

Board



Date: 20 March 2018

Item: Report of the Meeting of the Programmes and Investment Committee held on 21 February 2018

This paper will be considered in public

1 Summary

1.1 To report to the Board on the meeting of the Programmes and Investment Committee held on 21 February 2018.

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 21 February were published on 13 February 2018 and are available on the TfL website: <https://tfl.gov.uk/corporate/publications-and-reports/programmes-and-investment-committee>

3.2 The main matters considered by the Committee were:

- (a) Investment Programme Report - Quarter 3, 2017/18;
- (b) Project Monitoring - Programme and Project Approvals;
- (c) Crossrail 2;
- (d) Technology and Data Programme 2018/19 and 2019/20;
- (e) London Underground Major Stations Programme;
- (f) London Underground Track Renewal Programme 2018/19 and 2019/20;
- (g) London Underground Rolling Stock Renewals Programme; and
- (h) Crossrail Update.

3.3 A summary of the discussions and decisions at the meeting is provided below. The more detailed minutes of the meeting held on 21 February will be published ahead of the 16 May 2018 meeting of the Committee.

4 Issues Discussed

Investment Programme Report - Quarter 3, 2017/18

- 4.1 The Committee noted the paper and welcomed the prominence of the Safety update which had been moved to the front of the report. While recognising the good progress on the majority of projects, the updates at the meeting focussed on projects showing red or amber milestones.
- 4.2 Members welcomed the greater clarity in the reporting and the information on amber and red milestones. Further reporting refinements were suggested for future reports, which would provide greater clarity and assurance on whether amber and red milestone status impacted on the critical path of projects. The 2018/19 TfL scorecard would include investment programme milestones and costs and performance against these would be monitored throughout the year and the quarterly finance and investment programme reports would be more closely linked together.

Project Monitoring - Programme and Project Approvals

- 4.3 The Committee noted the forward approval programme for projects with a value in excess of £50m and the Procurement Authority and Programme and Project Authority granted by the Commissioner and the Chief Finance Officer in accordance with delegated authority under TfL's Standing Orders.

Crossrail 2

- 4.4 The Committee noted the update on progress with the programme and approved a revised Programme and Project Authority of £107.64m for the Crossrail 2 programme. In addition to supporting congestion relief on the wider network, Crossrail 2 supported the Mayor's strategic objective of 'new homes and jobs', most directly by supporting construction of 200,000 additional new homes.
- 4.5 The additional authority was required to support a revised business plan that included input into an independent funding and finance review, which would lead to an updated Strategic Outline Business Case (SOBC) being submitted to the Government in autumn 2018 for decision.
- 4.6 Members noted that the Department for Transport was supportive of the project, subject to assurances on affordability but also wanted to progress a Northern Powerhouse East-West rail route. TfL had offered to work with Transport for the North to offer support and assistance to drive both schemes forward.

Technology and Data Programme 2018/19 and 2019/20

- 4.7 The Committee noted the strategic case for the overall Technology and Data (T&D) Investment Programme and approved Procurement Authority and Programme and Project Authority for 2018/19 and 2019/20. The Programme would return annually to the Committee for a rolling two year approval.

- 4.8 The programme provided the core infrastructure, services and enabling technologies that would allow TfL to deliver its six priorities that supported the successful delivery of the Mayor's Transport Strategy outcomes.
- 4.9 The Committee noted the range of activities undertaken by TfL's T&D team, though the authority sought related only to those matters required by T&D; it did not include matters where T&D was closely involved in delivery but authorities were secured separately by Surface Transport or London Underground or matters funded by third parties and which had been specifically authorised (such as the Emergency Services Network).
- 4.10 Members noted that T&D costs had decreased significantly in the last two years and welcomed the work to seek out further efficiencies and drive down costs. Members also discussed the work to reduce risks related to cyber security and data protection.

London Underground Major Stations Programme

- 4.11 The Committee noted the paper, which provided an annual progress update and overview of the London Underground Major Stations Programme and the status of its component projects. The Programme had been established to deliver major station enhancements to: provide a step-change in capacity; ensure that operational resilience was maintained at key interchange stations in the medium to long term; safeguard access to and benefits from upgraded lines; and support local area regeneration, housing and job creation.
- 4.12 The programme supported the Mayor's strategic objective of 'providing a good public transport experience' and would lead through to the 'customer' measure on the TfL Scorecard. The projects contained within the Programme were in various stages of delivery, and the TfL Business Plan accommodates the latest estimated costs for the projects.
- 4.13 Members discussed the overall successful delivery to date of the programme, while noting that there had been some common commercial issues in the close out of different projects. Bringing all of the discrete projects together under one programme was enabling lessons to be learned and applied to current and future projects, in particular Camden Town and Holborn. Members would be offered a visit and a deep dive briefing on the Bank Station project.

London Underground Track Renewal Programme 2018/19 and 2019/20

- 4.14 The Committee noted the paper and approved Programme and Project Authority for the LU Track Renewal Programme for 2018/19 and 2019/20 and Procurement Authority.
- 4.15 The Programme played a vital role in supporting line upgrades and maintaining day-to-day service levels and safety to meet the demands of train service patterns. The programme supported the Mayor's strategic objective of 'providing a good public transport experience' would lead

through to the 'improving public transport services' measure on the TfL Scorecard.

- 4.16 Members discussed the recent Rail Accident Investigation Branch (RAIB) report into the derailment of a passenger train near Wimbledon on 6 November 2017, which had occurred as a section of track had not been maintained as the precise boundaries of maintenance responsibility between Network Rail and TfL had not been correctly documented and understood by staff and managers. The Committee was assured that all of the RAIB recommendations had been addressed for this site and all of the other Network Rail and TfL boundary sites.
- 4.17 Members and staff acknowledged the benefits that innovation from both the public and private sector had brought to track renewal work. TfL lead the world in its methods, including being the first to undertake overnight track renewals; the challenge was to stay at the cutting edge. TfL was changing its supplier engagement model to be more collaborative and outcome focussed with shared benefits for efficiencies.

London Underground Rolling Stock Renewals Programme

- 4.18 The Committee noted the paper and approve additional Programme and Project Authority for the London Underground Rolling Stock Renewals Programme in order to progress a number of projects aimed at improvements to safety and reliability.
- 4.19 The Programme had been established to deliver: modifications to passenger rolling stock to improve safety, accessibility, reliability and customer satisfaction, while reducing maintenance costs; and modifications to existing engineering vehicles (supporting track maintenance) and the procurement of replacement vehicles to reduce the cost of infrastructure renewals and minimise line closures. The Programme supported the Mayor's strategic objective of 'providing a good public transport experience' and would lead through to the 'improving public transport services' measure on the TfL Scorecard.

Crossrail update

- 4.20 The Committee noted the paper, which provided an update on the status of the Crossrail Project, which was now 90 per cent complete.
- 4.21 Members noted the good progress that had been made and that the programme was forecast for successful introduction of Elizabeth line services on schedule in December 2018. As previously reported to the Board, it noted that there remained some significant cost and schedule pressures, which continued to be actively managed by Crossrail Limited. Contingency plans were being implemented, which included rephasing and rescheduling to meet the planned delivery date.

List of appendices to this report:

None

List of Background Papers:

Papers submitted to the Programmes and Investment Committee on 21 February 2018

Contact Officer: Howard Carter, General Counsel
Number: 020 3054 7832
Email: HowardCarter@tfl.gov.uk