

Transport for London

Minutes of the Programmes and Investment Committee

Conference Rooms 1 and 2, Ground Floor, Palestra,
197 Blackfriars Road, London, SE1 8NJ
10.15am, Wednesday 16 May 2018

Members Present

Professor Greg Clark CBE (Chair)
Dr Nelson Ogunshakin OBE
Dr Alice Maynard CBE
Dr Lynn Sloman
Ben Story

In Attendance

Executive Committee

Howard Carter	General Counsel
Simon Kilonback	Chief Finance Officer
Gareth Powell	Managing Director, Surface Transport

Other Staff

Simon Adams	Head of Commercial Crossrail 2, Office of the Commissioner (for minute 27/05/18)
Alexandra Batey	Head of Public Transport Sponsorship, Surface Transport (for minute 23/05/18)
Michael Bridgeland	Head of Project Assurance
David Hughes	Director of Strategy and Service Development, London Underground
Paul Judge	Head of Programme (DTUP), London Underground
Tony King	Finance Director, MPD, London Underground
Kevin Moore	Lead Sponsor - Line Upgrades, London Underground (for minute 24/05/18)
Sir Terry Morgan CBE	Chairman, Crossrail Limited
Rob Niven	Head of Major Projects Sponsorship, London Underground (for minute 24/05/18)
David Rowe	Head of Major Projects Sponsorship, Surface Transport
Howard Smith	Operations Director, Crossrail (for minute 27/05/18)
Allan Thomson	Head of LU Enhancements (for minute 25/05/18)
David Wylie	Chief Procurement Officer
Jamie Mordue	Secretariat

Independent Investment Programme Advisory Group (IIPAG) Attendance

Colin Porter	Chief Spokesperson, IIPAG
Paul Jenkins	IIPAG

17/05/18 Apologies for Absence and Chair's Announcements

Apologies for absence were received from Ron Kalifa OBE and Dr Nina Skorupska CBE. Mike Brown MVO, TfL Commissioner, and Mark Wild, Managing Director London Underground, also sent their apologies.

The Chair welcomed to the meeting as an observer, Heidi Alexander, the prospective Deputy Mayor for Transport and Deputy Chair of TfL.

18/05/18 Declarations of Interests

The Chair clarified that his declared interest of having been a one-off supplier of expert services to Siemens was an historic interest and was no longer current.

Members confirmed that their declarations of interests, as published on tfl.gov.uk, were up to date.

Colin Porter declared an interest in items 8 and 17 on the agenda, and would leave the meeting during the discussion of these items.

19/05/18 Minutes of the meeting of the Committee held on 21 February 2018

The minutes of the meeting held on 21 February 2018 were approved as a correct record and signed by the Chair.

20/05/18 Matters Arising and Actions List

Howard Carter introduced the paper. In response to the action on Air Quality and Environment Programme – vehicles for disabled people (Minute 54/10/17) staff had raised the issue of the unavailability of petrol or hybrid vehicles for many disabled people in the recent consultation for the enhancements to the Low Emission Zone and the expansion of the Ultra Low Emission Zone. The Mayor would consider these issues in more detail when he made a decision on this scheme.

The Committee noted the actions list.

21/05/18 Update on Major Projects Programmes and Investment

David Hughes introduced the paper, which provided a summary of the key outputs of Major Projects in the quarter, covering January to March 2018. The paper was an update and the full Quarter 4, 2017/18 Investment Programme Report would be presented at the Committee's next meeting on 3 July 2018.

The new Hammersmith Service Control Centre had opened. This was a significant milestone in the Four Lines Modernisation programme and would bring all aspects of managing the lines under one roof.

Members noted that TfL had been granted a Development Consent Order by the Department for Transport to deliver the Silvertown Tunnel.

The Committee noted the paper.

22/05/18 Use of Delegated Authority

Michael Bridgeland introduced the paper, which set out details of the use of delegated authority by the Commissioner and the Chief Finance Officer. Since the meeting of the Committee on 21 February 2018, the Chief Finance Officer had approved Programme and Project Authority for three projects and the Commissioner had approved Procurement Authority for one matter within the Committee's remit.

The Committee noted the paper.

23/05/18 Barking Riverside Extension Update and Procurement Authority Request

Gareth Powell introduced the paper and the supplemental information on Part 2 of the agenda, which provided an update on the Barking Riverside Extension project's progress and sought Procurement Authority in respect of the award of the Main Works Contract and related matters.

The Committee heard that the Barking Riverside Extension project was a 4km extension of the Gospel Oak to Barking Overground line. The project had planning permission for 10,800 homes. The project supported the Mayor's Transport Strategy (MTS) by using transport to unlock housing potential and was in line with the Mayor's Healthy Streets approach through sustainable mode share targets.

The intention was to seek Procurement Authority in advance of awarding the Main Works Contract in the summer of 2018. Dr Alice Maynard CBE and Dr Lynn Sloman were thanked for having visited the site prior to the meeting.

Dr Lynn Sloman thanked TfL staff for a valuable visit to see the housing that the project would unlock and the thought that had gone into the 75 per cent transport sustainable mode share target. Dr Sloman told the Committee that bus services were already in place before the area was built out and that the plans for housing showed excellent density of homes near the station.

Dr Alice Maynard echoed Dr Sloman's remarks and said she was impressed by the level of ambition, and commented on how well the pieces of the development seemed to fit together but that monitoring was needed to ensure everything worked as intended.

Gareth Powell told the Committee that the project represented a great opportunity to support the MTS and, although public response was unknown at this stage, transport share modes could be adjusted to respond to demand, for example by altering the bus services or cycle lanes. TfL was seeking to strengthen its relationship with Network Rail. Network Rail had put in place a single point of contact with TfL, which was important as Network Rail moved through its devolution agenda. With regards to the Barking Riverside Extension project, Network Rail had been engaged early on and had been included at every stage of the project.

The Committee was told that there was some scope to get more trains per hour but that the route was busy, particularly with freight trains. Modelling showed that, when all homes were completed, the line would operate at 30 per cent capacity and therefore there is no anticipated need to increase capacity further.

Gareth Powell acknowledged that there had been project delays, which had been a result of station design issues and when Carillion entered into liquidation during the tender process. He was confident mechanisms were in place to recover the pace and that Procurement Authority was being sought now to ensure no further delays.

The Committee noted the paper and the supplemental paper included on Part 2 of the agenda and agreed to grant Procurement Authority in respect of the contract for the construction of the Barking Rail Extension and new Barking Riverside station.

24/05/18 Deep Tube Programme

Colin Porter declared an interest in this item and left the meeting during its discussion on the public and private parts of the agenda.

David Hughes introduced the paper and the supplemental information on Part 2 of the agenda, which provided an update on TfL's progress in evaluation of tenders for new Deep Tube Upgrade Programme (DTUP) rolling stock, sought approval for contract award for a base order for new rolling stock for the Piccadilly line with options to procure rolling stock on the Bakerloo, Central and Waterloo & City lines, and sought further Project Authority and Procurement Authority for Stage 1 of the Piccadilly line Upgrade Programme.

The Piccadilly line rolling stock represented a major investment that was a key enabler of mode shift target in the Mayor's Transport Strategy. This was the first stage of the Piccadilly line Upgrade which would increase peak capability from 24 to 27 trains per hour before line-wide re-signalling, which would be progressed under Stage 2 of the project, to enable upgrading of services to 33 trains per hour.

Authority for the Piccadilly line was being requested first because of pressing capacity issues and the asset conditions; the Piccadilly line fleet had originally been scheduled to be replaced in 2014 and had an intended life of 40 years and so replacement could no longer be deferred. By the time the last rolling stock was replaced, it would be 54 years into service.

David Hughes reiterated that this request was not for the whole Piccadilly line upgrade but for the rolling stock and enabling works, and that rolling stock upgrade did not commit to signalling upgrades but the business case would be strong. Simon Kilonback said the process of modernising the Tube was not complete and that the Deep Tube Programme was critical to enable TfL to deliver a modern Tube system.

The objective was to achieve economies of scale across the Piccadilly, Bakerloo, Central and Waterloo & City lines and to balance the benefits and built in optionality.

Subject to Committee approval, there would be a strong business case for upgrades to the other lines, particularly the Central line and the Bakerloo line, which was one year older than the Piccadilly line. Issues around affordability and satisfactory delivery of the Piccadilly rolling stock upgrade would be the key factors in determining when and how the rolling stock for the other lines would be upgraded.

David Hughes confirmed that there had been competition in the procurement exercise and that the staged approach to seek authorities did not build in duplicate costs; rather it gave more opportunity for TfL's decisions on further rolling stock procurement to be informed by the market.

The Committee noted the paper and the supplemental paper included on Part 2 of the agenda and approved the authorities for the programme.

25/05/18 London Underground Legacy Signalling and Information

David Hughes introduced the paper. The Committee was told that the Programme would extend the life of ageing assets to ensure safety and improve reliability, whilst reducing maintenance costs; and would upgrade the performance of the existing legacy signalling and control systems, where viable, to enable line capacity to be increased.

The Programme supported the Mayor's strategic objective of 'providing a good public transport experience' and over time would lead through to the 'improving public transport services' measure on the TfL Scorecard.

Signalling related problems on the network were at a high level as there had not been investment in legacy signalling; the additional authority being sought was to maintain existing systems on the Piccadilly, Central and Bakerloo lines, to maintain acceptable levels of operation, pending the replacement of these lines' respective signalling and control systems under the Deep Tube Upgrade Programme.

The Committee requested a future discussion on the use of innovative technology for signalling upgrade works, such as 5G.

[Action: David Hughes and Stuart Harvey]

The Committee noted the paper and approved the additional Programmes and Project Authority of £74.19m for the London Underground Signalling and

Control Programme, increasing total authority to £142.53m.

26/05/18 Rotherhithe to Canary Wharf Crossing

Gareth Powell introduced the paper. The Committee heard that the crossing would provide a safe, attractive and direct route for pedestrians and cyclists between the Isle of Dogs and Canada Water Opportunity Areas, reducing journey times and encouraging healthier travel. There was an element of funding in the Business Plan to explore proposals for a crossing.

A more detailed paper, including costs and qualitative benefits, would be submitted to the Committee in July 2018. That paper would contain options, with clearer benefits and financial implications. It was noted that it was difficult to have initial conversations with land owners and stakeholders when the design had not been decided.

The Committee noted the paper.

27/05/18 Crossrail Update

David Hughes introduced the paper, which provided an update on the status of the Crossrail project. The Committee heard that progress has been made across all areas of the programme and that cost and schedule pressures were being managed.

Howard Smith told the Committee that testing of the new trains in full automatic control, at speeds of over 60 miles per hour, had taken place and preparations for the transition of the Crossrail project into TfL continued.

TfL Rail would take over services between Paddington and Heathrow Terminals 2, 3 and 4 on Sunday 20 May 2018. This service would operate two Class 360 trains an hour and two additional Class 345 trains would operate between Paddington and Hayes & Harlington. The Class 360 trains were leased and would be returned once the Class 345 trains were able to operate to Heathrow Airport.

The Committee noted the paper.

28/05/18 Member suggestions for future agenda discussions

Howard Carter introduced the paper and the Committee's updated forward programme. The request for further information on new technologies and innovations made above would be included on the forward plan.

Members were interested in whether the cause of the Jubilee line power failure had been determined and what lessons had been learned. TfL continued to investigate the cause and would report back to the Customer Service and Operational Performance Panel in due course.

[Action: David Hughes]

28/05/18 Any Other Business the Chair Considers Urgent

There was no urgent business.

29/05/18 Date of Next Meeting

The next scheduled meeting of the Committee would be held on Tuesday 3 July 2018 at 10.15am.

30/05/18 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: Barking Riverside Extension Update and Procurement Authority Request; Deep Tube Programme; and Crossrail Update.

The meeting closed at 12.34pm