

## Board

**Date:** 5 February 2025

**Item:** Report of the Meeting of the Programmes and Investment Committee held on 11 December 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 the Programmes and Investment Committee at its meeting on 11 December 2024.

### **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 11 December 2024 were published on 3 December 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 Committee were:
- (a) Use of Delegated Authority;
  - (b) Investment Programme Report Quarter 2, 2024/25;
  - (c) Independent Investment Programme Advisory Group (IIPAG) Quarterly Report;
  - (d) TfL Project Assurance Update;
  - (e) Docklands Light Railway (DLR) Rolling Stock Replacement Programme Update;
  - (f) Safe and Healthy Streets Programme;
  - (g) Bakerloo Line Upgrade Stage 1;
  - (h) Pontoon Dock Station Upgrade;
  - (i) Silvertown Tunnel Programme Update;
  - (j) Enterprise Risk Update – Delivery of TfL Key Investment Programmes and Projects (ER08); and
  - (k) Forthcoming Key Procurement Activities.

- 3.3 A summary of the items considered and decisions taken is provided below. The more detailed minutes of the meeting will be published ahead of the meeting of the Committee on 5 March 2025.

## **4 Issues Discussed**

### **Use of Delegated Authority**

- 4.1 There were no uses of delegated authority, Chair's Action nor Mayoral Directions to TfL within the remit of the Committee since the last meeting on 3 October 2024.

### **Investment Programme Report Quarter 2, 2024/25**

- 4.2 The Committee noted and discussed the performance in Quarter 2 of 2024/25 (23 June to 14 September 2024) of TfL's Investment Programme. The changes to the report style summarised the key progress and challenges on the delivery of projects across TfL in a more succinct format.
- 4.3 Of the 26 strategic milestones, seven had been achieved early or on time and it was forecast that a further 15 would be completed on time. Good progress had continued to be made with delivering major projects and Programmes across TfL. Updates were provided on a range of areas including the Four Line Modernisation Programme, the Piccadilly line upgrade, the Safe and Healthy Streets Programme and the Streets, Bus and Rail and Sponsored Service Renewals Programme.
- 4.4 The Committee also noted a positive update on progress with alleviating access problems at Cutty Sark DLR station, which had been due to the unavailability of escalators.

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

- 4.5 The Committee noted and discussed the update on IIPAG's work undertaken since the report to the Committee in October 2024. IIPAG had completed a review of potential Major Road Network (MRN) schemes and the recommendations had been responded to by management. Members also noted the need to deliver MRN schemes and obtain the funding for declining assets at pace, including the works at Brent Cross, given the significant impacts of delays in funding on the condition of assets.
- 4.6 IIPAG had also carried out a review of traffic management costs. The report highlighted the need for greater emphasis on protecting bus performance from the onset in the design of schemes.

### **TfL Project Assurance Update**

- 4.7 The Committee noted the update on the project assurance work undertaken between 18 August and 9 November 2024 (Period 6 to Period 8 of 2024/25) and the key findings from the reviews.

- 4.8 Two programme reviews were undertaken with the IIPAG in the period and 12 project reviews, with IIPAG involved in nine of them. These reviews raised 61 recommendations, of which 16 were considered critical issues.

### **Docklands Light Railway Rolling Stock Replacement Programme Update**

- 4.9 The Committee approved unbudgeted Financial Authority, Programme and Project Authority, and Procurement Authority for the DLR Rolling Stock Replacement Programme. The Committee noted the update on the programme since the last full update in December 2023. Good progress had continued to be made with the manufacturing of trains, the completion of the electrical track equipment upgrades, and on expanding the Beckton Depot, with the northern sidings already bought back into operation. Work was on target to bring the southern siding back into operational use. The final costs remained under extensive review.
- 4.10 An update was also noted on the train testing and the legacy system issues, and the work to mitigate risks including through the introduction of a new timetable. A further update was scheduled for the March 2025 meeting, with an assurance report.

### **Safe and Healthy Streets Programme**

- 4.11 The Committee approved additional Programme and Project Authority to support delivery of the Safe and Healthy Streets Programme.
- 4.12 The Committee noted the update on progress of the programme, since the previous update in December 2023, highlighting the positive outcomes from the activities. The paper also set out indicative milestones planned for 2025/26.
- 4.13 An assurance review of the programme had been completed by the IIPAG and by the Project Assurance team. Overall IIPAG had found the programme to be well led and specific recommendations made had been responded to by management.
- 4.14 A briefing would be arranged on the relationship with the boroughs regarding the Investment Programme, including an update on the distribution of funding across the boroughs.

### **Bakerloo Line Upgrade Stage 1**

- 4.15 The Committee noted the update on the Bakerloo line Upgrade Stage 1, which highlighted the work undertaken to date and the upcoming next steps and key milestones.
- 4.16 It was noted that good progress continued to be made in preparing the business case to the Department for Transport for the funding for a high-quality new fleet, using the preferred time-limited option in the Siemens

Mobility Limited contract for the Piccadilly line upgrade. Members supported the business case and agreed that it should be progressed at pace.

- 4.17 A discussion also took place on the challenges with maintaining the ageing fleet and the arrangements in place to monitor this and maintaining the fleet. A site visit would be arranged to the Bakerloo line depot at Stonebridge Park.

#### **Pontoon Dock Station Upgrade**

- 4.18 The Committee approved additional Programme and Project Authority to enable receipt of third-party income for the Pontoon Dock DLR station upgrade and approved additional unbudgeted Financial Authority.
- 4.19 This project was being considered by the Committee on a stand-alone basis, ahead of the annual Rail and Stations Enhancements Programme update, due to the timing of agreeing complex funding arrangements, which involved multiple third-party organisations. A further paper would be scheduled for the Committee to approve the full amount of Programme and Project Authority before moving into the construction phase when all the high-end funding had been secured.
- 4.20 A targeted assurance review of the programme had been completed by the IIPAG and the Project Assurance team. Overall, IIPAG had found the programme to be well led and specific recommendations had been responded to by management.

#### **Silvertown Tunnel Programme Update**

- 4.21 The Committee noted the update on the Silvertown Tunnel Programme and endorsed the arrangements proposed in relation to the programme.

#### **Enterprise Risk Update – Delivery of TfL Key Investment Programmes and Projects (ER08)**

- 4.22 The Committee noted the update, which provided an overview of Enterprise Risk 08 – Delivery of TfL key investment programmes and projects (ER08) and provided a positive update on how TfL managed the risk across its capital investment portfolio. The Committee welcomed the work on the benefits realisation programme, and consideration would be given to how best to reflect these reviews in papers to the Committee.

#### **Forthcoming Key Procurement Activities**

- 4.23 The Committee 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 March 2025. It also highlighted significant forthcoming procurements that required approval at officer level during that period.

- 4.24 Members referred to the wider benefits from contracts, especially in relation to sustainability matters, and social value. Officers would explore how best to reflect these points in a future paper.

**List of appendices to this report:**

None

**List of Background Papers:**

Papers submitted to the meeting of the Programmes and Investment Committee on 11 December 2024

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