

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 6 December 2023

Members

Dr Nelson Ogunshakin OBE (Chair) (up to Minute 80/12/23 inclusive)

Peter Strachan (Vice-Chair) (via Teams)

Seb Dance (in the Chair from Minute 81/12/23)

Mark Phillips

Dr Lynn Sloman MBE

Government Observer

David Coles

Executive Committee

Andy Lord Commissioner (from Minute 81/12/23)

Andrea Clarke Interim General Counsel

Stuart Harvey Chief Capital Officer (from Minute 74/12/23)

Staff

Rebecca Bissell Director of Information Technology (for Minute 78/12/23)

Louise Cheeseman Director of Buses (for Minute 78/12/23)

Isabel Coman Director TfL Engineering, Asset Strategy

Michael Cooper Director, Project Management Office

Justine Curry Interim Director of Legal

Shamus Kenny Head of Secretariat

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

Penny Rees Head of Investment Delivery Planning, Healthy Streets (for Minute 79/12/23)

David Rowe Director of Investment Delivery Planning

Guy Taverner Senior Pipeline and Planning Manager (for Minute 73/12/23)

Independent Investment Programme Advisory Group (IIPAG)

Alison Munro Chair IIPAG

Simon Collins IIPAG Member

Joanne White IIPAG Member

68/12/23 Apologies for Absence and Chair's Announcements

There were no apologies for absence. Peter Strachan attended the meeting via Teams and was able to participate in the discussion but did not count towards the quorum. The meeting was quorate.

Andy Lord and Stuart Harvey had given apologies for lateness.

The Chair welcomed everyone to the meeting. The meeting was broadcast live to TfL's YouTube channel, except for the discussion of the information on Part 2 of the agenda, which was exempt from publication, to ensure the public and press could observe the proceedings and decision making.

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.

69/12/23 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.

Andrea Clarke reported that Dr Nelson Ogunshakin OBE's role as a Non-Executive Board member of High Speed 2 Limited, meant that he had a declarable interest in relation to the agenda items on the Elizabeth Line: Service Frequency Increase for High Speed 2 and the High Speed 2 Programme: TfL Resources. In accordance with TfL's robust practice in relation to potential conflicts of interest, he had not received the papers on Part 2 of the agenda for these items and he would leave the meeting during their discussion. The Committee appointed Seb Dance as its Chair for the discussion of these items, as the Vice-Chair, Peter Strachan, was attending the meeting via Teams.

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

70/12/23 Minutes of the Meeting of the Committee held on 5 October 2023

The minutes of the meeting of the Committee held on 5 October 2023 were approved as a correct record, and the Chair was authorised to sign them.

71/12/23 Matters Arising and Actions List

Andrea Clarke introduced the item, which set out progress against actions agreed at previous meetings of the Committee.

The Committee noted the updated Actions List.

72/12/23 Use of Delegated Authority

Andrea Clarke introduced the item. Since the last meeting of the Committee on 5 October 2023, there had been three approvals of Procurement Authority by the Commissioner in relation to: DLR Station Controller Replacement; the Framework Agreement for the Supply of Electrical Consumable Goods; and the DLR Northern Sidings Contract.

There had also been one approval of unbudgeted Financial Authority by the Commissioner in relation to the Superloop.

There had been no other uses of delegated authority nor any Mayoral Directions to TfL within the Committee's remit.

The Committee noted the paper.

73/12/23 Forthcoming Key Procurement Activities

Guy Taverner introduced the item, which set out the major new procurements or contract extensions planned over the next 24 months and decisions that were anticipated to be required from the Committee through Chair's Action between this meeting and the next planned meeting in February 2024.

The paper also highlighted significant forthcoming procurements that required approval at officer level during that period.

A similar paper was also presented to the Finance Committee in November 2023 and this would now be presented to this Committee on a regular basis. The Committee welcomed the paper and commented that it was very useful in providing the Committee with visibility of forthcoming procurement decisions.

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

74/12/23 Investment Programme Report Quarter 2, 2023/24

Michael Cooper and David Rowe presented the Investment Programme Report for Quarter 2 of 2023/24 (25 June to 16 September 2023).

Regarding safety, there were three incidents reported under the Reporting of Injuries, Diseases and Dangerous Occurrences. There were also three lost-time injuries and generally, the number of long-term injuries had continued to decline. The common learning had been shared across the Capital team to ensure the root causes were addressed. This quarter had witnessed an increasing number of incidences of unacceptable behaviour against employees which TfL was working hard to prevent, including equipping front line staff with body worn video cameras and providing conflict avoidance training. It was discussed that the National Rail network experienced similar issues and the operators might be able to share best practice on dealing with such incidences.

TfL had delivered six out of its 28 strategic milestones on time or early in the quarter and a total of 12 of the 28 milestones to date this financial year.

The Four Line Modernisation Programme continued to progress well, with a focus on completing software for the remaining signalling areas. The team had recently completed the second system test for Signal Migration Area 9 in Harrow, successfully testing the integration of Chiltern trains with the new signalling system for the first time. Works had also been carried out to test the communication system between the Jubilee line and Metropolitan line, which marked a significant step forward.

On the Piccadilly line Upgrade, dynamic train testing was underway. The Siemens train manufacturing facility in Goole, East Yorkshire, had been completed, which would create a significant number of opportunities. The estimated final cost had increased, although an increase in Programme and Project Authority was not sought at this stage, and would be considered when a review had been completed. The outcome of this review would be reported to the Committee in February 2024. **[Action: Stuart Harvey]**

Riverlinks had won an award at the British Construction Awards for its work on the Silvertown Tunnel. The tunnel boring machine had been dismantled following the completion of the works. The team would continue to explore opportunities to further reduce costs, with the aim of bringing the costs back in line with the authority.

At Elephant & Castle, TfL was continuing to progress the procurement arrangements for the tunnelling works. Work also continued in respect of the Phase 2 fit out works.

At Surrey Quays, the main contractor, Morgan Sindall, continued to progress the detailed design of the station upgrade and the enabling work had begun.

Good progress continued to be made with delivering the step-free access programme. A preliminary study had been carried out on the feasibility of making adaptations to stations on the southern part of the Northern line. The work to provide adaptations at Colindale and Leyton was also progressing well. At London Bridge, the Secretary of State for Levelling Up, Housing and Communities had turned down the appeal from the developer for the New City Court site. Therefore, the developer was not progressing the scheme. At Stratford station, the construction works were underway to deliver the new urban rail realm and new southwestern station entrance. Preparations were now underway to move to the fit-out phase.

David Rowe drew attention to several key achievements in relation to the Safe and Healthy Streets Programme. TfL had recently published guidance on safety standards to operators in respect of the new Direct Vision Standard star rating. Good progress continued to be made with the appointment of a new joint venture partner to provide electric vehicle charging points. TfL remained on track to award a contract for the supply of the new Countdown 3 system for buses by March 2024 and to launch the new Dial-a-Ride booking app by the end of 2023. Works were also progressing well at Kingston Cromwell Road bus station.

On London Underground Renewals, Members noted a correction to the report in relation to the section on Network Wide Track Renewals (page 65 of the report, page 90 of the agenda papers) where track renewals were currently on target to deliver 3,500mof renewal (not 3,500km as published).

Overall, TfL had continued to make good progress on delivering the London Underground Renewals Programme. Key achievements over the quarter included the continued delivery of the escalator and lift replacement programme, the completion of most of the bogie overhaul on the Metropolitan line and the installation of LED lighting on the Bakerloo line fleet. Further progress was also being made with the Central line Improvement Programme. The completion of the colleague welfare facilities at Plaistow station had taken the total to five completed to date and a further three facilities were to be completed by the end of this year.

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

75/12/23 Independent Investment Programme Advisory Group Quarterly Report

James Norris introduced the Independent Investment Programme Advisory Group's (IIPAG) quarterly report, which set out work undertaken by IIPAG since the report to the Committee in October 2023.

Alison Munro presented the Appendix, summarising IIPAG activities from October to December 2023. IIPAG had continued to review the new Investment Programme structure. It had made recommendations regarding the need for an over-arching strategy or plan for programme or portfolios and a golden thread to provide clarity of objectives and outcomes. It had also recommended that performance indicators were developed to measure performance. It was confirmed that good progress continued to be made with responding to the recommendations. Management was undertaking a review of internal structures to coordinate work and share good practice across portfolios and to identify how individual projects contributed to TfL's overarching strategic objectives.

IIPAG had also completed its report on the delivery of renewals. It had stressed the need for an urgent data collection exercise to monitor performance and identify potential future improvements and efficiencies, given the resourcing constraints and the situation with the deterioration of assets. Members emphasised the importance of this work to gain a greater insight into the allocation of spending on assets. It was also noted that the Capital team was working closely with Finance and colleagues across TfL to manage assets over the whole life cycle to achieve value for money and identify efficiencies.

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

76/12/23 TfL Project Assurance Update

James Norris introduced the item, which provided an update on the project assurance work undertaken between 20 August and 11 November 2023.

Two programme reviews were undertaken with the Independent Investment Programme Advisory Group (IIPAG) involved in both, and 12 project assurance reviews were undertaken, with IIPAG involved in four. These reviews gave rise to a total of 36 recommendations. None of these were considered to be critical issues.

The report also provided an overview of the status of IIPAG and the Project Assurance team's recommendations, five of which had subsequently been closed, and contained a new graph covering a 12 month period illustrating the common themes that have arisen.

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

77/12/23 Bakerloo Line Upgrade Stage 1

Stuart Harvey and David Rowe introduced the item on the Bakerloo line Upgrade Programme. The paper set out the case for investment to replace the life expired 1972

tube rolling stock, the contract option with Siemens Mobility Limited and the implications of not being able to exercise the option, due to constrained capital funding.

Due to the age of the rolling stock, TfL had already experienced service reliability issues and this was projected to decline further. Subject to Government capital funding, the intention was to replace the fleet by exercising the time limited option in the 2018 rolling stock contract with Siemens, which would deliver several benefits, including standardising the fleets across the lines.

Work had commenced on developing a strategy to deliver Phase 1 of the scheme. A further report would be submitted to the Committee detailing progress with these works and the next steps.

The Committee noted that TfL continued to make the case to Government for the long-term capital funding required to support the Programme. It recommended that TfL continue to develop contingency plans to manage the risks to the Programme and to ensure services keep running in the event funding was not secured on a timely basis.

The Project Assurance team had conducted reviews of the Programme. Alison Munro reported that the Independent Investment Programme Advisory Group (IIPAG) agreed that there was a compelling case for investing in the line. IIPAG would report back to the Committee in due course on the outcome of its review of the Programme. The business case was currently being reviewed by both IIPAG and Project Assurance, ahead of its submission to the Department for Transport.

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

78/12/23 iBus2 Contract Award

Louise Cheeseman and Rebecca Bissell introduced the item, which set out the case for replacing the existing iBus contract and the merits of the proposed new iBus2 system.

Alison Munro reported on the findings of the Independent Investment Programme Advisory Group's review. Overall, it had praised the quality of the procurement process and commented on the need to prepare a robust plan to manage the transition to the new system. The Project Assurance team had also conducted a review and no critical issues were raised.

Members welcomed the proposals and noted the potential benefits of the system in terms of providing real time information on services and on facilitating bus priority to speed up journey times.

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda and, subject to approval of the revised TfL Business Plan to be considered by the Board on 13 December 2023:

- 1 approved Procurement Authority in the amount set out in the exempt supplementary paper on Part 2 of the agenda for entry into the iBus2 contracts described in the paper; and**

- 2 noted that matters for which Procurement Authority was sought above extended beyond the current TfL Business Plan and Budget (a revised version of which was to be considered by the Board on 13 December 2023) and provision would, therefore, need to be made in future Business Plans and Budgets.**

79/12/23 Safe and Healthy Streets Programme

David Rowe and Penny Rees presented the item, which set out progress to date since March 2023 with the Safe and Healthy Streets Programme, along with future plans. The paper also provided an update on the Catford Town Centre project.

The delivery of the proposed Programme was subject to the proposals securing the necessary funding including Major Road Network funding from the Department for Transport, for the completion of the Catford Town Centre project. The Committee supported that project and endorsed the request for the Board to agree in principle to the making of a Compulsory Purchase Order to facilitate delivery of the project.

Good progress had been made with delivering a range of initiatives of the Programme, including safer cycling initiatives and lower speed limits. TfL had experienced some challenges with delivering certain schemes and was working with the boroughs to address these issues. The paper also set out details of resourcing challenges.

TfL would imminently publish its Travel in London Report, which summarised trends in travel and transport in London, which would be considered by the Board in December 2023. The latest report showed that daily cycling journey trips had increased and the impact of schemes delivered through this Programme had contributed to that outcome.

The project teams were mindful of the need to align the Programme with the aims in the Mayor's Transport Strategy. To ensure this alignment, they reviewed each project to identify how it contributed to the overarching objectives and achieved efficiencies.

The Independent Investment Programme Advisory Group and the Project Assurance team had undertaken a full assurance review in October 2023. There were no critical issues raised and five general recommendations were made.

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda and, subject to approval of the revised TfL Business Plan to be considered by the Board on 13 December 2023:

- 1 approved additional Programme and Project Authority of £42.2m to support delivery of the Safe and Healthy Streets Programme over financial years 2022/23 to 2025/26, bringing the total Safe and Healthy Streets Programme and Project Authority to £587.9m; and**
- 2 approved unbudgeted Financial Authority for Transport for London to receive £10m of funding from the Department for Levelling Up, Housing and Communities' Housing Infrastructure Fund Marginal Viability fund towards the delivery of the Catford Town Centre Highway Realignment project, and £1m from Westminster City Council, giving a total of £11m unbudgeted Financial Authority.**

80/12/23 DLR Rolling Stock Replacement Programme

Stuart Harvey introduced the item, which provided an update on the DLR Rolling Stock Replacement Programme to deliver a fleet of new trains and associated infrastructure.

Overall, the Programme was progressing well. Extensive train testing was underway, and several key milestones had been met. The project team remained confident that the Programme would be delivered on target.

The project team had worked to overcome the challenges regarding the Beckton Depot northern sidings. From a safety perspective, the site had been well managed. As a result of the challenges, TfL had incurred additional costs and it was forecast that the estimated final cost would exceed the existing Financial Authority and the Programme and Project Authority. A further update on the Programme would be submitted to the Committee in Quarter 1 of 2024/25.

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda and approved additional Procurement Authority, for the amount set out in the paper on Part 2 of the agenda, to enable officers to progress the immediate next steps of a revised contracting strategy for the Northern Sidings, prior to seeking further Authorities from the Committee in 2024.

As set out in Minute 69/12/23, following the conclusion of this item, Dr Nelson Ogunshakin OBE left the meeting for the discussion of the remaining items of business. Seb Dance chaired the meeting for the remainder of the meeting.

81/12/23 Elizabeth Line: Service Frequency Increase for High Speed 2

David Rowe introduced the item, which set out TfL's business case for additional investment in Elizabeth line services at Old Oak Common (OOC) to central London, during its period as a temporary High Speed 2 (HS2) terminus.

It was confirmed that TfL's modelling (based on HS2's models), had been undertaken on the assumption that OOC would be used as a terminus for 10 years. It was clarified that this business case was primarily driven by the impact from increased passenger demand from HS2 Phase 1, which would link London and Birmingham.

The redevelopment of OOC station would also have significant implications on Network Rail infrastructure. The Commissioner had met with the relevant Government Minister about the need to bring together the key partners to manage the redevelopment of OOC to minimise disruption, particularly considering TfL would be upgrading the Piccadilly line at the same time. TfL wanted to ensure that any closures linked to OOC could be maximised to undertake works on the infrastructure.

The OOC station was due to open in 2030-33. TfL would require the additional Elizabeth line trains to be available from the opening of the OOC station and the current proposals would allow them to become available earlier. TfL was working to understand the business benefits from this.

The Independent Investment Programme Advisory Group and the Project Assurance team undertook a full assurance review in October 2023. There were no critical issues raised and four general recommendations were made.

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda and, subject to HM Government agreeing to provide the capital funding for the acquisition of additional rolling stock for the Elizabeth line and related services and enabling works:

- 1 approved unbudgeted Financial Authority, for the amount set out in the paper on Part 2 of the agenda;**
- 2 approved Programme and Project Authority, for the amount set out in the paper on Part 2 of the agenda for the activity described in the paper;**
- 3 approved Procurement Authority, for the amount set out in the paper on Part 2 of the agenda to order additional trains under the existing contract; and**
- 4 noted that matters for which Authorities were sought above included commitments beyond the period of the 2023/24 Business Plan and provision would, therefore, need to be made for those commitments in future Business Plans (including that to be considered by the Board in December 2023).**

82/12/23 High Speed 2 Programme: TfL Resources

David Rowe introduced the item, which sought additional funding to enable TfL to recover costs for work on the High Speed 2 Programme.

The Committee noted the paper and the exempt supplementary information on Part 2 of the agenda and, subject to the Board's approval of the revised Business Plan due to be considered by it in December 2023:

- 1 approved additional Programme and Project Authority of £4.8m, bringing the total Project and Programme Authority to £43.0m, to enable the TfL team to continue the activities described in the paper; and**
- 2 noted that the matters for which approval was sought above related to matters which extended beyond the current Business Plan and Budget (and the revision due to be considered by the Board in December 2023) and provision would, therefore, need to be made in future Business Plans and Budgets.**

83/12/23 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.

84/12/23 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

85/12/23 Date of Next Meeting

The next scheduled meeting of the Committee would be held on Wednesday 28 February 2024 at 10.00am.

86/12/23 Exclusion of the Press and Public

The Committee agreed to exclude the press and public from the meeting, in accordance with paragraphs 3 and 5 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to Part 1 items on the agenda. These agenda items were reordered at the meeting to consider the items in the following order: Elizabeth Line: Service Frequency Increase for High Speed 2; High Speed 2 Programme: TfL Resources; Forthcoming Key Procurement Activities; Investment Programme Report Quarter 2, 2023/24; Independent Investment Programme Advisory Group Quarterly Report; TfL Project Assurance Update; Bakerloo line Upgrade Stage 1; iBus2 Contract Award; Safe and Healthy Streets Programme; and DLR Rolling Stock Replacement Programme.

The meeting closed at 1.00pm.

Chair: _____

Date: _____