

**Board**



**Date:** 24 July 2024

**Item:** Report of the Meeting of the Programmes and Investment Committee held on 26 June 2024

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**This paper will be considered in public**

## **1 Summary**

- 1.1 This paper provides a summary of the items considered by Members of the Programmes and Investment Committee at its meeting on 26 June 2024. Due to some unexpected events, the meeting was inquorate. Mark Phillips chaired the discussion of items and exercised Chair's Action to approve the two items that required decision.

## **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 26 June 2024 were published on 18 June 2024 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 Members were:
- (a) Use of Delegated Authority;
  - (b) Investment Programme Report Quarter 4: Periods 10, 11, 12 and 13, 2023/24;
  - (c) Independent Investment Programme Advisory Group (IIPAG) Quarterly Report;
  - (d) TfL Project Assurance Update;
  - (e) London Underground (LU) Four Lines Modernisation (4LM) Programme;
  - (f) Streets, Bus and Rail and Sponsored Services (RSS) Renewals Programme;
  - (g) Rail and Station Enhancements Programme - Annual Update;
  - (h) Asset Management Strategy Update; and
  - (i) Forthcoming Key Procurement Activities.

- 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 20 September 2024.

## **4 Issues Discussed**

### **Use of Delegated Authority**

- 4.1 Members noted details of the use of Chair's Action in relation to approving authorities relating to the Elizabeth line: Service Frequency Increase to Support High Speed 2. There had also been two approvals of Procurement Authority in relation to: Purchasing S Stock and 09TS Compressors; and Depots Delivery Integrator variation to extend the contract for a further two years. There had been no other use of delegated authority by the Commissioner or the Chief Finance Officer nor Mayoral Directions to TfL within the Committee's remit.

### **Investment Programme Report Quarter 4: Periods 10, 11, 12 and 13, 2023/24**

- 4.2 Members noted the update on the progress and performance in Quarter 4 of 2023/24 (10 December 2023 to 31 March 2024) of TfL's Investment Programme. TfL had delivered 23 of the 28 milestones on time or earlier.
- 4.3 Members noted that good progress continued to be made with delivering the Investment Programme including with major projects, step-free access, environment initiatives, safe and healthy streets, the technology programme and renewals. They also noted an update on the continued work to maximise efficiencies, learn the lessons from missed milestones, improve the visibility of Cycleway 4 (London Bridge to Greenwich) and the continued focus on safety matters. There had been ongoing engagement between the LU 4LM teams to fully test the new system, investigate any incidents and learn any lessons from this work.

### **Independent Investment Programme Advisory Group Quarterly Report**

- 4.4 Members noted the update on the IIPAG work undertaken since the last report to the Committee in February 2024.
- 4.5 IIPAG had conducted three programme level reviews in the period, covering the LU 4LM, the Street, Bus and RSS Renewals, and Rail and Station Enhancements. IIPAG had identified one systemic issue relating to the Street, Bus and RSS Renewals Programme. IIPAG made observations on the ongoing concerns about asset condition, which reflected funding shortages and the growing impacts of these. Management had provided a response to the findings and were working to address these.

### **TfL Project Assurance Update**

- 4.6 Members noted the update on the project assurance work undertaken between 7 January and 25 May 2024.

- 4.7 The Project Assurance team had undertaken three programme reviews with IIPAG during the period, and 17 project assurance reviews, with IIPAG involved in four of them. These reviews raised a total of 79 recommendations and identified three critical issues. Overall, the project teams had continued to make good progress with addressing the recommendations and the number of overdue recommendations remained at a low level.

#### **London Underground Four Lines Modernisation Programme**

- 4.8 Members noted progress with the delivery of the LU 4LM Programme. The next two Signal Migration Areas (SMAs) to go live were SMA 8 (Finchley Road to Preston Road) and SMA 9 (the Harrow area). Good progress had been made with commissioning this work, including providing operator training and with the preparations to introduce a new timetable in early 2025 between Stepney Green and Upminster to improve journey times. Given the complexity of the work, the date for completion of SMA 8 had been moved back from October 2024 to early 2025 and remained on track to be completed to this revised schedule.
- 4.9 Mark Phillips exercised Chair's Action and approved additional Programme and Project Authority and Procurement Authority for the Automatic Train Control signalling contract. Approval was also given for the transfer of Programme and Project Authority and Financial Authority for the signalling element of the works at Aldgate Junction to the LU Renewals Programme.

#### **Streets, Bus and Rail and Sponsored Services Renewals Programme**

- 4.10 Members noted an update on the achievements and progress of the Streets, Bus and RSS Renewals Programme. Overall, despite the challenges faced with the funding position, the Programme had performed well this year.
- 4.11 Members noted an update on the condition of TfL assets and the arrangements in place to manage risks and escalate matters to senior management. A Member highlighted the need to look further at lessons learnt from the Hatfield train derailment investigation about setting the appropriate levels of escalation.

#### **Rail and Station Enhancements Programme - Annual Update**

- 4.12 Members noted an update on the achievements and progress of the Rail and Station Enhancements Programme. Regarding unforeseen costs for additional works, a Member suggested that risks of additional costs and late design changes should be covered in the risk section of the report.
- 4.13 Mark Phillips exercised Chair's Action and approved increased Programme and Project Authority for the Programme.

## **Asset Management Strategy Update**

- 4.14 Members noted an overview of TfL's Asset Management Strategy. This item addressed a request from the Chair of the Customer Service and Operational Performance Panel for a full, up to date register of the condition of operational assets. Members noted that TfL had recently reviewed its Business Plan to ensure it prioritised renewals, both in the current plan and going forward and Members will be updated on asset condition as part of the Business Planning process.
- 4.15 The Capital team had continued to make good progress with data management, aimed at better understanding the condition of assets. The use of artificial intelligence to assist with managing the asset base was highlighted. Officers stressed the need to embed the new processes for gathering good quality data in the first instance. This would lay the groundwork for the potential further use of artificial intelligence, to maximise process effectiveness.

### **Forthcoming Key Procurement Activities**

- 4.15 Members noted the summary of the major new procurements or contract extensions planned over the next two years and decisions that were anticipated to be required from the Committee by way of Chair's Action between this meeting and the next planned meeting in September 2024. The paper also highlighted the significant forthcoming procurements that required approval at officer level during that period.

### **List of appendices to this report:**

None

### **List of Background Papers:**

Papers submitted to the Programmes and Investment Committee on 26 June 2024

Contact Officer: Andrea Clarke, General Counsel  
Email: [AndreaClarke@tfl.gov.uk](mailto:AndreaClarke@tfl.gov.uk)