

# **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 Thursday 5 October 2023**

### **Members**

Dr Nelson Ogunshakin OBE (Chair)  
Peter Strachan (Vice-Chair)  
Seb Dance  
Mark Phillips  
Dr Lynn Sloman MBE

### **Government Observer**

David Coles

### **Executive Committee**

|               |                         |
|---------------|-------------------------|
| Andy Lord     | Commissioner            |
| Andrea Clarke | Interim General Counsel |
| 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, London Underground and Elizabeth line |
| Justine Curry     | Interim 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       |
| Lorraine Humphrey | Director of Risk and Assurance  |
| Zoe Manzoor       | Senior Committee Officer  |
| Peter McNaught    | Director of Operational Readiness   |
| Robert Niven      | Head of Investment Delivery Planning, Major Projects                        |
| James Norris      | Head of Project Assurance   |
| David Rowe        | Director of Investment Delivery Planning                                    |
| Rachel Sherry     | Finance Director Capital Finance  |

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

|                |              |
|----------------|--------------|
| Simon Collins  | IIPAG Member |
| Phil Threlfall | IIPAG Member |

## **52/10/23 Apologies for Absence and Chair's Announcements**

An apology for absence had been received from Councillor Kieron Williams. The meeting was quorate.

Alison Munro, Chair of the Independent Investment Programme Advisory Group was unable to attend. Alison was represented by Simon Collins and Phil Threlfall from the group.

The Chair welcomed everyone to the meeting including Mark Phillips, who was attending his first meeting of the Committee following his appointment by the Board.

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

The Chair reported that this was his first meeting as Chair and Peter Strachan's first meeting as Vice Chair of the Committee. They were grateful for the advice and support they have received, in particular, from his predecessor as Chair, Ben Story, and from Committee Members and key staff.

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.

### **53/10/23    Declarations of Interests**

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://tfl.gov.uk), were up to date. There had been one update since the last meeting of the Committee: Dr Nelson Ogunshakin OBE had been appointed as a Non-executive Board member of High Speed 2 (HS2) Limited, effective from 1 October 2023. Consequently, he had resigned his position as a Non-executive Director on Connected Places Catapult with effect from 30 September 2023. Given the potential conflict of interest, the Chair reported that he would excuse himself from all TfL discussions and decisions in relation to the HS2 project.

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

### **54/10/23    Minutes of the Meeting of the Committee held on 19 July 2023**

The minutes of the meeting of the Committee held on 19 July 2023 were approved as a correct record and the Chair was authorised to sign them.

### **55/10/23    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.**

## **56/10/23    Use of Delegated Authority**

Andrea Clarke introduced the item. Since the last meeting of the Committee on 19 July 2023, there had been three uses of Chair's Action, in consultation with the Committee, 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 Bank Station Capacity Upgrade.

There had been one approval of Procurement Authority by the Commissioner in relation to the High Voltage Power Batch C contract award.

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.

**The Committee noted the paper.**

## **57/10/23    Investment Programme Report Quarter 1: Periods 1, 2, 3 and 4, 2023/24**

Stuart Harvey and David Rowe introduced the Investment Programme Report for Quarter 1 of 2023/24, covering the period 1 April to 24 June 2023, and the related supplementary information on Part 2 of the agenda.

On safety, there were two incidents reported under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR), and three lost time injuries (LTI) in Quarter 1. While the number of RIDDOR incidents had increased, they remained significantly below the industry standard. The rates of LTIs remained the same. The long-term trends in workforce injury had significantly reduced. The project teams were working hard to address this and had launched new initiatives to prevent issues occurring. Members welcomed these measures.

Five of the 28 strategic milestones had been met during the quarter, either early or on time.

Regarding the Four Lines Modernisation Programme, the main focus was now on completing the software development. Signalling Mitigation Area 8 (covering the Metropolitan line between Finchley Road and Preston Road) was the next signalling area to be completed, and this remained a complex and challenging area of work, which was progressing well. The two software related issues had been resolved.

On the DLR, good progress continued to be made with the manufacturing of trains, with 19 completed and the mainline testing continuing. The 11 additional trains had been purchased through the Housing Infrastructure Fund. The work on the northern sidings at Beckton had been paused (due to the insolvency of the contractor) and work was ongoing to consider options to take this forward. The work at the southern sidings was progressing, following the appointment of a new contractor.

At Elephant & Castle, the procurement for the new tunnels linking the station box was progress well. The team was exploring options regarding Stage 2 of the works. At Surrey Quays, the contractor had mobilised on-site. This station upgrade would create a range of benefits.

Following the announcement in July 2023 naming 10 London Underground stations for step-free access work, eight of these stations were being taken through feasibility studies. The designs for two of the stations, at Burnt Oak and Northolt, were being refreshed to identify options to move these forward in 2024. Business cases for further improvements to Leyton and Colindale stations had been submitted to, and favourably received by, the Department for Transport (DfT). TfL was also working with the London Legacy Development Corporation, Network Rail and the London Borough of Newham on enhancements to Stratford station including the provision of step-free access.

The Committee welcomed the work to provide step-free access particularly at London Underground stations. This work addressed inequalities and removed barriers to the use of the network and was considered very important for customers and would help reduce the gap in the customer care score between certain groups. TfL would continue to work to maximise these opportunities as they were a priority for the Mayor. The Government had recently announced funding to provide step-free access on the national rail network and officers would engage with the DfT about access to that funding. TfL recognised the importance of providing information to customers on the assistance available, in addition to providing physical adaptations, and would continue to look at ways of enabling this. Steps were also being taken to review the layout of stations to ensure they were secure by design and that women and girls felt safe. It was suggested that details of this work along with the lessons learnt from the successful roll out of the 5G mobile connectivity and the internet across the network should be shared with other rail providers.

**[Action: David Rowe/Peter McNaught]**

Other key achievements included the continued delivery of cycleways, lower speed limit routes with public awareness campaigns and measures to improve bus reliability and the provision of zero emission buses. In August 2023, the Mayor had announced that TfL had reached the milestone of having more than 1,000 lower emission buses.

Good progress continued to be made with delivering the technology programme and critical renewals. TfL was waiting to hear back from the DfT on business cases for the major road programme. The redevelopment of Kingston bus station had commenced in August 2023, providing a range of improvements, including energy efficiency initiatives.

A report on the Ultra Low Emission Zone would be published in October 2023. There had been a significant increase in compliant vehicles, and it was anticipated that it would deliver cleaner air benefits.

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

## **58/10/23      Independent Investment Programme Advisory Group Quarterly Report**

James Norris introduced the item, setting out the Independent Investment Programme Advisory Group's (IIPAG) quarterly report for October 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 July 2023.

Simon Collins and Phil Threlfall presented the Appendix, summarising IIPAG activities in July – August 2023. IIPAG had undertaken three programme level reviews in this period

covering Silvertown Tunnel, London Underground Renewals and the Piccadilly Line Upgrade, and had carried out an assurance review of step-free access at Colindale station. IIPAG's review had identified common themes around programme slippage, increasing reliance on overprogramming and the monitoring of actual delivery against annual baselines.

Progress continued to be made by management in addressing the areas identified by IIPAG.

IIPAG was also carrying out cross-cutting reviews on the delivery of renewals, and was finalising its Terms of Reference for its annual review of the effectiveness of the first and second lines of defence. It was also preparing for a review of progress, with improvements in Procurement and Commercial.

Members discussed the use of overprogramming. While TfL recognised the advantages of this approach, to ensure budgets were fully utilised and the continued delivery of projects, they were also aware of the potential downsides. The teams had been working together to control and restrict the use of any overprogramming more selectively to effectively manage in-year delivery and spend, in line with TfL priorities. The Committee expressed support for this approach.

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

## **59/10/23      TfL Project Assurance Update**

James Norris introduced the paper, which provided an update on the project assurance work undertaken between 28 May and 19 August 2023 (Period 3 to 5 of 2023/24) and the related supplementary information on Part 2 of the agenda.

Two programme reviews were undertaken, with the Independent Investment Programme Advisory Group (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, which reflected the scale of the activities. Of these, six were considered to be critical issues.

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 recommendations were within the range expected.

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

## **60/10/23      Safe and Healthy Streets Programme – Lambeth Bridge**

David Rowe introduced the paper, and the supplementary information on Part 2 of the agenda, on the delivery of the Lambeth Bridge project.

This paper had been brought to the Committee as a separate request from the main Safe and Healthy Streets Programme. This was because the scheme would continue

beyond the scope of the annual programme, due to be submitted to the Committee in December 2023, and due to the need for authority approvals now for pre-construction enabling works to take place in 2023/24. The project would deliver much needed highway safety improvements.

The scheme was supported by the London Borough of Lambeth and Westminster City Council and there had been extensive consultation with relevant authorities, including the London Fire Brigade, and public engagement.

The Committee noted the results of the most recent traffic modelling, which showed that there had been a significant reduction in traffic at Lambeth Bridge north and south junctions. Consequentially, the Benefits to Cost Ratio (BCR) had been reassessed and demonstrated an increase in the BCR, due to the reduction in the amount of journey time dis-benefit. 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.

James Norris reported that the Project Assurance (PA) team had carried out an assurance review and good progress was being made in responding to the recommendations. PA would be carrying out a further assurance review and a full project review of the Safe and Healthy Streets Programme.

**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 £11m to enable the construction of the Lambeth Bridge project, giving a total Programme and Project Authority at the sum set out in the exempt supplementary information on Part 2 of the agenda; and**
- 2 noted the matters for which Programme and Project Authority was sought above, including commitments that extend beyond the current Business Plan and budget, accepting that provision would need to be made for those commitments in future business plans and budgets.**

## **61/10/23 Silvertown Tunnel**

Stuart Harvey introduced the paper, and the supplementary information on Part 2 of the agenda, which provided an update on the Silvertown Tunnel project, following completion of the main tunnelling works in July 2023.

Safety was a top priority for TfL. TfL continued to work with the contractor, Riverlinx, to manage the safety of the project and the quality of the scheme. There was confidence that the estimated financial cost could be brought back in line with budget.

Most of the design was now complete. The tunnel boring machine had completed its final leg of its journey ahead of schedule. Preparations were underway for the fit-out testing and commissioning phase of the works.

Following a consultation exercise, TfL had awarded contracts 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 to include zero emission vehicles. 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.

TfL also continued to monitor air quality and traffic monitoring and this information would be used to inform the setting of user charges. TfL remained committed to achieving the benefits forecast in the environmental assessment. A decision would be sought from the Board in autumn 2024 regarding the user charging regime and further information would be shared with Members nearer the time.

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

- 1 approved additional unbudgeted Financial Authority and Programme and Project Authority each of £2.7m for associated bus infrastructure improvements, bringing the total Financial Authority to £178.8m and the total Programme and Project Authority to £176.2m;**
- 2 noted the matters for which Financial Authority and Programme and Project Authority was sought above include commitments beyond the period of the 2023/24 Budget and provision would, therefore, need to be made for those commitments in future budgets; and**
- 3 noted that Procurement Authority for the various initiatives would be sought at officer level in accordance with Standing Orders.**

## **62/10/23 Piccadilly Line Upgrade - Stage 1 Progress Update**

Stuart Harvey introduced the paper, and the supplementary information on Part 2 of the agenda, which provided an update on progress with delivery of Stage 1 of the London Underground Piccadilly line Upgrade.

Stage 1 involved infrastructure upgrades and enabling works to support the introduction of 94 new trains to replace the existing rolling stock fleet. Stage 2 would involve the replacement of the existing signalling system and the procurement of 18 additional trains.

Safety remained a key priority and focus. The project teams had worked to manage the cost pressures, due to a range of circumstances. Despite these challenges, the introduction of the new trains to service remained on target for 2025.

Mitigations had been put in place to manage the misalignment between the train delivery and the infrastructure programme. Both were now showing improved alignment.

Steps had been taken to ensure that TfL was operationally ready for the move to the new line-wide platform modifications, required to meet Rail Vehicle Accessibility Regulations.

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

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

## **63/10/23 London Underground Renewals**

David Rowe presented the update on the London Underground (LU) Renewals Programme. The Programme maintained the safety, operability and reliability of LU assets through a prioritised programme of renewals.

The Programme included several major project renewals to address high priority asset risks. The paper set out the impacts of the reduced investments in assets, due to the funding constraints. It also set out the achievements to date and the future plans and provided examples of energy efficiency projects within the Renewals Programme.

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, in accordance with the asset management prioritisation framework. The teams then carefully weighed the proposals against the asset management objectives, and these were then each scored to identify relative priorities. There were no safety implications to the Programme.

James Norris reported the views of the Project Assurance (PA) team, which had carried out an Integrated Assurance Review of the Programme. Generally, it was of the view that the Programme was running well. No concerns had been raised about the spend, however, PA had noted the challenges around the deterioration in the asset base and the skills sets required to manage this.

Simon Collins reported the views of the Independent Investment Programme Advisory Group on the increasing reliance on the Operations team to keep the network running safely. These skills would become more important in the future.

There had been engagement with the Office of Road and Rail (ORR) about the categorisation of items and the programme. The ORR was of the view that TfL had made good progress in understanding the asset base and delivering the Programme. They were fully on board with the Programme.

### **The Committee noted the paper and:**

- 1 approved increased Programme and Project Authority of £559m for the London Underground Renewals Programme, bringing the total Programme and Project Authority to £3,721m; and**
- 2 noted that matters for which authorities are sought above include commitments that extend beyond the period of the 2023/24 Budget and provision would, therefore, need to be made for those commitments in future budgets.**

## **64/10/23 Members' Suggestions for Future Discussion Items**

Andrea Clarke introduced the current forward plan for the Committee.

### **The Committee noted the forward plan.**

## **65/10/23 Any Other Business the Chair Considers Urgent**

There was no other urgent business to discuss.

## **66/10/23 Date of Next Meeting**

The next scheduled meeting of the Committee would be held on Wednesday 6 December 2023 at 10.00am.

## **67/10/23 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 1: Periods 1, 2, 3 and 4 2023/24; Independent Investment Programme Advisory Group Quarterly Report; TfL Project Assurance Update; Safe and Healthy Streets Programme – Lambeth Bridge; Silvertown Tunnel; and Piccadilly Line Upgrade - Stage 1 Progress Update.**

The meeting closed at 1.00pm.

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

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