the London-wide Ultra Low Emission Zone and Scrappage Scheme; the Connectivity Asset and Renewal Programme – Future Operational Network; and the London Underground (LU) Bank Station Capacity Upgrade.
- 4.2 There had been one approval of Procurement Authority by the Commissioner in relation to the High Voltage Power Batch C contract award.
- 4.3 There had been no other approvals of authority by the Commissioner or Chief Finance Officer, nor any Mayoral Directions to TfL, within the Committee's remit.

Investment Programme Report Quarter 1: Periods 1, 2, 3 and 4, 2023/24

- 4.4 The Committee noted and discussed the performance of its Investment Programme for Quarter 1 of 2023/24 (1 April to 24 June 2023). TfL had delivered five of the 21 milestones either on time or early. Good progress continued to be made on delivering the programme.
- 4.5 The Committee welcomed the work to provide step-free access, and to make LU stations accessible. This work was considered particularly important given its significance to customers, in addressing inequalities in access and removing barriers. TfL would continue to work to maximise the opportunities to provide step-free access.

Independent Investment Programme Advisory Group Quarterly Report

- 4.6 The Committee noted the update on the Independent Investment Programme Advisory Group (IIPAG) work undertaken since the last report to the Committee in July 2023 and the management response.
- 4.7 IIPAG had undertaken three programme level reviews in this period covering Silvertown Tunnel, LU Renewals, and the Piccadilly Line Upgrade, and had carried out a review of step-free access at Leyton and Colindale stations. IIPAG's review had identified common themes around programme slippage, overprogramming and the monitoring of actual delivery against annual baselines. Progress continued to be made by management in addressing these issues.
- 4.8 The report also set out details of progress with cross-cutting work. Members discussed the use of overprogramming to ensure budgets were fully utilised, but also noted the potential downsides. Programme teams were working together to control and restrict the use of any overprogramming to effectively manage in year delivery and spend, in line with TfL priorities.

TfL Project Assurance Update

- 4.9 The Committee noted the update on the project assurance work between 28 May and 19 August 2023 (Period 3 to 5 of 2023/24) and the key findings from the reviews. Two TfL Project Assurance programme reviews were undertaken with IIPAG involved in both. In the same timeframe 12 project assurance reviews were undertaken, with IIPAG involved in 10 of these. These reviews gave rise to a total of 79 recommendations being made, of which six were considered to be critical issues.
- 4.10 The paper also highlighted the status of IIPAG and Project Assurance recommendations. The closure rates of recommendations continued to be good, and the number of overdue actions were within the range expected.

Safe and Healthy Streets Programme – Lambeth Bridge

- 4.11 The Committee approved additional Programme and Project Authority for the Lambeth Bridge project, which would deliver much needed highway safety improvements and associated works. The Committee noted the results of the most recent traffic modelling showing that there has been a significant reduction in traffic at Lambeth Bridge north and south junctions and the associated improvement in the Benefits to Cost Ratio. The operation of the scheme and the forecast benefits would be closely monitored post-implementation to confirm whether the objectives and forecasts outcomes were being achieved.

Silvertown Tunnel

- 4.12 The Committee approved additional unbudgeted Financial Authority and Programme and Project Authority for associated bus infrastructure improvements. The Committee noted the progress with the delivery of the Silvertown Tunnel, following completion of the main tunnelling works in July 2023, and that most of the design was now complete. Preparations were underway for the fit-out testing and commissioning phase of the works. TfL was maintaining a strong focus on safety with the contractor, Riverlinx.
- 4.13 Following a consultation exercise, TfL had awarded a contract to Go-Ahead London for the operation of the cross-river bus services and was working with it to prepare for the scheme's opening in 2025. TfL was in the process of reviewing the results of the consultation on the proposal for a bespoke "cycle shuttle service" before deciding next steps.
- 4.14 TfL continued to monitor air quality and this information was being used to inform the setting of user charges. A decision would be sought in autumn 2024 and further information would be shared with Members nearer the time.

Piccadilly Line Upgrade - Stage 1 Progress Update

- 4.15 The Committee noted the progress with delivering Stage 1 of the LU Piccadilly Line Upgrade, which would deliver infrastructure upgrades. Stage 2 would involve the replacement of the existing signalling system and the procurement of 18 additional trains.
- 4.16 The Committee discussed the pressures on the project and the measures being taken to ensure key targets on the delivery of the infrastructure were met. This included mitigations to ensure train testing milestones could still be met and readiness for the move to the new line-wide platform modifications.

London Underground Renewals

- 4.17 The Committee approved increased Programme and Project Authority for the programme. It noted the update on the LU Renewals Programme, which maintained the safety, operability and reliability of LU assets through a prioritised programme of renewals. The Programme includes several major project renewals to address high priority asset risks. The update set out the impact of the reduced investments in assets, due to the funding constraints, the achievements to date and future plans; as well as examples of energy efficiency projects within the Renewals Programme.
- 4.18 The Committee discussed the approach to prioritising renewals and the risks associated with the delivery of the Programme. It was noted that the proposals had been carefully considered, and that each project had been scored according to its impact on TfL Asset Management Objectives. There were no safety implications to the Programme.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 5 October 2023

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