

# Meeting: Programmes and Investment Committee

**Date: Monday 20 July 2020**

**Time: 9.00am**

**Place: Teams Virtual Meeting**

## Members

Prof Greg Clark CBE (Chair)

Dr Nelson Ogunshakin OBE (Vice-Chair)

Heidi Alexander

Ron Kalifa OBE

Dr Alice Maynard CBE

Mark Phillips

Dr Nina Skorupska CBE

Dr Lynn Sloman

Ben Story

## How decisions will be taken during the Covid-19 emergency measures

TfL does not benefit from the changes in the Coronavirus Act 2020 in relation to public meetings. As Covid-19 emergency travel restrictions are in place, Members will attend a videoconference or teleconference briefing in lieu of a meeting of the Committee.

Any decisions that need to be taken within the remit of the Committee will be discussed at the briefing and, with the consent of available Members, will be taken by the Chair using Chair's Action. A note of the decisions taken, including the key issues discussed, will be published on [tfl.gov.uk](https://tfl.gov.uk).

As far as possible, TfL will run the briefing as if it were a meeting but without physical attendance at a specified venue by Members, staff, the public or press.

- Papers will be published in advance on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How-We-Are-Governed)
- The briefing will be recorded and the public and press will be able to review the Part 1 discussion.
- A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available on [www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf](https://www.london.gov.uk/sites/default/files/Openness-in-Meetings.pdf).

## Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Jamie Mordue, Senior Committee Officer; Tel: 020 7983 5537; email: [v\\_JamieMordue@tfl.gov.uk](mailto:v_JamieMordue@tfl.gov.uk).

For media enquiries please contact the TfL Press Office; telephone: 0343 222 4141; email: [PressOffice@tfl.gov.uk](mailto:PressOffice@tfl.gov.uk)

Howard Carter, General Counsel  
Friday 10 July 2020

**Agenda  
Programmes and Investment Committee  
Monday 20 July 2020**

**1 Apologies for Absence and Chair's Announcements**

**2 Declarations of Interests**

General Counsel

**Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting, or at the commencement of the item of business.**

**Members must not take part in any discussion or decision on such a matter and, depending on the nature of the interest, may be asked to leave the room during the discussion.**

**3 Minutes of the Meeting of the Committee held on 5 March 2020 (Pages 1 - 12)**

General Counsel

**The Chair, following consultation with the Committee, is asked to approve the minutes of the meeting of the Committee held on 5 March 2020 and to sign them.**

**4 Matters Arising and Actions List (Pages 13 - 20)**

General Counsel

**The Committee is asked to note the updated actions list.**

**5 Use of Delegated Authority (Pages 21 - 26)**

General Counsel

**The Committee is asked to note the paper.**

**6 Elizabeth Line Readiness and Crossrail Update** (Pages 27 - 30)

Managing Director London Underground and TfL Engineering and Director Elizabeth Line Operations

**The Committee is asked to note the paper.**

**7 Crossrail Limited Board Appointments** (Pages 31 - 32)

General Counsel

**The Chair (in consultation with the Committee) is asked to note the paper and supplementary information on Part 2 of the agenda and approve the appointments to the Crossrail Limited Board.**

**8 Management of the TfL Investment Programme during the Covid-19 Pandemic** (Pages 33 - 36)

Director Major Projects

**The Committee is asked to note the paper.**

**9 Independent Investment Programme Advisory Group - Quarterly Report** (Pages 37 - 44)

Director of Risk and Assurance

**The Committee is asked to note the Independent Investment Programme Advisory Group's Quarterly Report, the Management Responses and the exempt supplementary information on Part 2 of the agenda.**

**10 TfL Project Assurance Update** (Pages 45 - 46)

General Counsel

**The Committee is asked to note the paper and exempt supplementary information on Part 2 of the agenda.**

**11 Crossrail 2 - British Library Development Agreement** (Pages 47 - 54)

Managing Director Crossrail 2

**The Chair (in consultation with the Committee) is asked to note the paper and supplementary information on Part 2 of the agenda and approve Land Authority and the related lease and Direct Agreement.**

**12 London Underground Fleet Heavy Overhaul Programme** (Pages 55 - 64)

Managing Director London Underground and TfL Engineering

**The Chair (in consultation with the Committee) is asked to note the paper and approve Programme and Project Authority.**

**13 Delivering the London Streetspace Programme and priority schemes in the Healthy Streets Programme: 2020/21** (Pages 65 - 94)

Managing Director Surface Transport

**The Chair (in consultation the Committee Members) is asked to note the paper and approve Programme and Project Authority.**

**14 Air Quality Management Programme** (Pages 95 - 102)

Managing Director Surface Transport

**The Chair, following consultation with the Committee, is asked to note the paper and exempt supplementary information on Part 2 of the agenda and approve Procurement Authority.**

**15 Member Suggestions for Future Agenda Discussions** (Pages 103 - 110)

General Counsel

**The Committee is asked to note the forward programme and is invited to raise any suggestions for future discussion items for the forward programme and for informal briefings.**

**16 Any Other Business the Chair Considers Urgent**

**The Chair will state the reason for urgency of any item taken.**

## **17 Date of Next Meeting**

Friday 16 October 2020 at 10.00am.

## **18 Exclusion of the Press and Public**

The Committee is recommended to agree to exclude the press and public from the meeting, in accordance with paragraphs 1 and 3 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

## **19 Elizabeth Line Readiness and Crossrail Update** (Pages 111 - 196)

Exempt supplementary information relating to the item on Part 1 of the agenda.

## **20 Crossrail Limited Board Appointments** (Pages 197 - 198)

Exempt supplementary information relating to the item on Part 1 of the agenda.

## **21 Independent Investment Programme Advisory Group - Quarterly Report** (Pages 199 - 206)

Exempt supplementary information relating to the item on Part 1 of the agenda.

## **22 TfL Project Assurance Update** (Pages 207 - 208)

Exempt supplementary information relating to the item on Part 1 of the agenda.

## **23 Crossrail 2 - British Library Development Agreement** (Pages 209 - 216)

Exempt supplementary information relating to the item on Part 1 of the agenda.

## **24 Air Quality Management Programme** (Pages 217 - 228)

Exempt supplementary information relating to the item on Part 1 of the agenda.

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# Agenda Item 3

## Transport for London

### Minutes of the Programmes and Investment Committee

Conference Rooms 1 & 2, Palestra, 197 Blackfriars Road, London, SE1 8NJ  
10.15am, Thursday 5 March 2020

#### Members Present

Professor Greg Clark CBE (Chair)  
Dr Nelson Ogunshakin OBE (Vice-Chair) (by telephone)  
Heidi Alexander  
Dr Alice Maynard CBE  
Dr Nina Skorupska CBE  
Dr Lynn Sloman  
Ben Story

#### In Attendance

##### Executive Committee

Howard Carter	General Counsel
Michèle Dix	Managing Director, Crossrail 2 (for minute 11/03/20)
Stuart Harvey	Director of Major Projects
Gareth Powell	Managing Director, Surface Transport
Shashi Verma	Director of Strategy & Chief Technology Officer (for minute 17/03/20)

##### Other Staff

Alexandra Batey	Director, Investment Delivery Planning
Tanya Coff	Divisional Finance Director, London Underground
Patrick Doig	Divisional Finance Director, Surface Transport
Adam Edwards	Lead Sponsor - Stations & Structures, Surface Transport (for minute 15/03/20)
Christian Fowler	Head of Public Transport Sponsorship, Surface Transport (for minutes 12/03/20, 13/03/20 and 16/03/20)
Stephen Hatch	CCOS Regulation Manager (for minute 06/03/20)
Lorraine Humphrey	Head of TfL Project Assurance
Paul Judge	Project Director, Deep Tube Upgrade Programme (for minute 14/03/20)
Peter McNaught	Director of Operational Readiness, London Underground (for minute 05/03/20)
Howard Smith	Chief Operating Officer - Elizabeth Line (for minutes 05/03/20 and 06/03/20)
Garry Sterritt	Head of Asset Investment, Surface Transport (for minute 15/03/20)
Jamie Mordue	Senior Committee Officer

##### Crossrail Limited

Mark Wild	CEO, Crossrail Limited (for minute 05/03/20)
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##### Independent Investment Programme Advisory Group (IIPAG) Attendance

Alison Munro	Chair, IIPAG
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## **01/03/20 Apologies for Absence and Chair's Announcements**

Apologies for absence were received from Ron Kalifa OBE and Mark Phillips. Mike Brown MVO, Simon Kilonback and Andy Lord were also unable to attend the meeting.

To reflect TfL's focus on safety, the Chair invited Members to raise any safety issues in relation to items on the agenda or within the remit of the Committee at the start of the item or under Matters Arising. Any other safety issues than these could be discussed with the General Counsel or an appropriate member of the Executive Committee after the meeting.

## **02/03/20 Declarations of Interests**

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](http://tfl.gov.uk), were up to date.

## **03/03/20 Minutes of the Meeting of the Committee held on 18 December 2019**

**The minutes of the meeting held on 18 December 2019 were approved as a correct record and signed by the Chair.**

## **04/03/20 Matters Arising and Actions List**

Howard Carter introduced the paper, which set out progress against actions agreed at previous meetings of the Committee.

**The Committee noted the actions list.**

## **05/03/20 Elizabeth Line Operational Readiness and Crossrail Update**

Howard Smith introduced the paper and the supplemental information on Part 2 of the agenda. The paper provided an update on the status of the Crossrail project, including the readiness of the Infrastructure Managers (IM) for the operations and maintenance of the railway after handover from the Crossrail project. It also contained the periodic Project Representative (P-Rep) reports and management responses.

Safety remained a key priority. Over the Christmas period there had been three high potential near miss incidents, from which the learnings had been applied. More recently there had been a period of five consecutive weeks without any injury or loss of time incidents.



Crossrail Limited (CRL) had introduced Integrated Delivery Teams at individual project sites across the line to improve productivity. This supported the 'Right First Time' approach and ensured focus on completing remaining construction work was maintained. Some of the central stations were planned to move to London Underground's (LU's) care, which would allow for the demobilisation of some contractors. Work was progressing on preparing the necessary assurance documentation to transfer assets to IMs.

Version 11 (PD+11) of the signalling software was being used in the Central Operating Section and had enabled further signal and multi-train testing.

Mark Wild told the Committee that the signalling software was entering the last part of testing, prior to enabling trial running. Once trial running began, the focus would be on growing reliability. From the start of trial running, it would take between six and 12 months to opening the railway. The physical work in the tunnels was largely complete but there were many smaller defects to resolve. Most stations, aside from Bond Street and Whitechapel stations, were completed or nearing completion.

As confirmed in January 2020, CRL's detailed cost forecasts continued to show that the project would require an additional £400m-650m. Discussions on how to fund these additional costs were ongoing with HM Treasury, the Department for Transport and the Greater London Authority.

The Elizabeth Line Readiness Group had been established to oversee an agreed completion and readiness plan between CRL, LU, Rail for London (RfL) and other delivery partners. Peter McNaught had been appointed as Director of Operational Readiness in LU to coordinate and provide assurance on LU's ability to perform all IM responsibilities. Peter McNaught told the Committee that he would work to help deliver a completely aligned and agreed plan for assurance and would work to identify the minimum assurance required to enable the railway to operate safely.

Members stated that it was important that a minimum viable product be delivered but questioned who would be accountable where certain aspects fell below the final specification. CRL would remain accountable until the end to end railway was delivered (Stage 5) but, as trial running progressed and more assets transferred to IMs, CRL would operate under RfL regulations. Where any additional cost was identified, for example if TfL had to staff an asset because automation was not yet functional, the Elizabeth Line Readiness Group would determine where this cost would fall.

It was essential that everything that was needed to be known about an asset, including any red line drawings, was provided to TfL for the running of the railway, however, overall delivery would not be held up for small details. The Element Completion Handover Report detailed what needed to be completed and was being worked through to prioritise the order of delivery.

Members would be provided with the more recent P-Rep reports to enable them to see any issues that had been identified and the actions implemented to remedy them.

A note would be provided to the Committee on the implication of the takeover of Bombardier. **[Action: Simon Kilonback]**

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

## **06/03/20 Crossrail Central Operating Section (CCOS) Traction Power**

Howard Smith introduced the paper, which set out the proposed structure for ownership of the assets necessary for the provision of traction electricity to the Crossrail central operating section (CCOS) and the contractual arrangements for the utilisation of those assets.

The power supply would come from two supply points, which were constructed by National Grid, funded by Crossrail Limited (CRL) and sat on land owned by a third party. The infrastructure would also supply Network Rail (NR) with power, if necessary.

NR would physically control the assets and would be given necessary interests through a 150 year lease, and TfL and CRL would procure energy from NR. The provision of power was regulated and had the price set by the Office of Rail and Road (ORR).

Members requested that an update be provided on what extent TfL could influence NR's strategy for traction CO2 emissions reduction, to ensure that it aligned with the Mayor's Transport Strategy and how it could influence ORR regulation and government policy in this area. **[Action: Howard Smith]**

**The Committee noted the paper and:**

- 1 approved Procurement Authority for the arrangements that deliver traction power for the operation of passenger train services on the Crossrail central operating section (CCOS) and authorised Rail for London (Infrastructure) Limited to enter into an Electricity Supply Agreement (ESA) with Network Rail Infrastructure Limited on the basis that, at current estimated consumption and prices and without indexation, the total cost over the 150 year ESA will be in the order of £1.5bn and, over the life of the current Business Plan, outturn costs will be up to £40m;**
- 2 noted that arrangements for power supply for the CCOS described in the paper extend for the life of the proposed leases, being 150 years and provision will need to be made in future business plans to meet the continuing payment obligations under them; and**
- 3 noted that, as part of the completion of the arrangements, a number of agreements will be approved at officer level in accordance with Standing Orders.**

## **07/03/20 Investment Programme Report – Quarter 3 2019/20**

Stuart Harvey introduced the paper, which updated the Committee on the progress and performance in Quarter 3, 2019/20, on the major projects and sub-programmes.

Reliability issues on the Four Lines Modernisation (4LM) had been improved by recent software updates. Future updates would improve reliability further and allow 4LM to move into the growth phase.

Good progress had been made on the Northern Line Extension and Battersea Power Station Tube station had been handed over to developers. On the DLR, the contract for the supply of the next generation of DLR trains was underway and good progress was being made on the preliminary design work.

The Barking Riverside project was progressing well, with rapid progress being made on site bringing the Estimated Final Cost back in line with authority.

Mid-lift refurbishment of the Jubilee line fleet had been completed, including making the fleet compliant with accessibility regulations.

The main highway and urban realm work had been completed at the Highbury Corner Gyratory and thirty-one Safer Junctions had been completed.

Work was ongoing to update the business case for Fiveways Corner in Croydon, which would also ensure the project remained aligned with the latest developments within the Croydon Growth Zone and the Mayor's Transport Strategy. The complexity of the scheme meant no decisions would be made until all the necessary information was available. City Planning was undertaking parallel works to determine the ongoing needs of the area and an assurance review would be undertaken. A Compulsory Purchase Order (CPO) process would begin following planning approval. It was agreed that the Committee would receive an update on developments around the scheme and its alignment with the Mayor's Transport Strategy, prior to the CPO request being submitted to the Board.

**[Action: Alexandra Batey]**

There had been 19 new bids to the Liveable Neighbourhoods Scheme. The Ultra Low Emission Zone and Direct Vision had been performing well.

West Hampstead station was now fully accessible. The number of step-free stations was now 79 and delivery was expected to increase going forward.

Planned Rotherhithe Tunnel refurbishment works included renewing tunnel lighting and cable supports, replacing the fire main system, providing resilient power supply, and upgrading and reconfiguring the ventilation system. The project was challenging owing to the size of the bore and because it was a two-way traffic tunnel. Members asked that a paper on the Rotherhithe Tunnel be provided to a future meeting.

**[Action: Gareth Powell]**

**The Committee noted the report.**

## **08/03/20 Independent Investment Programme Advisory Group Quarterly Report**

Lorraine Humphrey introduced the paper and the supplementary information on Part 2 of the agenda. The paper provided an update on the work undertaken by the Independent Investment Programme Advisory Group (IIPAG) since the last meeting of the Committee, on 18 December 2019. The paper also provided the annual review of first and second line assurance

Alison Munro told the Committee that first line of assurance in TfL was good but could be improved further by consistent application of the same processes and governance. The second line of assurance was also good and a risk-based approach was being adopted. IIPAG would look at areas where further resources, including IIPAG, could support TfL Project Assurance.

IIPAG had identified future areas of work, including ensuring that the Project Management Office had resources to fulfil their roles, and would work with TfL Project Assurance to ensure that issues raised in IIPAG's Annual Report were being addressed over the next year.

The Committee heard that a more cohesive plan to review governance and planning cycles was being developed within the business teams, which would be shared with TfL Project Assurance and IIPAG.

Lorraine Humphrey told the Committee that several people had been seconded into the TfL Project Assurance team, which had provided a wider set of skills. Where more targeted reviews were planned, appropriately experienced resource would be used as appropriate.

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

## **09/03/20 TfL Project Assurance Update**

Lorraine Humphrey introduced the paper and the supplementary information on Part 2 of the agenda, which provided an update on project assurance work undertaken between 30 November 2019 and 1 February 2020.

The number of overdue recommendations had reduced from 43 to 33, in the time between report publication and the meeting.

**The Committee noted the paper.**

## **10/03/20 Use of Delegated Authority**

Howard Carter introduced the paper, which provided an update on the use of delegated authority by the Committee, through the use of Chair's Actions or of Procurement Authority and Programme and Project Authority, in respect of matters within the Committee's remit, granted by the Commissioner and the Chief Finance Officer.

Since the last meeting of the Committee, there had been no decisions taken by Chair's Action and no Mayoral Directions within the Committee's remit.

The Chief Finance Office had approved Programme and Project Authority for two projects, relating to the Custom House station capacity project and the Colindale station redevelopment. The Chief Finance Officer had approved Procurement Authority for one project, relating to the potential Hammersmith Temporary Bridge – contract of detailed design with option to build.

**The Committee noted the paper.**

## **11/03/20 Crossrail 2**

Michèle Dix introduced the paper, which provided an update on the Crossrail 2 (CR2) project and the business plan for the financial year 2020/21.

A Spending Review decision on funding for CR2 expected in autumn 2019, following the submission of the fifth Strategic Outline Business Case, had been delayed.

The authority sought in the paper would enable necessary work to be completed prior to any Spending Review decision. The CR2 team had been careful to spend as efficiently as possible and had a good track record of only completing necessary work.

Members requested that, following the Spending Review, a briefing be provided on the implications for CR2 and the carbon model for the project. **[Action: Michèle Dix]**

**The Committee noted the paper and the supplemental paper on Part 2 of the agenda and approved additional Programme and Project Authority of £13m, bringing the total Programme and Project Authority to £130.27m.**

## **12/03/20 London Underground Renewals and Enhancements Fleet Programme**

Alexandra Batey introduced the paper, which updated the Committee on the progress of the Programme and summarised planned delivery to 2028/29.

The Programme delivered projects across London Underground's (LU's) existing fleet of passenger rolling stock, engineering vehicles and specialist trains to adhere to current regulations and to reduce the cost of track maintenance.

On the Bakerloo line, the Programme had delivered structural repairs and changes to carriage interiors for around £15m under budget. On the Jubilee line, the Programme completed the mid-life refurbishment of the fleet and ensured all remaining trains were modified to comply with the Rail Vehicle Accessibility Regulations. Good progress had been made on security improvements for the train cab J-door and a contract had been placed for the design and delivery of the new security system, which would initially be installed on the Waterloo & City line.

A maintenance building in Acton had been refurbished with improved welfare and office facilities, to facilitate the Bakerloo line refurbishments and would now be used as part of the Central Line Improvement Programme.

**The Committee noted the paper and approved additional Programme and Project Authority of £20.6m (outturn including risk), bringing the total authority to 2028/29 to £709.0m.**

### **13/03/20 London Underground Signalling and Controls Programme**

Alexandra Batey introduced the paper, which updated the Committee on the progress of the Programme and summarised key planned delivery to 2024/25. The primary reason for the authority request was to address instances of obsolescence and to maintain safety.

A key success of the programme was the Piccadilly line Interim Control Upgrade, which was fully commissioned and operating successfully as the new control centre for the Piccadilly line. Point machines, which moved the rails to allow a train onto a different route, had been replaced across the network and the number of variants of point machine had been rationalised from seven to two.

**The Committee noted the paper and approved Programme and Project Authority of £47.9m (Outturn including risk) to extend the life of Central line signalling and control systems and to progress depot signalling upgrades, bringing the total Programme and Project Authority to £196.1m.**

### **14/03/20 Piccadilly Line Upgrade – Stage 1**

Stuart Harvey introduced the paper and supplementary information on Part 2 of the agenda, which updated the Committee on progress with delivery of Stage 1 of the Piccadilly Line Upgrade (PLU).

Good progress had been made on the mobilisation of the Siemens contract and it was confirmed that 50 per cent of the rolling stock was to be built in Goole. The Estimated Final Cost was consistently being driven down and innovative approaches were being taken to achieve this and improve safety.

The Committee congratulated the team on delivering savings and recovering lost time on the Programme.

**The Committee noted the paper.**

## **15/03/20 Surface Transport Asset Renewals Programme**

Alexandra Batey introduced the paper, which updated the Committee on the progress of the Programme and set out the Programme and Project Authority request for 2020/21 and 2021/22, to maintain the safety, operability and reliability of highway, traffic, bus, coach and river assets.

In Business Planning considerations, it was decided to return investment to 70 per cent of required levels in 2020/21 and in full for 2021/22 to mitigate further decline in asset condition and enable the accumulated renewals backlog to be addressed. Taking this approach over two years would provide a more realistic delivery programme.

Delivery and budget would be kept under review but as many projects were safety critical they would need to be prioritised. Members would be provided with an update on the Programme at a future meeting of the Committee.

**[Action: Alexandra Batey]**

Good progress had been made over the previous year, particularly on major road-over-rail renewals and bus driver facilities. The highways maintenance contract ended in 2021 and any handover of contracts would need to be managed.

Where third parties needed to use TfL infrastructure, for example by digging up a road to access cables, it was difficult to have the asset returned in a better condition than before the works began. TfL used the income raised by its lane rental system, which charged utilities for taking away capacity from the network, to fund enhanced road asset conditions generally. TfL also worked to coordinate works on the network to ensure that assets were not out of use for longer than necessary.

**The Committee noted the paper and:**

- 1 approved additional Programme and Project Authority of £311m for delivery of the Surface Transport Assets Renewals Programme – including £8m in 2019/20, £122m in 2020/21 and £180m in 2021/22 as described in the paper; and**
- 2 noted that Procurement Authority in respect of the various elements of the Surface Assets Programme will be sought at officer level in accordance with Standing Orders.**

## **16/03/20 Public Transport Programme, 2020/21-2022/23**

Alexandra Batey introduced the paper, which updated the Committee on the progress of the Programme and summarised the delivery planned in 2020/21 to 2022/23. All Surface Transport public transport modes were within the scope of the Programme, including London River Services, Emirates Air Line and Cycle Hire. Significant progress had been made over the last year, which included bridge replacements at Blackhorse Lane and station upgrades at West Hampstead and White Hart Lane.

TfL had improved the way it was able to leverage third party funds. Successful Housing Infrastructure Fund bids had been submitted for the East London Line. In addition to a full contribution to undertake power and stabilising works to increase train services to 20 trains per hour, TfL was successful in gaining funding for a full contribution to construct a new station at Surry Canal Road and a majority contribution to construct a new entrance at Surrey Quays station.

Several projects had been transferred into or out of the Programme to keep comparable projects under the most appropriate sub-programme and in one place.

**The Committee noted the paper and:**

- 1 approved additional budgeted Programme and Project Authority of £99m, giving a total of £387m for the continuation of the Public Transport Programme;**
- 2 approved the transfer of projects and related authorities between the programmes set out below, and these transfers were reflected in the authorities approved:**
  - (a) the Public Transport Programme included the Rotherhithe to Canary Wharf river crossing, which transferred from the Healthy Streets Programme with nil Programme and Project Authority; new Programme and Project Authority of £5m was included in the authority approved in paragraph 1 above;**
  - (b) the Public Transport Programme excluded the Victoria Coach Station toilet refurbishment and Bus Driver toilet facilities project, which transferred to the Surface Assets Programme with Programme and Project Authority of £9m; and**
  - (c) the Public Transport Programme excluded the projects for Dial-a-Ride online registration, Cycle Hire payment system and Emirates Air Line communications which transferred to the Surface Technology Programme with Programme and Project Authority of £24m;**
- 3 noted that Procurement Authority for matters within this programme would be sought at officer level in accordance with Standing Orders; and**
- 4 noted that Financial Authority for 2020/21 would be granted in the TfL 2020/21 Budget, to be approved by the Board in March 2020.**



## **17/03/20 Technology and Data Programme 2020/21 and 2021/22**

Shashi Verma introduced the paper, which updated the Committee on the strategic case for the overall Technology and Data Investment Programme.

There had been some slippage earlier in the year but a lot of effort had gone into rectifying it. Technology was embedded in many other programmes across TfL and this sometimes hindered the ability to predict what work was prioritised.

There were several legacy issues that needed to be addressed but were not a top priority. Where systems needed to be 'switched off', this required as much work as 'switching on' new systems, for example a suite of legacy assets from 2006 would need to be refreshed at the end of the year.

**The Committee noted the paper and the supplemental paper on part 2 of the agenda and:**

- 1 approved a reduction in Programme and Project Authority of £20.1m for financial year 2020/21 and additional £67.4m for financial year 2021/22, resulting in net additional Programme and Project Authority of £47.3m, giving a total of £145.4m; and**
- 2 noted that Procurement Authority for the initiatives in the Technology and Data Investment Programme described in the paper will be sought at officer level in accordance with Standing Orders.**

## **18/03/20 Member Suggestions for Future Discussion Items**

Howard Carter introduced the item and the Committee's updated forward plan. Members requested that briefings be arranged on:

- (a) potential rail devolution;
- (b) London Overground future planning;
- (c) Oxford Street pedestrianisation;
- (d) Crossrail 2, including plans to decarbonise the project; and
- (e) how the TfL investment programme is affected by football stadiums/events.

**[Action: Secretariat]**

Members requested that a list of the Programmes be appended to future Forward Plans.

**[Action: Secretariat]**

Once the new programme for Four Lines Modernisation had been established, a briefing or update paper would be provided to the Committee.

**[Action: Stuart Harvey]**

**The Committee noted the forward plan.**

## **19/03/20 Any Other Business the Chair Considers Urgent**

There was no other urgent business.

## **20/03/20 Date of Next Meeting**

The next scheduled meeting of the Committee was due to be held on Wednesday 20 May 2020 at 10.15am.

[Post meeting note: Owing to the travel and social distancing restrictions to reduce the spread of Covid-19, the Committee meeting on 20 May 2020 was not held as scheduled. One item from the forward plan, the East London Line – Housing Infrastructure Fund, was approved by Chair’s Action. All other items were added to the 20 July 2020 meeting agenda.]

## **21/03/20 Exclusion of the Press and Public**

The Committee agreed to exclude the press and public from the meeting, in accordance with paragraph 3 of Schedule 12A to the Local Government Act 1972 (as amended), when it considered the exempt information in relation to the items on: Elizabeth Line Operational Readiness and Crossrail Update; Independent Investment Programme Advisory Group Quarterly Report; Project Assurance Update; Crossrail 2; Piccadilly Line Upgrade – Stage 1; and Technology and Data Programme 2020/21 and 2021/22.

The meeting closed at 1.25pm.

Chair: \_\_\_\_\_

Date: \_\_\_\_\_

## Programmes and Investment Committee



**Date:** 20 July 2020

**Item:** Matters Arising and Actions List

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### **This paper will be considered in public**

#### **1 Summary**

1.1 This paper informs the Committee of progress against actions agreed at previous meetings.

#### **2 Recommendation**

2.1 **The Committee is asked to note the Actions List.**

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

Appendix 1: Actions List

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

Minutes of previous meetings of the Programmes and Investment Committee.

Contact Officer: Howard Carter, General Counsel

Number: 020 3054 7832

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## Programmes and Investment Committee Action List (reported to the meeting on 20 July 2020)

Actions from the meeting of the Programmes and Investment Committee held on 5 March 2020

Minute No.	Description	Action By	Target Date	Status note
05/03/20	<p><b>Elizabeth Line Operational Readiness and Crossrail Update: Bombardier takeover</b></p> <p>A note would be provided to the Committee on the implication of the takeover of Bombardier.</p>	Howard Smith	July 2020	An update will be provided to Members.
06/03/20	<p><b>Crossrail Central Operating Section (CCOS) Traction Power: Influencing policy and regulations</b></p> <p>Members requested that an update be provided on what extent TfL could influence NR's strategy for traction CO2 emissions reduction to ensure that it aligns with the Mayor's Transport Strategy and how it can influence ORR regulation and government policy in this area.</p>	Howard Smith	July 2020	A note will be provided to Members prior to the meeting.
07/03/20	<p><b>Investment Programme Report – Quarter 3 2019/20: Fiveways</b></p> <p>Work was ongoing to update the business case for Fiveways Corner in Croydon and to ensure the project remained aligned with the latest developments within the Croydon Growth Zone ... an update paper be given on developments around the scheme and how it aligned with the Mayor's Transport Strategy.</p>	Alexandra Batey	-	Included on Forward Plan
07/03/20	<p><b>Investment Programme Report – Quarter 3 2019/20: Rotherhithe Tunnel</b></p> <p>Members asked that a paper on the Rotherhithe Tunnel be provided to a future meeting.</p>	Gareth Powell	-	Included on Forward Plan

Minute No.	Description	Action By	Target Date	Status note
11/03/20	<p><b>Crossrail 2</b> Members requested that, following the spending review, a briefing be given on the implications for CR2 and the carbon model for the project.</p>	Michèle Dix	-	Included on Forward Plan
15/03/20	<p><b>Surface Transport Asset Renewals Programme</b> Delivery and budget would be kept under review but as many projects were safety critical they would need to be prioritised. Members would be provided with an update on the Programme at a future meeting of the Committee.</p>	Alexandra Batey	-	Included on Forward Plan
17/03/20 (1)	<p><b>Member Suggestions for Future Discussion Items: briefings</b> Members requested that briefings be arranged, subject to Member availability, on:</p> <ul style="list-style-type: none"> <li>(a) potential rail devolution;</li> <li>(b) London Overground future planning;</li> <li>(c) Oxford Street pedestrianisation;</li> <li>(d) Crossrail 2, including plans to decarbonise the project; and</li> <li>(e) how the TfL investment programme is affected by football stadiums/events.</li> </ul>	Secretariat	(a), (b), (d) and (e):	<p>(a), (b) and (e): On Forward Planner under 'Items to be Scheduled'. A revised Forward schedule will be set in October 2020</p> <p>(c) Westminster City Council unilaterally withdrew from the joint project, and are the highway and planning authority for the vast majority of roads in the Oxford Street District. They have since developed an area strategy and are readying this for a phased delivery over some years. TfL is cooperating with WCC in terms of our responsibilities on Network</p>

Minute No.	Description	Action By	Target Date	Status note
				<p>Management and the management of all traffic signals, and our functions around bus network operation. TfL is not contributing financially, and the project governance rests entirely with WCC.</p> <p>(d) See Action relating to minute 11/03/20.</p>
<b>17/03/20 (2)</b>	<b>Member Suggestions for Future Discussion Items: Programmes list</b> Members requested that a list of the Programmes be appended to future Forward Planners.	Secretariat	July 2020	<b>Complete.</b> A list of Programmes has been appended to the Forward Planner.
<b>17/03/20 (3)</b>	<b>Member Suggestions for Future Discussion Items: Four lines modernisation</b> Once the new programme for Four Lines Modernisation had been established, a briefing or update paper would be provided to the Committee.	Stuart Harvey	-	Included on Forward Plan

## Actions from previous meetings of the Committee

Minute No.	Description	Action By	Target Date	Status note
79/12/19 (1)	<p><b>Investment Programme Report – Quarter 2, 2019/20: References to accessibility in the report</b></p> <p>Where the report referred to accessibility, Members requested that greater clarity would be provided on what was meant, for example if it specifically referred to those with physical disabilities, neurological disorders or anything else that that required accessible travel arrangements.</p>	Report Authors	Ongoing	<b>Complete.</b> Future Investment Programme Reports will state for whom accessibility was being improved.
79/12/19 (2)	<p><b>Investment Programme Report – Quarter 2, 2019/20: Data security</b></p> <p>A note would be provided to Members on what protection was used to ensure the data that TfL held was secure, such as data encryption, in addition to security measures like firewalls.</p>	Shashi Verma	September 2020	A further update will be provided to Members. See also 31/05/19 below.
83/12/19	<p><b>Air Quality Programme: Plans beyond 2021</b></p> <p>A briefing was requested on what was in the pipeline beyond 2021, TfL's further ambitions and the strategy to achieve them.</p>	Alex Williams/Gareth Powell	-	Included on Forward Plan
87/12/19	<p><b>London Underground Four Lines Modernisation Programme: Communication with front line staff and customers</b></p> <p>An update on TfL's communication approach would be provided to Members of the Customer Service and Operational Performance Panel.</p>	Vernon Everitt	-	On Customer Service and Operational Performance Panel Forward Planner.



31/05/19	<p><b>Air Quality Management Programme: Privacy and Data Security</b></p> <p>As the Ultra Low Emission Zone Extension was implemented, TfL would necessarily capture more data, as Air Quality Management schemes spread over a wider geographical area. Members requested that a briefing be provided on privacy and data security.</p>	Alex Williams	September 2020	A note on Privacy and Data Security will be provided.
10/03/19	<p><b>Technology and Data Programme and Project Authority for Financial Years 2019/20 and 2021/22: Digital Pocket Map.</b></p> <p>Members liked the idea of the Digital Pocket Map app and asked whether it could be shared, once a fully functioning version had been created.</p>	Shashi Verma	Autumn 2020	Good progress has been made. A public version of the app is expected to be available at the end of July 2020.
25/05/18	<p><b>London Underground Legacy Signalling and Information: Use of innovative technology</b></p> <p>The Committee requested a future discussion on the use of innovative technology for signalling upgrade works, such as 5G.</p>	Andy Lord	-	Included on Forward Plan
13/02/18	<p><b>Member suggestions for future agenda discussions: Investment Programme value for money</b></p> <p>Members were keen to better understand what mechanisms and procedures were in place to drive and demonstrate greater value in the delivery of its investment programme. TfL was undertaking an end to end review of project lifecycles to identify how it could identify opportunities and cultural changes to drive better value. An update would be provided to the Committee when this work was better developed.</p>	Stuart Harvey	Ongoing	This will be addressed in the upcoming TfL review on governance and finance.

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## Programmes and Investment Committee



**Date:** 20 July 2020

**Item:** Use of Delegated Authority

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### **This paper will be considered in public**

## **1 Summary**

- 1.1 This is a standing item on the agenda to inform the Committee of any use of delegated authority by the Committee, through Chair's Action or of Procurement Authority and Programme and Project Authority (in respect of matters within the Committee's remit) granted by the Commissioner and the Chief Finance Officer in accordance with delegated authorities under TfL's Standing Orders since the last meeting of the Committee. The paper also provides information on Mayoral Directions to TfL within the Committee's remit.
- 1.2 Since the last ordinary meeting of the Committee, on 5 March 2020, there have been:
  - (a) two decisions taken by Chair's Action, relating to Crossrail – Bond Street station (which included the use of authority delegated by the Board) and the East London Line – Housing Infrastructure Fund;
  - (b) no Mayoral Directions within the Committee's remit;
  - (c) no approvals by the Commissioner; and
  - (d) two approvals by the Chief Finance Officer, who approved Procurement Authority for the Jubilee line mid-life refurbishment and the Power Supervisory Control and Data Acquisition (SCADA) life extension project.
- 1.3 A similar report is submitted to the Finance Committee in respect of the use of Chair's Action and of Procurement Authority and Land Authority granted by the Commissioner and the Chief Finance Officer in respect of matters within the Finance Committee's remit, together with relevant Mayoral Directions.

## **2 Recommendation**

- 2.1 **The Committee is asked to note the paper.**

## **3 Use of authority delegated by the Board**

- 3.1 There has been one use of authority delegated by the Board since the meeting on 5 March 2020. This relates to the Crossrail project and is summarised under the section on the Use of Chair's Action.

## **4 Use of Chair's Action**

4.1 Under Standing Order 114, in situations of urgency, the Board delegates to each of the Chair and the Chairs of any Committee or Panel the exercise of any functions of TfL on its behalf, including the appointment of Members to Committees and Panels. Any use of Chair's Action is reported to the next ordinary meeting.

4.2 There have been two uses of Chair's Action since the meeting on 5 March 2020.

### **Crossrail Bond Street Station**

4.3 On 27 March 2019, the Board delegated authority to the Committee to take decisions on matters reserved to the Board in relation to the Crossrail project, including the appointment of further non-executive directors.

4.4 On 22 June 2020, the Chair of the Committee, following consultation with available Members of the Board, approved the termination of the Bond Street station contract with Costain Skanska Joint Venture (CSJV). The termination had been agreed by mutual consent following a review and re-structuring of works that are essential to opening the railway and to ensure the Elizabeth line is completed in the most effective and efficient way.

4.5 Crossrail Limited and CSJV have worked together to ensure a safe and effective transition and new arrangements are being put in place to complete the works, which largely relate to fit-out and testing and commissioning activity. CSJV remains the main contractor for the work at Paddington station.

4.6 The use of Chair's Action was considered appropriate as a decision was needed on the proposed termination outside the usual cycle of meetings. The details of the paper remain exempt from publication.

### **East London Line – Housing Infrastructure Fund**

4.7 On 30 June 2020, the Chair of the Committee, following consultation with available Members, approved a request for the Financial Authority required for TfL to enter into a funding agreement with the Greater London Authority and the Ministry of Housing, Communities and Local Government. This followed a successful bid by TfL and the GLA to the Housing Infrastructure Fund for a programme of works on and along the East London Line. The Chair also approved Programme and Project Authority for the next stages of design of the scope, which comprises infrastructure upgrades to the London Overground and London Bus networks.

4.8 The use of Chair's Action was considered appropriate as the entering into a multi-party funding agreement had a fixed deadline and completing the agreement enabled TfL to instruct the start of the design works to commence the programme.

4.9 Further information is included in the public paper, which has been published. The information referred to as exempt from publication remains exempt.

## **5 Programme and Project Authority Approvals**

5.1 To enable an appropriate level of governance, processes are in place for the authorisation, control and reporting of projects.

- 5.2 Programme and Project Authority will normally be granted by the Committee for all programmes and projects as part of the defined Sub-Programmes within the overall Investment Programme. Where individual programmes or projects have a value in excess of £50m and have not already received full approval as part of a Sub-Programme, requests will be submitted to the Committee for consideration. Those programmes and projects with an estimated final cost of £50m or below, which have been approved by the Commissioner or the Chief Finance Officer, will be reported to subsequent meetings of the Committee. As the Committee receives and approves more Sub-Programmes, the number of individual approvals at project level will diminish.
- 5.3 Where the main contract has not yet been awarded, the Financial Authority and Estimated Final Cost may not be stated because they are commercially confidential.
- 5.4 The Committee will also be informed of the implementation of any applicable Direction from the Mayor relating to TfL's Programmes and Projects. There is nothing to report for this meeting.

#### **Approvals by the Commissioner**

- 5.5 Since the meeting on 5 March 2020, the Commissioner has not approved any Programme and Project Authority requests within the Committee's remit.

#### **Approvals by the Chief Finance Officer**

- 5.6 Since the meeting on 5 March 2020, the Chief Finance Officer has not approved any Programme and Project Authority requests within the Committee's remit.

## **6 Procurement Approvals**

#### **Approvals by the Commissioner**

- 6.1 Since the meeting on 5 March 2020, the Commissioner has not approved any Procurement Authority requests in respect of matters within the Committee's remit.

#### **Approvals by the Chief Finance Officer**

- 6.2 Since the meeting on 5 March 2020, the Chief Finance Officer has approved two Procurement Authority requests within the Committee's remit, relating the Jubilee line mid-life refurbishment and the Power Supervisory Control and Data Acquisition (SCADA) life extension project. Further details are set out in Appendix 2.

## **7 Mayoral Directions to TfL**

- 7.1 The Greater London Authority Act 1999 (as amended), permits the Mayor to issue to TfL general directions as to the manner in which TfL is to exercise its functions or specific directions as to the exercise of its functions (or not to exercise a power specified in the direction). Directions are also often made in relation to the implementation of matters in respect of which the Mayor delegates statutory powers to TfL.
- 7.2 The Mayor makes Mayoral Directions through Mayoral Decisions. Papers for Mayoral Directions set out the financial and other implications. If those implications change over time, that will be reported to the GLA.

- 7.3 All Mayoral Decisions are issued in writing, with the information that is not exempt from publication included on the GLA's Decisions Database on its website: <https://www.london.gov.uk/about-us/governance-and-spending/good-governance/decisions?order=DESC>.
- 7.4 Mayoral Directions fall into three broad categories: those addressing technical issues relating to statutory powers; those related to commercial development activities; and those related to projects and programmes. Mayoral Directions relating to TfL are reported to the Board's Committees for discussion as soon as possible after they are received by TfL or published. Regular reports will list the relevant Directions for as long as they are applicable.
- 7.5 Annually the Audit and Assurance Committee considers the list as part of its consideration of the annual audit plan to ensure that appropriate audit resource is applied to assurance on TfL's work in implementing Mayoral Directions. This will also be kept under review at each quarterly meeting of that Committee.
- 7.6 A summary of current Mayoral Directions to TfL is maintained on the "How we are governed" page on our website, with links to the relevant Mayoral Decisions: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/how-we-are-governed>. That page will be updated as and when further Directions are made.
- 7.7 Mayoral Directions to TfL related to projects and programmes are reported to this Committee.
- 7.8 Since the meeting on 5 March 2020, no Mayoral Directions to TfL within the Committee's remit have been published.

**List of appendices to this report:**

Appendix 1: Summary of Procurement Authorities approved by the Chief Finance Officer.

**List of Background Papers:**

None

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## Appendix 1: Summary of Procurement Authorities approved by the Chief Finance Officer

Approval Date	Contract / Project Name	Type	Value (£k)	Approval
09/03/2020	Jubilee Line mid-life refurbishment of train exterior, saloon & cab interiors, and saloon floor system, associated items, cab floors and wheelchair partitions	Contract Variation	12,129	Chief Finance Officer
05/03/2020	Power Supervisory Control & Data Acquisition (SCADA) life extension	Contract Award	19,740	Chief Finance Officer

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## Programmes and Investment Committee



Date: 20 July 2020

Item: Crossrail Update

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### This paper will be considered in public

#### 1 Summary

- 1.1 This paper provides an update on the status of the Crossrail project including the readiness of the Infrastructure Managers (IM) for the operations and maintenance of the railway after handover from the Crossrail project.
- 1.2 The paper also provides an update on the periodic reports from the Project Representative (P-Rep) on Crossrail.
- 1.3 A paper is included on the Part 2 agenda which contains supplementary information that is exempt from publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL.

#### 2 Recommendation

- 2.1 **The Committee is asked to note the paper and the supplementary paper on Part 2 of the agenda.**

#### 3 Crossrail update

- 3.1 Crossrail Limited (CRL) has been focussed on meeting the immediate challenge posed by Covid-19 and moving the programme forward safely and all CRL sites continue to observe strict social distancing protocols. CRL is assessing the impact of Covid-19 on the programme and working on a new iteration of the delivery schedule and overall delivery plan.
- 3.2 CRL is working with its contractors to gradually increase the number of staff on sites to complete the outstanding construction and assurance activities. These efforts will be supported by a blockade lasting approximately five weeks across tunnels, track, shafts and portals that will allow for exclusive 24/7 access to the central tunnel section for construction and testing workers. This work will begin in August 2020 and CRL will engage in advance with the local communities and stakeholders.
- 3.3 Health and safety remains a priority for CRL and overall performance is kept under constant scrutiny especially with an increasing number of staff returning to sites. CRL has highlighted the need to remain vigilant and focussed as the railway is now in the process of handover and the additional interfaces present some additional risks.

- 3.4 All central section stations, except Bond Street, are now certified as ready to support Trial Running. Due to the volume of work remaining and the number of people required on site, the remaining work at Bond Street for Trial Running needs to be re-planned. As a result, CRL and Costain Skanska Joint Venture agreed to conclude the existing contract on 24 June 2020 and CRL will oversee completion of the remaining works.
- 3.5 Six of the ten shafts and portals have now been handed over and CRL has carried out a series of independent reviews into the status of the shafts and portals to agree the remaining handover dates with the delivery, technical and operator organisations. On 9 June 2020, the Limmo Shaft achieved 'Staged Completion for Familiarisation' meaning that the safety critical works have been completed with only minor works and assurance documentation left to complete. This will be carried out by a dedicated resource over an eight-week timeline and will allow us as IM to start familiarising ourselves with the asset. The remaining three Shafts and Portals (Plumstead Portal, Eleanor Street Shaft, and Stepney Green Shaft) are working towards this milestone.
- 3.6 All Engineering Safety Justifications (ESJs) for the routeway have now been submitted by the Tier 1 contractors for review by CRL. Safety Justifications are arguments demonstrating an element is safe based on hazard identification with corresponding evidence mitigating those hazards. The final Central Operating Section Safety Justification relies on the progressive build-up of Element Safety Justifications which in turn are supported by Engineering Safety Justifications that submitted by the Tier 1 contractors.
- 3.7 The first component of the routeway (track) has achieved the 'Readiness for Handover' milestone. This is a crucial step in progressing towards Trial Running. Full handover of the routeway will occur in parallel with Trial Running and after entering into the operational environment under ROGS (Railways and Other Guided Transport Systems (Safety) Regulations 2006).
- 3.8 On 30 May 2020, CRL recommenced Dynamic Testing of the railway and is progressing towards having the baseline software configuration completed for Trial Running. CRL is progressing the TR2 software configuration that de-risks Trial Running by significantly reducing the number of operational restrictions.
- 3.9 Network Rail (NR) has resumed work on the station enhancements on both the east and west of the line in accordance with the latest government guidance. NR is currently undertaking a nationwide assessment to confirm the impact of Covid-19 on its works.

## **4 Elizabeth line readiness**

- 4.1 TfL Rail services continue to deliver very high performance, with 96.2 per cent of trains meeting the reliability target in the last four weeks. We have returned services levels back to those operated before lockdown.
- 4.2 Full length units (nine-car trains) have been operating on services out of Paddington and are approved for Heathrow services but the requirement for a critical software fix means they are currently replaced by seven-car units.

- 4.3 We have restarted the training of control room staff using safe systems of work and will soon restart the training and familiarisation of maintainers. This is more difficult as it involves multiple sites and contractors.
- 4.4 The Elizabeth Line Readiness Group (ELRG) continues to meet and has been focused on the plan to achieve Trial Running. The following outlines the group's progress and current actions.
- 4.5 We continue to progress planning for the early station transfer of Tottenham Court Road and Farringdon. Dates for transfer to take place are currently being considered along with the potential risks and benefits of doing so. Joint TfL/CRL scope reviews are ongoing to determine key areas to focus efforts and ensure early transfer can be delivered with no added risks to the wider programme.
- 4.6 Work is underway on detailing the Elizabeth line risk landscape. This will form the basis of shared strategic risks for all parties involved in the delivery and operation of the Elizabeth line. The outcome of this work will return to a future meeting of the Committee for discussion.
- 4.7 ELRG is working collaboratively with CRL to identify 'residual works' and how they can best be delivered. We continue to review the scope and capability of our residual works teams to deliver the identified works after the opening of the central section.
- 4.8 The funding and financing package for TfL agreed by the Government in May 2020 recognised that Crossrail remains a vital project for both London and the UK. That package contained a number of conditions relating to Crossrail, including requiring TfL to propose an action plan to support the successful transition of the project to TfL as it becomes closer to being an operational railway. Discussions are continuing with the DfT and stakeholders on the development of the transition action plan.

## **5 Project Representative**

- 5.1 The Project Representative (P-Rep) is in place to provide the Sponsors with oversight of project delivery, advise and raise points of challenge to the Sponsors and scrutinise progress.
- 5.2 In line with the commitments made by the Mayor for greater transparency of the Crossrail project, the most recent P-Rep reports are now included as part of the regular update to the Committee. We have already published the reports from 2018/19 and 2019/20. The first report of 2020/21 is now available on our website<sup>1</sup>.
- 5.3 As with all the P-Rep reports, it has been necessary to make some redactions to the report prior to publication to protect commercially sensitive material. We have sought to keep such redactions to a minimum. An unredacted version of the P-Rep report has been included in the paper on Part 2 of the agenda.

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<sup>1</sup> <https://tfl.gov.uk/corporate/publications-and-reports/crossrail-project-updates>

5.4 P-Rep highlighted the following key areas of concern:

- (a) What measures being taken in the Recovery Plan to manage and improve schedule development and commercial strategy, including any organisational changes required to deliver that improvement?
- (b) How will CRL drive efficiencies into its Assurance processes, to mitigate impact on an earliest date for Trial Running and cost overrun?
- (c) What is CRL's engagement with stakeholders and the supply chain to ensure shared ownership and commitment to its recovery plan and schedule dates?

5.5 The P-Rep observations are shared with CRL and discussed in detail by CRL, P-Rep and the Sponsors at the regular meetings of the Crossrail Sponsor Board. The Sponsors have asked that CRL produces a response to the P-Rep report. The response from CRL is included with the P-Rep reports on our website (with an unredacted version being included in the paper on Part 2 of the agenda).

**List of appendices to this report:**

A paper containing exempt supplemental information is included on Part 2 of the agenda.

**List of Background Papers:**

None

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## Programmes and Investment Committee



**Date:** 20 July 2020

**Item:** Crossrail Limited Board Appointments

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### This paper will be considered in public

## 1 Summary

- 1.1 On 27 March 2019, the Board delegated authority to the Committee to take decisions on matters reserved to the Board in relation to the Crossrail project, including the appointment of non-executive directors.
- 1.2 This paper seeks approval to extend three existing appointments to the Board of Crossrail Limited (CRL).
- 1.3 As TfL does not fall within the revised meeting provisions in the Coronavirus Act 2020, the Chair is asked to approve the appointments, if supported by Members, under Chair's Action.
- 1.4 A paper is included on Part 2 of the agenda which contains exempt supplementary information. The information is exempt by paragraph 1 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to individuals.

## 2 Recommendations

- 2.1 **The Chair of the Committee (in consultation with Members) is asked to note the paper and the supplementary information on Part 2 of the agenda and, under the authority delegated by the Board on 27 March 2019, to:**
  - (a) **extend the appointments of the non-executive directors on the Board of Crossrail Limited, identified on Part 2 of the agenda, by up to a further year; and**
  - (b) **agree that all extensions include the option to terminate the appointment with two-months' notice.**

## 3 Crossrail Limited Board

- 3.1 CRL is a subsidiary of TfL, created to deliver the construction and upgrading of the railway infrastructure which we will operate and maintain as the Elizabeth line, as set out in the Crossrail Project Development Agreement.
- 3.2 The Sponsors Agreement between TfL and the Department for Transport (DfT), and the Shareholders Agreement between TfL, Transport Trading

Limited and CRL each set out the requirement for an independent board until the Operations Commencement Date.

- 3.3 Several changes have been made to the CRL Board since 1 July 2018 to improve governance. The Board comprises an independent Chair and Deputy Chair, three independent non-executive directors (whose appointments, like the Chair and Deputy Chair, have to be approved by both Sponsors) three TfL Sponsor nominated non-executive directors and two DfT Sponsor nominated non-executive directors. The position in relation to each of these appointments is set out in the supplementary information on Part 2 of the agenda.
- 3.4 The terms of office of three non-executive directors expire shortly and it is proposed that they be reappointed for up to a year.
- 3.5 To ensure flexibility to accommodate any changes to structures in the future, it is also proposed that the terms of any reappointment include two months' notice of termination, which is consistent with the appointments of the Chair and Deputy Chair.

**List of appendices to this report:**

A paper containing exempt supplemental information is included on Part 2 of the agenda.

**List of Background Papers:**

Paper to the Board on 27 March 2019 delegating authority to the Committee

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## Programmes and Investment Committee



**Date:** 20 July 2020

**Title:** Management of the TfL Investment Programme during the Covid-19 Pandemic

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### This paper will be considered in public

## 1 Summary

- 1.1 This paper reports the practical impacts of the Covid-19 pandemic on TfL's Investment Programme and the actions taken. The paper does not seek to show the financial and programme impacts of Covid-19, which is being assessed and will be shared at a future meeting.
- 1.2 At all times, the Investment Programme has been managed with the priorities of safety on site and ensuring the safety and resilience of public transport. On 24 March 2020, TfL implemented a "Safe Stop" on all sites to both limit usage of public transport to assess the safety of construction activity as a result of Covid-19. Construction activity on site has now resumed across London, having considered all relevant guidance and given the current situation. Other projects that were not at the stage of site construction and several major projects that could continue activity away from site have continued throughout the Covid-19 period.
- 1.3 Work on a number of TfL's construction projects has resumed with more restarting in the coming weeks, in line with the Government's announcement in early May 2020 easing lockdown measures for those who could not work from home.

## 2 Recommendation

- 2.1 **The Committee is asked to note the paper.**

## 3 Background

- 3.1 The TfL Investment Programme incorporates projects and programmes ranging from large construction projects, the development and procurement of fleets of trains, information system projects and large numbers of small projects for asset renewal.
- 3.2 In February 2020, delivery was proceeding at pace across the full range of projects. This notably included, as illustrative examples: large construction sites for the Northern Line Extension, for the Bank station capacity upgrade and for the Barking Riverside railway extension; road junction reconstruction at Old Street; and work at several London Underground stations to allow step free access. Silvertown Tunnel was at the earliest stage of preparing for construction activity.

The Underground's Four Lines Modernisation programme (4LM) had a mix of many small and transient sites installing equipment, work to upgrade train depots plus substantial detailed signalling design work. Projects were preparing to deliver changes to the Ultra Low Emission Zone on London's streets and to reduce harmful emissions from buses. Work was continuing with suppliers to design the new trains for the Piccadilly line and the DLR, to design a significant increase in capacity with developers at Elephant & Castle station and to agree the programme of works to London's transport system to support the construction and future operation of HS2.

- 3.3 By this time, we had begun to make contingency plans in the event of the pandemic having significant effect in London and, as events unfolded in March 2020, these plans were put into place in a coordinated way across TfL.
- 3.4 The strategic intent was: to minimise the need for travel on public transport so all available public transport capacity could be freed for safe, essential travel for key workers; and to prevent spread of the virus through project work activity.
- 3.5 Initial action moved office-based project activity to work carried out from home. Indeed, many projects have simply continued their delivery in this way throughout the lockdown period.
- 3.6 Then site construction activity was brought to a Safe Stop on 24 March 2020, with activity then limited to work that was essential to the safety and reliability of the operating public transport network or to the ongoing safety of that site.
- 3.7 The TfL project delivery leadership worked closely with the main construction supply chain to achieve the Safe Stop on TfL sites, and to influence construction activity more widely in London, so as to reduce the demand from construction workers on public transport and London Underground services in particular.
- 3.8 An "exemptions" process was developed and implemented to allow a small number of construction activities where necessary to take place safely and with minimal effect on public transport.
- 3.9 Senior leadership from across the TfL project delivery businesses formed a framework, under the direction of the Major Projects Director, to manage day to day coordination and to be ready for the phased restart of the Investment Programme. This framework was made up of three "pillars": supply chain coordination; construction phased restart; and resource mobilisation. This allowed regular updates to Executive Committee on the entire construction situation.
- 3.10 An Emergency Budget was developed and presented to the Board for approval on 2 June 2020. That budget was built around the following principles of prioritisation and continuity, to reduce the immediate financial impact of Covid-19:
  - (a) completing projects in construction on-site that had been subject to the Safe Stop;
  - (b) work that is safety and operationally critical;
  - (c) financially positive projects: whether through revenue generation or operating cost savings, or where pausing would cost more than it saves;



- (d) projects that support social distancing;
  - (e) projects that support the London and UK economy; and
  - (f) third party funded projects.
- 3.11 Action was taken to pause, defer or reduce works where that was desirable to maintain the highest number of priority projects within the reduced funding envelope.
- 3.12 Following the emergency funding agreement with Government, TfL have worked on a revised Budget for 2020/21 and 2021/22. For 2020/21, this has been divided into two 'halves', the agreed funding with Government in H1 (April to mid October 2020) and the funding to be agreed H2 (October 2020 to March 2021).
- 3.13 In our engagement with suppliers we have been transparent that TfL's financial position means that funds are particularly limited, and we also have additional constraints introduced by Government as part of our funding agreement which our commercial approach will need to reflect. That approach will be to continue managing our contracts fairly and consistently, working closely and collaboratively on a contract by contract basis with our suppliers. However, our funding agreement with Government has not enabled us to implement Public Procurement Notice 02/20, which sets out the Government's policy approach to supporting public sector supply chains during Covid-19, however we will review this position as part of the next round of funding discussions.
- 3.14 As the Government's lockdown guidance was relaxed, the exemptions process evolved into a 'Safe Start' process that prepared all projects included within the Emergency Budget for a phased restart to construction work again, with new safe-distance working activities developed with the supply chain and with consideration of how workers would travel to site without taking up space on the reduced-capacity public transport system.
- 3.15 Prior to construction work restarting, the Executive Committee reviewed each project to ensure it was the right decision for that time. All exemptions and Safe Start construction activities were subject to a peer review of the proposed arrangements from a team of senior construction managers. This served to share best practice and to provide the safest and most productive method of delivering construction tasks.
- 3.16 TfL was able to use its demand management information to identify where construction workers would be travelling from and to and worked with suppliers to provide practical guidance for transport arrangements for construction workers. This has helped to minimise the demand on public transport and minimise car use in central London. Throughout the process safety and the wellbeing of our people has been integral to our approach.
- 3.17 TfL led a series of supplier forums, explaining the TfL strategic approach and the need to protect public transport. Through this group, a number of technology solutions have been developed and used across London to prevent the need for unnecessary travel and to reduce the number of people needed on site. These include the use of cameras and drones for inspections and the use of proximity alarms to help maintain a safe social distance.

- 3.18 Construction work restarted on the Northern Line Extension and Bank station on 29 May and other sites restarted between then and 8 June 2020.
- 3.19 A new programme of 'Streetspace' projects has been developed and is already in delivery; this is described in more detail in a separate paper on the agenda.
- 3.20 TfL has developed a plan for the Investment Programme in case there is a further outbreak of the Covid-19 virus in London, or indeed any similar event.
- 3.21 Activity for projects that are not in construction has continued throughout the lockdown period, for example on train design.

**List of appendices to this report:**

None

**List of Background Papers:**

None

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## Programmes and Investment Committee



Date: 20 July 2020

Item: Independent Investment Programme Advisory Group  
Quarterly Report

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### This paper will be considered in public

## 1 Summary

- 1.1. This paper presents the Independent Investment Programme Advisory Group (IIPAG) Quarterly Reports for April 2020 and June 2020.
- 1.2. Due to the cancellation of the meeting in May 2020 the Committee did not receive the report that was submitted in April 2020. This paper therefore outlines the work undertaken since the last report presented to the Committee on 5 March 2020.
- 1.3. A paper is included on Part 2 of the agenda which contains exempt supplementary information. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL.

## 2 Recommendations

- 2.1 **The Committee is asked to note the Independent Investment Programme Advisory Group's quarterly report, the management response set out below and the exempt supplementary information on Part 2 of the agenda.**

## 3 IIPAG Quarterly Report

- 3.1 Under its Terms of Reference, IIPAG is required to produce quarterly reports of its advice on strategic and systemic issues, logs of progress on actions and recommendations and the effectiveness of the first and second lines of project and programme assurance. IIPAG's Quarterly Reports for April 2020 and June 2020 are included as Appendix 1 and Appendix 2 to this paper.

## 4 Management Response to IIPAG Quarterly Reports

- 4.1 IIPAG refers to the current focus within TfL on the finances and business planning and the understandable need to make urgent interventions during a crisis. IIPAG notes that, as a general rule, decisions to descope or rephase projects should be subject to scrutiny and assurance.
- 4.2 In these exceptional times, TfL has had to take some very difficult decisions around Safe Stopping our projects and the implications this might have on future estimated final costs and delivery of projects. Quick decision making was absolutely essential in the early days of the COVID-19 crisis to preserve core operations and ensure our staff were working in safe conditions. We were clear

from the outset in our funding discussions with government that we needed funding to support our supply chain to preserve value for money.

- 4.3 An Emergency Budget for 2020/21 has been approved by the TfL Board which looks to ensure that our that investments for safety and reliability renewals are prioritised, but that we also meet our financial obligations under the funding package agreed with Government.
- 4.4 As we gain greater certainty around our future revenue streams and Government funding for the balance of 2020/21 and into 2021/22, we will continue to appraise our investment programmes to ensure we deliver value for money, in these exceptional circumstances.
- 4.5 On the basis of the conditions set out in the Government funding agreement, our priorities for investment may require to shift towards more environmental and walking and cycling schemes, and we will need to work collaboratively with IIPAG to ensure our processes allow for this investment take precedence where appropriate
- 4.6 Clearly ensuring value for money is a priority for us as well as Government, so where we can more effectively demonstrate value for money in relation to schemes which are currently unfunded or at risk of being deferred, we should.
- 4.7 The decisions around the safe start of our Investment Programmes in May and June 2020 have been carefully considered by the TfL Executive Team, with safety the primary consideration and start up of remaining projects as quickly as possible, but within our funding constraints agreed with Government.
- 4.8 It has been helpful that IIPAG have completed more cross cutting work, as outlined in its quarterly reports for June and April. The Value for Money paper was recently considered by TfL Chief Officers and was welcomed. Progress has also been made against recommendations from the Commercial Development review. We note that the paper on Commercial Transformation will be presented at the September meeting of the Audit and Assurance Committee.
- 4.9 The IIPAG annual report on benchmarking in TfL is welcomed by TfL. It recognises the breadth of benchmarking efforts across the business, and the level of external focus. We note IIPAG's advice that management should continue to support the inquisitive, externally focussed, mindset which is essential for driving value from any benchmarking exercise.
- 4.10 TfL Project Assurance will support IIPAG in developing a revised work bank that will be presented to the Committee in October.

**List of appendices to this report:**

Appendix 1: Independent Investment Programme Advisory Group - Quarterly Report  
June 2020

Appendix 2: Independent Investment Programme Advisory Group - Quarterly Report  
April 2020

A paper containing exempt supplemental information is included on Part 2 of the  
agenda.

**List of Background Papers:**

None

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## Independent Investment Programme Advisory Group – Quarterly Report June 2020

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### 1. Introduction

- 1.1. Due to the cancellation of the May 2020 Programmes and Investment Committee meeting, the Committee did not receive the IIPAG Quarterly Report that we submitted in April 2020 (though it was submitted to the June meeting of the Audit and Assurance Committee). The April Quarterly Report is therefore attached in its original form. This note provides a brief update to June 2020.

### 2. June 2020 Update

- 2.1. IIPAG's activities since April have been significantly reduced, reflecting TfL's response to COVID-19. TfL has been fundamentally reviewing its financial position and investment plans. While this work was in progress nearly all planned project assurance reviews were put on hold. In April many TfL staff were furloughed, including most of the Project Assurance team. Accordingly, IIPAG's engagement in project assurance reviews and in cross-cutting work which depended on interaction with TfL personnel has been low. The proposed IIPAG review of the operation of the Programme Management Office (PMO) has been deferred.
- 2.2. The senior TfL investment governance bodies which we usually attend – Investment Group, London Underground Executive and Surface Transport Leadership Group - have been repurposed to focus on the finances and business planning, in which we have not been involved.
- 2.3. Project assurance review activity is now beginning to restart, and at the time of writing we had undertaken reviews of the new Streetspace Programme and Air Quality Management, for which IIPAG reports were in preparation. We have also contributed to, but not produced separate reports for, reviews of London Underground Fleet Heavy Overhaul (previously referred to as Essential Maintenance) and the East London Line Housing Infrastructure Fund bid. We have had some limited engagement on Four Lines Modernisation (4LM).
- 2.4. As plans become clearer we expect our activity to ramp up again. While we understand the need for TfL to make urgent interventions during a crisis, in our view, as a general rule, decisions to descope or rephase projects are investment decisions, with value for money consequences, and should be subject to scrutiny and assurance.
- 2.5. We have used this quieter period to finalise some cross-cutting work, and have provided reports to TfL management on:
- Value for Money: Business Cases and Prioritisation
  - TfL Standards
  - Assurance of Commercial Development
  - Commercial Transformation

2.6. Some of these require further discussion with management, which we expect to resume in the coming weeks

### **3. IIPAG Work Programme for 2020/21**

3.1. We had prepared a work programme for submission with our April Quarterly Report, but this now needs to be reviewed in the light of post-COVID decisions on the investment programme. We will be submitting a revised workplan in September 2020.

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## Independent Investment Programme Advisory Group – Quarterly Report April 2020

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### 1. Introduction

- 1.1. This is a report of the activities of IIPAG since our last report, covering the period from early February to mid-April 2020. It provides updates on issues arising from project and sub-programme reviews and our cross-cutting work.

### 2. New recommendations and strategic advice

- 2.1. Our new insights at the strategic level this quarter come from our annual review of TfL's benchmarking activities. This is covered later in the report. There are no new strategic recommendations.

### 3. IIPAG reviews of projects and sub-programmes

- 3.1. We have participated with TfL Project Assurance (PA) in the following reviews.

#### Programmes

- DLR Rolling Stock Replacement Programme.

#### Projects

- Bank Station Capacity Upgrade.
- Cycling Network Development.
- Asset Resilience.

- 3.2. We keep a watching brief on the Four Lines Modernisation (4LM) programme. We also participated in reviews with PA on Crossrail 2 development costs, and an advisory session on Bakerloo Line Upgrade and Enhancement, but we did not produce separate reports on these.

- 3.3. We have also continued to engage with the business through participation in Investment Group, London Underground Executive and Surface Transport Leadership Group.

### 4. Recurring themes

- 4.1. This has been a relatively light period, and no new themes have been identified. We recognise of course that COVID-19 will have a major impact directly on the delivery of the investment programme, and through its effects on TfL's finances. This will clearly be a consideration for future reviews.

### 5. Management progress on IIPAG recommendations

- 5.1. The paper by Project Assurance included elsewhere on this agenda reports on progress with management's responses to our recommendations.

### 6. Cross-cutting work

#### Benchmarking Review

- 6.1. In this period we completed our annual report on benchmarking in TfL, as required by our Terms of Reference. We were impressed at the breadth of benchmarking efforts across TfL. The organisation is commendably externally focussed. We found that asking '*how do others approach this?*' is a normal and unforced question across the enterprise. This mindset prompts not only full participation in a number of well-established international benchmarking studies, but a constant flow of more specific exercises.
- 6.2. Benchmarking is a valuable way of judging performance against comparators but is also time-consuming and difficult to do well. Within TfL, the central effort expended on benchmarking has reduced in recent years but, overall, we think that this has prompted helpful focus. Insights from major studies do not change quickly, so we also support reducing the effort put into external publication of benchmarking findings.
- 6.3. In summary our advice was:
- We feel the current effort, which plays a full role in the International Benchmarking studies but focusses analysis and reporting on areas of greatest importance for TfL, is appropriate and should continue.
  - The organisation should continue to regard internal performance variability as an opportunity for improvement, particularly as TfL aligns around common policies, systems and processes through Transformation.
  - Investment project benchmarking can be valuable but is difficult. Major studies should be focussed on the largest projects.
  - Involvement in the Transport Infrastructure Efficiency Taskforce is unlikely to yield major benefits in its early years but should be supported for the value it may bring in the longer term.
- 6.4. Our overall advice is that management should continue to support the inquisitive, externally focussed, mindset which is essential for driving value from any benchmarking exercise.

#### Other cross-cutting work

- 6.5. Our reviews of value for money (business cases and prioritisation), TfL standards, and assurance of commercial development are almost complete. We will be sharing these soon with senior executives in TfL for discussion. We are continuing to review engineering resources and project initiation. A review of the operation of the Programme Management Office (PMO) is planned to start shortly.

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## Programmes and Investment Committee

**Date:** 20 July 2020

**Item:** TfL Project Assurance Update

---



### This paper will be considered in public

## 1 Summary

- 1.1 This paper provides an update on the project assurance work undertaken between 2 February 2020 and 26 June 2020.
- 1.2 Between 2 February and 31 March 2020, prior to Covid-19 causing significant impact to the business, a total of 14 reviews were undertaken, consisting of two programme and 12 project assurance reviews.
- 1.3 Since 1 April and up to 26 June 2020, due to the impacts of Covid-19, including the corresponding safe stop of projects across TfL and the furloughing of TfL staff, a limited number of reviews have been completed. A total of six reviews were undertaken during this time, consisting of one programme and five project assurance reviews.
- 1.4 In total, these reviews gave rise to 91 recommendations, of which none were considered to be critical issues. Critical issues are those that the TfL Project Assurance team and/or the Independent Investment Programme Advisory Group (IIPAG) believe should be addressed before projects proceed to the next stage.
- 1.5 Normally this paper provides a summary of the key findings from the project assurance reviews undertaken. However, given the impacts to the business, the common theme that is currently affecting projects widely is the impact of Covid-19. We will continue to monitor the effect on scope, cost, programmes and risk as the capital investment programme is revised.
- 1.6 A paper is included on Part 2 of the agenda which contains exempt supplementary information. The information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from this meeting.

## 2 Recommendation

- 2.1 **The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda.**

## 3 Background

- 3.1 The TfL Project Assurance update provides the Committee with a summary of the assurance activity completed by TfL's second line assurance, provided by TfL's Project Assurance team, and third line assurance, provided by IIPAG.

## 4 Summary of Project Assurance Activity

- 4.1 The project assurance reviews and the recommendations outlined in this paper do not take account of the impact of Covid-19. It is recognised that these impacts will need to be considered as TfL moves towards recovery.
- 4.2 Three programme reviews were undertaken between 2 February and 26 June 2020, with IIPAG also involved. In the same period 17 project assurance reviews were undertaken, with IIPAG involved in 11 of these.
- 4.3 From the reviews undertaken, a total of 74 recommendations were made by TfL Project Assurance. All of these were general recommendations, with all of these agreed with the project teams, and no critical issues raised.
- 4.4 From the assurance reviews undertaken, IIPAG made 17 general recommendations, with all of these agreed with the respective project teams. IIPAG made no critical recommendations.
- 4.5 The following graphs show the number of open recommendations, the number which are overdue, and the number of recommendations closed in the quarter. Of the overdue recommendations 15 (one by IIPAG and 14 by Project Assurance) are critical issues. The overdue critical recommendation raised by IIPAG relates to the Four Lines Modernisation (4LM) programme. The project team are looking to address this in the coming weeks following the concluding of a detailed review of the programme.

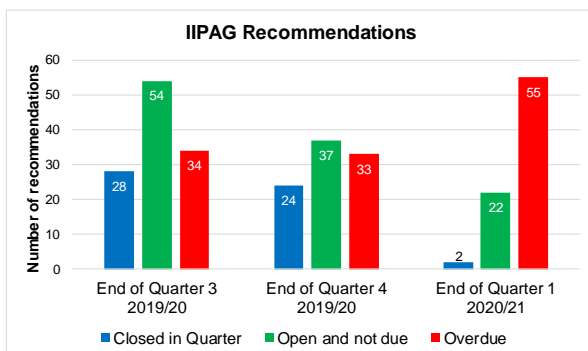


Figure 1: IIPAG Recommendations

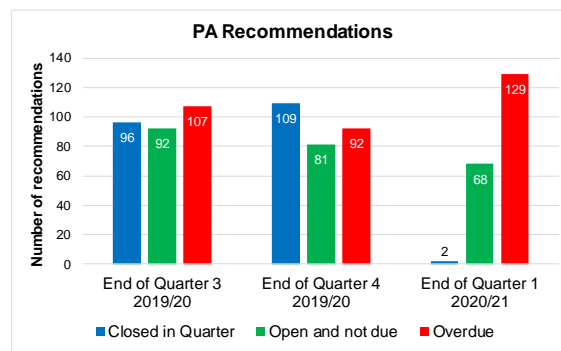


Figure 2: Project Assurance Recommendations

- 4.6 The impact of Covid-19 on the investment programme and the number of TfL staff on furlough has affected our ability to actively address and close recommendations over the last quarter. As staff return from furlough we will focus on addressing the number of overdue actions.

### List of appendices to this report:

A paper containing exempt supplemental information is included on Part 2 of the agenda.

### List of background papers:

None

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**Date:** 20 July 2020

**Item:** Crossrail 2 – British Library Development Agreement

---

### **This paper will be considered in public**

#### **1 Summary**

- 1.1 The purpose of this paper is to provide a summary of the Development Agreement (DA) between Transport for London (TfL) and the British Library (BL) and the associated obligations and liabilities in advance of the DA being finalised and signed in July 2020.
- 1.2 The agreement has been negotiated over several years, following an exchange of Ministerial letters in 2014 which committed BL and TfL to collaborate to ensure the deliverability of the BL development (including the Alan Turing Institute) and the Crossrail 2 works on the same site.
- 1.3 This paper highlights that the financial obligations and liabilities that lie with the Crossrail 2 project will only come into effect once powers and funding for the Railway are granted (save for design assurance and infrastructure protection obligations from the exchange of DA, the costs of which will be covered by BL).
- 1.4 Supplementary information is included on Part 2 of the agenda, which sets out the key liabilities, risks and financial implications associated with the DA. This information is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972, in that it contains sensitive commercial information.
- 1.5 As the Committee will meet remotely, the Chair will be asked to decide the matters being considered by Members by way of Chair's action

#### **2 Recommendations**

- 2.1 **The Chair of the Committee (in consultation with Committee Members) is asked to note the paper and the related paper on Part 2 of the agenda, and approve Land Authority of the sum set out in the Part 2 paper for the purpose of the Development Agreement between TfL and the British Library and the related lease with the British Library and Direct Agreement with Stanhope/Mitsui Fudosan (UK) Limited.**

#### **3 Background**

- 3.1 BL intend to develop 2.8 acres of land that is currently unbuilt at the northern end of its estate. This will part fund the Alan Turing Institute new facilities, expand its existing facilities and generate operational revenue in partnership with the joint venture Stanhope/ Mitsui Fudosan (UK) Limited (SMBL), with whom it will be entering a DA (SMBL-DA).

- 3.2 The development site is on land that is safeguarded for the Crossrail 2 project. The site is required by Crossrail 2 to provide a ventilation shaft, emergency and maintenance shaft and pedestrian passageway for the proposed Euston-St Pancras Station. The current Safeguarding Direction was issued by the Department for Transport (DfT) in March 2015 (see Appendix 1).
- 3.3 In December 2014, at the time of the Safeguarding consultation, there was an exchange of Ministerial letters committing both BL and TfL to collaborate to ensure the deliverability of the development and the Crossrail 2 works (see Appendix 2). TfL and BL have undertaken a significant amount of work since 2015 to develop a joint solution.
- 3.4 The TfL Crossrail 2 team has provided regular updates on the status of the negotiations to the Crossrail 2 Senior Responsible Officers (SROs), the DfT, and the Department for Digital, Culture, Media & Sport since 2014. The agreement was endorsed by the Crossrail 2 SROs in June 2020.

## **4 Purpose of the Development Agreement**

- 4.1 The DA provides a framework to enable the early delivery of the SMBL development, while making provision for the delivery of the critical Crossrail 2 civils works at SMBL's cost and in advance of the delivery of the Crossrail 2 project.
- 4.2 Under the agreement, SMBL would deliver the civils works required within the development site for the Crossrail 2 shaft and passageway. TfL would carry out the fit out works for the shaft and passageway at a later date from an agreed worksite within the development. The cost estimate for delivering the Crossrail 2 works as part of the of the BL development is set out in the supplemental paper on Part 2 of the agenda. In return, TfL would not object to the BL planning application.
- 4.3 The TfL Crossrail 2 team estimates that the early delivery of the Crossrail 2 works on the safeguarded land will enable the BL and its developer to benefit from the site redevelopment considerably earlier than would have been possible otherwise.
- 4.4 The TfL Crossrail 2 team has tested and assessed numerous options for the station layout. If the Crossrail 2 works were not delivered as part of the SMBL development, then Crossrail 2 would either have to forgo a Euston-St Pancras station serving St Pancras or demolish part of the development to carry out the works at a later stage. This would result in significant additional cost and reputational impact, as it is not possible to retrofit a passageway and shaft and there are no other suitable alternative sites in the area.
- 4.5 A summary of the main terms of the DA is outlined in out in the paper on Part 2 of the agenda.

## 5 Structure of the Agreements

- 5.1 BL, as owner of the land upon which the BL development will take place, will be entering a DA (SMBL-DA) with SMBL, its developer, for the purposes of the delivery of the BL development and in parallel will enter into the DA with TfL for the purposes of the delivery of the Crossrail 2 works within the BL development.
- 5.2 To ensure Crossrail 2 has the necessary direct input into the design and delivery process, TfL and SMBL will enter into a side agreement (the Direct Agreement) whereby SMBL will undertake to TfL to discharge the majority of BL's obligations from the DA and TfL will undertake to SMBL to comply with the obligations in the DA that it otherwise owed to BL. BL will not be liable to TfL for the performance of those obligations that SMBL is to discharge under the Direct Agreement as BL does not have authority (or the funding) to guarantee SMBL's performance.
- 5.3 TfL's recourse for any failure to deliver the Station Works or to comply with the infrastructure protection requirements will be against SMBL under the Direct Agreement and will be subject to the SMBL-DA going unconditional (SMBL proceeding with a planning application and confirming they will proceed by 2024). SMBL's liability to TfL will be guaranteed by Mitsui Fudosan (UK) Limited.
- 5.4 Following the delivery of the Crossrail 2 works and the project taking occupation of the Crossrail 2 assets within the BL development, BL will grant TfL a 999 year lease of the internal parts of the Station Works the form of which has been agreed as part of these negotiations. The lease is granted pursuant to the DA but there is no obligation on TfL to take the grant of the lease and take occupation prior to gaining powers and funding being awarded for the Crossrail 2 project.

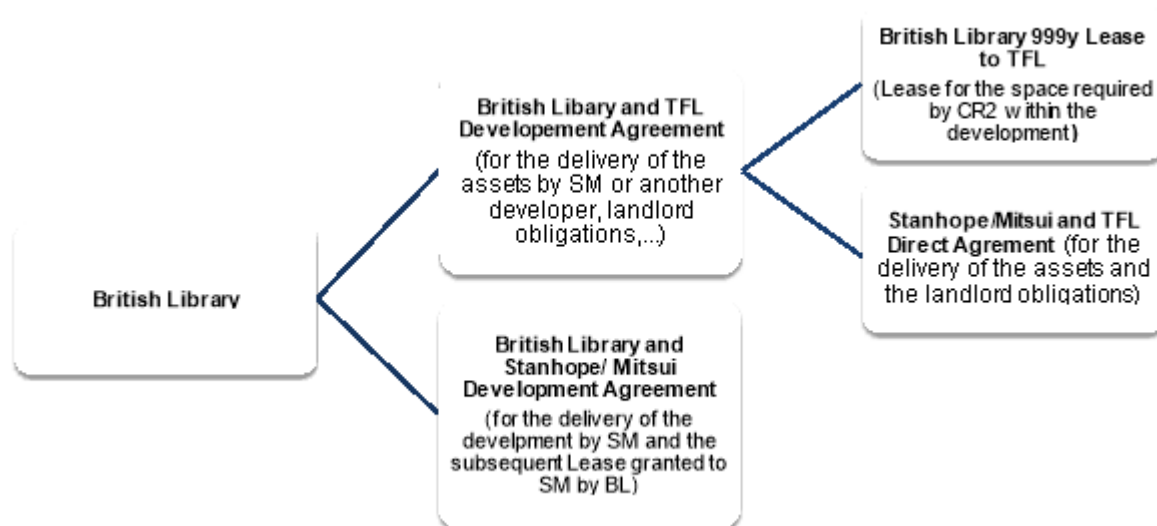


Figure 1: Structure of agreements

## **6 Key Benefits to Crossrail 2**

- 6.1 SMBL would pay the cost of delivering the Crossrail 2 station works as part of the development. Crossrail 2 would also benefit from the avoided land compensation to BL. While Crossrail 2 will get the station works and the land for a reduced cost, there is a contribution payable to BL at handover of the Crossrail 2 works, which would only take place once powers and funding is granted for the Crossrail 2 project. The Land Authority requested is to cover this fixed sum contribution and is set out in the supplemental paper on Part 2 of the agenda.
- 6.2 Entering the DA ahead of Crossrail 2 consent prevents SMBL petitioning, provided the provisions of the DA are complied with.
- 6.3 The DA complies with the 2014 Ministerial letters and will enable BL to generate revenue early and bring forward an important development for the area.
- 6.4 The DA demonstrates that two public bodies and the private sector can work together, and that Crossrail 2 is supportive of working with developers.
- 6.5 It will reduce the Crossrail 2 construction impact in the local area. This includes the Francis Crick Institute, which is concerned about the impacts of Crossrail 2 and BL development construction and operations on its business and are the beneficiaries of a similar Ministerial letter in 2014.

## **7 Key Liabilities, Risks and Financial Implications for Crossrail 2**

- 7.1 The Part 2 paper on the agenda contains details of the key liabilities, risks and financial implications associated with the DA.
- 7.2 The risks, additional costs and the cost savings assumptions to the Crossrail 2 project associated with the DA are already allowed for in the Crossrail 2 Strategic Outline Business Case 2019 capital cost estimate.

## **8 Equalities Impacts**

- 8.1 The Crossrail 2 project will be delivered in accordance with the Equality Act 2010. As the design for Crossrail 2 works on the BL site progress, consideration will be given to the need for an Equality Impact Assessment.

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

Appendix 1: Crossrail 2 safeguarding limits at Euston-St. Pancras (2015)

Appendix 2: 2014 Ministerial letter

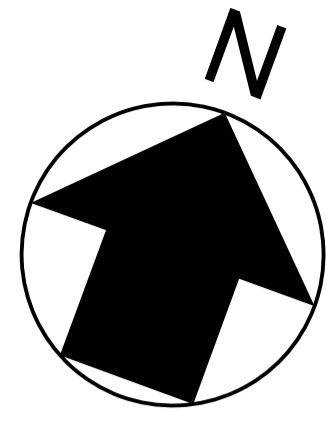
A paper containing exempt supplemental information is included on Part 2 of the agenda.

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

None

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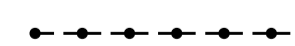




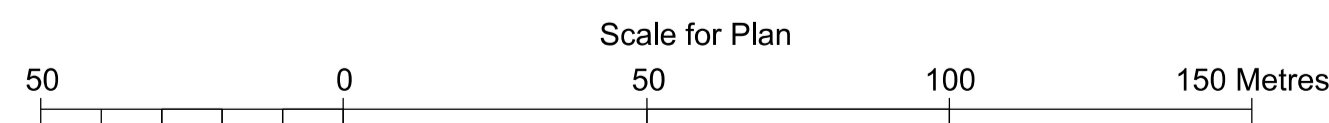


GREATER LONDON

LONDON BOROUGH OF CAMDEN



-  Borough Boundary
-  Limits of Land Subject to Consultation (Safeguarding Limits)
-  Areas of Surface Interest



**CROSSRAIL 2  
SAFEGUARDING DIRECTIONS  
SHEET No. 25**

DRAWING No. MMD-307346-C-DR-SG-XX-1125

SCALE 1:1250 @ A1  
1:2500 @ A3

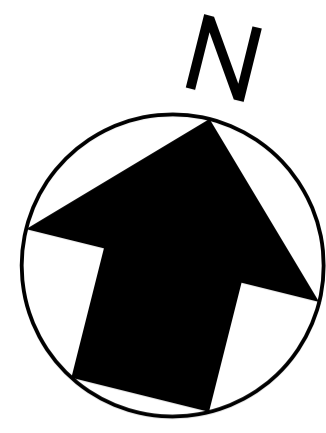
DATE March 2015

Transport for London  
Windsor House  
42-50 Victoria Street  
London  
SW1H 0TL

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APPROVED	ML

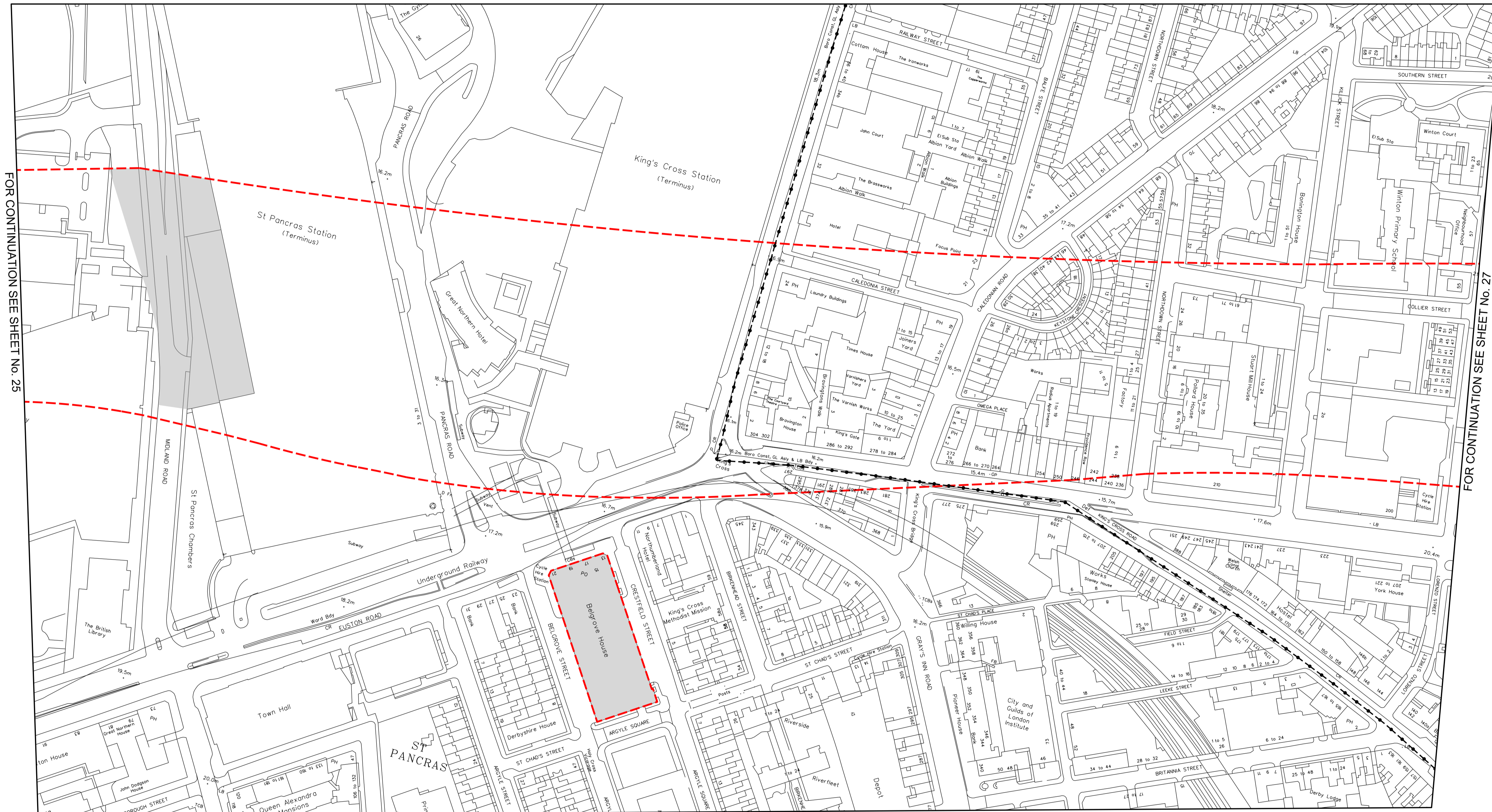




# GREATER LONDON

LONDON BOROUGH OF CAMDEN

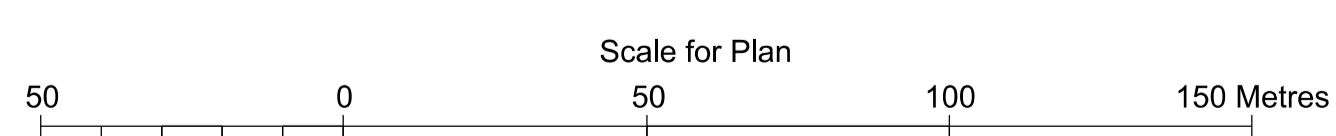
LONDON BOROUGH OF ISLINGTON



FOR CONTINUATION SEE SHEET No. 25

FOR CONTINUATION SEE SHEET No. 27

- Borough Boundary
- Limits of Land Subject to Consultation (Safeguarding Limits)
- Areas of Surface Interest



<b>CROSSRAIL 2 SAFEGUARDING DIRECTIONS SHEET No. 26</b>	
DRAWING No. MMD-307346-C-DR-SG-XX-1126	SCALE 1:1250 @ A1 1:2500 @ A3
DATE March 2015	Transport for London Windsor House 42-50 Victoria Street London SW1H 0TL

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CHECKED	SS
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From the Parliamentary  
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- 6 NOV 2014

*Dear Nick,*

**Home Affairs Committee: updating the Safeguarding Direction for Crossrail 2**

Further to my letter of 9 October, I am writing in response to Ed Vaizey's letter of 21 October which raised a number of concerns with the potential impact of Crossrail 2 on the British Library. I am grateful to the Minister for Culture for bringing this matter to my attention, and trust that the commitments I have outlined below, which have been agreed with his Department and with the British Library, are sufficient to reassure him, and will allow the Committee to agree that the consultation on the draft safeguarding direction can commence later this month.

There has been significant concern, as Ed's letter makes clear, that, should Crossrail 2 proceed, its construction and subsequent operation might have an adverse impact upon the British Library, a national institution with statutory responsibilities under the British Library Act 1972.

Concern also extends to the current competition to house the Alan Turing Institute, an advanced mathematics research facility. The British Library is one of a number of competitors that has applied, with a proposal for the Turing Institute to be located within an extension of the British Library's building at St Pancras, close to the proposed Euston St Pancras station site for Crossrail 2. The Institute will be a national centre to promote advanced research in algorithms and the application of data science.

I am happy to give my assurance that I will not allow a design for the Crossrail 2 station at Euston St Pancras that will adversely impact on either the

statutory functions of the British Library, including its existing buildings and infrastructure, or the development of the Alan Turing Institute, should it be located at the British Library. I have amended the safeguarding proposal to reflect this, and included a copy.

Furthermore, I am happy to give an assurance that the works related to the planning of Crossrail 2 will be undertaken in a way that seeks to minimise the impact on the long term development plans of the British Library Board for its freehold estate at St Pancras and Transport for London (TfL) will work with the British Library to ensure the plans for Crossrail 2 are integrated with these plans.

TfL will work closely with the British Library to explore how the railway should be constructed to mitigate the impact of the works and agree terms for any temporary use of land by Crossrail 2. This work, which will report to both my Department and the Department for Culture, Media and Sport, will ensure that planning and construction of the extension to the Library's building within which the Alan Turing Institute could be housed, can proceed without hindrance, and that the Library and the Institute will be able to operate during and after the subsequent construction of the railway without any adverse impact, with the earliest possible return to the British Library Board of any land used for Crossrail 2 worksites.

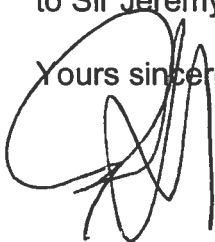
In recognition of the important work of the British Library, and the potential for housing the Alan Turing Institute, TfL has given a clear commitment that the construction and operation of Crossrail 2 will be planned and implemented in such a way as to ensure that both institutions can remain fully operational and that their security and sustainability will not be adversely impacted.

Crossrail 2 is at an early stage of development and will be subject to a programme of further development work including consultation with the public and stakeholders, which will likely lead to changes to the alignment and design of Crossrail 2, although the assurances in this letter will still apply.

In recognition of the above, TfL and the British Library will agree a programme of work to be undertaken within the next 18 months, to be overseen by my Department and the Department for Culture, Media and Sport, that will enable an integrated set of proposals to be developed that reflect the British Library Board's long term development proposals. TfL have committed to agree and cover reasonable costs incurred by the British Library for this work.

I am copying this letter to members of HA Committee, the Prime Minister, and to Sir Jeremy Heywood.

Yours sincerely



**ROBERT GOODWILL**

## Programmes and Investment Committee



Date: 20 July 2020

Item: London Underground Fleet Heavy Overhaul Programme

This paper will be considered in public

### 1 Summary

<b>LU Fleet Heavy Overhaul Programme</b>				
*Financial Authority	Estimated Final Cost (EFC)	Existing Programme and Project Authority	Additional Authority Requested	Total Programme and Project Authority
£528.6m	£513.3m	£132.3m	£108.8m	£241.1m

**Table 1: Programme and Project Authority requests up to and including 2024/25**

\*Financial Authority is based on the proposed Revised Budget and is subject to its approval by the Board on the 29 July 2020.

- 1.1 This paper sets out the Programme and Project Authority request for the London Underground (LU) Fleet Heavy Overhaul Programme (the Programme). This paper includes programme costs until December 2020 and any commitments required during this period, some of which will extend until 2025.
- 1.2 This is the first submission to the Committee since the Programme was defined as a capital programme on 1 April 2020. It was previously governed as part of operational expenditure as the Essential Maintenance Programme. The focus of this paper is to:
  - (a) describe the purpose and scope of the Programme; and
  - (b) summarise key planned delivery to December 2020.
- 1.3 A further submission will be brought to the Committee in December 2020 to provide an update on the Programme and request further Programme and Project Authority.
- 1.4 As the Committee will meet remotely, the Chair will be asked to decide the matters being considered by Members by way of Chair's action.

### 2 Recommendations

- 2.1 **The Chair of the Committee (in consultation with Committee Members) is asked to note the paper and approve additional Programme and Project Authority of £108.8m (outturn including risk) for the continuation of the Programme bringing the total Programme and Project Authority to £241.1m.**

### 3 Background

- 3.1 The Programme delivers large scale heavy maintenance activities on LU's existing fleet of passenger rolling stock and rail adhesion trains (RATs)<sup>1</sup>. This allows the passenger fleets to remain in safe and reliable operation until replaced by the introduction of a new fleet.
- 3.2 Heavy maintenance activities are over and above day-to-day maintenance tasks, typically requiring each train to be removed from service for several days or weeks for intrusive intervention on a cycle of several years' periodicity. These activities include but are not limited to:
- (a) Programme Lift: This predominately involves overhaul of suspension, wheelsets, motors and brake systems;
  - (b) Heavy Overhaul: This includes everything in Programme Lift, but also auxiliary equipment plus heat and ventilation systems;
  - (c) Door Overhaul: Overhaul of equipment and components associated with the door system; and
  - (d) other activities where more efficient to deliver when the train is out of service; these are referred to within this paper as life extension work.
- 3.3 Current exceptions to the Programme are:
- (a) maintenance on the Northern line fleet, which is contracted to Alstom until 2027 (with an option to extend to 2033); and
  - (b) Central line heavy maintenance, which is delivered by the Central Line Improvement Programme (CLIP) to maximise efficiencies and minimise non-availability of trains for operational service.
- 3.4 The Programme was previously governed as part of operational expenditure; therefore, this is the first submission to the Committee as a capital Programme. As part of the transfer to the capital investment programme a review of the composition of all fleet heavy maintenance workstreams is planned to align activity to form a single programme. An update will be provided to the Committee in December 2020.
- 3.5 The Programme supports the Mayor's Transport Strategy (MTS) objective of 'providing a good public transport experience' and contributes to the aim within the MTS for 80 per cent of trips in London to be made on foot, by cycle or using public transport by 2041. The Programme also supports LU's priorities for 'Safety and Reliability' and 'Affordability'.

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<sup>1</sup> RATs are essential for maintaining rail adhesion levels, preventing wheel damage and maintaining safe braking during the autumn and early winter seasons when wet and/or leaf fall and/or icy conditions prevail.

## 4 Impact on the Programme due to Covid-19

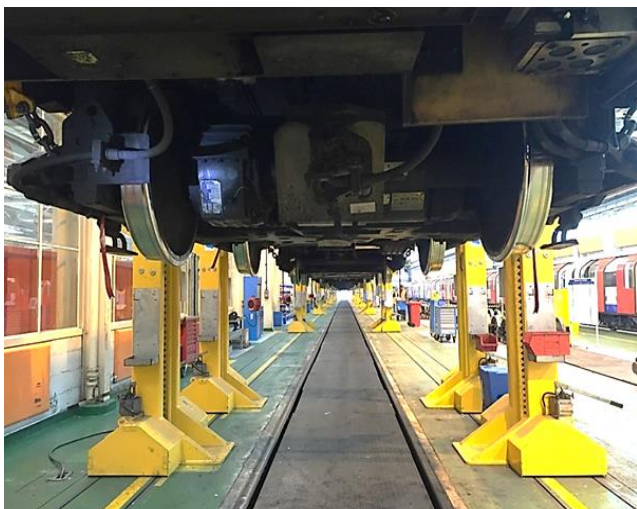
- 4.1 In March 2020, in line with Government guidance discouraging all but essential journeys and supporting public health, LU brought all project sites to a temporary Safe Stop unless necessary for operational safety reasons. This Programme was not stopped as it delivers operational safety and supported LU in providing a public transport service to key workers.
- 4.2 The Programme team reviewed depot operations to allow work to continue with social distancing and enhanced staff welfare adjustments. This work included but was not limited to extra hand sanitisation capability, face masks and additional personal protective equipment (PPE).

## 5 Delivery Progress

- 5.1 Heavy maintenance work of the London Underground train fleet is integral to the assurance of safe train operation. This activity has been ongoing for many years, but only recently (2019) delivery was centralised within the Programme. As a result, existing oversight of the Programme is currently being reviewed. The intention will be to reinforce focus on value for money and identify opportunity areas for alignment with other renewal and/or enhancement activities.
- 5.2 Over the last 12 months, this workstream has delivered against programme targets, completing the planned number of Programme Lifts on Victoria line and Bakerloo line trains as well as planned life extension work on the Piccadilly line fleet. This is reflected in the Programme's end of year financial performance by meeting their target of being within three per cent of the revised budget. The current status of key activities is provided in the sections below.

### 5.2.1 Victoria line 2009 Tube Stock

Of the 47 eight-car trains in this fleet, 20 trains have completed Programme Lift. The Programme achieved its milestone in lifting the first train in July 2019.



**Figure 1: Victoria line train being lifted at Northumberland Park depot**



**Figure 2: Work on Victoria line bogie**

### 5.2.2 Bakerloo line 1972 Tube Stock

This fleet is the oldest on the network and consists of 36 seven-car trains; it requires an intensive maintenance regime due to its (near 50 year) age, completing a Programme Lift cycle approximately every 15 months. Over the last 12 months, the following activities have been completed:

- (a) 29 trains have completed Programme Lift;
- (b) nine trains have completed Heavy Overhaul; and
- (c) Fleet surveys to plan the life extension of the fleet.

### 5.2.3 Metropolitan line S-Stock

This will be the first Programme Lift of this 8-car fleet of 58 trains since its introduction in 2009. The project is currently in the mobilisation phase preparing for the first train lift in Autumn 2020. In the last 12 months there has been survey work to support Programme Lift, gangways and coupler overhaul.



**Figure 3: Metropolitan line trains at Neasden depot**

### 5.2.4 Piccadilly line 1973 Tube Stock

This fleet, due to be replaced by the Piccadilly line Upgrade Programme consists of 86 six-car trains; over the last 12 months, the following activities have been completed:

- (a) Life Extension on eight trains (there are 10.5 Trains remaining to be completed);
- (b) Door Overhaul on ten trains;
- (c) Overhauled of the traction motor control equipment on 1.5 trains;



(d) Replaced floor covering on seven trains (a DfT Rail Vehicle Accessibility Regulations (RVAR) legal compliance requirement); and

(e) Seating has been replaced on 9.5 trains.

#### **5.2.5 Jubilee line 1996 Tube Stock**

Within the last 12 months, the Programme has been developing the plan to Programme Lift the fleet of 63 seven car trains on the Jubilee line. This has included condition assessments and surveys of the train fleet.

#### **5.2.6 District, Circle and Hammersmith & City lines S-Stock**

The Programme has been planning the first Programme Lift of the 133 seven car trains on the District, Circle and Hammersmith & City lines. The Programme has been aligning the procurement with the Metropolitan line fleet. These trains are the same, therefore there is potential for financial efficiencies in placing material orders at the same time.

#### **5.2.7 Central line Rail Adhesion Train (RAT)**

There are two RATs which operate on the Central line during the autumn. In the last 12 months wheels were replaced on the first RAT prior to Autumn 2019. The second RAT has started its overhaul and is planned to be delivered back into operation in Autumn 2020.

## 6 Key deliverables for the Programme to December 2020

6.1 Table 2 shows the deliverables aligned to the authority request in this submission.

**Table 2: Programme Deliverables to December 2020**

<b>Fleet/RAT</b>	<b>Delivery to December 2020</b>	<b>Milestone Dates</b>
<b>Bakerloo line</b>	<ul style="list-style-type: none"> <li>• Complete Programme Lift on 12 trains</li> <li>• Complete Heavy Overhaul on 3 trains</li> <li>• Continue with planning for Door Overhaul</li> <li>• Continue with fleet surveys to support life extension plans.</li> <li>• Place material contracts for Programme Lifts in 2021/22.</li> </ul>	Door Overhaul Scope Complete (October 2020)
<b>Victoria line</b>	<ul style="list-style-type: none"> <li>• Complete Programme Lift on a further 10 trains</li> <li>• Place contracts to support coupler overhaul (12-month lead time), starting in Summer 2021</li> <li>• Place material contracts for Door Overhaul (12-month lead time), planned to start in Autumn 2021</li> <li>• Place material contracts for new passenger ventilation fans and ventilation ducts planned to begin in 2020/21</li> <li>• Place material contracts for driver cab seat overhaul planned to start in early 2021.</li> </ul>	Complete Train 27 (October 2020)
<b>Piccadilly line</b>	<ul style="list-style-type: none"> <li>• Complete life extension on 6.5 trains</li> <li>• Complete Door Overhauls on 14 trains</li> <li>• Overhaul traction motor control equipment on 3 trains</li> <li>• Replace floor covering on 14 trains with RVAR compliant vinyl materials</li> <li>• Replace passenger saloon seats on 26 trains.</li> </ul>	
<b>Jubilee line</b>	<ul style="list-style-type: none"> <li>• Place material contracts in preparation to start Programme Lift on the first train in 2021.</li> </ul>	
<b>Metropolitan line</b>	<ul style="list-style-type: none"> <li>• Programme Lift will start on the first train.</li> </ul>	Programme Lift on first train (October 2020)
<b>District, Circle, Hammersmith &amp; City lines</b>	<ul style="list-style-type: none"> <li>• Pursue cost saving opportunities through Metropolitan line contract orders.</li> <li>• Continue to plan the Programme Lift.</li> </ul>	
<b>Central line RAT</b>	<ul style="list-style-type: none"> <li>• Full overhaul of the second RAT will completed and will be returned to service.</li> </ul>	Train ready for delivery (September 2020)

6.2 The Programme deliverables presented in Table 2 are the minimum required to operate safe train fleets on London Underground. Table 3 presents the associated

Programme financial impact of these deliverables, reflecting the minimum authority position required to continue the Programme to December 2020. These figures include the ability to proceed with procurement of essential services and long lead items. Financial Authority is based on the proposed Revised Budget which is to be considered by the Board on 29 July 2020. Variation between the Financial Authority and the Estimated Final Cost (EFC) will be reviewed as part of the 2020 Business Plan. These changes will be part of the assurance review prior to the submission to the Committee in December 2020.

**Table 3: Summary of the Programme**

Description	Financial Authority (£m)	Estimated Final Cost (EFC) (£m)	Existing Programme and Project Authority (£m)	This Authority Request (£m)	Future Authority Requests (£m)
Jubilee line fleet	127.3	132.6	3.4	61.1	68.1
District, Circle and Hammersmith and City line fleets	116.2	95.2	0.6	24.7	69.8
Victoria line fleet	67.8	65.6	33.4	10.2	22.0
Bakerloo line fleet	40.1	42.1	7.3	5.3	29.5
Metropolitan line fleet	74.1	56.1	31.3	4.9	19.8
Piccadilly line fleet	71.6	80.2	54.3	-	25.9
Central line RAT	1.7	2.6	2.0	-	0.6
Centralised Risk	29.8	39.1	-	2.4	36.7
<b>Totals</b>	<b>528.6</b>	<b>513.3</b>	<b>132.3</b>	<b>108.8</b>	<b>272.3</b>

6.3 The difference between the Financial Authority for the Jubilee line and its EFC is £5.3m. The previous Jubilee line Heavy Overhaul was performed in 2012, the year of the London Olympics. During this period, the planned scope was reduced to ensure that the line met the required level of availability during the 2012 Olympics. The cost of this cycle of Heavy Overhaul has increased due to the reduced 2012 scope. This is in addition to the core scope and considers an increase in service frequency on the line.

## 7 Financial Implications

7.1 Following the centralisation of all the workstreams into a single Programme, an accounting decision has also been taken re-defining this as capital expenditure coming into effect at the start of the 2020/21 financial year. Subsequently, this is the first request to the Committee as a capital programme.

7.2 A summary and phasing of the Programmes spend is shown in Table 4.

**Table 4: Fleet Programme Financial Implications to 2024/25**

Costs and Funding (£m)	Prior Years	2020/21	2021/22	2022/23 to 2024/25	Total
Cost (Outturn)					
Existing Programme and Project Authority	48.4	44.7	35.4	3.7	<b>132.3</b>
This Authority Request	-	4.4	31.1	73.2	<b>108.8</b>
Future Authority Requests	-	1.7	43.4	227.2	<b>272.3</b>
Financial Authority	48.4	50.8	108.4	321.0	<b>528.6</b>
Programme EFC	48.4	50.8	109.9	304.2	<b>513.3</b>

## 8 Challenges, Opportunities and Lessons Learned

- 8.1 **Challenge:** The Programme will need to continue reviewing and monitoring processes to safeguard staff due to Covid-19, which could further impact delivery and therefore cost. The capacity of our Railway Engineering Works (REW) to support timely delivery of this Programme is a risk. This is due to the need to implement and maintain social distancing measures. To date nightshift working has been introduced to mitigate this risk.
- 8.2 **Challenge:** TfL’s immediate finances are putting pressure on the ability to procure long lead items necessary for heavy overhaul activities (e.g. bogies, wheelsets etc.). This is further compounded by the need to concurrently procure long lead items for several fleets. Understanding the “pipeline” of work coming through the Programme allows the team to manage these restrictions and engage internal and external suppliers early. This will maximise our ability to leverage economy of scale for the S7 and S8 fleets which, bar one car difference is the same train.
- 8.3 **Opportunity:** Where possible procurement activity across fleets is combined to reduce unit rates and seek rebates from the supply chain. This aims to increase market appetite, improve value for money and mitigate duplication of effort. This has been demonstrated through the procurement of materials for the subsurface trains, Jubilee and Central lines’ Heavy Overhaul and Programme Lift.
- 8.4 **Opportunity:** As with Central line Programme Lift in CLIP, opportunities will be explored to align other fleet renewals or enhancements delivery with the Programme.
- 8.5 **Lessons Learned:** Lessons are learnt from each package and applied to the next. As such lessons from the last Central line Heavy Overhaul have been applied to the Victoria line Programme Lift. Lessons here include seeking information from the Original Equipment Manufacturer to avoid re-work; this is also being applied to the Metropolitan Heavy Overhaul.

## **9 Equality Impact Assessment (EQIA)**

- 9.1 The Programme will be delivered in accordance with the Equality Act 2010. As projects progress through feasibility and design, consideration will be given to the need for an Equality Impact Assessment.

## **10 Assurance**

- 10.1 TfL Project Assurance (PA) and the Independent Investment Programme Advisory Group (IIPAG) initially commenced an assurance review of the Programme to support this submission. This review was curtailed by PA as a result of the additional work required to support the transition of the Programme from Opex to a capital investment programme.
- 10.2 PA and IIPAG agreed for the Programme to seek approval for the essential authority required in July 2020 to ensure the safety and reliability of the railway. In the interim via their continuous assurance process, PA will work with First Line Assurance to ensure that progress is made to managing the projects as a programme, with all the necessary documentation and processes being followed.
- 10.3 PA and IIPAG are now also undertaking a targeted commercial and procurement review which will be completed in advance of the Procurement Authority being required (to be approved at officer level) expected in July/August 2020.
- 10.4 A full assurance review of the Programme will be undertaken by PA and IIPAG prior to the next submission to the Committee in December 2020.

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

None

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

None

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## Programmes and Investment Committee



**Date:** 20 July 2020

**Title:** Delivering the London Streetspace Programme and priority schemes in the Healthy Streets Programme: 2020/21

**This paper will be considered in public**

### 1 Summary

Healthy Streets Programme			
Existing Financial Authority for 2017/18 to 2022/23	Existing Programme and Project Authority for 2017/18 to 2022/23	Additional Authority Requested for 2017/18 to 2022/23	Total Programme and Project Authority Requested for 2017/18 to 2022/23
£1.4bn	£1,182.5m	£371.1m	£811.4m

- 1.1 This paper is the first submission of the London Streetspace Programme (LSP) to the Committee. The LSP is a new programme to help deliver the Mayor’s ‘Restart and Recovery’ Covid-19 response plans for London. The paper also sets out proposals to restart priority schemes in the Healthy Streets Programme (which were part of the Healthy Streets annual submission in July 2019).
- 1.2 The focus of the paper is to:
  - (a) set out the response to London’s Covid-19 recovery through the LSP;
  - (b) summarise planned delivery through the LSP in Q1 and Q2 of 2020/21 (to end of October 2020, referred to as H1) as well as restarting priority schemes in existing Healthy Streets Programme; and
  - (c) request that the Committee approves revised Healthy Streets Programme and Project Authority.
- 1.3 Within the Government funding and financing package provided on 14 May 2020, as part of the Covid-19 response, £55m was allocated to promote walking and cycling across London, including new segregated cycle lanes, closures of roads to through traffic, and pavement extensions.
- 1.4 The LSP will deliver measures to provide space for social distancing, encourage greater use of walking and cycling to avoid both a car-based recovery and over-use of the public transport network. £45m is for investment through the boroughs and £10m on TfL-led activity.

- 1.5 The Department of Transport (DfT) has since announced a potential fund of up to £25m for walking and cycling in London (as part of the £250m national fund for walking and cycling), with an initial allocation of £1.7m to TfL for investment through the boroughs and a potential further £3.3m split between the 33 London boroughs, with conditions.
- 1.6 It is also proposed to restart some priority schemes within the existing Healthy Streets Programme. These projects have been prioritised based on whether they are substantially complete or contractually committed, legally required, safety or operationally critical, or are/could be delivered through third party funding.
- 1.7 As the Committee will meet remotely, the Chair will be asked to decide the matters being considered by Members by way of Chair's action.

## **2 Recommendations**

**2.1 The Chair of the Committee (in consultation with Committee Members) is asked to note the paper and:**

**(a) approve Programme and Project Authority of £97.6m for 2020/21 comprising:**

- i. £50.0m to deliver the London Streetspace Programme through borough-led interventions;**
- ii. £11.8m to deliver the London Streetspace Programme through TfL-led interventions;**
- iii. £27.1m to continue construction of safety improvements at Old Street Roundabout;**
- iv. £3.4m to restart schemes within the Healthy Streets Programme which are currently on-site and substantially complete but subject to the Safe Stop request;**
- v. £3.4m to restart priority (non-Streetspace) schemes within the Healthy Streets Programme design stage;**
- vi. £2.0m to deliver bus priority measures; and**
- vii. the continuation of third party funded schemes with the Healthy Streets Programme, subject to securing third party funding for them;**

**(b) approve restated Programme and Project Authority for the Healthy Streets Programme of £811.4m (reduced from £1,182.5m) to up to the end of financial year 2022/23 as set out in this paper, which sum includes the items specifically listed at paragraph 2.1(a)iii-vii above; and**

**(c) note that Procurement Authority in respect of various elements of the London Streetspace Programme and Healthy Streets Programme will be sought at officer level in accordance with Standing Orders.**

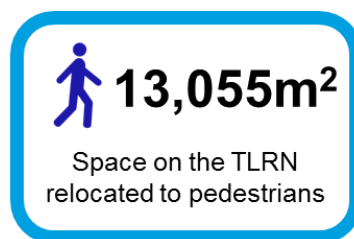


### 3 Impact on the Healthy Streets Programme of COVID-19

- 3.1 Delivery of business as usual activities throughout the Healthy Streets Programme has been significantly impacted due to the Covid-19 pandemic.
- 3.2 In March 2020, in line with Government guidance discouraging all but essential journeys and supporting public health, TfL and Crossrail brought all project sites to a temporary Safe Stop unless they needed to continue for operational safety reasons. Many boroughs also did the same bringing their projects to a Safe Stop on local borough roads.
- 3.3 TfL's current financial situation and the need to respond to the Covid-19 crisis has meant that projects in design stages have also been paused across the Healthy Streets Programme, in line with other programmes within the Surface Investment Programme and in addition to the Safe Stop on construction.
- 3.4 As London moves into the restart and recovery period in response to Covid-19, TfL and the boroughs are activating a number of new temporary on-street interventions to assist with social distancing requirements in line with Public Health England advice. Not only will this support the health and wellbeing of Londoners by providing space for active travel, it will also encourage people to avoid unnecessary use of public transport as well as enabling economic regeneration within local high streets and town centres. This will be the key focus of the Healthy Street Investment Programme within H1 through the LSP.
- 3.5 In addition, to the LSP workstream, some key projects will be continuing in the existing Healthy Streets Programme including construction completion of those cycle routes, safety schemes and bus priority projects that were paused on-site in March 2020. An allocation has been made for the continuation of some permanent Healthy Streets schemes in design including projects linked with coroner reports or with third party funding contributions.

### 4 Headline London Streetspace Programme (LSP) delivery to date

- 4.1 TfL and the boroughs have been working together at pace to deliver temporary measures across London to support the Government's Covid-19 requirements and Mayor's 'Restart and Recovery Plan through the London Streetspace Programme. Headline LSP delivery, as of 29 June 2020, was:





**Figure 1: Brixton Town Centre – Footway widening and bus boarder supporting social distancing at transport hubs**



**Figure 2: New modal filter has unlocked on Cycleway 9 from South Circular to Chiswick High Road**

4.2 Appendix 1 presents the LSP H1 dashboard for TfL and borough-led schemes.

## **5 Development of the London Streetspace Programme**

### **Background**

5.1 TfL and the boroughs are working together to reconsider street space to provide safe and appealing spaces for active travel to support the recovery phase of the Covid-19 response. The LSP follows the additional statutory guidance on the Traffic Management Act 2004 issued by the DfT on 9 May 2020.

### **Scope of the LSP**

5.2 The LSP covers projects on both the Transport for London Road Network (TLRN) and borough road network, and focuses on three key areas:

- (a) **reallocation of road space for social distancing** – where pedestrian crowding and social distancing is an issue, such as town centres, interchanges and key hubs;
- (b) **delivery of strategic cycle routes and enhanced bus lanes** – using temporary materials such as light segregation, temporary barriers and traffic restrictions; and
- (c) **low traffic neighbourhoods** – on borough roads to give space and security for local walking and cycling, and an enhanced ability to maintain social distancing. This reflects views about a better local quality of life from reduced motor traffic during the lock down and also covers School Streets projects.

5.3 In addition, the following areas are being progressed under the LSP:

- (a) **borough sunk costs** – it is recognised that there has been activity already this financial year on the normal Local Implementation Plan (LIP) funded programmes, based on the TfL allocation letters to boroughs in December 2019, and to a lesser extent on the non-LIP funded borough programmes (e.g. Bus Priority, Cycling Network Development, Liveable Neighbourhoods);
- (b) **central London Plan** – the central area of London presents additional challenges to support social distancing. It is proposed to deliver a range of improvements to help prioritise walking, cycling and buses across a series of central London corridors; and
- (c) **other proposals** – from initial discussions with boroughs and key stakeholders we are aware that there are other proposals being considered, for infrastructure and other initiatives – which will be reviewed against current guidance and funding availability.

### **Application and assessment process for borough LSP schemes**

5.4 LSP guidance to the boroughs was published on 15 May 2020, with subsequent additional specific workstream guidance and analysis, and sets out how boroughs can apply to TfL for funding within the scope of the programme.

5.5 TfL is working with boroughs to implement measures as quickly as possible, subject to statutory duties and appropriate engagement, recognising the urgency of providing street space improvements to support the Covid-19 recovery phase and easing of lockdown measures. The immediate focus of the LSP is, therefore, on delivering temporary measures which can be reconfigured and/or removed as necessary. All projects funded through the LSP must demonstrate an urgent and swift response to the crisis and should be implemented as soon as possible. A summary of the borough assessment process is presented in Appendix 2.

5.6 TfL will balance the LSP to ensure that schemes of the most strategic value are delivered on both the TLRN and borough road network. This will require ongoing input from the DfT and close engagement with boroughs to identify the most desirable interventions required to support public health and active travel in the immediate timescales.

### **Alignment with parallel DfT funding streams**

5.7 On 28 May 2020, the DfT wrote to the Chief Executives of all London boroughs to indicate that there is a further potential £25m for use in London in 2020/21 as part of the £250m national fund for walking and cycling. This is in addition to the £45m allocated for boroughs through the DfT's financing and funding package to TfL.

5.8 An initial funding tranche of £5m has been released with up to £100k identified for each borough and the remaining £1.7m to TfL for investment in borough projects, is subject to final DfT approval. Boroughs have been asked to submit proposals directly to the DfT to set out how the funding will be used, together with a requirement for monitoring impacts. It has been agreed with the DfT that TfL will assess the first tranche of borough bids to assist with coordination across LSP funding workstreams. We will continue to work with the DfT on how best to align

the two processes to ensure there is a good level of coordination between the funding streams.

### **Monitoring and Benefits Management**

- 5.9 Monitoring across borough and TfL-led schemes will take place wherever feasible given the rapid deployment of measures, and the unusual situation that constitutes the current 'baseline' conditions. In many instances, this will be undertaken at a very local level, for example local changes in cycle flows. Where schemes have been implemented under Temporary or Experimental Traffic Orders, monitoring will be required to inform the decision-making process as to whether schemes are made permanent or are removed within an 18-month maximum time period.
  
- 5.10 Work is underway to develop a wider monitoring strategy for the LSP using wherever possible the existing monitoring framework for walking and cycling and re-purposing 'intercept' surveys of cyclists. Should the LSP transition into a second phase of delivery in Q3 and Q4 2020/21 (referred to as H2), further consideration will be given to specific scheme monitoring requirements.

## 6 Planned LSP delivery in H1 2020/21

6.1 This section details the planned programme of works to be delivered in H1 2020/21 through the LSP with the intention that all projects should complete activity by the end of October 2020.

### Borough LSP Workstreams

6.2 To aid budget planning, an initial estimation for borough LSP activity has been made (Table 1) but this will need to be flexible to reflect the potential changes in the overall shape of borough bids.

Scheme type	Key objectives	Nominal H1 Allocations (£m)
<b>Low Traffic Neighbourhoods &amp; School Streets</b>	To offer safe, attractive environments on borough roads for local walking and cycling, including school streets delivery.	8.3
<b>Borough Strategic Cycling</b>	To deliver borough cycle routes using temporary materials that align with the Temporary Strategic Cycle Analysis (see Appendix 3). Routes should provide good alternatives to public transport, connect to the existing cycle network, and support cycle demand.	*16.5
<b>Tactical Space Interventions</b>	To provide additional space for people to access goods, services and public transport while socially distancing, focusing on town centres.	4.1
<b>Borough Sunk Costs</b>	To fund borough activity undertaken this financial year on normal LIP funded programmes (based on the TfL allocation letter in December 2019), and to a lesser extent on the non-LIP funded borough programmes.	15.0
<b>Central London Project</b>	To prioritise walking, cycling and buses within central London to support social distancing and active travel.	*3.2
<b>Total</b>		<b>47.0</b>

\* Includes £2m DfT Phase 1 Funding allocated to TfL: £0.3m under Borough Strategic Cycling and £1.7m under Central London Project. Note: figures do not total due to rounding.

**Table 1: Borough-led LSP Workstreams**

6.3 Table 2 provides a breakdown of borough schemes supported and funding allocated across the borough-led workstreams.

Scheme type	Schemes requested*	Total funding requested*	Funding allocated*
Low traffic neighbourhoods	142	£5,133,874	£2,908,756
School Streets	294	£2,780,636	£2,420,959
Space at Town Centres	207	£3,815,299	£2,879,936
Strategic cycle routes	54	£15,261,029	£8,655,655
<b>Total</b>	<b>697</b>	<b>£26,990,838</b>	<b>£16,865,306</b>

**Table 2: Schemes and funding allocation by borough-led workstreams (\*as of 29 June 2020)**

6.4 Early examples of borough-led LSP delivery are shown below.



**Figure 3: Cycleway 4 Extension Greenwich to Woolwich**



**Figure 4: Uxbridge Road, Ealing segregated Cycling Lane**

### Central London Corridors

6.5 The Central London Corridors project proposes to prioritise public transport and active travel between London Bridge and Shoreditch, Euston, Waterloo, Old Street and Holborn. Streets will be limited to buses, pedestrians and cyclists to help boost safe and sustainable travel to support the Covid-19 recovery with specific servicing and access requirements considered through the design process. It also complements proposals from the City of London to prioritise walking and cycling and to restrict cars on key streets between Old Street and Bank, and between Cannon Street and Holborn to Bank.

6.6 We have allocated £3.2m funding to the Central London Corridors project to undertake rapid feasibility of corridor plans and to identify where specific social distancing initiatives can be delivered (for example, outside major rail stations, along narrow streets, or at crowded junctions for pedestrians).

6.7 Appendix 4 presents the current list of Central London Corridors project schemes in development together with delivery timescales.

**TfL LSP Workstreams**

6.8 Table 3 set out details of the TfL-led LSP workstreams. It is proposed that spend on TfL-led workstreams is reviewed periodically, with the potential to reallocate funds within the £11.75m according to emerging deliverability.

<b>Scheme type</b>	<b>Key objectives</b>	<b>Nominal H1 Allocation (£m)</b>
<b>TfL Strategic Cycling routes</b>	20km of TfL-led Strategic Cycle routes will have either been upgraded or completed by September 2020.	6.80
<b>Social Distancing</b>	22,000m <sup>2</sup> of extra footway space will be provided through TfL-led social distancing schemes by October 2020.	3.00
<b>Cycle Parking</b>	1,000 cycle parking spaces across London and 200 temporary new cycle parking spaces have been proposed at nine London Underground stations across north-east and north-west London.	
<b>Bishopsgate</b>	To create a bus, cycle and walking corridor on the TLRN between London Bridge and Shoreditch	1.00
<b>Bus Priority</b>	Delivering extended bus lane hours of operation to support the bus network and help protect journey times as passengers return.	0.25
<b>Signals</b>	Delivering Green Man Authority (GMA) technology to provide extra time for pedestrians at 20 sites across the network.	0.35
<b>Cycle Hire</b>	Expansion of the Cycle Hire scheme to Rotherhithe and Clapham Common. Five new Docking Stations are planned along Cycleway 4 route between Tower Bridge and Canada Water, and three new Docking Stations along Cycleway 7 route past Clapham Common.	0.35
<b>Total</b>		<b>11.75</b>

**Table 3: TfL-led LSP Workstreams**



6.9 Early examples of TfL-led LSP delivery are shown below:



**Figure 5: Park Lane temporary cycle lanes**



**Figure 6: Victoria – Footway widening supporting social distancing at transport hubs and retail locations**

### **Bishopsgate (part of the Central London Corridors Project)**

6.10 We have allocated £1m specifically for measures on the Bishopsgate corridor, which forms part of the Central London Corridors project (and is in addition to the £3.2m borough-led workstream funding). The aim is to create a bus, cycle and walking corridor on the TLRN between London Bridge and Shoreditch. The proposals, which restrict through traffic and introduce banned turns to encourage people away from the corridor, allow us to reallocate road space to pedestrians and improve conditions for cyclists and bus passengers. Access requirements, including servicing, freight, and taxis and private hire vehicles, form a key part of the design and are being considered throughout the design process.



## LSP H1 Scorecard

- 6.11 Table 4 sets out the proposed scorecard measures and targets to monitor delivery across the borough and TfL-led elements of the LSP programme for H1. These will be reviewed and reported on a periodic basis.

	Workstream	Measure	Standard Target	Floor Target
Borough-Led Workstreams	Borough Strategic Cycling	Streetspace Programme – improved cycling infrastructure (km)	37km contribution to 57km total	33km contribution to 47km total
TfL-Led Workstreams	Social Distancing	Streetspace Programme – highway reallocation to pedestrians (sq. m)	22,000	18,000
	Strategic Cycling	Streetspace Programme – improved cycling infrastructure (km)	20km contribution to 57km total	14km contribution to 47km total
	Signals	Time saved by pedestrians at traffic lights (hours per day)	170	150

**Table 4: LSP H1 Scorecard Measures and Targets**

## 7 Restart of existing Healthy Streets schemes in 2020/21

7.1 Table 5 details the restart of critical or high priority schemes in the existing Healthy Streets programme.

<b>Scheme/ activity</b>	<b>Key Objectives</b>	<b>Allocation in H1 (£m)</b>	<b>Allocation in H2 (£m)</b>
<b>Old Street Roundabout</b>	To continue construction of Old Street Roundabout to make it safer for walking and cycling.	14.0	13.1
<b>Restart construction of substantially complete schemes</b>	To complete the majority of Network Schemes that were paused on site by October 2020: (a) £1.43m has been allocated to complete construction on 13 Safety, Bus Priority and Healthy Streets Local Schemes, including the Edgware Road Corridor, Britannia Junction, Dalston Junction and Euston Road/Dukes Road. (b) £1.2m has been allocated to complete three schemes within the Cycleways Network Development Programme – Cycleway 4 Section 1 (Tooley Street to Rotherhithe Roundabout), Cycleway 9 Kew Junction and two remaining junctions on Cycleway 34 Section 1. (c) A further £0.4m has been allocated to complete the improvements at Highbury Corner.	3.4	
<b>Restart design and delivery of high priority Healthy Streets pipeline schemes</b>	£3.4m funding is to be allocated to restarting essential design work on Healthy Streets permanent schemes, including: (a) Third party funding contributions (including Major Roads Network funding). (b) Legal and/or significant reputational implications (e.g. coroner's Prevention of Future Death reports). (c) Top priority safety schemes.	3.4	
<b>Bus Priority</b>	To deliver measures to improve bus journey times	2.0	

**Table 5: Existing Healthy Streets scheme to restart in 2020/21**

## **8 Legal and Equalities Implications**

- 8.1 Schemes have generally been delivered under Temporary Traffic Orders which apply for 18 months from scheme implementation. As part of the ongoing discussions with Government regarding funding options beyond H1, TfL will explore the potential for some temporary schemes to be made permanent, subject to public engagement and further statutory processes.
- 8.2 Section 149 of the Equality Act 2010 (the Public Sector Equality Duty) provides that, in the exercise of their functions, public authorities must have due regard to the need to:
- (a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
  - (b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
  - (c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 8.3 In delivering schemes TfL will comply with its duties under the Equality Act 2010, having due regard to any impacts on those with protected characteristics on an individual scheme basis. Where funding is allocated to boroughs for LSP delivery, TfL has published LSP guidance which sets out requirements for projects that form part of the programme, including highlighting boroughs' own duty to comply with the Equality Act 2010.

## **9 Financial Implications**

- 9.1 The £58.8m H1 budget for LSP delivery has been allocated as part of the TfL's funding and financing package from Government. Of this, £47m is to be allocated to borough-led LSP workstreams and £11.8m to TfL-led LSP workstreams in H1.
- 9.2 The revised 2020/21 budget includes £27.1m for continued delivery of Old Street Roundabout. The revised budget additionally allocates £6.8m to the restart of priority Healthy Streets Programme schemes during H1 which are detailed in this paper as well as £2.0m for bus priority measures.

9.3 A summary of the revised budget for 2020/21 is shown in Table 6.

Healthy Streets	Project	Revised Budget P1 to P7 (£m)	Revised Budget P8 to P13 (£m)	Total 2020/21 (£m)
London Streetspace Programme	Borough-Led LSP Workstreams	47.0	3.0	50.0
	TfL-Led LSP Workstreams	11.8		11.8
Transformational Programme	Old Street Roundabout	14.0	13.1	27.1
Network Programme / Cycling Programme	Restart construction of substantially complete schemes	3.4		3.4
Transformational Programme / Network Programme	Restart design & delivery of high priority Healthy Streets pipeline schemes	3.4		3.4
	Bus Priority	2.0		2.0
<b>Total</b>		<b>81.5</b>	<b>16.1</b>	<b>97.6</b>

**Table 6: Healthy Streets Revised Budget 2020/21**

#### **Restated Healthy Streets Programme and Project Authority**

9.4 The Committee is asked to agree the restated Healthy Streets Programme and Project Authority total, reducing from £1,182.5m to £811.4m up to the end of financial year 2022/23 as detailed in Table 7. The total authority includes £97.6m of project work in 2020/21 and a further £28m in 2021/22 and £20m in 2022/23 for the Old Street Roundabout scheme. It is anticipated that further Programme and Project Authority for the Healthy Streets Programme will be sought from the Committee in October 2020, once detailed review activity has been conducted on a number of matters, including the Old Street project. A further breakdown of schemes by Healthy Streets sub-programmes is presented in Appendix 5.

£m		Prior years	18/19	19/20	20/21	21/22	22/23	Total 2017/18 to 2022/23	23/24	24/25
<b>Financial Authority</b>		<b>200.6</b>	<b>220.7</b>	<b>244.5</b>	<b>237.9</b>	<b>287.4</b>	<b>269.0</b>	<b>1,460.1</b>	<b>241.3</b>	<b>248.2</b>
<b>Programme and Project Authority</b>	<b>Existing Authority</b>	<b>145.0</b>	<b>284.0</b>	<b>291.0</b>	<b>417.0</b>	<b>70.0</b>	<b>-</b>	<b>1,207.0</b>	<b>-</b>	<b>-</b>
	Transfers to other portfolios	-	-	-1.7	-3.1	-19.8	-	-24.5	-0.1	-
	<b>Restated total</b>	<b>145.0</b>	<b>284.0</b>	<b>289.3</b>	<b>413.9</b>	<b>50.2</b>	<b>-</b>	<b>1,182.5</b>	<b>-</b>	<b>-</b>
	This request	55.6	-63.3	-44.8	-316.3	-22.2	20.0	-371.1	-	-
	<b>Cumulative Programme and Project Authority</b>	<b>200.6</b>	<b>220.7</b>	<b>244.5</b>	<b>97.6</b>	<b>28.0</b>	<b>20.0</b>	<b>811.4</b>	<b>-</b>	<b>-</b>

**Table 7: Restated Healthy Streets Programme and Project Authority to 2022/23**

### **Over-programming**

- 9.5 The LSP budget has developed rapidly and submissions into the workstream pipelines suggests that there are more schemes of value than there is budget. A degree of over-programming has been built into the LSP to account for projects being dropped. However, given that the urgent pace of delivery dictates minimal advanced engagement and the use of temporary traffic orders, it is expected that this 'drop-out rate' will be less than for 'business as usual' programmes at 10-15 per cent rather than around 25 per cent. This is because schemes being submitted by the borough are expected to have strong support.

### **Value Engineering**

- 9.6 Delivery of the LSP is reliant on the rapid installation of temporary measures to support the immediate COVID-19 recovery requirements. These measures are typically lower-cost and lower-quality, and therefore the usual value engineering processes are not applicable in the majority of schemes. Nevertheless, TfL is working with LoHAC contractors and the boroughs to understand and anticipate future demand for temporary materials and equipment in order to secure best value from the wider supply chain.

## **10 Challenges, risks and opportunities**

- 10.1 There are challenges associated with delivering the LSP objectives and workstreams, both in the short and medium-term:
- (a) wider Covid-19 response and management activities impacting on TfL and borough capacity to deliver the LSP including supply chain, resources and material; and
  - (b) delivering changes to the highway network to support Covid-19 recovery while at the same time managing impacts to buses and other essential road traffic.
- 10.2 Programme risks are being captured and formalised into a risk register. Predominately programme risks focus around:
- (a) financial uncertainty in the short to medium-term influenced by the wider UK and London economic impacts, pace of recovery and adapting to new 'norms'. This will include TfL and borough resource and capacity to deliver.
  - (b) the potential for political and legal challenges to the approach of delivering the LSP, especially as people's way of life return.
  - (c) The limitations and application of legal powers in relation to on-street changes using Temporary Traffic Orders.
- 10.3 The Covid-19 response also presents a window of opportunity to capture and embed mode shift, especially as people re-think how journeys are made. A recent survey suggests that 85 per cent of people want to continue some of the personal and social changes experienced during lockdown, and there is evidence of bicycle sales increasing. However, it is recognised that this window of opportunity is limited as lockdown measures are lifted and people's requirements for travel return.

## **11 Assurance**

- 11.1 To enable a rapid delivery pace for the LSP, TfL is utilising knowledge and experience from both borough and TfL delivery programmes. In developing the borough-facing elements, assessment processes have been based on the existing CND and Liveable Neighbourhood programmes both of which have recently been assured.
- 11.2 An appropriate level of assurance has been established based on existing processes and this remains agile to align with TfL governance and financial controls.
- 11.3 An overview of the London Streetspace Programme, including the TfL and borough workstreams, governance and assurance processes was presented to TfL Project Assurance and representatives from TfL's Independent Investment Programme Advisory Group on 9 June 2020. There were seven recommendations made, all of which were accepted and no critical issues were highlighted.

**List of appendices to this report:**

- Appendix 1: London Streetspace Programme H1 Dashboard
- Appendix 2: Summary of borough assessment process
- Appendix 3: Temporary Strategic Cycling Analysis for London Streetspace Plan
- Appendix 4: Central London Corridors projectscheme details
- Appendix 5: Restated Programme and Project Authority to 2022/23

**List of Background Papers:**

[London Streetspace Plan – Interim Guidance to Boroughs \(Version 1, 15 May 2020\)](#)

[Interim Local Implementation Plan \(LIP\) 2020/21 Annual Spending Submission Sunk Cost Guidance – Coronavirus \(Revision 1, 15 May 2020\)](#)

Independent Investment Programme Advisory Group Report June 2020

Project Assurance Review June 2020

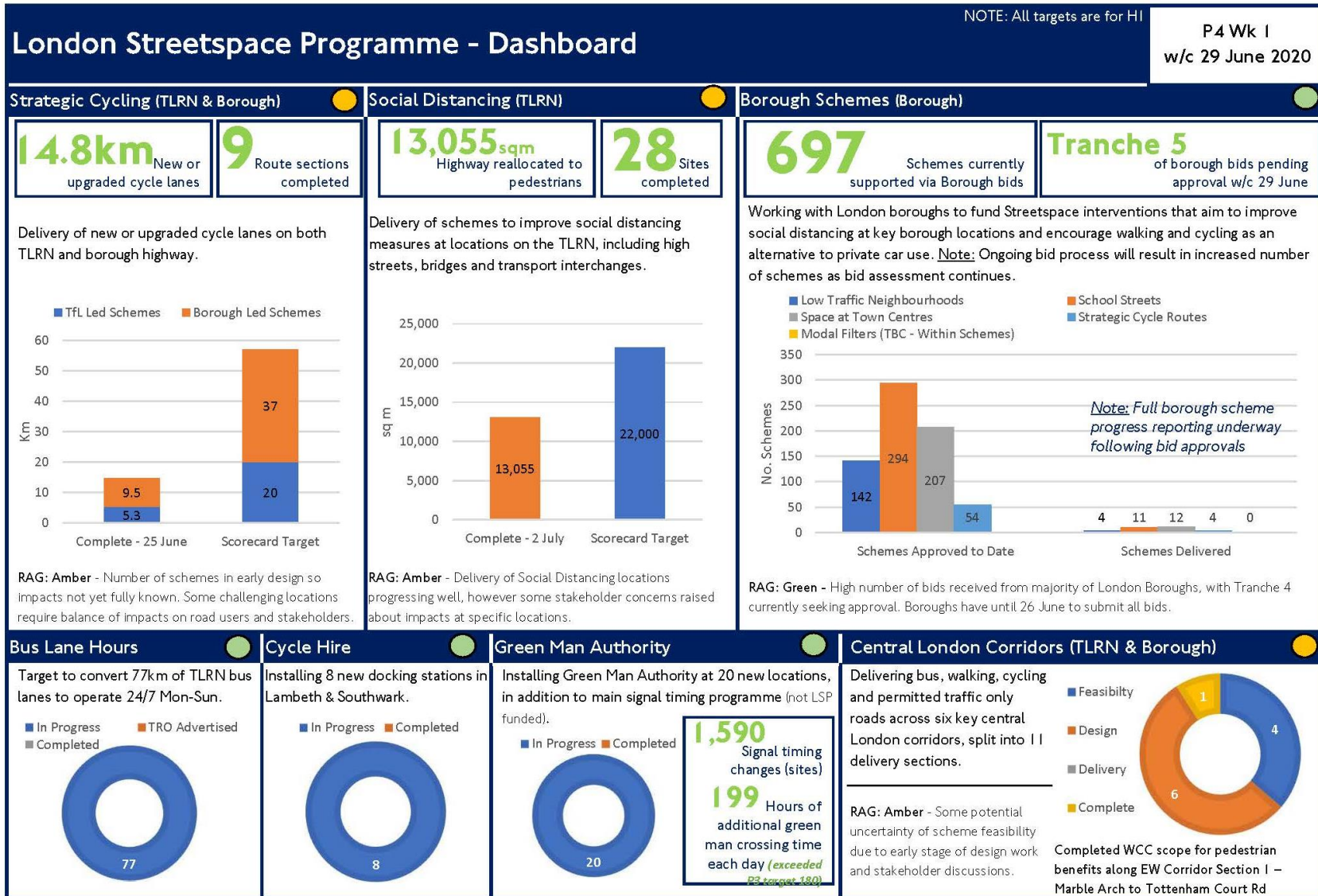
Management Response to Project Assurance and IIPAG Reports 2020

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# Appendix 1 – London Streetspace Programme H1 Dashboard



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## Appendix 2 – Summary of borough assessment process

### Borough LSP scheme bid assessment process (I)

#### Strategic Cycling schemes

- Initial TfL assessment to determine whether it meets the LSP objectives and its relative priority based on the alignment with the Temporary Strategic Cycling Analysis, deliverability and value for money
- Borough develop outline plan for cycle route
- Projects that have potential operational impacts (on buses or network performance) will be referred to asset owners/operators and will be reviewed by the sub-group once comments received
- Sub-group assesses proposals and makes a recommendation to Road Space Performance Group (RSPG) 'Lite' (if required)
- Once RPSG approval received, formal go ahead given to borough and TfL communications informed

#### Low Traffic Neighbourhoods & Space at Town Centre schemes

- Initial TfL assessment to determine whether it meets the LSP objectives, if so, does it have an asset or operational impact
- Projects that have asset or operational impacts will be referred to asset owners/operators and will be reviewed by the sub-group once comments received
- Sub-group assesses proposals and makes a recommendation to RSPG Lite
- Once RPSG approval received, formal go ahead given to borough and TfL communications informed



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## Borough LSP scheme bid assessment process (2)

### Assessment considerations

- **Deliverability** - The complexity, timescale, political and community support, and any dependencies that could inhibit the delivery of the project. Delivery record will also be taken into consideration
- **Location and Borough** – The needs and issues of the location and borough metrics that will be considered will include assessment of locations where social distancing is an issue, overcrowding is likely and will pose safety concerns, and where transport, economic and social datasets show a need to intervene
- **Value for money:**
  - The outcomes and benefit that the proposed intervention will deliver in return for the investment focussing on the immediate public health imperatives and the longer-term ambitions about sustainable movement
  - The guidance points to low cost, fast delivery methods rather than permanent full cost projects, or extensive time for engagement.
  - TfL can prioritise funding as the programme is expected to be oversubscribed. Consideration will be given to deliver a balanced programme for London best meeting strategic needs and across the programme objectives.
  - Cost benchmarking is used to fund or only part fund, and to negotiate on costs

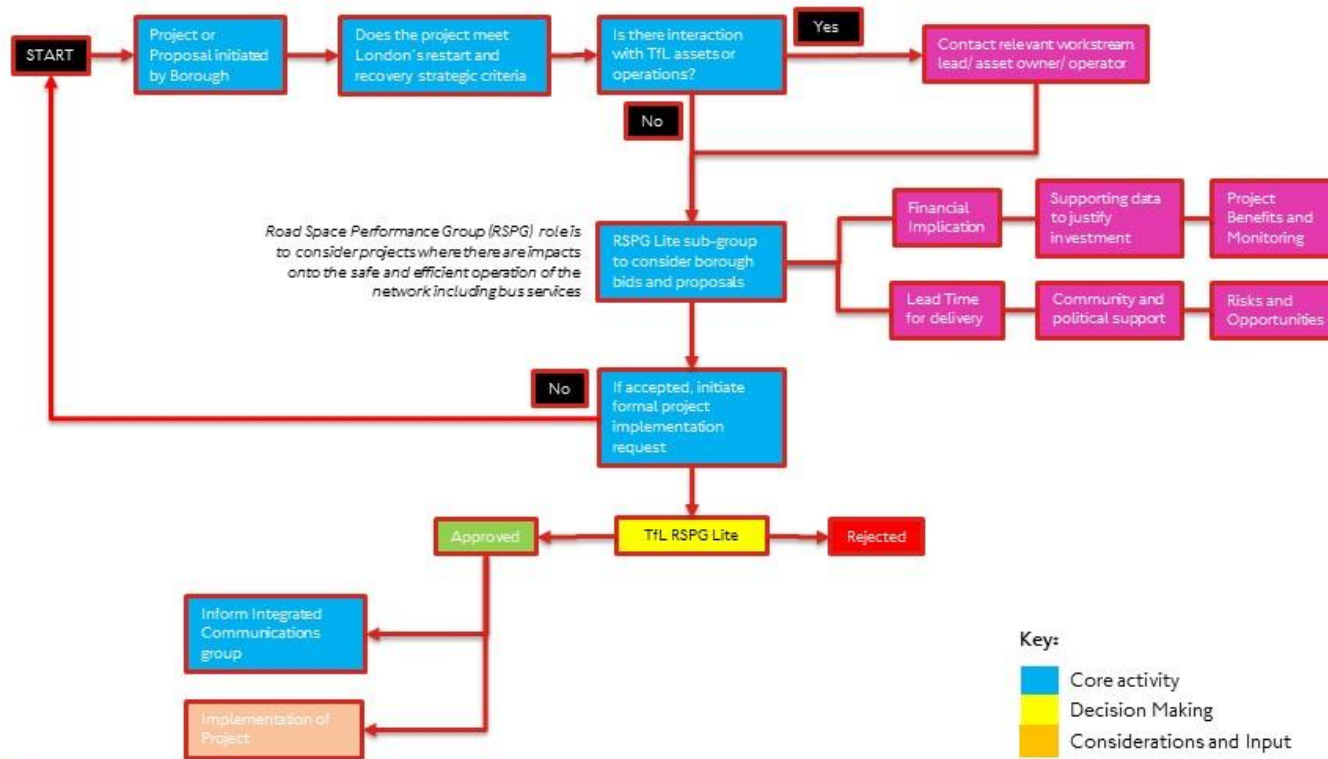


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# Borough LSP scheme bid assessment flowchart



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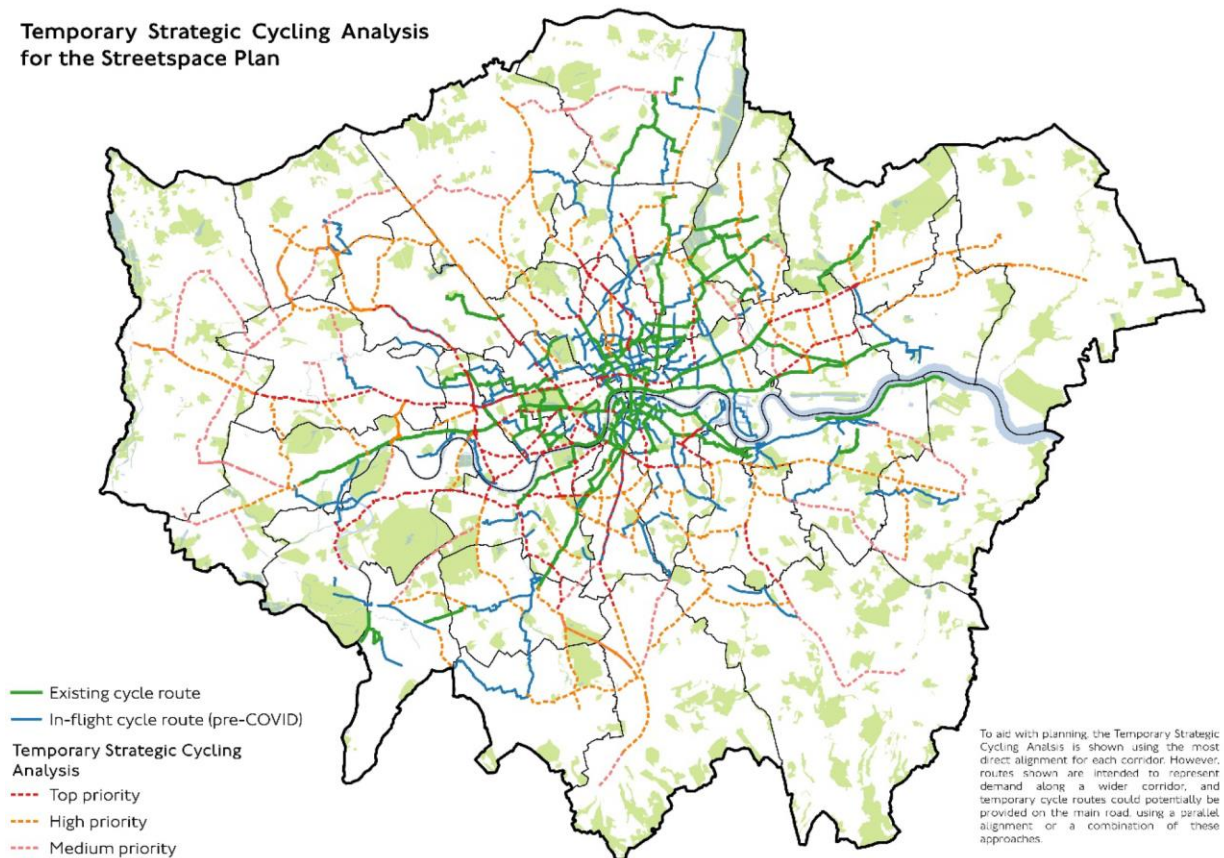


## Appendix 3 – Temporary Strategic Cycling Analysis for London Streetspace Plan

To help identify and prioritise temporary strategic cycle routes as effectively as possible, TfL has published Temporary Strategic Cycling Analysis<sup>1</sup> (TSCA) which updates the previously published Strategic Cycling Analysis (from June 2017) to reflect LSP objectives.

Data on public transport journeys that could be switched to cycling, as well as data on pre-COVID cycling levels, has been used to identify and prioritise the connections where new cycle routes would most benefit against the objectives of the LSP. This analysis has been shared with boroughs in order to inform the submission and assessment of their bids for temporary cycle route projects. The same TSCA has been used to inform and prioritise TLRN cycling proposals.

Temporary Strategic Cycling Analysis  
for the Streetspace Plan



To aid with planning, the Temporary SCA is shown using the most direct alignment for each corridor. However, routes shown are intended to represent demand along a wider corridor, and temporary cycle routes could potentially be provided on the main road, using a parallel alignment or a combination of these approaches.

<sup>1</sup> TfL Analysis for Temporary Strategic Cycle Network – <http://content.tfl.gov.uk/lsp-app-four-analysis-temp-sca-v1.pdf>

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## Appendix 4 – Central London Corridors Project scheme details

Corridor	Scheme goal	Led by	Site start target
Bishopsgate corridor: London Bridge to Shoreditch	Creation of bus/cycle/walk corridor between London Bridge and Commercial Street.	TfL	18/07/2020
Farringdon corridor: Blackfriars to King's Cross	Consideration of creation of bus/cycle/walk only corridor	TfL	16/08/2020
Holborn corridor section 1 Waterloo Bridge	Consideration of creation of bus/cycle/walk only corridor	TfL (Westminster and Lambeth highway)	TBC possibly phased
Holborn corridor section 2 between Waterloo Bridge and Waterloo station	Consideration of creation of bus/cycle/walk only corridor	TfL	September 2020
Holborn corridor section 3 between Waterloo Bridge and Kingsway via Strand/Aldwych	Consideration of creation of bus/cycle/walk only corridor	TfL (Westminster highway)	TBC possibly phased
Holborn corridor section 4 between Kingsway junction with Sardinia Street and Euston	Consideration of creation of bus/cycle/walk only corridor	TfL (Camden highway)	September 2020
East West corridor section 1 between Marble Arch and Tottenham Court Road	Part of the corridor between Marble Arch to Old Street: Section 1 Creation of cycle/walk/permitted traffic/buses corridor between Marble Arch and Tottenham Court Road	Borough (WCC)	-
East West corridor section 2 between Tottenham Court Road and Farringdon Road	Part of the corridor between Marble Arch to Old Street: Section 2 Creation of bus/cycle corridor between Tottenham Court Road and Farringdon Road	TfL (Camden highway)	Possibly phased, late Summer date TBC
East West corridor section 3 between Farringdon Road and Old Street roundabout	Part of the corridor between Marble Arch to Old Street: Section 4 creates a bus/cycle corridor whilst retain access via side streets to the corridor between Farringdon Road and Old Street Roundabout	TfL (Islington highway)	Mid-August for Phase 1 and Phase 2
Bank to Holborn corridor	Creation of cycle/walk corridor Bank to Farringdon Road. Creation of cycle/walk/permitted traffic/buses corridor Farringdon Road to Holborn	Borough (City and Camden)	TBC, possibly in phases
Bank to Old Street corridor	Creation of cycle/walk corridor Bank to Moorgate. Creation of cycle/walk/permitted traffic/buses corridor Moorgate to Old Street	Borough (City and Islington)	TBC, possibly in phases

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## Appendix 5 – Restated Programme and Project Authority to 2022/23

Description		Prior years	2018/19	2019/20	2020/21	2021/22	2022/23	Total Programme and Project Authority requested	Existing Programme and Project Authority requested	Additional / (reduced) Programme & Project Authority
<b>Transformational Schemes</b> Major transformational projects on the TLRN to deliver Healthy Streets Outcomes, including place making, growth, regeneration and environment improvements.		15	20	24	34	28	20	140	224	-84
<b>Networks Programme</b> Projects and Programmes on the TLRN and Borough roads that support the delivery of Healthy Streets Outcomes	<b>Bus Priority</b>	13	15	15	2	-	-	46	72	-26
	<b>TfL Delivered Schemes</b> Programmes such as Safer Junctions, Healthy Streets Local Schemes, Major Network projects and London Streetspace	7	11	22	12	-	-	52	134	-82
	<b>Borough Delivered Schemes</b> Programmes such as Liveable Neighbourhoods, LIP Majors, LIP Corridors and London Streetspace	101	105	101	50	-	-	358	388	-30
<b>Cycling Programme</b> Programmes on the TLRN and Borough roads that support the delivery of Healthy Streets Outcomes including modal shift and safety	<b>Cycle Superhighways</b> e.g. Cycle Superhighway 4, Cycle Superhighway 9, Cycling Future Routes	16	20	37	-	-	-	72	286	-214
	<b>Borough Cycling</b> Central London Grid, Quietways and Mini Hollands	36	38	42	-	-	-	116	147	-31
<b>Strategic Programme</b> Surface infrastructure schemes that deliver a step change in provision for London's travelling public. Projects are categorised as Major schemes due to their size, complexity, stakeholders, consents, funding mechanism or innovative nature.		12	12	3	-	-	-	27	120	-93
<b>VALUE ENGINEERING &amp; OVER PROGRAMMING</b> Targeted efficiency savings and over programming allowance to reflect delivery risk assessments		-	-	-	-	-	-	-	-188	188
<b>Healthy Streets Total</b>		<b>201</b>	<b>221</b>	<b>244</b>	<b>98</b>	<b>28</b>	<b>20</b>	<b>811</b>	<b>1,183</b>	<b>-372</b>
<b>Transfers to other portfolios</b>		-	-	2	3	20	-	24	24	0
<b>Adjusted Total</b>		<b>201</b>	<b>221</b>	<b>246</b>	<b>101</b>	<b>48</b>	<b>20</b>	<b>836</b>	<b>1,207</b>	<b>-371</b>

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## Programmes and Investment Committee



**Date:** 20 July 2020

**Title:** Air Quality Management Programme

**This paper will be considered in public**

### 1 Summary

Air Quality Management Programme				
Existing Financial Authority	EFC	Existing Procurement Authority	Additional Procurement Authority Requested	Total Authority
£235.8m*	£233.4m*	As shown in Part 2 of the agenda	As shown in Part 2 of the agenda	As shown in Part 2 of the agenda

\*Existing Financial Authority and EFC for entire AQM Programme in delivery.

- 1.1 This paper provides an update on the Air Quality Systems (AQS) projects within the AQM Programme consisting of the ULEZ Expansion 2021 (ULEX), Low Emission Zone tighter (LEZ), HGV Safety Permit Scheme (DVS), the Camera Refresh project and associated Scrappage Schemes (Van and Minibus, and Car and Motorcycle schemes).
- 1.2 In addition, following TfL bringing forward proposals to widen the scope and level of the charges for the Congestion Charge Scheme in line with the Government funding agreement, temporary changes were approved by the Mayor with effect from 22 June 2020. The changes have been delivered through this programme, requiring variations to the existing contract with Capita to enable launch within the fixed timescales.
- 1.3 The Air Quality Management (AQM) Programme improves transport’s impact on air quality and climate change through the delivery of LEZ emission standards tightening and ULEX. The AQM programme also ensures the integration of the new schemes with existing charging schemes and contributes to the policy development and customer research that will enable evolution in emissions charging.
- 1.4 The introduction of the ULEZ in Central London in April 2019, has achieved significant improvements in air quality, including a 44 per cent reduction in road side NO<sub>2</sub> between February 2017 to January 2020 (in ULEZ zone). Over more recent months London has seen dramatic improvements in air quality as a result of the halving of traffic in London due to the coronavirus lockdown.

- 1.5 Once the coronavirus emergency has passed and London starts to recover, our challenge will be to seek to eradicate air pollution permanently and ensure the gains we have made through the introduction of ULEZ and other policies continue.
- 1.6 This paper also requests further Procurement Authority to continue development, delivery and operation of the AQS projects and to extend the contracts to business as usual (BAU) activities associated within the AQM Programme such as support and processing functions of the current projects in operation; the Congestion Charge, ULEZ Central, LEZ, DVS and the Scrappage Schemes.
- 1.7 As the Committee will meet remotely, the Chair will be asked to decide the matters being considered by Members by way of Chair's action.
- 1.8 Supplementary information is included in Part 2 of the agenda for Members. This information is exempt and is therefore not for publication to the public or press by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to business affairs of TfL.

## **2 Recommendations**

- 2.1 The Chair of the Committee (in consultation with Committee Members) is asked to note the paper and the related paper on Part 2 of the agenda and approve:**
- (a) additional Procurement Authority in the sums requested in the paper on Part 2 of the agenda to extend the contracts with Capita Business Services Limited (Capita) to develop and operate projects within the Air Quality Management Programme and to allow for the continuation of supporting business as usual activities; and**
- (b) additional Procurement Authority in the sums requested in the paper on Part 2 of the agenda to allow Siemens Mobility Limited (Siemens) to continue delivering detection and enforcement infrastructure.**

## **3 Background**

- 3.1 The Mayor's Transport Strategy (MTS) sets out the Mayor's vision that 'London's transport network needs to contribute to the meeting of legal air quality levels as soon as possible and to the achievement of a zero-carbon city by 2050, thereby protecting the health of Londoners and demonstrating a commitment to tackling climate change.' TfL is also under a legal duty to take appropriate action to minimise road traffic accidents.
- 3.2 The introduction of the ULEZ in Central London in April 2019, has achieved significant improvements in air quality, including 44 per cent reduction in road side NO<sub>2</sub> between February 2017 to January 2020 (in the ULEZ zone). Furthermore, in January 2020, there were 44,100 fewer polluting vehicles being driven in Central London every day with 79 per cent of vehicles meeting the ULEZ emission standards (up from 39 per cent in February 2017).
- 3.3 All relevant public bodies (including TfL) are under a legal duty to take appropriate action to achieve compliance with legal limit values for NO<sub>2</sub> concentrations, and

reduce exposure to unlawful concentrations, as soon as feasibly possible. They must use those measures at their disposal that are most likely to succeed in this objective. This duty has been recognised by the courts as an imperative that outweighs other concerns not primarily concerned with securing the earliest feasible date, including the level of public expenditure, value for money and other normal operational considerations.

### Covid-19

- 3.4 In response to the Covid-19 pandemic the Congestion Charge (CC), LEZ and ULEZ Schemes were suspended between 23 March and 18 May 2020. In addition, the new LEZ standards and charges, and enforcement of the DVS, have both been postponed until March 2021.
- 3.5 On 15 May 2020, the Mayor published details of the London Streetspace Plan, to support this, he also announced the intention to implement temporary changes to the conditions and scope of the Congestion Charge scheme from 22 June 2020. These changes have been delivered through re-prioritisation of projects within the AQM programme.
- 3.6 Table 1 below shows the summary of projects and 'Go Live' dates.

<b>Scheme</b>	<b>Go Live Date</b>	<b>Supplier</b>
Van and Minibus Scrappage Scheme	February 2019	Capita Business Services Ltd
ULEZ Central	April 2019	Capita Business Services Ltd / Siemens
HGV Safety Permit (DVS) registration	October 2019	Capita Business Services Ltd / Siemens
Car and Motorcycle Scrappage Scheme	October 2019	Capita Business Services Ltd
Congestion Charge Temporary Changes	June 2020	Capita Business Services Ltd
Van and Minibus Scrappage Scheme heavy vehicle element	Autumn 2020	Capita Business Services Ltd
LEZ tighter	March 2021	Capita Business Services Ltd / Siemens
<b>Scheme</b>	<b>Go Live Date</b>	<b>Supplier</b>
HGV Safety Permit (DVS) Enforcement	March 2021	Capita Business Services Ltd / Siemens
ULEZ Expansion 2021	October 2021	Capita Business Services Ltd / Siemens
Camera Refresh	October 2021	Siemens

**Table 1: Summary of schemes**

## **4 Project Progress Updates**

### **ULEZ Expansion 2021**

- 4.1 The ULEZ boundary will be expanded up to the North and South Circular roads from 25 October 2021. Since the previous submission to the Committee in December 2019, we have been progressing through the detailed design stage with key activities including:
- (a) design of the cloud platform which will enable the migration of the back-office systems to the cloud to manage the larger volumes of data;
  - (b) design and development of the upgraded data warehouse with Siemens to house the increased volumes of camera images;
  - (c) detailed design development for signage and camera placement; and
  - (d) obtaining required consents and approvals from relevant boroughs.
- 4.2 The requested Procurement Authority will allow for the delivery of the Siemens data warehouse; for migration of Capita's back office systems to the cloud; and for the completion of associated testing. In addition, it will allow for development and delivery of the customer support and payment processing functions and completion of boundary infrastructure design.

### **Van and Minibus Scrappage Scheme**

- 4.3 In February 2019, the Mayor launched a London wide scrappage scheme, targeted at micro businesses and charities that own non ULEZ compliant vans and minibuses. Since the update to the Committee in December 2019, alterations have been made to the scheme to encourage uptake and widen the application pool:
- (a) scrappage payment level increase from £3,500 to £7,000;
  - (b) reduce frequent journey criteria from 52 to 26 journeys in the period six months prior to the commencement of the scheme; and
  - (c) scheme eligibility expanded to include small businesses.
- 4.4 The changes triggered a significant uplift in applications, a total of 1,323 vehicles have been scrapped as part of the scheme to date, with £7m of grant payments made.
- 4.5 On 22 January 2020, the Mayor announced that, to help clean up the heavy vehicle fleet, the van scrappage scheme will open to small businesses operating heavy vehicles later this year. The details of the scheme are currently being finalised, but it is expected that it will be in the form of a grant of around £15,000 for each polluting heavy vehicle, up to a maximum of three vehicles. This will be funded from the existing grant made available by the Greater London Authority. Seventy organisations have pre-registered their interest.



- 4.6 The Procurement Authority request will allow for the launch of this expanded scheme as well as the continuation of back office processing and support functions to administer applications.

### **Car and Motorcycle Scrappage Scheme**

- 4.7 In October 2019, a new Car and Motorcycle Scrappage Scheme was launched by the Mayor providing grant payments to help individuals from low income and disability groups that meet the Scheme's eligibility criteria, to scrap older, more polluting vehicles and switch to cleaner alternatives or use different modes of transport.
- 4.8 So far, the scheme has scrapped over 1,800 vehicles, representing approximately £3.6m in grant payments. The initiative continues to prove popular, with consistently high numbers of successful applications processed each month.
- 4.9 Both the Van Scrappage and Car and Motorcycle Scrappage Schemes have been developed and delivered through the Capita Business Services Limited contracts. The requested Procurement Authority would allow for the continuing support and operation of the schemes.

### **Low Emission Zone (LEZ)**

- 4.10 LEZ tighter will strengthen the emission requirements for the existing Low Emission Zone that applies to heavy vehicles. In order to support businesses in their recovery from the impacts of Covid-19, and to allow them more time to prepare. The start date for the enforcement of the new standards has been revised from October 2020 to 1 March 2021 (at the earliest and subject to review in September as to any later date) with the current LEZ charges and standards operating until then. This was to support the freight industry during the Covid-19 pandemic and its recovery.
- 4.11 Over recent months key activities have been progressed:
- (a) completion of integration with existing LEZ cameras for image capture and background systems that issue charges, deal with appeals etc.;
  - (b) integration with the customer-facing website; and
  - (c) continuation of the marketing, communications and stakeholder campaigns.
- 4.12 The Procurement Authority requested will allow for the delivery of the back-office functionality for the systems cloud migration and for further testing of the system to continue.

### **HGV Safety Permit Scheme – Direct Vision Standard (DVS)**

- 4.13 DVS launched in October 2019 on a voluntary basis, with a 12-month pre-compliance period within which hauliers will be able to apply for a permit. Enforcement of the scheme was due to begin in October 2020; however this date has been revised to 1 March 2021 in alignment with the LEZ date to support the freight industry in its recovery from Covid-19 and during the pandemic.

- 4.14 The DVS project is progressing well, with over 57,000 permit applications received since the registration launch.
- 4.15 The detailed design of the Business and Enforcement Operations systems are underway, and we are developing our on-street enforcement approach with Compliance Policing and On Street Operations to ensure permit regulations are being adhered to.
- 4.16 This Procurement Authority request will allow Capita Business Services Limited to provide back-office support to the scheme and allow testing to continue on systems to support enforcement.

### **Congestion Charge – Temporary Changes**

- 4.17 We re-prioritised work across the programme to allow for the implementation of the temporary Congestion Charge changes from 22 June 2020. The changes have been introduced, temporarily, in order to support the response to the coronavirus pandemic and a safe return to travel in London. They will help to reduce traffic congestion and reduce risk to vulnerable road users, as people are encouraged to use active travel modes.
- 4.18 The Procurement Authority requested will allow for the continued support and operation of the congestion charge.

## **5 Financial Impact**

- 5.1 In December 2019, the Committee granted £510m of Programme and Project Authority to the Air Quality Portfolio of which £215.8m was for the delivery of the Air Quality Systems Projects. In addition to those projects outlined in the 2019 annual submission the authority has been utilised to introduce the congestion charge temporary changes.
- 5.2 There is sufficient existing Programme and Project Authority to support the delivery and operation of projects within the AQM Programme and the extension of the relevant contracts. Any further requests will be made in the next update to the Committee.
- 5.3 In May 2019, the Committee approved an additional £24.1m of Procurement Authority to a maximum of £103.9m to extend and vary the contract with Siemens for the delivery of the Detection & Enforcement Infrastructure system element, incorporating the installation of the ANPR camera network and the processing and transfer of images.
- 5.4 In October 2019, the Committee approved £21.0m of additional Procurement Authority to extend and vary the contract with Capita Business Services Ltd for the development of the back-office system elements for ULEX, Camera Refresh Project, LEZ standards tightening, DVS and associated scrappage schemes.
- 5.5 The Committee is requested to approve the additional Procurement Authority requested in Part 2 to support the delivery and operation of projects within the AQM Programme and the extension of the relevant contracts.

- 5.6 It is proposed to return to the Committee in December 2020 to provide a full update as part of the AQM Programme annual submission.

## 6 Delivery Plan

- 6.1 The projects are working through detailed design and the key upcoming milestones can be seen in Table 2 below:

Milestones	Date
Detailed design for all new camera sites complete	31 July 2020
Van Scrappage – addition of heavy vehicles	September 2020
Cloud Platform Testing Complete (Workload 1)	30 October 2020
Installation of new cameras complete	31 December 2020
Cloud Application Testing Complete (Workload 2)	15 January 2021
Camera in-station System Test complete	17 February 2021
HGV Safety Standard Enforcement Operations ‘Go Live’.	1 March 2021
LEZ Tighter Operations ‘Go Live’.	1 March 2021
ULEZ Expansion 2021 Operations ‘Go Live’	October 2021

**Table 2: Project Milestones**

## 7 Equality Impacts

- 7.1 The projects will be delivered in accordance with TfL’s duties under the Equality Act 2010. An Equality Impact Assessment (EqIA) or Integrated Impact Assessment (IIA) has been undertaken for each scheme and impacts (positive and negative) on people with protected characteristics under the Equality Act 2010 have been identified. TfL will continue to have due regard to the matters set out in the Equality Act 2010 as the project progresses and will mitigate adverse effects to the extent that it is possible and reasonable to do so. Consideration will also be given to the requirement under the Equality Act 2010 advance equality of opportunity and fostering good relations between people who share a relevant protected characteristic and people who do not.

## 8 Assurance

- 8.1 A Targeted Assurance Review was undertaken by TfL Project Assurance and Independent Investment Programme Advisory Group (IIPAG) following agreed lines of inquiry to review the effectiveness of the procurement approach and the delivery of the Air Quality Management Programme. No critical issues were identified in this review.

**List of appendices to this report:**

Exempt supplementary information is included in a paper on Part 2 of the agenda.

**List of Background Papers:**

Air Quality Management paper submitted to the Committee on 23 October 2019

Air Quality Management paper submitted to the Committee on 6 March 2019

Surface Technology paper submitted to the Committee on 6 March 2019

Air Quality Management paper submitted to the Committee on 15 May 2019

Equality Impact Assessment for ULEX

Integrated Impact Assessment for ULEX

Equality Impact Assessment for LEZ 2020

Equality Impact Assessment for DVS

Integrated Impact Assessment for DVS

ULEZ Car and Motorcycle Scrappage Scheme – Equalities Impact Assessment

ULEZ Van and Minibus Scrappage Scheme- Equalities Impact Assessment

Decision Paper on LEZ and DVS postponement

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## Programmes and Investment Committee



**Date:** 20 July 2020

**Item:** Members' Suggestions for Future Discussion Items

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### **This paper will be considered in public**

#### **1 Summary**

- 1.1 This paper presents the current forward programme for the Committee and explains how this is put together. Members are invited to suggest additional future discussion items for the forward programme. Members are also invited to suggest items for future informal briefings.

#### **2 Recommendation**

- 2.1 **The Committee is asked to note the forward programme and is invited to raise any suggestions for future discussion items for the forward programme and for informal briefings.**

#### **3 Forward Programme Development**

- 3.1 The Board and its Committees and Panels have forward programmes. The content of the programme arise from a number of sources:
- (a) Standing items for each meeting: Minutes; Matters Arising and Actions List; and any regular quarterly or periodic reports. For this Committee these are the quarterly Investment Programme Report and the regular report on the Crossrail project.
  - (b) Programmes and Projects at a level requiring Committee approval. These include the annual review of the 20 sub-programmes in the Investment Programme and other approvals sought following advice from the operating businesses.
  - (c) Items requested by Members: The Deputy Chair of TfL and the Chairs of all of the Committees and Panels will regularly review the forward programme and may suggest items. Other items will arise out of actions from previous meetings (including meetings of the Board or other Committees and Panels) and any issues suggested under this agenda item.

#### **4 Current Programme**

- 4.1 The current programme is attached as Appendix 1. Like all plans, it is a snapshot in time and items may be added, removed or deferred to a later date.
- 4.2 Owing to the current circumstances, it is likely that a revised plan will be developed later in 2020.

**List of appendices to this report:**

Appendix 1: Programmes and Investment Committee Forward Planner 2020/21

**List of Background Papers:**

None

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**Programmes and Investment Committee Forward Planner 2020/21**

**Programmes and Investment Committee Forward Planner 2020/201**

**Membership:** Prof Greg Clark CBE (Chair), Dr Nelson Ogunshakin OBE (Vice Chair), Heidi Alexander, Ron Kalifa OBE, Dr Alice Maynard CBE, Mark Phillips, Dr Nina Skorupska CBE, Dr Lynn Sloman and Ben Story

Abbreviations: Managing Director (MD), Customer, Communication and Technology (CCT), London Underground (LU), Surface Transport (ST), CFO (Chief Finance Officer) and D (Director)

<b>16 October 2020</b>		
Use of Delegated Authority	General Counsel	Standing item
Elizabeth Line Readiness and Crossrail Update	MD LU & TfL Engineering, and D Elizabeth line Ops	Regular update on progress
Quarterly Programmes and Investment Report	MD LU & TfL Engineering, MD ST and D Major Projects	To note high-level progress update against the 20 grouped Investment Programme and Major Project items and any specific approvals required in relation to programmes not on the deep-dive list for that meeting.
TfL Project Assurance	Project Assurance	Standing item
IIPAG Quarterly Report (appendix on Second line Assurance Activities)	Project Assurance	Standing Item
Enterprise Risk	D Major Projects	Update
Northern Line Extension	D Major Projects	Update
Air Quality Programme: Plans beyond 2021	D City Planning	Member request
DLR HIF Bid and Rolling Stock Replacement	MD ST	Approval
Surface and LU Technology Programmes: Annual Submission	MDs ST and LU	Approval
LU Major Stations	MD LU	Update (and possibly approval)

## Programmes and Investment Committee Forward Planner 2020/21

11 December 2020		
Use of Delegated Authority	General Counsel	Standing item
Elizabeth Line Readiness and Crossrail Update	MD LU & TfL Engineering, and D Elizabeth line Ops	Regular update on progress
Quarterly Programmes and Investment Report	MD LU & TfL Engineering, MD ST and D Major Projects	To note high-level progress update against the 20 grouped Investment Programme and Major Project items and any specific approvals required in relation to programmes not on the deep-dive list for that meeting.
TfL Project Assurance	Project Assurance	Standing item
IIPAG Quarterly Report (appendix on Second line Assurance Activities)	Project Assurance	Standing Item
Strategic Risk: Opening of the Elizabeth Line (SR16)	Commissioner	Annual update
Innovation Update	D Transport Innovation	Annual update

### Regular items:

- Use of delegated authority by Chair, Commissioner and CFO.
- Quarterly Monitoring Report – to include:
  - high-level progress update against the 20 grouped Investment Programme and Major Project items;
  - specific approvals required in relation to programmes not on the deep-dive list for that meeting;
  - identification of programmes about to issue tenders so Members can input;
- Second Line Assurance Activities
- IIPAG Quarterly Report
- 4/5 deep dive papers each meeting from the rolling programme of Investment Programme / Major Project items. Papers to seek annual approval for the programme.
- Crossrail 2 – updates and authorities (if kept separate from the Major Project list).
- Crossrail updates
- Innovation update (December)



## **Programmes and Investment Committee Forward Planner 2020/21**

### **Items to be scheduled:**

- London Overground future planning
- Bakerloo line extension (City Planning and LU)
- Rotherhithe Tunnel
- Silvertown Tunnel
- Healthy Streets
- Fiveways Corner in Croydon
- Surface Transport Assets
- Four Lines Modernisation

### **Future items for Committee or Board:**

- How TfL investment programme is effected by:
  - Potential rail devolution
  - HS2
  - Heathrow expansion
  - Oxford Street pedestrianisation
  - Football stadiums/events

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## Programme Submission Dates to Programmes and Inv

As at 08/04/2020

	Programme	Last submission to PIC
1	Air Quality & Environment (AQE)	20/07/20
2	Surface Assets	05/03/20
3	Deep Tube Programme (DTP)	05/03/20
4	Four Lines Modernisation (4LM)	18/12/19
5	Growth Fund	23/10/19
6	Healthy Streets	17/07/19
7	LU Power, Cooling & Energy	18/12/19
8	LU Lifts & Escalators	23/10/19
9	LU Fleet	20/07/20
10	LU Signalling & Control	05/03/20
11	LU Stations	23/10/19
12	LU Track	17/07/19
13	Major Stations	06/03/19
14	Northern Line Extension (NLE)	11/12/18
15	Public Transport	05/03/20
16	Silvertown	03/07/18
17	Technology and Data (T&D)	05/03/20
18	Railway Signalling Enhancements (RSE) (formerly World Class Capacity)	23/10/29
19	DLR Rolling Stock Replacement	11/12/18
20	Barking Riverside Extension (BRE)	18/12/19
21	Surface Technology	06/03/19
22	Crossrail 2	20/07/20

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