

## Board

**Date:** 26 March 2025

**Item:** Report of the Meeting of the Programmes and Investment Committee held on 5 March 2025

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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 5 March 2025.

### **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 March 2025 were published on 25 February 2025 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 3, 2024/25;
  - (c) Independent Investment Programme Advisory Group (IIPAG) Quarterly Report;
  - (d) TfL Project Assurance Update;
  - (e) London Underground Four Lines Modernisation Programme;
  - (f) Docklands Light Railway Rolling Stock Replacement Programme;
  - (g) Environment Programme;
  - (h) Technology Programme;
  - (i) Bakerloo Line Upgrade Stage 1;
  - (j) Network Development and Third Party Pipeline Programme; and
  - (k) 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 2 July 2025.

## **4 Issues Discussed**

### **Use of Delegated Authority**

- 4.1 Since the meeting of the Committee on 11 December 2024, there had been four approvals of Procurement Authority in relation to: Central Line Signalling Life Extension Call-Off; Piccadilly Line High Voltage Power Upgrade Works and London Underground Limited Network-wide High-Voltage Substation Works Call-Off and Power Package 2 Works; Leyton Station Upgrade Project; and Pan TfL – Supply of parts for Air and Braking Control Technology and the performance of related services. There had been no uses of specific authority delegated by the Board, Chair's Action nor any Mayoral Directions to TfL within the Committee's remit.

### **Investment Programme Report Quarter 3, 2024/25**

- 4.2 The Committee noted and discussed the update on the progress and performance in Quarter 3 of 2024/25 (15 September to 7 December 2024) of TfL's Investment Programme. Members welcomed the continued good performance in relation to safety and the progress in achieving the strategic milestones. Of the 26 milestones set for the year, 14 had been achieved to date with eight forecasted to be delivered on time or early.
- 4.3 Significant achievements highlighted included the planned opening of the new high quality Silvertown Tunnel, the progress with work at Colindale station to provide step-free access while maintaining an operational station, the successful efforts to obtain Major Road Network funding at Gallows Corner flyover for refurbishment works and returning to service lifts and escalators at various DLR stations.

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

- 4.4 The Committee noted and discussed the update on the IIPAG work undertaken since the last report to the Committee in December 2024. The Committee noted progress in addressing the common themes identified by IIPAG regarding effective resource planning, the need for a clear and consistent decision-making approach, including a recommendation on the appointment of Senior Responsible Officers, and project and programme planning. The Committee would receive an update on progress with this work at a future meeting.

### **TfL Project Assurance Update**

- 4.5 The Committee noted the update on the project assurance work undertaken between 10 November 2024 and 1 February 2025 (Period 9 to Period 11 of 2024/25) and the key findings from the reviews. The Project Assurance team had undertaken six programme reviews with IIPAG involved in all of them during the period, and 10 project reviews with IIPAG involved in two of them. These reviews raised 59 recommendations, of which eight were considered critical issues. Current

performance demonstrated that there had been a significant increase in closure rates for recommendations during the period. The Project Assurance team continued to work closely with teams to close out outstanding recommendations.

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

- 4.6 Subject to Board approval of the proposed Budget for 2025/26, the Committee noted the update on the delivery of the Programme and approved additional Programme and Project Authority for the Programme and additional Procurement Authority for the Automatic Train Control signalling contract, reflecting the outcome of the detailed review.
- 4.7 The Programme comprised the replacement of life-expired rolling stock and signalling assets to ensure the continued operation of a safe and reliable service on the Circle, District, Hammersmith & City, and Metropolitan lines. The Programme would unlock significant benefits. Customers were starting to experience the journey time benefits from the upgrades that had already been completed.
- 4.8 The remaining areas to go live included Signal Migration Area 8 (SMA8) and Signal Migration Area 9 (SMA9) on the Metropolitan line, north of Finchley Road. SMA8 was a very complex area of work due to the unique challenges associated with the integration of the new signalling system. The findings from the testing for SMA8 during a weekend closure were encouraging and marked a key step forward. Since the last update to the Committee in June 2024, the forecast commissioning date had been revised for SMA8, reflecting the complexity of the work. The software development for SMA9 was at an advanced stage. The Programme was subject to continuous review to optimise the benefits and efficiencies of the Programme.

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

- 4.9 Subject to Board approval of the proposed Budget for 2025/26, the Committee approved Programme and Project Authority, and Procurement Authority in respect of the Programme and other activities related to addressing legacy signalling issues on the DLR.
- 4.10 The Committee noted the update on the Programme, including progress since the last update to the Committee in December 2024. The Programme would replace 32 life-expired trains with 54 new trains, along with associated infrastructure improvements. The Programme would support significant housing growth and economic activity around the DLR network.
- 4.11 The key achievements of the programme since the last update to the Committee were noted. These included: bringing the new Beckton Depot Southern sidings into use, awarding the contract to design and build the Beckton Depot Southern expansion and the opening of secondary station access at Blackwall station.
- 4.12 The manufacturing of the new trains continued at pace. There had also been positive progress with addressing the DLR legacy signalling issues. Despite the challenges faced, the scenario planning undertaken illustrated that the benefits to cost ratio outcome remained very high. The team continued to work to review the Programme to identify potential efficiencies.

## **Environment Programme**

- 4.13 Subject to Board approval of the proposed Budget for 2025/26, the Committee approved additional Programme and Project Authority to support delivery of the Programme and additional Procurement Authority relating to the contracts to continue activities in support of existing Road User Charging schemes.
- 4.14 The Committee noted an update on the progress of projects in the Programme undertaken since March 2024, and planned delivery from April 2025. The Programme focused on addressing the key challenges of air pollution, traffic congestion and the climate emergency. The Programme contained a range of projects including the London-wide Ultra Low Emission Zone, Direct Vision Standard Phase 2, the delivery of the Zero-Emission Support Fleet and other energy efficiency initiatives.
- 4.15 The paper set out details of the key achievements across the Programme on these projects. Despite the overall success of the Programme, the project teams recognised and remained committed to reviewing the delivery of projects, applying lessons learnt from good practices, and considering new Government guidance.

## **Technology Programme**

- 4.16 Subject to Board approval of the proposed Budget for 2025/26, the Committee approved an increase in Programme and Project Authority for the Programme.
- 4.17 The Committee noted the update on progress of project delivery and successes of the Programme since the last update to the Committee in March 2024. The paper also summarised planned delivery for 2025/26 and 2026/27 as well as key challenges and opportunities for the year ahead.
- 4.18 The Programme consisted of several hundred multi-year projects with a focus on renewals. Despite the challenges faced during the year, good progress had been made with delivering the Programme and overall it remained broadly on track. There had been a significant reduction in overall budget variance. Benchmarking research evidenced the effectiveness of the investment in activities, enabling comparison to other transport providers and digital champions.
- 4.19 Significant achievements highlighted included the successful delivery of Project Oval to enable pay as you go contactless payments at National Rail stations across the south east.

## **Bakerloo Line Upgrade Stage 1**

- 4.20 The Committee approved additional Programme and Project Authority for the Programme to undertake activities that were critical for TfL to develop the depots and infrastructure elements of the Programme.
- 4.21 Good progress had continued to be made with progressing the Programme, following the submission of the business case to the Department for Transport. Work was also ongoing to review feedback from the Programme Gate B (Define

Tranches) with a revised gate meeting anticipated in the coming months. There had also been a particular effort to learn lessons from the Piccadilly line upgrade.

- 4.22 Officers had continued to make clear to the Government the importance to the Programme of securing the capital funding this summer. This would allow the Programme to progress without delay to utilise the time limit option in the Piccadilly line upgrade contract for the manufacturing of trains.
- 4.23 In view of the compelling business case, the Committee agreed that this Programme should be progressed and pursued as a key priority for TfL.

### **Network Development and Third Party Pipeline Programme**

- 4.24 The Committee noted the update on the Programme and approved unbudgeted Financial Authority for the DLR Thamesmead extension project.
- 4.25 The pipeline of transformational schemes would play a critical role in achieving local and national priorities. The projects within the Programme included: the DLR Thamesmead extension, the West London Orbital, the Bakerloo line extension, the Elizabeth line service upgrade and Crossrail 2. The paper provided an overview of key achievements since the last updated to the Committee in February 2024 and a summary of key risks, issues and next steps for each of the projects within the Programme.

### **Forthcoming Key Procurement Activities**

- 4.26 The Committee noted a summary of the major new procurements or contract extensions planned over the next two years and any approvals that were anticipated to be required from the Committee via Chair's Action. It also highlighted significant forthcoming procurements that required approval at officer level during that period.
- 4.27 The pipeline for strategy approvals and contract awards covered 330 contracts with an estimated total value of £22bn. There were two contract extension approvals anticipated to be sought by way of Chair's Action before 30 September 2025.
- 4.28 Members welcomed the update on readiness activities to prepare for the introduction of the Procurement Act 2023, including the work to upskill teams, and meet the enhanced transparency obligations.

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

None

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

Papers submitted to the meeting of the Programmes and Investment Committee on 5 March 2025

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