

Agenda

Meeting: Programmes and Investment Committee

Date: Wednesday 11 December 2024

Time: 10:00am

Place: Conference Rooms 1 and 2,
Ground Floor, Palestra, 197
Blackfriars Road, London, SE1
8NJ

Members

Peter Strachan (Chair)
Arthur Kay (Vice-Chair)
Seb Dance
Deborah Harris-Ugbomah

Mark Phillips
Omid Shiraji
Sara Turnbull

Government Observer

David Coles

Copies of the papers and any attachments are available on [tfl.gov.uk How We Are Governed](https://tfl.gov.uk/How-We-Are-Governed).

This meeting will be open to the public and webcast live on [TfL YouTube channel](#), except for where exempt information is being discussed as noted on the agenda.

There is access for disabled people and induction loops are available. 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.

Further Information

If you have questions, would like further information about the meeting or require special facilities please contact: Zoe Manzoor, Secretariat Officer;
Email: v_ZoeManzoor@tfl.gov.uk.

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

Andrea Clarke, General Counsel
Tuesday 3 December 2024

**Agenda
Programmes and Investment Committee
Wednesday 11 December 2024**

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 3 October 2024
(Pages 1 - 10)**

General Counsel

The Committee is asked to approve the minutes of the meeting of the Committee held on 3 October 2024 and authorise the Chair to sign them.

4 Matters Arising and Actions List (Pages 11 - 16)

General Counsel

The Committee is asked to note the updated actions list.

5 Use of Delegated Authority (Pages 17 - 20)

General Counsel

The Committee is asked to note the paper.

6 Investment Programme Report Quarter 2, 2024/25 (Pages 21 - 46)

Chief Capital Officer and Director of Investment Delivery Planning

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

7 Independent Investment Programme Advisory Group Quarterly Report (Pages 47 - 52)

General Counsel

The Committee is asked to note the Independent Investment Programme Advisory Group's quarterly report and the exempt supplementary information on Part 2 of the agenda.

8 TfL Project Assurance Update (Pages 53 - 56)

General Counsel

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

9 Docklands Light Railway Rolling Stock Replacement Programme Update (Pages 57 - 64)

Chief Capital Officer and Director of Investment Planning

The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda and approve unbudgeted Financial Authority, Programme and Project Authority, and Procurement Authority in the sums set out in the paper on Part 2 of the agenda.

10 Safe and Healthy Streets Programme (Pages 65 - 104)

Director of Investment Planning

The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda and approve additional Programme and Project Authority.

11 Bakerloo Line Upgrade Stage 1 (Pages 105 - 112)

Chief Capital Officer and Director of Investment Planning

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

12 Pontoon Dock Station Upgrade (Pages 113 - 120)

Director of Investment Planning

The Committee is asked to note the paper and approve additional Programme and Project Authority to enable receipt of an additional third-party income and approve unbudget Financial Authority.

13 Silvertown Tunnel Programme Update (Pages 121 - 124)

Chief Capital Officer and Director of Investment Planning

The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda and endorse the arrangements proposed in relation the Silvertown Tunnel Programme.

14 Enterprise Risk Update - Delivery of TfL Key Investment Programmes and Projects (ER08) (Pages 125 - 130)

Chief Capital Officer

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

15 Forthcoming Key Procurement Activities (Pages 131 - 134)

Chief Finance Officer

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

16 Members' Suggestions for Future Discussion Items (Pages 135 - 138)

General Counsel

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

17 Any Other Business the Chair Considers Urgent

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

18 Date of Next Meeting

Wednesday 5 March 2025 at 10:00am.

19 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 3 and 5 of Schedule 12A to the Local Government Act 1972 (as amended), in order to consider the following items of business.

Agenda Part 2

- 20 Investment Programme Report Quarter 2, 2024/25** (Pages 139 - 156)
Exempt supplementary information relating to the item on Part 1 of the agenda.
- 21 Independent Investment Programme Advisory Group Quarterly Report** (Pages 157 - 166)
Exempt supplementary information relating to the item on Part 1 of the agenda.
- 22 TfL Project Assurance Update** (Pages 167 - 180)
Exempt supplementary information relating to the item on Part 1 of the agenda.
- 23 Docklands Light Railway Rolling Stock Replacement Programme Update** (Pages 181 - 192)
Exempt supplementary information relating to the item on Part 1 of the agenda.
- 24 Safe and Healthy Streets Programme** (Pages 193 - 196)
Exempt supplementary information relating to the item on Part 1 of the agenda.
- 25 Bakerloo line Upgrade Stage 1** (Pages 197 - 204)
Exempt supplementary information relating to the item on Part 1 of the agenda.
- 26 Silvertown Tunnel Programme Update** (Pages 205 - 210)
Exempt supplementary information relating to the item on Part 1 of the agenda.
- 27 Enterprise Risk Update - Delivery of TfL Key Investment Programmes and Projects (ER08)** (Pages 211 - 220)
Exempt supplementary information relating to the item on Part 1 of the agenda.
- 28 Forthcoming Key Procurement Activities** (Pages 221 - 228)
Exempt supplementary information relating to the item on Part 1 of the agenda.

[page left intentionally blank]

Transport for London

Minutes of the Programmes and Investment Committee

King's Cross/St Pancras Room, 10th Floor (10YC2), Palestra,
197 Blackfriars Road, London, SE1 8NJ
1:15pm, Thursday 3 October 2024

Members

Peter Strachan (Chair)
Arthur Kay (Vice Chair)
Deborah Harris-Ugbomah (via Teams)
Omid Shiraji
Sara Turnbull

Government Observer

David Coles

Executive Committee

Andrea Clarke General Counsel
Stuart Harvey Chief Capital Officer

Staff

Isabel Coman Director TfL Engineering Asset Strategy
Micheal Cooper Director, Project Management Office
Patrick Doig Group Finance Director
Nick Fairholme Director of Capital Delivery, Systems, Project and
Programme Delivery
Mark Harvey Head of Commercial – Systems
Peter McNaught Director of Operational Readiness
Vicky Morley Senior Advisor, Chief Capital Officer
Zoe Manzoor Senior Committee Officer
Kumaran Nagiah Chief of Staff, Chief Capital Officer
Robert Niven Head of Investment Delivery Planning Major Projects
James Norris Head of Project Assurance
David Rowe Interim Director of Investment Delivery Planning
Rachel Sherry Finance Director – Capital

Independent Investment Programme Advisory Group (IIPAG)

Alison Munro Chair IIPAG

35/10/24 Apologies for Absence and Chair's Announcements

Apologies for absence had been received from Seb Dance and Mark Phillips. Deborah Harris-Ugbomah attended the meeting via Teams and was able to participate in the discussion but was not counted towards the quorum. Omid Shiraji left the meeting at 3pm. The meeting was quorate.

Andy Lord, Commissioner, was unable to attend the meeting.

The Chair welcomed everyone to the meeting. The meeting was broadcast live to TfL's YouTube channel, except for the discussion of the information on Part 2 of the

agenda which was exempt from publication, to ensure the public and the press could observe the proceedings and decision-making.

The Chair reminded those present that safety was paramount at TfL and encouraged Members to raise any safety issues during discussions on a relevant item, or with the appropriate member of the Executive Committee after the meeting.

36/10/24 Declarations of Interests

Members confirmed that their declarations of interests, as published on [tfl.gov.uk](https://www.tfl.gov.uk), were up to date and there were no interests to declare that related specifically to items on the agenda.

37/10/24 Minutes of the Meeting of the Committee held on 26 June 2024

This meeting was inquorate and following the discussions the items requiring a decision were determined by Chair's Action by the Chair of the meeting Mark Phillips.

The minutes of the meeting of the Committee held on 26 June 2024 were approved as a correct record, and the Chair was authorised to sign them.

38/10/24 Matters Arising and Actions List

Andrea Clarke introduced the item, which set out progress against actions agreed at previous meetings of the Committee.

The Committee noted the updated Actions List.

39/10/24 Use of Delegated Authority

Andrea Clarke introduced the item. Since the last meeting of the Committee on 26 June 2024, there had been one use of Chair's Action in relation to approving authorities relating to the Silvertown Tunnel Programme. There had been one approval of Programme and Project Authority in relation to Elephant & Castle Station Capacity Upgrade; and one approval of unbudgeted Financial Authority by the Chief Finance Officer in relation to Silvertown Tunnel Active Travel. There had been no other use of delegated authority or Mayoral Directions to TfL within the Committee's remit.

The Committee noted the paper.

40/10/24 Investment Programme Report Quarter 1, 2024/25

Stuart Harvey and David Rowe introduced the Investment Programme Report for Quarter 1 of 2024/25 (1 April to 22 June 2024) of TfL's Investment Programme.

The paper provided a positive update on safety performance and that focus continued to be placed on further improving performance.

TfL had achieved two of its strategic milestones in the quarter for the completion of trams track renewal and for critical upgrades to Elizabeth line signalling system. Two strategic milestones were forecast to be delivered late: Jubilee line fleet refurbishment on the first 48 trains; and Kentish Town Underground station re-opening following escalator refurbishment.

An update was provided on delivering major projects. Work continued on delivering, and managing the cost increase for the Four Line Modernisation Programme. The current focus was on delivering Signal Migration Area 8. On the DLR, work was ongoing to mitigate the impact from speed restrictions from the legacy signalling issues. The Committee would be provided with an update in future reports about the new plans for the rolling stock delivery. Updates were also provided on progress with the Elephant & Castle station enhancements, East London line enhancement programme, Surrey Quays station upgrade, and with the continued engagement on High Speed 2. Invitations to tender to procure new trams were issued to market and the four expressions of interest received were being accessed.

There had been further progress in delivering the step-free access programme, with TfL announcing plans to carry out feasibility studies to provide this at a further 10 stations. Good progress had been made with carrying out the design work for a number of these and preparations were underway to carry out feasibility studies for further works. At Colindale, the main site works were progressing well, with the station scheduled to open in a temporary state in December 2024. Other key successes included the opening of the new step-free Bakerloo line ticket hall at Paddington station and the new southwest entrance at Stratford station.

David Rowe highlighted key achievements in relation to the Safe and Healthy Streets programme, highlighting the continued expansion of the cycleway network. Under the Safer Junctions programme, works were due to start at Battersea Bridge in autumn 2024 and were well underway at Lambeth Bridge. TfL had completed the pedestrian crossing at A23 Brixton Hill. On bus safety, TfL was trialling new technologies and continued to deliver new bus lanes and expand the zero-emission bus fleet. Work at Gallows Corner was on schedule to be completed on time, where work had been carefully scheduled to minimise disruptions.

Members noted an update on the London-wide Ultra Low Emission Zone six months monitoring report published on 25 July 2024. The report showed that the scheme had continued to improve air quality in London and that the vast majority of vehicles were compliant.

An update was also provided on the Technology programme. The key achievements included the continued roll out of body-worn video cameras to front line staff, installation of critical incident technology and the roll out of 5G on the network.

The report also provided a summary of the key highlights in relation to the London Underground Renewals programme, positive updates on the delivery of the Kingston Cromwell Road bus station and the works at Blackwall Tunnel to renew critical systems. Any works requiring closures would occur after the opening of the Silvertown Tunnel.

TfL was working to deliver heat decarbonisation interventions by March 2026 at Neasden depot and first zero-emission depot at Therapia Lane on the trams network which was a real step forward for the Programme.

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

41/10/24 Independent Investment Programme Advisory Group Quarterly Report

James Norris introduced the Independent Investment Programme Advisory Group's (IIPAG) quarterly report, which set out work undertaken by IIPAG since the report to the Committee in June 2024.

Alison Munro presented the report summarising IIPAG activities. IIPAG had conducted programme level reviews in the period on the Silvertown Tunnel, Piccadilly Line Upgrade and London Underground Renewals. The reviews had raised common themes around scheduling performance, the accuracy of estimated final costs, the capacity of the Programme Management Office and with the management of the continued deterioration of assets. Progress had been made in these areas and action had taken been to address recommendations. IIPAG had completed reviews of the Pathway Gate process for projects and, while it was of the view that the process was robust, had highlighted the need to improve scrutiny and challenge. IIPAG also welcomed the substantial improvements that had been made in response to its 2021 Review of Value for Money.

The Chair thanked IIPAG for its continued work.

The Committee noted the Independent Investment Programme Advisory Group's quarterly report and the exempt supplementary information on Part 2 of the agenda.

42/10/24 TfL Project Assurance Update

James Norris introduced the item, which provided an update on the project assurance work undertaken between 26 May and 17 August 2024 (Period 3 to Period 5 of 2024/25) and the key findings from the reviews.

The Project Assurance team had undertaken three programme reviews with the Independent Investment Programme Advisory Group (IIPAG) during the period, and 11 project reviews, with IIPAG involved in five of them. These reviews raised 71 recommendations, of which six were considered to be critical issues.

In general, the trends in the recommendation types had remained stable, and there were no particularly significant trends to report. Good progress had continued to be made across TfL on improving the asset database to inform this work, which remained a key area of focus. A briefing would be arranged on asset management highlighting progress in this area. **[Action: Isabel Coman]**

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

43/10/24 Silvertown Tunnel

Stuart Harvey presented the annual update on the Silvertown Tunnel Programme covering, construction progress and the wider scope of activities underway to complete the tunnel. Significant progress had been made with the design and construction works which were near completion and preparations were underway to open the tunnel in 2025. Consultation on tunnel user charging arrangements, including proposed discounts and concessions, was held between 10 July and 3 September 2024. The responses were being reviewed and the Board would be asked to approve the fees and charges later in the year.

Work was also underway to progress plans to ensure the cross-river bus network was ready for tunnel opening in 2025. All buses would be zero-emission. While good progress had been made with managing the cost pressures, there was now a limited amount of time to secure further reductions in the costs.

The Committee commented that progress on site was remarkable and was a credit to the team.

The Committee noted the paper and the exempt supplementary paper on Part 2 of the agenda and:

- 1 approved the transfer of £3.48m Financial Authority and Programme and Project Authority from the Silvertown Tunnel Programme to the Environment Programme;**
- 2 approved, for the Silvertown Tunnel Programme additional unbudgeted Financial Authority of £7.2m and additional Programme and Project Authority of £10.1m, bringing the total Financial Authority and Programme and Project Authority to £187.7m;**
- 3 noted the matters for which Financial Authority and Programme and Project Authority was sought above include commitments beyond the period of the 2024/25 Budget and provision would, therefore, need to be made for those commitments in future Budgets; and**
- 4 noted that Procurement Authority for the various initiatives described in the paper would be sought at officer level in accordance with Standing Orders.**

44/10/24 Piccadilly Line Upgrade - Stage 1 Progress Update

Stuart Harvey presented the update on progress with delivering Stage 1 of the Piccadilly Line Upgrade (PLU) Programme to provide infrastructure upgrades and enabling works to support the introduction of 94 high quality new trains and associated timetable improvements.

The project team had continued to work hard to manage the cost pressures and had developed a robust plan to bring the costs back to authorised levels. No additional Authority was sought for the Programme. Good progress continued to be made with the manufacturing and testing of the new trains, infrastructure, enabling, depots and

stabling work. This was a complex project but there was confidence that TfL had the right level of expertise in place to deliver it.

Assurance reviews had been completed by the Project Assurance team and the Independent Investment Programme Advisory Group. Management had responded to the recommendations. Project Assurance would continue to work with the project teams on the Programme.

Stage 2 of PLU was currently unfunded, comprising the replacement of the existing signally system and procurement of up to 18 new trains. Work was underway to review the estimate costs for this phase. The Committee noted the benefits analysis and improvements in terms of energy efficiency and decarbonisation. At the request of a Member, future reports would provide further details about this.

[Action: Stuart Harvey/David Rowe]

A site visit would be arranged to Cockfosters depot at an appropriate time.

[Action: Stuart Harvey/David Rowe/Secretariat]

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

45/10/24 London Underground Renewals

David Rowe presented the update on progress and future plans for the London Underground Renewals Programme and the Elizabeth line renewals. The overall focus of the Programme remained on providing a safe, operable and reliable network, helping TfL to deliver against the priorities in the Mayor's Transport Strategy.

The update sets out details of the backlogs in repairs and the level of work required to maintain assets in a state of good repair. Despite the challenges, TfL had maintained a good track record of prioritising and delivery. Example of schemes delivered were set out in the Appendix to the paper.

The Project Assurance team and the Independent Investment Programme Advisory Group (IIPAG) had carried out an assurance review of the programme. IIPAG had highlighted the need to carefully manage the asset base and in response it was noted that the paper highlighted programme risks and mitigation.

TfL was working to develop a data collection programme to provide managers with a clear line of site of all assets to inform decisions and assist prioritisation.

The Committee noted the paper and:

- 1 approved additional Programme and Project Authority of £171m for the Programme, bringing the total Programme and Project Authority to £3,892m; and**
- 2 noted that matters for which authorities were sought above include commitments that extend beyond the period of the 2024/25 Budget and provision would, therefore, need to be made for those commitments in future budgets.**

46/10/24 Bank Station Capacity Upgrade

Stuart Harvey presented the update on the Bank Station Capacity Upgrade project, which had transformed the station, delivering new infrastructure that provided significant improvements to the customer journey experience. A recent survey indicated average journey time savings for customers using the station's interchanges. In addition to this, TfL had completed a detailed study of the scheme benefits as part of a wider study of social and economic benefits from major projects.

There had been no major changes to the overall project scope apart from the completion of the additional highway works.

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

- 1 approved additional, unbudgeted Financial Authority for the Bank Station Capacity Upgrade of £4.93m, giving a total Financial Authority of £706.09m;**
- 2 approved additional Programme and Project Authority of £4.08m, giving a total Programme and Project Authority of £706.09m; and**
- 3 noted that additional Procurement Authority would be sought at Officer level in accordance with Standing Orders.**

47/10/24 Capital Efficiencies Report 2023/24

Stuart Harvey and Michael Cooper provided the update on the Capital Efficiencies Report 2023/24. During 2023/24 TfL achieved £43m of efficiencies, exceeding the lower end of the efficiencies target for 2023/24, and also reduced its capital expenditure. These efficiencies were now becoming harder to realise. The Committee discussed TfL's approach to planning for macro-economic changes. It was noted the absence of a long-term funding plan created uncertainty and challenges with forward planning.

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

48/10/24 TfL Lessons Learnt from Key External Reports

Stuart Harvey and Micheal Cooper presented the paper which, in response to a request from the Committee in September 2022, provided a comprehensive survey of the lessons learnt from the Edinburgh Tram Inquiry. The item also considered the report by the Department for Transport and Infrastructure and Projects Authority sharing the lessons learnt from the joint sponsorship and governance arrangements of the Crossrail project.

It was underlined that project teams remained committed to identifying and to applying the learning from projects, mainly through the use of the Pathway project management framework, as well as other practices.

The Committee noted the paper.

49/10/24 Lessons Learnt from Major Programmes and Projects

Stuart Harvey presented the item, which provided an overview of key lessons learnt from major programmes and projects and the application of the learning at TfL. Key initiatives highlighted included the establishment of a Project Management Community to centralise project management capability, and improved systems to capture and apply lessons learnt across teams. A simplified version of the Pathway process would be circulated to Members. **[Action: Stuart Harvey/Michael Cooper]**

The Committee noted the paper.

50/10/24 Forthcoming Key Procurement Activities

Mark Harvey presented the paper, which provided a summary of the major new procurements or contract extensions planned over the next two years and decisions that are anticipated to be required from the Committee by way of Chair's Action between this meeting and the next planned meeting in December 2024. It also highlighted significant forthcoming procurements that require approval at officer level during that period. Progress continued to be made with identifying opportunities to maximise and increase innovation, throughout the procurement process.

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

51/10/24 Members' Suggestions for Future Discussion Items

Andrea Clarke introduced the item. No additional suggestions were raised for future discussion items on the forward plan or for informal briefings, other than those already noted during the meeting.

The Committee noted the forward plan.

52/10/24 Any Other Business the Chair Considers Urgent

There was no other urgent business to discuss.

53/10/24 Date of Next Meeting

The next scheduled meeting of the Committee would be held on Wednesday 11 December 2024 at 10.00am.

54/10/24 Exclusion of the Press and Public

The Committee agreed to exclude the press and public from the meeting, in accordance with paragraphs 3 and 5 of Schedule 12A to the Local Government

Act 1972 (as amended), when it considered the exempt information in relation to the items on: Investment Programme Report Quarter 1, 2024/25; Independent Investment Programme Advisory Group Quarterly Report; TfL Project Assurance Update; Silvertown Tunnel; Piccadilly Line Upgrade - Stage 1 Progress Update; Bank Station Capacity Upgrade; Capital Efficiencies Report 2023/24; and Forthcoming Key Procurement Activities

The meeting closed at 3.00pm.

Chair: _____

Date: _____

[page left intentionally blank]

Programmes and Investment Committee



Date: 11 December 2024

Item: Matters Arising and Actions List

This paper will be considered in public

1 Summary

1.1 This paper informs the Committee of progress against actions agreed at previous meetings. Appendix 1 sets out the 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: Andrea Clarke, General Counsel
Email: AndreaClarke@tfl.gov.uk

[page left intentionally blank]

Programmes and Investment Committee Action List (to be reported to the meeting on 11 December 2024)

Actions from the meeting held on 3 October 2024

Minute no.	Item/Description	Action by	Target Date	Status Note
42/10/24	<p>TfL Project Assurance Update: Asset Management Update A briefing would be arranged on asset management highlighting progress in this area.</p>	Isabel Coman	December 2024	A briefing is scheduled to be held following this meeting.
44/10/24 (1)	<p>Piccadilly Line Upgrade - Stage 1 Progress Update: Energy Efficiency and Decarbonisation The Committee noted the benefits analysis and improvements in terms of energy efficiency and decarbonisation. At the request of a Member, future reports would provide further details about this.</p>	Stuart Harvey/David Rowe	-	Agreed. All future reports will include information on energy efficiency and decarbonisation.
44/10/24 (2)	<p>Piccadilly Line Upgrade - Stage 1 Progress Update: Cockfosters site visit A site visit would be arranged to Cockfosters depot at an appropriate time.</p>	Stuart Harvey/David Rowe	2025	In progress.
49/10/24	<p>Lessons Learnt from Major Programmes and Projects: Pathway process A simplified version of the Pathway process would be circulated to Members.</p>	Stuart Harvey / Michael Cooper	November 2024	Completed. A note was sent to Members on 27 November 2024.

Actions from previous meetings

Minute no.	Item/Description	Action by	Target Date	Status Note
06/02/24	<p>Investment Programme Report Quarter 3: Periods 7, 8, and 9, 2023/24: Piccadilly Line Upgrade (PLU) In responses to questions from the Committee, confirmation on how TfL is accommodating a strategy for spares for PLU, learning lessons from Central line challenges would be included in the PLU annual update to the September 2024 Committee meeting.</p>	Stuart Harvey	October 2024	<p>Completed: Information was provided as part of the PLU annual review paper on the agenda for the meeting of the Committee on 3 October 2024.</p>
07/02/24	<p>Independent Investment Programme Advisory Group Quarterly Report: Environmental matters A new Net Zero matrix team had been established to share and coordinate progress in relation to environmental matters across the Capital team. A further update would be provided on this work to the Committee.</p>	Stuart Harvey	March 2025	<p>Information will be provided as part of the annual review of the Corporate Environment Plan (Capital) update to be submitted to the Customer Sustainability and Operations Panel in March 2025.</p>
10/02/24	<p>Technology Programme: Future Reports Changes to the Estimated Final Cost (EFC) for projects should be more clearly reflected in future reports, to provide the Committee with a more accurate understanding of developments with the Programme.</p>	Shashi Verma	March 2025	<p>Changes to EFCs will be reflected in future reports to the Committee, with the next report scheduled for the meeting in March 2025.</p>

Minute no.	Item/Description	Action by	Target Date	Status Note
11/02/24	<p>The Growth Fund: Analysis of the Overall Wider Benefits for the Economy</p> <p>At the request of Members, officers would look to analyse the overall wider benefits for the economy from the projects supported by the Growth Fund.</p>	David Rowe / David Christie	March 2025	Information will be provided as part of the update on Network Development and Third-Party Pipeline Programme scheduled for the meeting in March 2025
12/02/24	<p>Network Development and Third-Party Pipeline Programme: Options Paper</p> <p>Members discussed whether the Committee should review the potential options, before a preferred option was selected for development, rather than only seeing the recommendation. Officers would consider this, taking into account the timing of when it would be best to bring the options and proposal to the Committee.</p>	David Rowe / David Christie	March 2025	An update will be provided on the Network Development and Third-Party Pipeline Programme, with a significant element on West London Orbital options at the meeting in March 2025

[page left intentionally blank]

Programmes and Investment Committee



Date: 11 December 2024

Item 5: Use of Delegated Authority

This paper will be considered in public

1 Summary

- 1.1 The use of delegated authority 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 meeting of the Committee, on 3 October 2024, there have been:
- (a) no uses of specific authority delegated by the Board, nor any use of Chair's Action;
 - (b) no approvals of Procurement Authority, Programme and Project Authority nor unbudgeted Financial Authority; and
 - (c) no Mayoral Directions within the Committee's remit.
- 1.3 Similar papers are submitted to the Finance Committee and the Land and Property Committee in respect of the use of Chair's Action, Authorities granted by the Commissioner and the Chief Finance Officer and any relevant Mayoral Directions that fall within the remit of those Committees.

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 no use of authority delegated by the Board since the last meeting of the Committee.

4 Use of Chair's Action

- 4.1 Under Standing Order 113, in situations of urgency, the Board delegates to each of the Chair, the Deputy Chair and the Chairs of any Committee the exercise of any functions of TfL on its behalf, including the appointment of Members to Committees and Panels. If the Chair, the Deputy Chair or the Chair of a Committee is unable to exercise authority due to unavailability or a conflict of interests, that authority may be exercised by the Chair or Vice Chair of any Committee. Members will be informed as soon as practicable following any use of Chair's action using the authority of this standing order and it must be reported to the next ordinary meeting.
- 4.2 There has been no use of Chair's Action since the last meeting of the Committee.

5 Programme and Project Authority and Procurement 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 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 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.
- 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 Procurement Authority is the authority to make a binding or contractual commitment with a supplier for the purchase of goods, services, land or works or to receive income arising from TfL Group activities in the areas of goods, services, land or works.
- 5.5 There has been no approval of Procurement Authority nor Programme and Project Authority by the Commissioner or Chief Finance Officer since the last meeting.

6 Financial Authority Approvals

- 6.1 Financial Authority is the authority to spend money, receive income, incur a financial liability or redistribute funds to relevant third parties in respect of their respective allocated budgets. Financial Authority is automatically granted to the extent that an activity or Programme or Project is 'budgeted'.

- 6.2 There has been no approval of unbudgeted Financial Authority by the Commissioner and Chief Finance Officer since the last meeting.

7 Mayoral Directions to TfL

- 7.1 The Greater London Authority (GLA) Act 1999 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 often issued in relation to the implementation of matters in respect of which the Mayor delegates statutory powers to TfL.
- 7.2 Mayoral decision papers inviting the Mayor to issue a direction 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 relating to TfL are reported to the Board's Committees for information 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. There have been no Mayoral Directions to TfL within the Committee's remit since the last meeting.

List of appendices to this report:

None

List of Background Papers:

Greater London Authority Decision Making Database

Contact Officer: Andrea Clarke, General Counsel
Email: AndreaClarke@tfl.gov.uk

[page left intentionally blank]

Programmes and Investment Committee



Date: 11 December 2024

Item: Investment Programme Report Quarter 2, 2024/25

This paper will be considered in public

1 Summary

- 1.1 This paper updates the Committee on the Capital Investment Programme 2024/25 Quarter 2 (23 June to 14 September 2024).
- 1.2 This is a new-style report summary for the Capital Investment Programme replacing the previous style of report. It will enable the Committee to understand the key progress and challenges of the delivery of projects across TfL in a more succinct format.
- 1.3 A paper is included on Part 2 of the agenda which contains supplementary information that is exempt from publication by virtue of paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL and in respect of which a claim to legal professional privilege could be maintained in legal proceedings. 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 report and the exempt supplementary information on Part 2 of the agenda.**

3 Background

- 3.1 The scope of this report is to provide a progress update on the programmes that seek authority each year from the Committee. This includes programmes for renewals and enhancements to maintain reliability and support growth. The report covers Quarter 2 of 2024/25. For this report, exceptionally, financial data is shown to Period 5 (21 July to 17 August 2024), rather than to Period 6 (18 August to 14 September 2024), due to the recent cyber incident. The programme commentary however states progress for the whole quarter.
- 3.2 The Capital Investment Programme consists of 18 Programmes grouped as follows:
 - (a) **Major projects:** Includes our largest and most complex projects such as the Piccadilly line upgrade and Four Lines Modernisation;

- (b) **Rail and station enhancements:** Includes key enhancement programmes such as Elephant & Castle, East London line projects, Tram replacement rolling stock and the Station enhancements Programme;
- (c) **Safe and healthy streets:** This brings together programmes to create a single focus for investment in healthy streets, including the Cycling infrastructure and walking, as well as Bus priority and safety;
- (d) **Environment:** Includes programmes such as the Ultra Low Emission Zone (ULEZ), Electric vehicle infrastructure delivery and Zero-emission bus fleet;
- (e) **Technology:** This comprises two programmes: Operations technology and Technology and data, with a small number of rail and sponsored-services technology projects;
- (f) **Streets, Bus and rail and sponsored services renewals:** This includes renewals of Streets, Buses, DLR and London Trams; and
- (g) **London Underground renewals:** This Programme delivers critical renewals across multiple asset groups to form an integrated transport system.

4 Health and safety performance

- 4.1 Due to impact of the cyber incident on our systems, we are unable to include operational and capital colleagues' significant incident information for Quarter 2. Data provided here covers Periods 4 and 5 (23 June to 17 August 2024) and is correct as of August 2024. Between 23 June and 17 August 2024, there were no colleague fatalities or serious injuries.

5 Environmental performance

- 5.1 Due to the recent cyber incident, we have less data available on Environmental performance for this report, however we are able to provide some updates below:
 - (a) **Solar private wire:** This project presents an opportunity to directly receive zero-carbon electricity from decentralised sources. We are finalising procurement and contractual documentation to support the issue of an Invitation to Tender for a delivery partner to carry out detailed project identification, design and delivery. Once the framework contract is awarded to a delivery partner, work will begin on creating a design-and-delivery schedule across several proposed sites.
 - (b) **Buildings decarbonisation:** Emissions from our buildings represent around eight per cent of total operational carbon emissions. This Programme prioritises the removal of fossil-fuel heating systems and improving the thermal efficiency of our buildings. We have received feasibility studies across several sites to assess the opportunities for reducing their respective carbon footprint. We have begun market engagement to establish a dialogue with industry experts on how to best package our approach to

deliver the scale of decarbonisation needed. We now have 33 responses and are reviewing feedback and arranging follow-up interviews with a range of organisations. We are preparing a new application for the fourth round of Public Sector Decarbonisation Scheme funding. The outcome will be known in May 2025. Funding will be available over a three-year period and annual totals will be confirmed following the autumn spending review. We are currently funding the installation of more than 7,500 LEDs in large depots and King's Cross Underground station, which has the potential to cut around 50 per cent of electricity costs and carbon compared to more traditional lighting.

6 Overall programme performance: Milestones

- 6.1 There are 26 strategic milestones set for the financial year 2024/25. Overall, the programmes across TfL are performing well with 85 per cent of the milestones either achieved or on time to date. Only 3.7 per cent of milestones are currently running late.
- 6.2 The graph in the Appendix 1 to this paper provides details of the 26 scheduled strategic milestones for the financial year 2024/25. The main headlines for the milestones are:
- (a) Of the 26 milestones set for the year, to date we have achieved seven and 15 are forecast to be delivered on time or early;
 - (b) In Quarter 2, there were three milestones forecast to be late and these are below:
 - (i) **Four lines modernisation: Signalling System upgrade to be completed on the Metropolitan and Jubilee lines from Finchley Road to Preston Road and Neasden Depot (Signalling Migration Area (SMA) 8):** The go live date has been delayed to allow completion of operational readiness activities, completion of pre-requisite activities to upgrade the previous signalling migration areas (SMA 1-7) and identification of a suitable weekend for the required closure (planning around major events in London particularly in the Wembley area).
 - (ii) **London Underground Renewals: Northern line: Kentish Town London Underground station re-opening following escalator replacement:** The condition of some structural elements of the station, which could not have been inspected prior to the start of the project, has been assessed as beyond repair. The team has had to increase the project scope to include the replacement of these parts. This comes with additional design, manufacturing, installation, and concrete-curing times that are now critical to opening the station. As a result, the completion date has been pushed back, and the forecast has been revised to December 2024, based on the critical path activities; and

- (iii) London Underground Renewals: Jubilee line (fleet overhaul) – Train underframe refurbishment to be completed on the first 48 trains of the Jubilee line fleet: The milestone was achieved 33 days late in Quarter 3 on 30 September 2024 due to a shortage of staff.
- (c) We have one milestone where the forecast is yet to be confirmed, DLR Rolling Stock: Supplying the capability to allow sufficient trains in service to provide the first capacity uplift: The forecast date is subject to the confirmation of when the new trains are introduced into passenger service. We are working to bring the new trains into service as quickly as possible and will provide a further update when we have more information.
- 6.3 Looking ahead to the next quarter, there are five milestones initially scheduled for delivery; one has already been delivered and four are currently running on time. In addition, one milestone which was initially planned for Quarter 2 is now expected in Quarter 3. These milestones are:
- (a) since the end of Quarter 2, the milestone for Quarter 3 which sets out the delivery of the first 24 Piccadilly line tube stock train to London was successfully delivered for network testing and commissioning in advance of the scheduled completion date;
 - (b) in Quarter 3, the four remaining milestones schedule for completion are:
 - (i) the completion of staff welfare renewal works to 25 rooms is due for delivery on the London Underground Renewals Programme;
 - (ii) the Phase 2 go live on the Direct Vision Standard project is due for completion;
 - (iii) at Kingston bus station all works are due to be completed on site and the bus station is planned to be open to the travelling public; and
 - (iv) on the Streets, Bus and rail and sponsored services programme, it is expected that the new line names will be in use on the London Overground; the Lioness, Windrush, Weaver, Liberty, Mildmay and Suffragette lines; and
 - (c) it is also expected that the milestone for the completion of the train underframe refurbishment on the first 48 trains of the Jubilee line fleet, which was initially planned for Quarter 2, will now be delivered in Quarter 3.

7 Individual Programme/Portfolio Updates

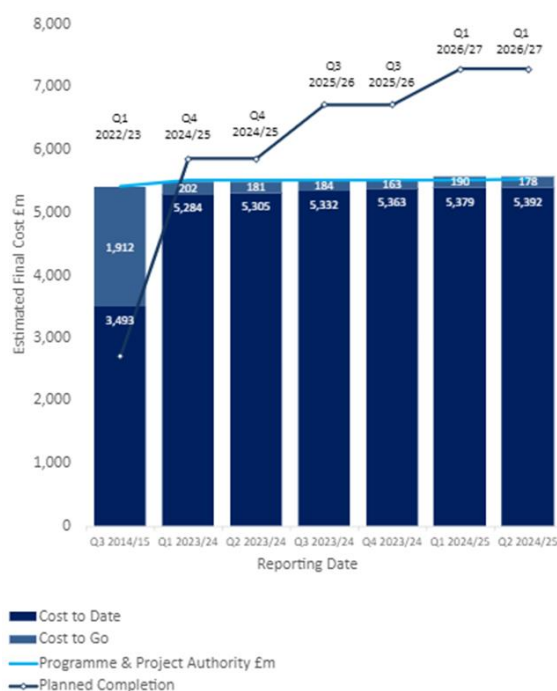
The following pages provide updates on the bigger Programmes across the TfL Capital Investment Programme:

- 7.1 Four Lines Modernisation;
- 7.2 DLR rolling stock and systems integration;
- 7.3 Piccadilly line upgrade;
- 7.4 Silvertown Tunnel;
- 7.5 Rail and station enhancements;
- 7.6 Safe and healthy streets;
- 7.7 Environment;
- 7.8 Technology;
- 7.9 Streets, bus and rail and sponsored service renewals; and
- 7.10 London Underground Renewals.

7.1 Four Lines Modernisation

	Forecast completion	Cost to date (Gross) £m	Cost to go (Gross) £m	EFC (Gross) £m	Programme and Project Authority £m	Variance: EFC v Authority £m
Current Period (P05 2024/25)	Q1 2026/27	5,392	178	5,570	5,541	(29)
Change since P03 2024/25	No change	13	(12)	1	21	

The labelling 'Gross' indicates that the figures in the table above do not include income and third-party contributions.



7.1.1 This Programme is transforming the Circle, District, Hammersmith & City and Metropolitan lines by replacing ageing infrastructure. It has already provided 192 modern, air-conditioned walk-through trains and is in the process of introducing a new digital signalling system which will make journeys faster and more reliable.

7.1.2 The estimated final cost (EFC) remains above the Programme and Project Authority of £5,541m approved by the Committee on 26 June 2024. This is due to the risk provision reflecting the complexity of the Programme, which remains under schedule and cost pressure as we progress with the development and commissioning of the most complex areas. We are finalising the commissioning date to introduce the new

signalling system on the Metropolitan line between Finchley Road and Preston Road – signalling migration area SMA8 – which is planned to go live in 2025. A schedule and cost review will then be administered with our signalling supplier for the remaining SMAs, to assess the impact on the overall Programme completion date and the EFC. In parallel, we are undertaking a piece of work to identify the optimal delivery strategy for the scope of the programme that remains after SMA8, which looks at all aspects including the commercial environment, the schedule, related projects and programmes, the delivery organisation and all opportunities to maximise efficiencies. We expect to have further matured our position to inform a request for additional authority at the meeting of the Committee in March 2025.

- 7.1.3 The Metropolitan line areas are the most technically complex in the Programme. There are additional challenges arising from scheduling works for the Metropolitan, Jubilee and Piccadilly lines and the Chiltern Railway due to sporting and entertainment events at Wembley and training requirements to support the operation of interoperable areas being greater than previously commissioned migration areas.
- 7.1.4 We have, however, made progress in developing and testing the new signalling software in the next two areas to go live, SMA8 (Finchley Road to Preston Road) and SMA9 (the Harrow area). In September, we completed the third site system test for SMA9 in the Harrow area. We carried out a significant proportion of the remaining testing for this area, with the system showing positive progress towards readiness for go live. The closure included testing of the interface between the Chiltern and London Underground control centres for the first time.
- 7.1.5 Preparations continue for introducing a new timetable in early 2025. This will improve average journey times between Stepney Green and Upminster by five to 10 per cent. At Neasden, the team are focusing on live testing and handover of the upgraded maintenance shed to the fleet team. The detailed design for the new accommodation block for colleagues at Neasden depot has been slightly delayed and is planned to complete in early 2025. The delay has been due to unforeseen ground conditions resulting in a need to accommodate a change to the foundation element of the design proposals. Once built, these facilities will enable the planned overhaul of the Metropolitan line fleet.

7.2 DLR rolling stock and systems integration

The financial table and performance over time graph for this Programme are not included in this report. A separate annual report for the Programme will be presented to the Committee at this meeting.

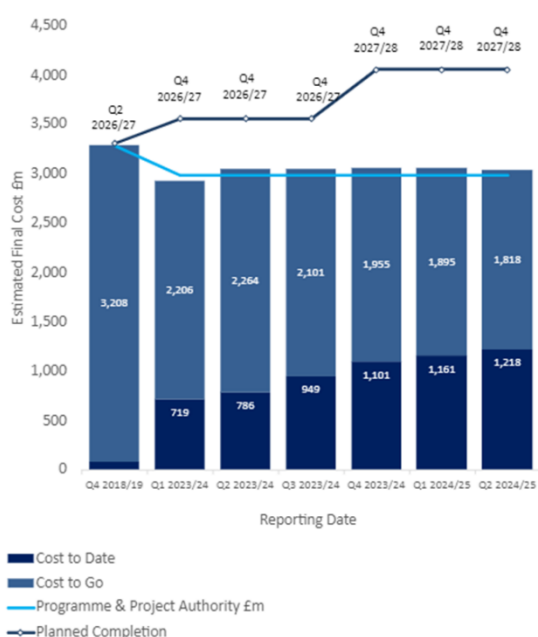
- 7.2.1 The EFC is currently under review as we continue to assess the impacts of the insolvency (in September 2023) of the principal contractor, Buckingham Group, who were delivering infrastructure works at Beckton depot. This is in addition to the impact of delays to resume testing and the recent signalling system issues identified, which are delaying the introduction of the new train. We continue to review options to mitigate the cost pressures where possible.
- 7.2.2 We are working to minimise the impact of the speed restrictions recently introduced on the DLR as well as assessing how the solution for the signalling will affect our programme for introducing new trains. The programme for new trains to enter passenger service is in the final stage of optimisation and agreement with our suppliers. We are working to bring the new trains into service as quickly as possible and will provide a further update when we have more information.
- 7.2.3 We continue to mitigate the impact of the September 2023 insolvency of our northern sidings' principal contractor, Buckingham Group. After overcoming several challenges in the transfer of these works between contractors, we brought into use the new northern sidings in August 2024.
- 7.2.4 Works are progressing in parallel on the southern sidings and we anticipate bringing these into service by Quarter 3 2024/25. The contract for the first stage of the new southern expansion of Beckton depot funded through the Housing Infrastructure Fund will be awarded imminently. Construction at Blackwall station is ongoing, with the steelwork for the new entrance installed. Power-resilience works have been completed on all four routes on the DLR network.

7.3 Piccadilly line upgrade

	Forecast completion	Cost to date (Gross) £m	Cost to go (Gross) £m	EFC (Gross) £m	Programme and Project Authority £m	Variance: EFC v Authority £m
Current Period (P03 2024/25)	Q4 2027/28*	1,218	1,818	3,036	2,994	(42)
Change since P03 2024/25	No change	57	(77)	(20)	No change	

The labelling 'Gross' indicates that the figures in the table do not include income and third-party contributions.

*The forecast completion date reflects the achievement of all sponsor key benefit milestones for the programme: (1) first train into passenger service; (2) train replacement is complete, and (3) the peak timetable increase to 27 trains per hour



7.3.1 In Quarter 2, the EFC reduced by £20m which is still above the Programme and Project Authority. We are not currently seeking an increase in authority as we have a series of both risks and opportunities which give us confidence that the EFC can be further reduced to within the approved authority without compromising programme outcomes; it is expected that these opportunities will be realised by mid-2025. These opportunities for cost reductions exist most notably in relation to the design and build of the end-state depot facilities. We are working with our supply chain partners to identify opportunities to reduce delivery costs further.

7.3.2 The first of the new Piccadilly line trains arrived in London on 14 October 2024 ahead of the milestone, where it will undergo a programme of rigorous testing. The new state-of-the-art trains will start entering into service by the end of 2025, delivering the benefits of walk-through carriages, wider doorways, digital customer information screens, CCTV cameras and, for the first time on a deep Tube train, air-conditioning. Trains will be more energy efficient, consuming 20 per cent less energy than the existing fleet and the nine carriage trains will increase capacity by around 10 per cent.

7.3.3 Rolling stock manufacturing in both Goole and Vienna is progressing well following the rephasing of the train delivery plan, with more than 80 per cent of trains now planned to be assembled in Goole. Other programme-wide activities are progressing, including the construction of three new stabling and reversing

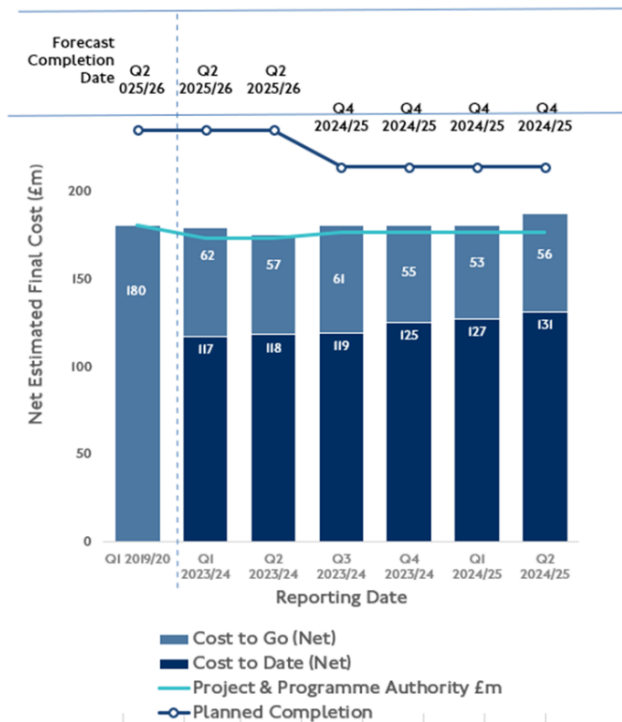
sidings at Northfields to facilitate the depot upgrades and train service enhancements and was commissioned in October 2024. Major track replacement works in the Arnos Grove area were completed during an extended closure of the line between Wood Green and Cockfosters. This work was co-ordinated with Piccadilly line upgrade depots and infrastructure enabling works, with platform improvements being completed during this closure to optimise the platform-to-train interface for the new trains.

- 7.3.4 Surveys and design work are nearing completion to provide additional high-voltage power system capacity at various sub-station locations, with construction due to begin shortly. Work to reposition all lineside signals is also progressing well at 45 per cent complete, with final commissioning in spring 2025.
- 7.3.5 Gauging works to ensure the railway is compatible with the new train design is progressing as per the delivery and testing schedule for the new trains to enable transfer for stabling and the start of staff training. The first driving cab simulator for the new train is now in London and being used to develop the training programme for Piccadilly line train operators. A pilot training course has been completed and will provide a qualification for operators who will drive the train when it begins system testing on the network.
- 7.3.6 Modifications to provide initial facilities and equipment for the maintenance of the first new trains within the existing depots are nearing completion.

7.4 Silvertown Tunnel

	Forecast completion	Cost to date (Net) £m	Cost to go (Net) £m	EFC (Net) £m	Programme and Project Authority £m	Variance: EFC v Authority £m
Current Period (P05 2024/25)	Q4 2024/25	131	58	189	176	(13)
Change since P03 2024/25	No change	4	5	9	No change	

The labelling 'Net' indicates that the figures in the table above include income and third-party contributions.



7.4.1 In Quarter 2, the EFC was £13m over Programme and Project Authority due to the safe stop during the pandemic, and land-related claims. An increase in Programme and Project Authority to take us through to completion was approved by the Committee in October 2024 and will be included in the figures in the next report. The forecast permit-to-use date remains in spring 2025. The Programme is performing well, and on track to achieve the milestone set for 2024/25.

7.4.2 At both Greenwich and Silvertown, backfilling of the cut-and-cover areas is complete. Landscaping continues in these areas, along with the Silvertown Tidal Basin roundabout area and in the vicinity of the new Dock Road. The

installation of mechanical, electrical and power systems continues within the tunnels. Works to deliver permanent power supply in Greenwich were completed as planned, so both Greenwich and Silvertown portal buildings now have a permanent power supply. Work at Tidal Basin is also progressing well, with the dedicated walking and cycling routes now complete. Road realignment works are nearing completion on the A102 around the entrances to the tunnels.

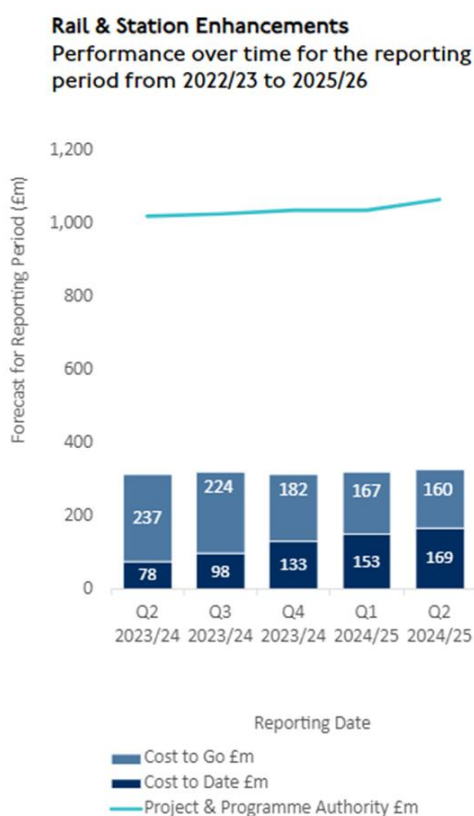
7.4.3 Highway works to support the opening of the Silvertown Tunnel have been completed at the A13/A102, with work ongoing at Preston's and Bow roundabouts. These works include changes to the highway layout, drainage, kerbs, footway paving and traffic signals. Clearance of vegetation at multiple sites along the A102 noise barrier alignment has also begun.

- 7.4.4 Planning for the Silvertown Tunnel bus network continues. This will support an increase in the number of buses able to cross the river in this area, from five to 21 buses an hour in each direction in the busiest times, from 7am to 7pm, Monday to Friday. All the buses in the Silvertown Tunnel opening bus network will be zero-emission from the exhaust pipe, which marks a step change in bus accessibility in London, east of Tower Bridge. The tender for the cycle shuttle bus was awarded in August 2024 and we will work with the supplier to ensure the buses and bus stops are ready for tunnel opening, including developing the unique look and feel for the service to distinguish it from our regular bus service.
- 7.4.5 Following an eight-week consultation, from 10 July to 3 September, we have now completed our analysis of the consultation responses which informed our recommendation on the package of discounts, exemptions and charges for the Silvertown and Blackwall tunnels, ahead of the new Silvertown Tunnel opening in Spring 2025. This recommendation was submitted to the TfL Board for approval and will be considered at the meeting on 4 December 2024.

7.5 Rail and station enhancements

	Forecast period	Cost to date (Gross) £m	Cost to go (Gross) £m	Forecast cost (Gross) £m	Programme and Project Authority £m	Variance: Forecast cost v Authority £m
Current Period (P05 2024/25)	2022/23 to 2025/26	169	160	329	1,067	738
Change since P03 2024/25	No change	16	(7)	9	31	

The labelling 'Gross' indicates that the figures in the table above do not include income and third-party contributions.



7.5.1 The Programme and Project Authority of £1,067m reflects spend outside of the review period, prior to 2022/23 and beyond 2026/27. It also reflects an increase of £31m approved by the Committee at its meeting on 26 June 2024. The forecast between 2022/23 and 2025/26 has increased by £9m due to further investment in step-free access schemes to align with the Mayor's Transport Strategy, providing a reduction in journey time and improved accessibility across the Tube network by 2030. The Programme is performing well and is on target to meet its two key milestones for the year.

7.5.2 **Elephant & Castle:** A new station entrance and Northern line ticket hall will support the creation of more than 10,000 new jobs and 5,000 new homes in the area around Elephant & Castle station. The new entrance, if funded, will significantly increase the station's capacity to meet both existing and new demand for Tube services and deliver vital step-free

access to both Northern line platforms. The contract has been awarded for the new passenger tunnels between the station box and existing Northern line platforms. The pre-tunnelling ancillary works have been completed, and high-voltage cables have been delivered to site. The works are known as Stage 1 and are fully third-party funded. Stage 2 (fit-out of the station box and tunnels and bringing the new station entrance into use) is subject to securing funding and we are currently finalising scope and estimates.

7.5.3 **Windrush line:** The benefit of the programme is to enable us to increase train frequencies and support growth and regeneration in the local area. These works

are fully third-party funded. On the Windrush line, at Surrey Quays, the timber roof and the external roof system have been installed on the new ticket hall on platform 2. On platform 1, we brought a new temporary secondary means of escape into service in August 2024. We remain on track to complete in 2026. Network Rail is making good progress on delivering the power reinforcement project and remain on target to complete power upgrade works in November 2024.

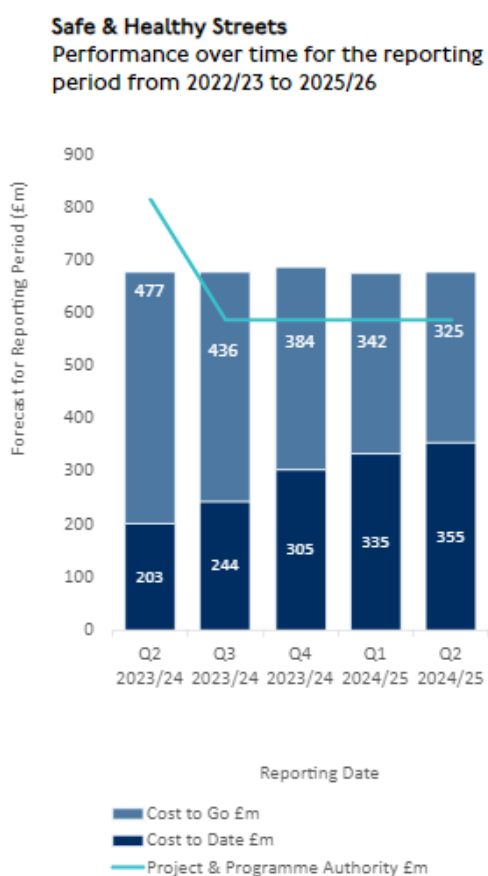
7.5.4 Tram rolling stock replacement programme: The Invitation to Tender was issued on 5 September 2024 and bid return is set for spring 2025.

7.5.5 Station enhancements: We continue to improve stations and deliver projects to increase and improve accessibility and relieve congestion. In Quarter 2, good progress has been made across the programme, most notably with the opening to customers of the new station entrance at Stratford on 10 July and the ticket hall for the Paddington Bakerloo line on 20 September, which includes direct step-free access to the Bakerloo line. At Colindale station, the six-month station closure started as planned, supported by a series of track closures, during which steelwork has been installed to create the new ticket hall. The detailed design of Leyton capacity upgrade and step-free access is drawing to conclusion, and the detailed design of step-free access for Northolt station on the Central line has progressed. Further announcements were made on the step-free access programme in August 2024, with four stations entering concept design this financial year (Alperton, Arnos Grove, Eastcote and West Hampstead). One is awaiting confirmation of a preferred option (North Acton), and two are undergoing full feasibility (Colliers Wood and Tooting Broadway). A further five stations are undergoing a feasibility study to identify effective step-free solutions (Croxley, East Finchley, Neasden, Northwood and Turnham Green).

7.6 Safe and healthy streets

	Forecast Period	Cost to date (Gross) £m	Cost to go (Gross) £m	Forecast cost (Gross) £m	Programme and Project Authority £m	Variance: Forecast cost v Authority £m
Current Period (P05 2024/25)	2022/23 to 2025/26	355	325	680	588	(92)
Change since P03 2024/25	No change	20	(17)	4	No change	

The labelling 'Gross' indicates that the figures in the table above do not include income and third-party contributions.



7.6.1 Spend in Quarter 2 was £20m, against a budget of £26m as a result of delays to starting on site with the Nine Elms and Streatham Hill project and some small variances in spend claimed by boroughs. A review of the deliverability of our forecast for 2024/25 highlighted risks to our plans for the year due to road space challenges and programme elongation, which is impacting overall delivery costs. We are working through the mitigations to the risks and will update the Committee in December 2024 and seek further Programme and Project Authority.

7.6.2 Our targets for 2024/25 include delivery of 30km of new cycleways, 15 new signalised pedestrian crossings and 15km of new bus lanes. We are on track to deliver the five key milestones set for 2024/25.

7.6.3 **Cycleways:** On 7 August we opened Cycleway 9 from East Kensington Olympia to Brentford. On 9 September we concluded the

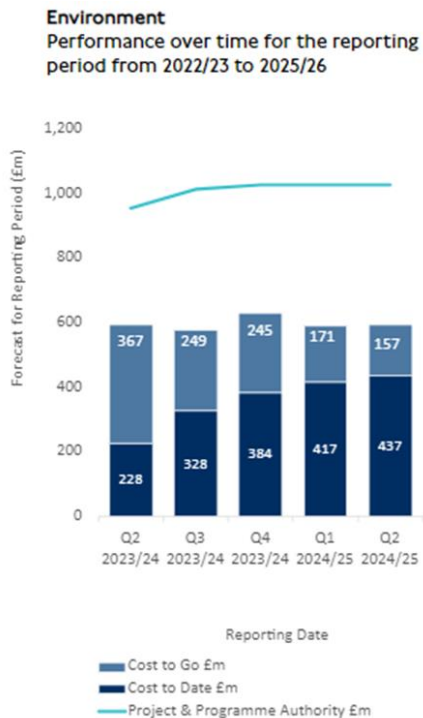
consultation for the route from West Hounslow (High Street) to Brentford on delivering protected cycle tracks and are now reviewing the responses. The main construction of Lea Bridge Road by the London Borough of Hackney on Cycleway 23 from Lea Bridge to Dalston was completed on 1 October, with the traffic signals due to be commissioned in November. Consultation on the changes for Cycleway 50 from Finsbury Park to Tottenham Hale was completed in August and we are reviewing the responses. Work to improve the efficiency of junctions along the Park Lane Cycleway and widen some pedestrian and cycle crossings was completed on 10 October.

- 7.6.4 **Safer junctions:** The public consultation on the safer junction at Hogarth roundabout in Hounslow closed on 12 September and we plan to release our report with next steps by the end of Quarter 3 2024/25. We have achieved nine out of the 10 safer junction locations planned for delivery by the end of 2024. On pedestrian safety, design work continues at more than 40 locations across London where there is an identified safety concern. Public engagement on several schemes is planned for Quarters 3 and 4.
- 7.6.5 **Bus priority:** We have introduced an additional 0.5km of new bus lanes (bringing the total to 11.72km), including Bowes Road, Enfield, supporting Superloop route SL1 and two borough-led projects in Ealing. We have completed two public consultations: A297 St Helier Avenue in Merton and a new bus lane on A20 Lee High Road. Of the 400 sites targeted for bus priority this year, we have completed signal timing reviews at 177 sites since April, which has saved nearly 3,000 bus passenger hours.
- 7.6.6. **Bus safety:** As of early October 2024, more than 1,600 buses are fully compliant with the Bus Safety Standard (BSS). This number will increase as new buses enter into service. In addition to that number, more than 6,600 buses have been fitted with one or more BSS features, such as intelligent speed assistance, camera monitoring systems and acoustic vehicle alerting systems as part of our retrofit programme. This represents over 73 per cent of the fleet, with more retrofits planned in future years. We expect to fit fatigue detection technology on 400 buses by the end of December 2024. The resulting data will identify the scale and profile of fatigue in bus operations. The analysis will provide evidence to support prevention and mitigate the causes of fatigue.
- 7.6.7 **Bus customer action plan:** We have rolled out more than 300 new countdown signs at bus stops across London with enhanced live travel information. We have renewed more than 400 bus shelters and improved wayfinding information on 6,900 bus shelters. We have delivered enhanced bus signage at 14 London Underground stations and 11 Elizabeth line stations to help customers navigate the network.

7.7 Environment

	Forecast Period	Cost to date (Gross) £m	Cost to go (Gross) £m	Forecast cost (Gross) £m	Programme and Project Authority £m	Variance: Forecast cost v Authority £m
Current Period (P05 2024/25)	2022/23 to 2025/26	437	157	594	1,025	431
Change since P03 2024/25	No change	20	(14)	6	No change	

The labelling 'Gross' indicates that the figures in the table above do not include income and third-party contributions.



7.7.1 We invested a further £20m in the programme during Quarter 2 related to work on the Silvertown and Blackwall Tunnel user-charging proposals, the ULEZ scrappage scheme and the internal build of our replacement road-user charging system. We are on track to meet our four key milestones this year. The Programme and Project Authority is above EFC as it includes project forecasts beyond 2025/26.

7.7.2 **ULEZ:** This programme aims to reduce emission and pollutants across London and reduce nitrogen oxide emissions from cars and vans in outer London. Following the London-wide ULEZ expansion, a report published on 25 July 2024, showed that in the six months of operation, vehicle compliance in outer London increased by five per cent – from 91 per cent in June 2023 to 96 per cent, based on vehicles seen driving in the zone, which is almost the same level of compliance seen in inner and central London. Emissions and pollutants across London are now dramatically lower than would have been expected without the expansion of the ULEZ. The scrappage scheme was closed to new applicants on 8 September due to a significant drop in demand and all stage 1 applications have now been processed. Up to 8 September 2024, more than 54,000 vehicle scrappage applications had been approved, which equates to almost £189m of support committed for eligible Londoners.

7.7.3 **Electric vehicle infrastructure delivery:** Improving electric vehicle infrastructure in London to encourage the use of electric vehicles contributes to the achievement of the Mayor's ambition for London to be net zero carbon by 2030. London is expected to need between 40,000 and 60,000 public electric vehicle charging points by 2030, including up to 4,000 rapid chargers. The key commitment in our Electric vehicle infrastructure strategy is to unlock Greater London Authority (GLA) Group land for electric vehicle charging. We have

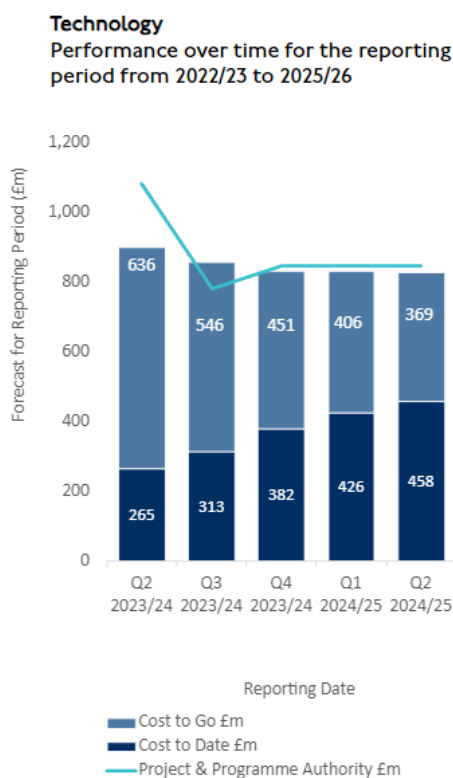
completed a preliminary assessment of more than 2,400 locations across the GLA estate (including land owned by the Metropolitan Police Service, London Ambulance Service, London Legacy Development Corporation, London Fire Brigade, GLA Property and TfL) to assess their suitability for publicly accessible rapid and ultra-rapid charging points. Following this assessment, we are aiming to provide 100 rapid or ultra-rapid charging bays on our roads. This has allowed us to release further batches to market, with the latest batch released on 7 June. We are on track to award the contract for this batch by the end of this calendar year. London has been allocated almost £39m of funding through the Department for Transport's Local Electric Vehicle Infrastructure fund for local electric vehicle infrastructure strategies and to deliver infrastructure. This funding has enabled London Councils to employ new electric vehicle policy and programme officers to support the boroughs and an officer in TfL to provide strategic oversight. It has also enabled TfL to undertake a small research programme into taxi and private hire vehicle driver behaviour, accessible and inclusive charging infrastructure and charging infrastructure for commercial vehicles.

7.7.4 Zero-emission support fleet and buses: We remain on course to achieve the Mayor's Transport Strategy proposal requiring all cars in the support fleet to be zero-emission capable by 2025. All new zero-emission buses will have enhanced customer features such as improved flooring, seating, lighting and customer information and will meet the industry BSS. The use of zero-emission buses across London helps to improve air quality by removing nitrogen oxide and particulate matter, as well as reducing overall carbon omissions, thus supporting our work to tackle the climate change emergency and contributing to the Mayor's ambition for the city to be net zero carbon by 2030.

7.8 Technology

	Forecast Period	Cost to date (Gross) £m	Cost to go (Gross) £m	Forecast cost (Gross) £m	Programme and Project Authority £m	Variance: Forecast cost v Authority £m
Current Period (P05 2024/25)	2022/23 to 2025/26	458	369	827	848	21
Change since P03 2024/25	No change	32	(36)	(4)	No change	

The labelling 'Gross' indicates that the figures in the table above do not include income and third-party contributions.



7.8.1 In February 2024, an increase to the Programme and Project Authority was approved by the Committee covering the period through to 2025/26. The programme was performing within its authority in Quarter 2. The forecast cost has decreased by £4m due to updates in project delivery timelines and adjustments in supplier cost estimates. One key milestone was achieved in Quarter 2 and the two remaining are on track for completion as planned.

7.8.2 The cyber security incident has resulted in impact to project delivery and project milestones. This has been taken into consideration in business planning and prioritisation.

7.8.3 Enforcement, compliance, safety and security: We successfully distributed 353 emergency communication devices to colleagues by the end of August. We completed the installation to view CCTV remotely at 14 out of a further 19

stations. This functionality is now available at 243 stations. We have prioritised improvements to customer Help Points at 23 stations and design has started for a further 73 stations. A soft launch of the second phase of a new digital platform and mobile applications for transport support and enforcement officers was carried out in July. Further launches have been delayed due to the cyber incident.

7.8.4 Network and public transport management: The aim of delivering an innovative new road management system is to reduce delays, improve journey times and encourage a shift to more sustainable modes of transport. Further enhancements to the traffic management system are planned for 2025 to allow for a combination of the current real-time optimiser and the new FUSION system to adapt signal timings to better manage traffic flows. Detailed design is ongoing for the iBus 2 project to renew the on-bus system providing live bus information to

our control centres and interfacing with passenger information displays at bus stops.

7.8.5 **Micromobility rental:** Procurement is ongoing for a new operating contract for the Santander Cycles scheme, with existing contracts expiring from August 2025.

7.8.6 **Connectivity:** Detailed design work and fibre optic connectivity has started on the London Underground to renew three obsolete networks with a single new network infrastructure, capable of transmitting multiple types of communication. This will ensure that critical information like operational data, CCTV and radio continues to be transmitted reliably, facilitating the continued safe operation of the London Underground.

7.8.7 **Payments:** The benefit of the improvements is to increase the security of refund handling, improve refund classifications to support renewals work, deliver operational cost efficiencies and deliver on our obligations to the Office of Rail and Road. On 30 July, we introduced improvements which included automation of refund processes, allowing customer service staff to process refunds without having to request payment card details from customers.

7.8.8 **Networks:** Work to extend mobile coverage on the London Underground is ongoing. We have added coverage on the Elizabeth line through to Whitechapel and the remaining tunnel and portal sections are scheduled to be live by the end of calendar year 2024. 4G and 5G coverage in tunnels and stations is being launched on the Bakerloo, Piccadilly and Victoria lines over the next few months to improve connectivity in Zone 1. Some sections of the Piccadilly and Victoria lines are now live.

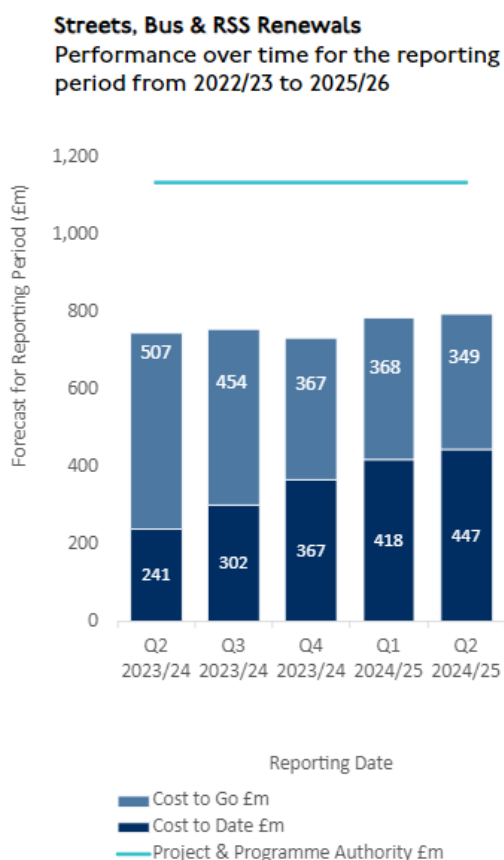
7.8.9 **Contactless payments:** The new service suppliers for contactless payment cards are performing well and delivered the best call-centre performance to date in Quarter 2.

7.8.10 **Digital and TfL Go:** There were 964,000 monthly active users of the TfL Go app. We completed the migration of the Mobile Payments API to a new supported platform before the August deadline, protecting approximately £120m in revenue collected via our apps. This migration is required for the launch of payments via TfL Go.

7.9 Streets, bus and rail and sponsored service renewals

	Forecast Period	Cost to date (Gross) £m	Cost to go (Gross) £m	Forecast cost (Gross) £m	Programme and Project Authority £m	Variance: Forecast cost v Authority £m
Current Period (P05 2024/25)	2022/23 to 2025/26	447	349	796	1,137	341
Change since P03 2024/25	No change	29	(19)	10	No change	

The labelling 'Gross' indicates that the figures in the table above do not include income and third-party contributions.



7.9.1 In Quarter 2, there was a £10m increase to the forecast cost which mostly relates to additional renewals being prioritised in rail and sponsored services following the recent asset strategy reprioritisation. In the main, the programme is performing well and on target for key milestones, although there may be minor delays to two of the milestones (see the Appendix 1 to this paper). Due to our constrained funding position, the level of investment has been up to 50 per cent lower than required on some asset types to remove the backlog of renewals and maintain service levels. Securing third-party funding through the DfT's Major Road Network (MRN) programme is therefore essential to help mitigate risks. The Programme and Project Authority is above EFC as it includes project forecasts beyond 2025/26.

7.9.2 **A40 Westway:** This is one of London's key strategic routes and we are now delivering the remaining scope for this route. We have awarded the contract for work on eight expansion joints and began the next stage of delivery on 21 July as planned. The next stage

includes further expansion joint replacements by June 2025.

7.9.3 **Gallows Corner:** Feasibility work has been completed at the Gallows Corner flyover in Romford and we have now selected a preferred option to fully refurbish and strengthen the flyover. The contract for design and build has now been awarded and construction is due to start in March 2025, subject to DfT approval of the MRN business case.

7.9.4 **DLR renewals:** The long-line public address system work is now finished, and migration is ongoing to bring the new system into use. A replacement contract for

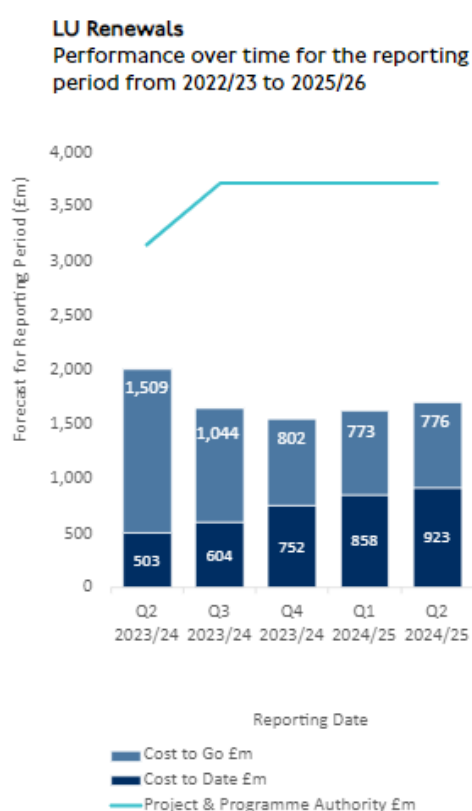
signalling works has been awarded and the project passed its first design review gate in October 2024. High-voltage works at Beckton have been delayed due to power resilience issues. A contract has been awarded to replace eight transformer rectifier units to support the new trains project. West India Quay lighting renewal has been commissioned into service and Poplar low-voltage renewals are complete. Two escalators at South Quays have returned to service and work has begun on lift renewals at City Airport, King George, Limehouse, Star Lane and Westferry. We have also begun mid-life refurbishment on escalators at Canary Wharf and East India stations.

7.9.5 London Trams renewals: We have begun site surveys and design work for future track renewals. We have accelerated Barclays Curve renewal to address deteriorating asset condition and are planning to complete the works in February 2025. We awarded the contract for our first net zero carbon project at Therapia Lane trams depot and started on site in September 2024. The feasibility study for the tram-control system renewal to replace critical life-expired components has completed and we are now at concept design stage.

7.10 London Underground renewals

	Forecast Period	Cost to date (Gross) £m	Cost to go (Gross) £m	Forecast cost (Gross) £m	Programme and Project Authority £m	Variance Forecast cost v Authority £m
Current Period (P05 2024/25)	2022/23 to 2025/26	923	776	1,699	3,721	2,022
Change since P03 2024/25	No change	65	3	68	No change	

The labelling 'Gross' indicates that the figures in the table above do not include income and third-party contributions.



7.10.1 In Quarter 2, the forecast cost increased by £68m following the latest steady-state business plan prioritisation exercise. Project delivery during Quarter 2 is mainly observed across the Central line improvement programme (£34m), Fleet overhauls (£57m) and Track (£62m), with the balance delivered across the remaining asset categories. The programme is demonstrating strong performance by delivering ahead of budget expectations, with £223m of cost to date for 2024/25. Overall, the programme is performing well, with three out of the four key milestones on track for completion either early or on time. More detail on delays to the Kentish Town milestone is included on the Milestones page of the report.

7.10.2 **Jubilee line:** Testing has started on the new door engines, and we have received the seals ahead of schedule for the emergency access doors in the driving cab. A new door specification has been sent to suppliers, which will

guide the next steps in the procurement process. We have completed 75 per cent of the programme lift works and are finalising designs to address concerns about the underframe's structural integrity. The issues relating to outdated train diagnostic and passenger information systems are being addressed, with work underway to finalise the preferred scope for each. Sixty per cent of smoke damper actuators have been fitted at Bermondsey and 100 per cent at Stratford Market depot under the ventilation system upgrades. Canning Town escalator four is back in service and work continues at London Bridge.

7.10.3 **Bakerloo and Central lines:** On the Bakerloo line, wheelchair bays have been fitted on 15 trains. The return-to-service date has moved from November to the end of December 2024 due to the need to move the additional assurance testing. We have completed the escalator replacement works at Marylebone and

demobilised from the site. For the accessibility on the Central and Bakerloo lines, discussions have begun on enhanced communications for disabled passengers ahead of the planned introduction of the first accessible trains on the Central and Bakerloo lines.

On the central line, new traction motors have been fitted on a second train and bogies have been produced for three trains and doors refurbished on four. Design work on the door between the driver's cab and the saloon security system has been approved.

7.10.4 Track programme: We converted 1,792 metres of bullhead rail to modern flat-bottom rail and completed 432 metres of deep Tube renewal, improving reliability, and reducing noise. We also renewed 540 metres of track at Arnos Grove, replaced 23 points and installed 140 metres of drainage.

7.10.5 Engineering vehicle overhauls: The scope for the overhaul of our battery locomotives, which are part of our maintenance fleet, has been agreed. The first locomotive due to begin overhaul has been stripped down ready for works and delivery started in November 2024.

List of appendices to this report:

Appendix 1: Details of the 26 strategic milestones for the financial year 2024/25

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

List of Background Papers:

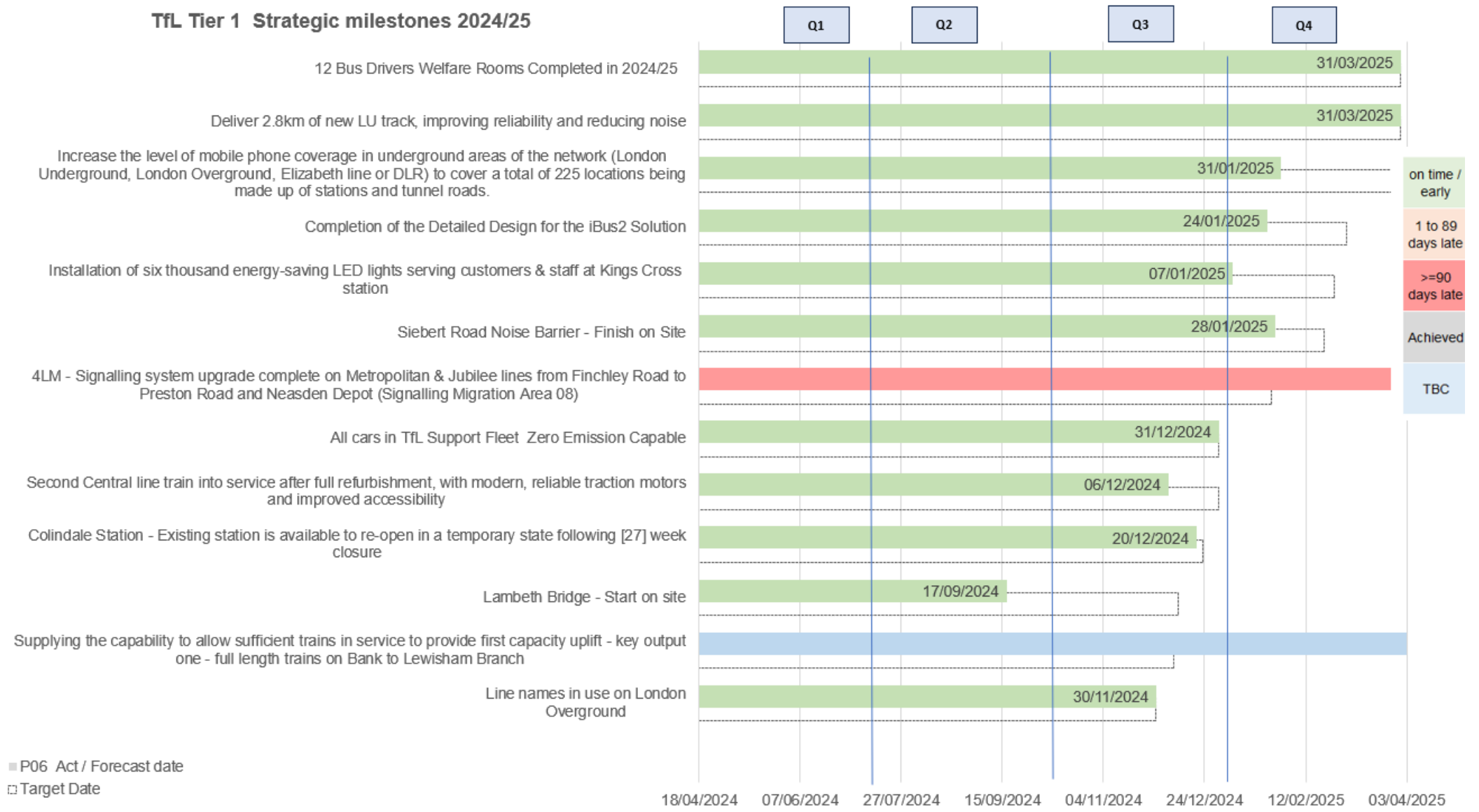
None

Contact Officers: Alex Williams, Chief Customer and Strategy Officer
Email: AlexWilliams@tfl.gov.uk

Contact Officers: Claire Mann, Chief Operating Officer
Email: ClaireMann@tfl.gov.uk

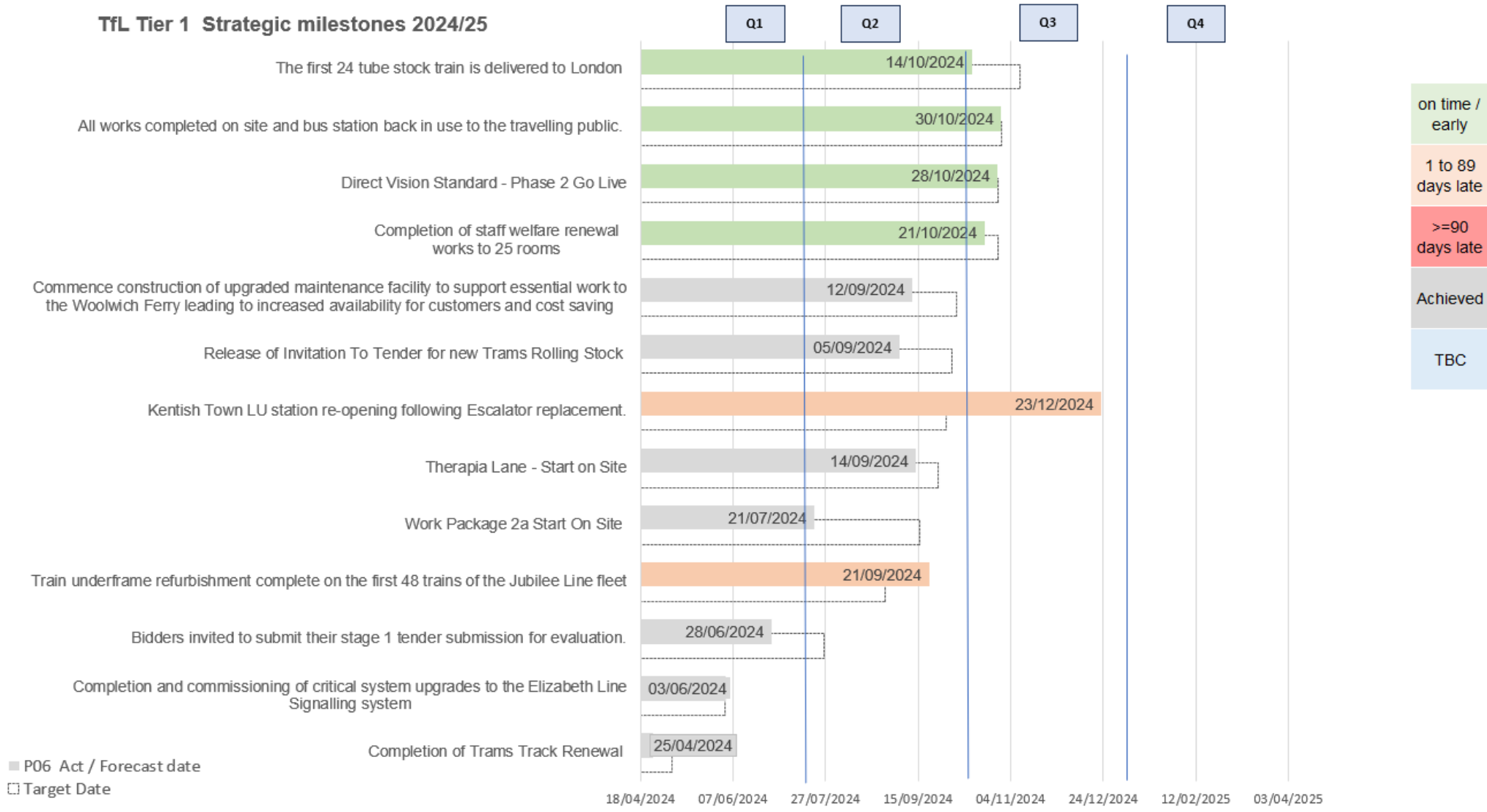
Contact Officers: Stuart Harvey, Chief Capital Officer
Email: StuartHarvey@tfl.gov.uk

TfL Tier 1 Strategic milestones 2024/25



■ P06 Act / Forecast date
 □ Target Date

TfL Tier 1 Strategic milestones 2024/25



Programmes and Investment Committee



Date: 11 December 2024

Item: **Independent Investment Programme Advisory Group Quarterly Report**

This paper will be considered in public

1 Summary

- 1.1. This paper presents the Independent Investment Programme Advisory Group's (IIPAG) quarterly report for December 2024. It describes the work undertaken since the last report presented to the Committee in October 2024.
- 1.2. A paper is included on Part 2 of the agenda which contains exempt supplemental 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. 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 Independent Investment Programme Advisory Group's quarterly report 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 report for December 2024 is included as Appendix 1 to this paper.

4 Management Response to Common Themes

Major Road Network (MRN) Schemes

- 4.1 Where timescales have proven to be particularly challenging revised dates have been agreed with the Department for Transport (DfT) for business case submissions, for example Brent Cross, and TfL will continue to do this where appropriate. Each business case submission to the DfT will only be made following a review of key project risks which will be balanced against the opportunity to secure funding and will include a range of potential scenarios so there is clear understanding of the basis for submissions. For example, the planned Outline Business Case for Brent Cross will only be submitted following a deep dive review of project costs and risks by the project team and targeted assurance having been conducted.

- 4.2 Concerns associated with refurbishing degraded assets are valid, notably in the case of Brent Cross and Croydon Flyover where asset degradation is extensive. In these cases, surveys have been, or are being, undertaken which will reduce TfL's risk exposure prior to a financial commitment and TfL will retain an appropriate risk provision in its overall budget.

Traffic Management Costs

- 4.3 Bus costs and traffic mitigations are included in all project estimates at an early stage. For large projects an approach has been developed with all key business areas to plan traffic management assumptions, mitigations and costs so these can be evaluated and then agreed through governance meetings. Discussions with external stakeholders (for example National Highways and local boroughs) are also commenced as early as possible. Plans currently being developed for implementation include shorter more intensive programmes of works, to reduce project costs and prevent the need for complex closures lasting for many months or years, and targeting works over summer holidays when road use is significantly reduced, which coupled with a wide range of pre-warning messaging has been extremely effective in this year's works on the A40 and will be a model for our MRN programme. We will keep all traffic management costs under regular review with procurement and commercial colleagues.

5 Cross Cutting Reviews

- 5.1 TfL welcomes the work IIPAG has undertaken on cross cutting reviews and looks forward to the outputs from the ongoing reviews for which we will provide the necessary management responses to the recommendations made.

List of appendices to this report:

Appendix 1: Independent Investment Programme Advisory Group - Quarterly Report October 2024

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

List of Background Papers:

None

Contact Officer: Andrea Clarke, General Counsel
Email: AndreaClarke@tfl.gov.uk

Independent Investment Programme Advisory Group – Quarterly Report December 2024

1. Introduction

- 1.1. This report to the Committee describes the Independent Investment Programme Advisory Group (IIPAG) activities in September 2024 – October 2024. We have made no new strategic recommendations.

2. IIPAG Activity

- 2.1. We have reviewed one programme, Safe and Healthy Streets, for which an annual submission is being made to the December meeting of the Committee. We have undertaken continuous assurance on Four Lines Modernisation (4LM) and the Piccadilly Line Upgrade (PLU) programmes.
- 2.2. We have also undertaken several projects reviews, including for three major renewals schemes for which TfL will seek major road network funding from the Department for Transport (DfT), a step free access scheme and a major technology project.

3. Common Themes

- 3.1. We continue to see professionalism and commitment from project teams, but also some recurring causes of concern.

Major Road Network (MRN) Schemes

- 3.2. The reviews of potential MRN funded schemes have highlighted significant opportunities and challenges. The opportunity is the possibility of securing external funding towards a large proportion of the cost of major renewals on critical road infrastructure. Our previous reports have highlighted concerns over deteriorating asset condition and the insufficiency of funding to prevent further deterioration. Against this background TfL needs to make the best possible case to secure additional funding through MRN for major renewals that would otherwise be unaffordable.
- 3.3. However, the conditions for application for and use of MRN funding are onerous. At present there is no certainty about the longer term future of MRN funding, and under the current rules construction must start by April 2025 (although it appears that a somewhat later date has been agreed for one scheme). This is putting great pressure on the timetable for scheme development and submission of business cases to the DfT. This is especially concerning as the schemes tend to be inherently risky, with work on degraded structures bringing uncertainty around technical scope, and associated schedule and cost risks. Under the MRN arrangements the DfT contribution is fixed relatively early (before contractor prices

are available), with TfL bearing all subsequent cost risk. It is therefore important that wherever possible TfL agrees submission timescales with DfT that will allow design, schedule, cost estimates and risk assessments to be developed to a sufficient level of robustness recognising that the fund is oversubscribed with ongoing bids from other parties. Further, the range of possible outcomes for TfL contributions needs to be clearly set out for decision makers.

Traffic Management Costs

- 3.4. We have also observed a number of cases, across MRN schemes and Safe and Healthy Streets, where costs for road network schemes have increased markedly due to higher traffic management costs. TfL is placing increased emphasis on the need to avoid significant disruption to timetabled bus services and to protect performance, which is requiring longer and more expensive traffic management arrangements, compared with earlier assumptions. We have seen these cost increases emerging rather late, leaving little time for consideration of different options or how higher costs will be managed. Adoption of more impactful traffic management arrangements to make schemes more affordable can be less palatable to local stakeholders and so brings other risks. For the future the stronger emphasis on protecting buses needs to be built into assumptions and optioneering from the outset, together with associated consideration of cost, schedule and stakeholder impacts.

4. Cross Cutting Reviews

- 4.1. We have two cross-cutting reviews underway:
- i. A review of how TfL takes account in the investment programme of targets to reduce carbon emissions. We are completing the interviews for this review.
 - ii. Our second piece of work on Renewals (following our earlier review of the Delivery of Renewals). This second review is looking at the earlier stages of prioritisation and workbanks. We are drafting the report on this review.
- 4.2. We are also considering TfL's progress in implementing the recommendations of IIPAG's review of asset information.

5. Resources

- 5.1. As noted in our last report, IIPAG is currently operating with two vacancies (out of seven positions). Following a recruitment exercise one additional member is being appointed.
- 5.2. We have also been advised that that IIPAG member with specialist signalling experience will be stepping down from the end of December 2024. To ensure IIPAG have sufficient skills in this area we will be appointing a replacement, who

has previously held an IIPAG position, to commence at the start of December to enable handover.

Alison Munro

Chair, IIPAG

December 2024

[page left intentionally blank]

Programmes and Investment Committee

Date: 11 December 2024

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 (PA) work undertaken between 18 August and 9 November 2024 (Period 6 to Period 8 of 2024/25). Two programme reviews were undertaken during this time, with the Independent Investment Programme Advisory Group (IIPAG) involved in both. In the same timeframe 12 project reviews were undertaken, with IIPAG involved in nine of these.
- 1.2 These reviews gave rise to a total of 61 recommendations, of which 16 were considered to be critical issues. Critical issues are those that the PA team or IIPAG believe should be addressed before projects proceed to the next stage.
- 1.3 A paper is included on Part 2 of the agenda which contains exempt 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. 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 This paper provides the Committee with a summary of the second line assurance, provided by TfL's PA team. It also gives an update on the status of assurance recommendations including those made as part of third line assurance, provided by IIPAG.

4 Summary of Project Assurance Activity

- 4.1 From the reviews undertaken, PA made 38 recommendations, of which 12 were critical issues. All of the recommendations have been agreed by the project teams concerned.
- 4.2 IIPAG made 23 recommendations, of which four were critical issues. The recommendations were all agreed with the respective project teams.

5 Status of IIPAG and Project Assurance Recommendations

5.1 The following graphs show the number of open recommendations, the number that are overdue, and the number closed as at the Period 2 2024/25 (ending 25 May 2024), end of Period 5 2024/25 (ending 17 August 2024) and end of Period 8 2024/24 (ending 9 November 2024).

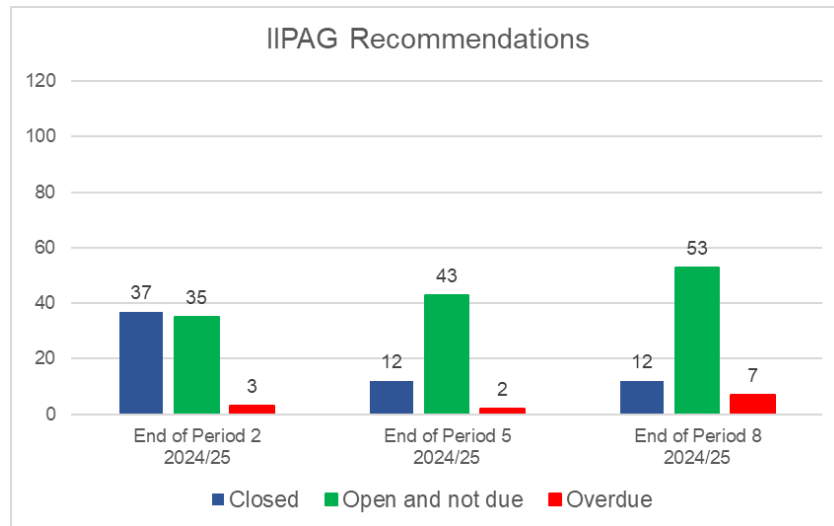


Figure 1: IIPAG Recommendations

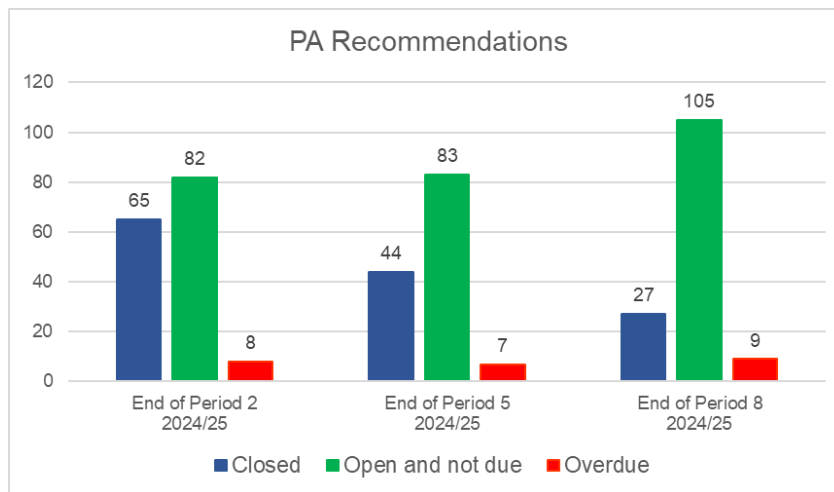


Figure 2: Project Assurance Recommendations

5.2 The following graphs show the length of time that the overdue PA and IIPAG recommendations have been overdue by, as at the end of Period 8, and the Chief Officer area responsible for addressing the recommendations.

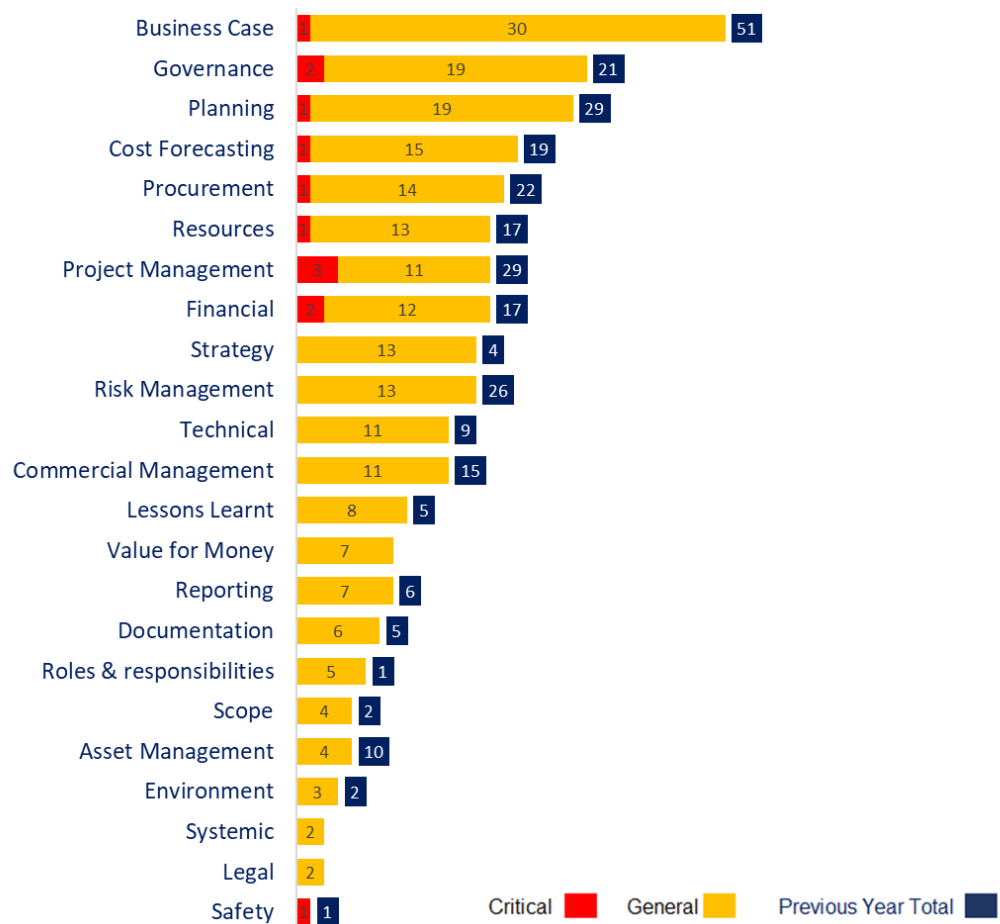


Figure 3: Overdue IIPAG Recommendations



Figure 4: Overdue Project Assurance Recommendations

5.3 The following graph shows the number of recommendations made over the last four quarters grouped by recommendation topic. This is shown against the number of recommendations made over the preceding four quarters.



**Figure 5: Project Assurance Recommendations by Topic
(Totals over last four quarters versus previous year)**

List of appendices to this paper:

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

List of background papers:

None

Contact Officer: Andrea Clarke, General Counsel
 Email: AndreaClarke@tfl.gov.uk

Programmes and Investment Committee



Date: 11 December 2024

Title: Docklands Light Railway Rolling Stock Replacement Programme Update

This paper will be considered in public

1 Summary

DLR Rolling Stock Replacement Programme	Value at last submission	Change since last submission	Current Value	Value Requested **	Total after approval
Estimated Final Cost					
Total cost	£907.0m	£35.0m	£942.0m*		
Net Cost to TfL	£661.8m	£15.7m	£677.5m		
Financial Authority***					
Total cost	£809.5m	£68.0m	£877.5m		
Net Cost to TfL	£464.7m	£61.7m	£526.4m		
Programme and Project Authority					
Total cost	£882.2m	£0.0m	£882.2m		
Net Cost to TfL	£637.5m	£0.0m	£637.5m		
<p>* The estimated final cost (EFC) is reported here as unchanged from the last update to the Committee in October 2024 as part of the Investment Programme Report but is subject to ongoing uncertainty and commercial sensitivities which are further discussed in the paper on Part 2 of the agenda.</p> <p>**The additional authorities requested are set out in the paper on part 2 of the agenda.</p> <p>Note that matters for which authorities are sought above include commitments that extend beyond the period of the 2024/25 Budget and Business Plan and provision will, therefore, need to be made for those commitments in future.</p>					

- 1.1 This paper provides an update on the Docklands Light Railway (DLR) Rolling Stock Replacement Programme (the Programme) including progress since the last full update to the Committee in December 2023.
- 1.2 This paper also provides an update on the ongoing issues with the DLR signalling system, the impacts of these issues, and our plans to resolve them. The signalling issues affect both the existing operational railway and introduction of the new rolling stock and thereby add to the existing pressures on the Programme.
- 1.3 We will provide regular updates to the Committee and seek further authorities at its next meeting, in March 2025, once we have greater certainty in the EFC. Ahead of that time, this paper requests unbudgeted Financial Authority, Programme and Project Authority, and Procurement Authority to enable us to continue with critical activities on the Programme, and to commence new activities to rectify the DLR signalling issues.

- 1.4 A paper is included on Part 2 of the agenda which contains supplementary information that is exempt from publication by virtue of paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the business affairs of TfL and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings. 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 and approve unbudgeted Financial Authority, Programme and Project Authority, and Procurement Authority in the sums set out in the paper on Part 2 of the agenda.**

3 Background and Case for the Scheme

- 3.1 A significant portion of the existing DLR fleet, the B90/92 stock, has reached the end of its design life. This presents significant challenges to sustaining reliable service performance for our customers, with the Mean Distance Between Service Affecting Failures continuing to reduce. While options were explored to “patch and repair” or “life-extend” these trains, the Programme’s Business Case demonstrates the significant whole-life cost savings, revenue generation and customer benefits that we expect to deliver through a fleet replacement.
- 3.2 The DLR saw stronger recovery from the coronavirus pandemic than the wider rail network and average weekly passenger numbers now exceed 80 per cent of pre-pandemic levels. This has been further strengthened by our optimisation of DLR timetables alongside the introduction of the Elizabeth line.
- 3.3 Beyond the effects of the Elizabeth line, growth continues to exceed expectations on the DLR network. The DLR also runs through areas expected to accommodate significant growth in housing and employment in the coming years, including major Opportunity Areas in the Isle of Dogs, Olympic Legacy region and the Royal Docks. We therefore need to plan for continued growth across the DLR, and we forecast demand will grow by 40 per cent above today’s levels by 2031.
- 3.4 The Programme is key to planning for this growth and will deliver a new fleet of trains and associated infrastructure improvements, including expansion of the existing Beckton Depot. The new walk-through, air-conditioned trains will improve reliability, provide greater capacity, and offer an improved customer experience. We will also expand the fleet, replacing the equivalent of 32 life-expired trains with a total of 54 new trains, allowing significant capacity uplifts and more frequent services across the network.
- 3.5 Recognising the contribution of the scheme in supporting housing growth, the Ministry of Housing Communities and Local Government, through the Greater London Authority, is funding 11 of the trains and associated infrastructure through its Housing Infrastructure Fund.

4 Annual Progress

- 4.1 We have made significant progress in the last 12 months with over 40 trains now manufactured, Beckton Depot Northern Sidings brought into operational use, and the construction contract for the final stage of depot expansion now awarded. We have also faced significant challenges, however, including our continued response to the insolvency of Buckingham Group Contracting Limited (BGCL) and the overrun incident which occurred during train testing in late 2023.
- 4.2 Appendix 1 provides a commentary on progress and a lookahead across all areas of the Programme, and the sections below expand on key points.

Rolling Stock

- 4.3 While deployment of the new trains into passenger service has been delayed by testing and legacy signalling issues, their manufacture by Construcciones y Auxiliar de Ferrocarriles (CAF) has continued at pace. More than 40 trains are now manufactured with four delivered to and assembled at Beckton Depot. Our positive relationship with CAF has enabled us to flex the delivery timetable and agree plans for additional train storage to effectively manage the impact of delays, although this has come at additional cost.

Stations and Power

- 4.4 Both areas are nearing completion in terms of the Programme's scope. We have completed Electrical Track Equipment upgrades across four of the five DLR routes and expect to complete the final route shortly to enable deployment of the new trains across the whole network.
- 4.5 At Blackwall station, we are nearing completion of works on the secondary station entrance and, while we reprioritised access for train testing, we expect to bring the new entrance into operational use in early 2025.

Beckton Depot

- 4.6 Delays to introducing the new trains as a result of the legacy signalling issues (see Section 5 below) mean we need to continue operating the old trains for longer than anticipated, while manufacturing of the new trains is continuing at pace. This places significant pressure on Beckton Depot in terms of capacity to stable and service the old fleet while also receiving new trains for assembly and testing so they can be introduced as soon as practicable and do not need to be stored remotely. Progressing our plans for expanding Beckton Depot is therefore critical.
- 4.7 In December 2023, the Committee approved our proposals and associated authorities to continue the expansion of Beckton Depot following the collapse of BGCL. These works have since progressed well with the Northern Sidings brought into operational use during August 2024.
- 4.8 We have also commenced construction on the new Maintenance Facility Building (MFB) and will shortly bring the new Southern Sidings into Operational Use. Plans for our final depot expansion phase – the Beckton Depot Southern Expansion – have also progressed well in the last 12 months and we are in the

process of finalising award of a contract to Balfour Beatty Rail Limited for the final design and construction of these works, with surveys, remediation, and enabling works already underway.

- 4.9 While we are now seeing excellent progress, and strong safety performance, on site, the fallout of the BGCL insolvency alongside other delivery challenges at Beckton Depot are the most significant driver of cost increases across the programme. We require additional authorities for the Programme to continue works at Beckton Depot post the insolvency, as further explained in the paper on Part 2 of the agenda.

Estimated Final Cost and Value for Money

- 4.10 As a result of these challenges, our EFC is likely to increase and holds significant uncertainty while we develop plans to rectify the signalling issues and confirm a revised deployment strategy for the new trains. We are also still negotiating the completion of remaining BGCL scope by, and the impact of the BGCL insolvency on, other contractors. The paper on part 2 of the agenda provides our forecast range of uncertainty and further detail on the costs, risks and opportunities which drive change in the EFC, as well as our plans to manage and mitigate these.
- 4.11 Notwithstanding the significant challenges faced in delivery, the Programme remains a vitally important investment offering very good value for money. Customers will soon see significant benefits from the new trains with improved features, quicker journey times and more frequent services. This will support significant housing growth and economic activity around the DLR network. As well as the socio-economic benefits of the scheme, this will also deliver increased revenues which, alongside reduced fleet maintenance costs, will see a net positive impact on TfL's finances compared to a scenario where the existing B92 fleet was life-extended.
- 4.12 Over the past year, positive developments in financing and funding have also helped to partially offset potential cost increases. Further information on this is provided in the paper on Part 2 of the agenda.

5 Train Testing and Legacy Signalling Issues

- 5.1 We confirmed a plan to rectify issues identified during integration testing of the new trains in line with the update provided to the Committee in December 2023. In doing so, however, we identified pre-existing technical issues with the legacy signalling system which required us to introduce a series of speed restrictions across the DLR network.
- 5.2 The DLR continues to have an excellent safety record, with no evidence of speed-related safety incidents in its 37 years of passenger service. These speed reductions are a precautionary measure to ensure trains operate at the optimum speed based on the design of the network. We monitor the DLR to ensure it is operating safely and, if any changes are required to ensure the railway's continued safety, these are implemented immediately.
- 5.3 The speed restrictions are however impacting our services leading to longer journey times for customers and challenging our ability to run the desired

timetables. Operational work continues to manage and mitigate these impacts including through the new timetable that we introduced in early November. In order to restore previous levels of performance across the DLR for the benefit of our customers, we will need to implement more permanent solutions to the signalling system and make further operational improvements.

- 5.4 We also need to review our plans for testing and introducing new trains in the context of these signalling issues. We are now unable to introduce the new trains this year but are exploring options to introduce them as soon as possible alongside implementing solutions to the legacy signalling issues, and we continue to optimise our programme for these works.

6 Project Assurance

- 6.1 Recognising the ongoing uncertainties around the Programme EFC, a full integrated assurance review was not undertaken in support of this submission. The Programme is subject to an ongoing regime of continuous assurance through the TfL Project Assurance team. Given the current challenges on the Programme, we have agreed to enhance the level of continuous assurance from early 2025 to concentrate on the workstreams most impacted by the events outlined in this paper. A programme of targeted interventions will be agreed between the programme team and Project Assurance. A full integrated assurance review, including the Independent Investment Programme Advisory Group, is expected to take place in early 2025 ahead of any further submission to, and request for further Authorities from, the Committee.

List of appendices to this report:

Appendix 1: 12-month progress review and lookahead

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

List of Background Papers:

DLR Rolling Stock Replacement Programme paper, Programmes and Investment Committee 6 December 2023

Contact Officer: David Rowe, Director of Investment Planning
Email: DavidRowe@tfl.gov.uk

Contact Officer: Stuart Harvey, Chief Capital Officer
Email: StuartHarvey@tfl.gov.uk

Appendix 1: 12-month progress review and lookahead

Area	Commentary
Rolling Stock	<p>Performance last 12 months</p> <ul style="list-style-type: none"> - Third train delivered to UK in December 2023 – Complete - Fourth Train delivered August 2024 - 40 trains now manufactured - First new B23 train in passenger service by spring 2024 - delayed due to overrun incident and signalling issues - Scrappage of old B92 trains commences following introduction of 2024 – delayed due to overrun incident and signalling issue
	<p>Lookahead next 12 months</p> <ul style="list-style-type: none"> - Delivery of trains 5-10 to Beckton Depot for initial assembly and testing April 2025 - Scrappage of old B92 trains commences following introduction of new trains
Depot	<p>Performance last 12 months</p> <ul style="list-style-type: none"> - Bringing into use Northern Sidings from March 2024 – Completed August 2024. Delayed due to issues resulting from Buckingham Group Contracting Limited administration - Commence Maintenance Facility Building (MFB) construction from spring 2024 – Complete August 2024 - Bringing into use Southern Sidings by autumn 2024 – Delayed to December 2024 due to access to the railway being prioritised for rolling stock testing
	<p>Lookahead next 12 months</p> <ul style="list-style-type: none"> - Bringing into use Southern Sidings – December 2024 - Bring into use Beckton test track – October 2025 - MFB pile mat installation – July 2025 - MFB piling complete – December 2025
Stations	<p>Performance last 12 months</p> <ul style="list-style-type: none"> - Blackwall station second entrance brought into use during autumn 2024 – Scheduled to be brought into use January 2025. Delayed due to access to the railway being prioritised for rolling stock testing
	<p>Lookahead next 12 months</p> <ul style="list-style-type: none"> - Bring into use Blackwall station second entrance – early 2025
Power	<p>Performance last 12 months</p> <ul style="list-style-type: none"> - Electric track equipment upgrades rolled out on route-by-route basis to support deployment strategy – Complete. Four of five routes completed, fifth route on target for completion December 2024
	<p>Lookahead next 12 months</p> <ul style="list-style-type: none"> - Complete fifth route electric track equipment – December 2024
Signalling	<p>Performance last 12 months</p> <ul style="list-style-type: none"> - Final contingency software drop in early 2024 to support revenue approval of signalling system and support first train entering service during spring 2024 – Delayed due overshoot incident and signalling issues - Software version for existing trains entered revenue service November 2024

Area	Commentary
	<p>Lookahead next 12 months</p> <ul style="list-style-type: none"> - Complete signalling modifications to Vehicle Onboard Controller - Complete testing for software version for B23 trains – May 2025
Beckton Depot Southern Expansion	<p>Performance last 12 months</p> <ul style="list-style-type: none"> - Issue Invitation to Tender for design and build of Housing Infrastructure Fund sidings - Complete
	<p>Lookahead next 12 months</p> <ul style="list-style-type: none"> - Commence concept design – January 2025 - Power works start on site – October 2025 - Concept design complete – December 2025

[page left intentionally blank]

Programmes and Investment Committee



Date: 11 December 2024

Title: Safe and Healthy Streets Programme

This paper will be considered in public

1 Summary

Safe & Healthy Streets portfolio	Value at last submission	Change since last submission	Current value	Value requested	Total after approval
Forecast Cost Net Cost to TfL	£652.8m	£148.6m	£801.4m		£801.4m
Financial Authority Net Cost to TfL	£722.1m	£87.4m	£809.5m		£809.5m
Programme and Project Authority Net Cost to TfL	£536.8m	£0m	£536.8m	£174.4m	£711.3m

The forecast cost, Financial Authority and Programme and Project Authority relate to financial years from 2022/23 to 2026/27.
Approval is sought for additional Programme and Project Authority of £174.4m, which includes a reduction in the income assumption of £10m over this period compared with the previous report to the Committee.

- 1.1 This paper updates the Committee on progress of the Safe and Healthy Streets Programme (the Programme) since the previous update in December 2023 and sets out indicative milestones planned for 2025/26. The paper also seeks additional Programme and Project Authority for continuation of the Programme.
- 1.2 A paper is included on Part 2 of the 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. Any discussion of that exempt information must take place after the press and public have been excluded from the meeting.

2 Recommendation

- 2.1 **The Committee is asked to note the paper and the exempt supplementary information on Part 2 of the agenda and:**
 - (a) **approve additional Programme and Project Authority of £174.4m to support delivery of the Programme, bringing the total Safe and Healthy**

Streets Programme and Project Authority to £711.3m (net, including third party funding); and

(b) note that Procurement Authority for the matters addressed in this paper will be sought at officer level in accordance with Standing Orders.

3 Background

3.1 In May 2024, the Mayor set out his expectations for delivery against his Transport Strategy:

- (a) to increase the current investment in walking and cycling infrastructure and, working with TfL and London's boroughs to further expand the cycling and walking network (as part of making London greener); and
- (b) to increase funding for healthy streets to enable TfL and boroughs to improve safety at more junctions, including upgrading and improving crossings for people walking and wheeling around the city (as part of making London more prosperous).ⁱ

3.2 With the planned publication of the TfL Vision Zero Action Plan 2 in 2025, it is essential that the Programme remains agile in being able to respond to any new targets outlined in the plan. While these have yet to be confirmed, they are likely to include commitments to deliver new and improved pedestrian crossings, more school streets, further sections of road with lowered speed limits and more Safer Junctions. It is expected that these interventions will be funded through the Programme, alongside third-party contributions in some cases. Projects will be implemented across both the TfL and borough road networks and be prioritised based on casualty harm, to achieve the biggest impact.

3.3 The Programme has entered its seventh year of delivery and continues to progress ambitious improvements to London's streets that help people walk, cycle and travel by public transport more safely and conveniently. The Programme is an important delivery channel for actions set out in the Mayor's Transport Strategy (MTS) and TfL's Vision Zero Action Plan, Cycling Action Plan 2, Walking Action Plan, Bus Safety Strategy and the Bus Action Planⁱⁱ. The background to the Programme and a summary of the key outcomes are set out in previous submissions to the Committee, notably within October 2022 and March 2023 papers.

3.4 Over that period, we have seen positive progress on a number of key strategic outcomes described in the MTS and associated Action Plans, as illustrated by the trends outlined below. It is clear that investment in Safe and Healthy Streets has contributed to this progress.

3.5 Every death and serious injury on the road network is a tragedy and TfL and the Mayor are determined to end the devastation caused by road danger, in line with TfL's Vision Zero approach to road danger reduction. Fatal collisions in London have fallen by 30 per cent compared to seven per cent across the rest of Great Britain since the 2010-14 baseline (similarly, the reduction in serious injuries is 24 per cent compared to 13 per cent)ⁱⁱⁱ. From 2022 to 2023, the number of people killed or seriously injured while cycling decreased by 8.4 per cent^{iv} while the

number of daily cycle journeys increased by 6.3 per cent^v. This equates to a reduction in risk of 13.9 per cent^{vi}.

- 3.6 Comparing the indicative change in cycling risk between ^{vii}2016 and 2022 to the expansion of the Cycleway network over the same period, our analysis shows that there tends to be a greater reduction in cycling risk in boroughs where the Cycleway network expanded the most. Conversely, the risk increased most in boroughs with no or limited investment in the Cycleway network.
- 3.7 In the latest Travel in London Overview report, released at the same time as this paper, cycling journeys in 2024 are up by 26 per cent compared to 2019 levels, and up five per cent compared to 2023^{viii}. This contrasts with cycling levels at national levels which have reverted to pre-coronavirus pandemic levels, and suggests the work from boroughs and TfL to make temporary cycling infrastructure and other traffic reduction measures permanent is contributing to this success^{ix}. It is therefore clear that the rapid expansion of the strategic cycle network in London, now totalling over 400km, and the new quality standards we put in place in 2019 are contributing to the recent positive trends in cycling, both in terms of reduction in risk and increase in cycling volumes.
- 3.8 School streets are showing success at tackling school run driving, having been implemented at approximately 670 schools across London. Motor traffic has decreased on school streets by between 70 and 90 per cent during closures^x and motor traffic speeds reduced by up to 6.3mph^{xi}. Active travel to school has increased after the introduction of school streets, for example a seven per cent increase at Newport Primary School, Waltham Forest^{xii}. Analysis has also shown average decreases of 34 per cent in nitrogen monoxide concentrations and 23 per cent in nitrogen dioxide concentrations during school streets closure periods^{xiii}.
- 3.9 Low Traffic Neighbourhoods (LTNs) have led to significant reductions in motor traffic within their areas, and while impacts on their boundaries vary, overall they likely contribute to an increase in active travel. Evidence shows residents of LTNs complete 62 minutes more walking and 43 minutes more walking per week five years after implementation. Research has also found that traffic-related injuries within LTNs across London reduced by half after implementation relative to the rest of London, with no statistically significant change in injuries on boundary roads^{xiv}. Where LTNs encompass high streets, they can benefit the local economy. Walking rose by 16 per cent on Stoke Newington Church Street after implementation^{xv}, and Mastercard data showed rising transactions^{xvi}.
- 3.10 Bus travel in London remains the backbone of the sustainable transport network and is the most commonly used mode of public transport. London's bus fleet is fully accessible^{xvii} and over 96 per cent of Londoners live within 400 metres of a bus stop^{xviii}. Investment in the bus network delivers strong returns with research estimating that for every £1 invested on buses in the UK, around £4.48 in economic benefits are generated^{xix}. Quick and reliable bus journey times are key to making buses an attractive option and reducing people's reliance on private cars. We are investing significantly in bus priority infrastructure to protect and improve bus journey times and reliability, including bus and cycle-only roads, bus lanes, bus priority at traffic signals and pinch point removal. Scheme monitoring indicates bus and cycle-only roads can reduce bus journey times by up to 38 per cent in central

London locations (London Bridge) and up to 10 per cent in inner London (Wapping High Street)^{xx}.

- 3.11 In December 2023, a review by the Independent Investment Programme Advisory Group (IIPAG) recommended that the Programme develop a strategic Business Case. Work is underway to develop a strategic Business Case that bridges the gap between the MTS, the strategic Action Plans and individual project business cases, including seeking to further articulate the outcome contribution of the portfolio.
- 3.12 Table 2 below illustrates that the total Programme investment is expected to have a positive impact on all nine of TfL's strategy outcomes.

Table 2 – Sub-programme contributions to key outcomes

Definition	Healthy Streets and Healthy People					A Good Public Transport Experience			New Homes and Jobs
	Safe	Active	Efficient	Mode share	Green	Connected	Quality	Accessible	Good growth
	Reducing road traffic collisions	Increasing levels of walking and cycling	Making the most efficient use of limited road space	Shift from car use to sustainable travel	Reducing emissions from road transport	Increasing ease of reaching public transport stops and stations	Improving bus speeds and customer experience	Reducing barriers to make sustainable travel more inclusive	Supporting sustainable development and low-car lifestyles
Cycling (TfL)	✓✓	✓✓	✓✓	✓✓	✓	✓	~	✓	✓
Cycling (Borough)	✓✓	✓✓	✓✓	✓✓	✓	✓	~	✓	✓
Bus Priority (TfL)	✓	✓	✓✓	✓✓	✓	✓	✓✓	✓	✓
Bus Priority (Borough)	✓	✓	✓✓	✓✓	✓	✓	✓✓	✓	✓
Bus Customer Action Plan & Bus Safety	✓✓	-	-	✓✓	✓	-	✓✓	✓✓	-
Safer Junctions	✓✓	✓	-	✓	✓	✓	~	✓	-
TLRN Road Safety	✓✓	✓	-	✓	✓	✓	~	✓	-
Borough Safer Corridors & Neighbourhoods	✓✓	✓✓	✓✓	✓✓	✓	✓	-	✓	✓
Healthy Streets Local Schemes	✓✓	✓✓	✓	✓	✓	✓	-	✓	✓
Transformational Schemes	✓✓	✓✓	✓✓	✓✓	✓	✓	~	✓	✓✓
Lowering Speed Limits	✓✓	✓	-	✓	✓	-	-	✓	-
Borough Safer Streets	✓✓	✓	-	✓	✓	✓	~	✓	-
Cycle Parking	-	✓✓	-	✓	✓	✓	-	✓	✓
Oxford Street	✓✓	✓✓	✓✓	✓✓	✓	✓	~	✓	✓

Key	
✓✓	Direct, positive impact
✓	Indirect positive impact
-	No meaningful impact
~	An overall neutral or positive outcome achieved, possible local negative impacts

4 Summary of Healthy Streets Investment since December 2023 Against Plan

- 4.1 Delivery has taken place across the Programme in line with the commitments made in the December 2023 submission to the Committee, including significant progress on cycle network expansion, delivery of safety schemes, and new bus lane infrastructure across both TfL and borough roads.
- 4.2 A summary of progress achieved against our original plan, alongside our strategic targets for 2024/25 is detailed in Appendix 1.

Cycling

- 4.3 The cycling programme is on track to deliver 31km of new cycleway in 2024/25, in line with target. Between April and October 2024, 29km of new cycling infrastructure were delivered with a further 13km currently in construction. As of October 2024, London's Cycleway network covers more than 400km with over 27 per cent of Londoners now living within 400m of the strategic cycle network. Our aim is to expand the network at pace so that 40 per cent of Londoners live within 400m of the strategic cycle network by 2030.
- 4.4 As part of this expansion of the Cycleways networks, working with London boroughs we have launched 17 new Cycleways on lower traffic streets. The nature of this work is low-cost, involving clear on-street signage and changes at junctions to improve cyclist priority. These routes connect communities to local amenities, so that less confident or new cyclists can undertake shorter journeys with confidence. These routes often make use of previously installed low-traffic neighbourhoods, measures to support school streets or upgrades to historic cycle networks to meet the London Cycle Design Standards and cycling quality criteria.



Images 1 and 2 – Cycleway 23 Lea Bridge Roundabout and Cycleway 9

Bus Priority

- 4.5 The Bus Priority programme delivered over 10km of new bus lane in 2023/24, meeting its target for that year, and is currently on track to deliver a further 15km of new bus lane by the end of 2024/25 – meeting a strategic target of 25km by March 2025. Benefits monitoring of the new infrastructure is underway, to confirm the positive journey time benefits for passengers.

- 4.6 The signal timing review programme, which seeks to amend traffic signals to reduce wait times for buses and pedestrians, is also on course to exceed its target of 400 reviews this financial year. Design work is also underway on bus priority projects to help Superloop services operate efficiently and reliably, ranging from 'quick win' measures such as parking removal and consolidation through to extensive bus lane and junction improvements.
- 4.7 Earlier this year, we announced a new programme, Better Bus Partnerships, where TfL will partner with three London boroughs to deliver transformational borough-led bus schemes with an offer of up to £10m capital funding per borough. The programme will bring together investment across a range of infrastructure, policy and behaviour change interventions to improve customer journey times and bus customer experience with the aim of encouraging mode shift away from private car. In early 2025 the bid evaluation period will commence, with the funding announcement expected in June 2025.



Image 3 – Bromley Road bus lane, part of the Bus Priority programme

Bus Customer Action Plan and Bus Safety Programme

- 4.8 We have published a Bus Action Plan, which outlines how we will broaden the appeal of London's buses. Within this plan, the chapter on Customer sets out detailed actions that make up the Bus Customer Action Plan. These are focused on delivering a step-change in customers' perceptions and experiences of bus travel. This is being achieved through offering better information, and meeting customer expectations of a modern and comfortable experience at both bus stops and on buses. Following the success of our trial on Route 63, where we introduced a coordinated package of enhancements to both the vehicles and bus stop waiting areas, we have applied these customer features to a further 624 buses across 44 routes. This includes clearer on-bus content displays with more detailed customer information, USB charging points, priority seat demarcation and enhanced lighting.
- 4.9 We have rolled out more than 300 new countdown signs at bus stops across the capital, with all boroughs benefitting from enhanced live travel information. In 2023 and early 2024, we also improved wayfinding information, to include points of interest on 6,900 bus shelters, and delivered enhanced bus signage at 14 multi-exit London Underground stations and 11 single-exit Elizabeth line stations, to support customers with interchanging and navigating the network. We continue to deliver trials to address customer pain-points, including enhanced on-bus cleaning to improve passenger experience.

- 4.10 We are retrofitting new safety equipment to our bus fleet to reduce incidents as set out in our Bus Safety Strategy. As of early October 2024, there are more than 3,126 buses in the fleet that have been retrofitted with features such as Intelligent Speed Assistance, Camera Monitoring System and Acoustic Vehicle Alerting System. This means over 35 per cent of the fleet now has some bus safety features installed, with more retrofits planned in future years. We continue to invest in safety innovation, with trials of several other bus safety features to enhance and improve the safety of buses across the fleet.

Borough Local Implementation Plans (LIP): Safer Corridors and Neighbourhoods

- 4.11 In 2023/24 London boroughs delivered significant beneficial outputs against their funding allocations (as detailed in Table 3 below), aligned with the Programme's outcomes. TfL has allocated £80.4m in funding for London boroughs in 2024/25 as they continue their vital work making the capital's roads safer and more attractive for people using public transport, walking and cycling. Outer London boroughs received a higher proportion of funding compared to inner London boroughs, to reflect the potential to reduce car use and help support more active travel.
- 4.12 Borough partners are now preparing the next iteration of their LIP delivery plans, with proposals submitted in November for a range of projects aligned to clear criteria set out in TfL's LIP Guidance^{xxi}.
- 4.13 Data packs were shared with each borough to help them shape these plans, including information on local collision patterns, cycling potential, bus data and other key data, – consistent with the data used to identify and prioritise TfL-led schemes (see also Appendix 2).
- 4.14 Further information on the beneficial outcomes achieved through borough-led projects is provided in the Borough 3-Year Report^{xxii}.

Strategic Outcomes	Definitions	Summary of Borough Delivery 2023/24 against Programme Outcomes
Healthy Streets and Healthy People	Safe (Reducing road traffic collisions)	Education: 11,275 adults and 49,271 children given cycle training (levels 1-3) School Streets: 162 new school streets introduced in 23 boroughs Lowering speed limits: 14 boroughs introduced new speed reduction measures and 17 now have 20mph borough-wide road networks Road safety: 328 safety schemes completed
	Active (Increasing levels of walking and cycling)	Crossing facilities: 43 new controlled crossing points added; 86 new zebra crossings, 141 uncontrolled crossings Footways: 6.7km of footway widened New Cycle Parking: 2,863 publicly accessible; 5,553 residential; 1,083 school spaces
	Efficient (Making the most efficient use of limited road space)	Cycle infrastructure: 21km of new permanent cycle routes, 17km of upgraded routes and 6.6km of temporary segregated routes introduced (funded by Borough Cycling Programme)
		Low Traffic Neighbourhoods (LTNs) - 9 new LTNs introduced, 14 experimental schemes made permanent and 17 new road closures installed
	Mode Share (Shift from car use to sustainable travel)	Cross-cutting outcome: <i>The outputs set out in this table will jointly contribute to this outcome.</i>
	Green (Reducing emissions from road transport)	Electric vehicle charge points: 6751 new on-street points
		Sustainable urban drainage: 34,240 sqm of impermeable surface draining into a Sustainable Urban Drainage Systems (SuDs) feature
	A Good Public Transport Experience	Connected (Increasing ease of reaching public transport stops and stations)
Quality (Improving bus speeds and customer experience)		Bus Lanes: 3km of new permanent bus lane delivered (funded by Borough Bus Priority programme)
Accessible (Reducing barriers to make sustainable travel)		Accessible Bus Stops: 56 new / upgraded
New Homes and Jobs	Good Growth (Supporting sustainable development and low-car lifestyles)	Cross-cutting outcome: <i>The outputs set out in this table will jointly contribute to this outcome, when delivered in areas with potential for growth.</i>

Table 3 – Summary of Borough Delivery 2023/24 against Safe and Healthy Streets Programme Outcomes

Multi-modal projects – Transformational

- 4.15 Construction work finished at Old Street Roundabout in September 2024, following completion of the station structure and sub-surface retail arcade. Initial benefits realisation surveys will soon be undertaken to determine the early benefits of the project. Further information on the Old Street project is provided in the paper on Part 2 of the agenda.
- 4.16 Works completed at Tolworth Roundabout in June 2024, with an improved road layout to support significant new development, including enhanced facilities for pedestrians and cyclists and extensive SuDs and planting to enhance biodiversity.
- 4.17 The Lambeth Bridge project started construction on 17 September 2024, following enabling works that took place earlier in the year to remove the northern roundabout, utility works and the relocation of the Phoenix Palm tree. The southern roundabout will be removed by February 2025, followed by construction of the new junctions on either side of the bridge, as well as improvements to the bridge itself, including structural improvements, waterproofing, provision of permanent hostile vehicle mitigation and with-flow protected cycle lanes. The scheme will greatly improve safety for cyclists at both junctions, as well as providing a new safer connection between Cycleway 8 (Chelsea Bridge to Lambeth Bridge), Cycleway 3 (Barking to Lancaster Gate) and Cycleway 5 (Vauxhall to Waterloo).
- 4.18 Work continues to develop other multi-modal schemes, including Catford Town Centre, which will see the realignment of the A205 South Circular, remove the Catford gyratory and promote sustainable growth within the town centre. We await feedback from the Department for Transport's (DfT) Major Road Network programme on whether the scheme is approved for funding. Further schemes are in the design and development stages, including at Vauxhall Cross, Angel Junction, and A2 Old Kent Road. Some new pipeline schemes have also recently been accepted into the Programme, including a corridor scheme to consider multi-modal improvements between Heathrow and Hounslow West and a safety project at Tulse Hill. Further details are set out in Appendix 1.



Image 4 – Public art, Old Street



Image 5 - Sustainable Urban Drainage, Tolworth

Healthy Streets Local Schemes

- 4.19 Healthy Streets Local Schemes deliver multi-modal objectives not captured by either the Transformational or Road Safety programmes. Schemes include the A23 Streatham Hill project, with construction due to start in winter 2024 implementing 1km of segregated cycle lanes and formal pedestrian crossings, with the aim of reducing collisions and improving

pedestrian safety. The A316 Manor Circus project completed delivery in September 2024, upgrading pedestrian crossings to toucan crossings and introducing transitions for cyclists, alongside bridge and carriageway renewal works. At London Road Roundabout, new pedestrian crossings will be introduced on all arms of the roundabout alongside SuDs, with construction now underway.



Image 6 – A316 Manor Circus

Vision Zero projects – Safer Junctions

- 4.20 The Safer Junctions programme continues to deliver safety improvements for vulnerable road users at some of the highest risk locations on the TfL road network. In spring 2024, we completed construction on the Holloway Road / Drayton Park Safer Junction scheme to schedule, delivering safety improvements for pedestrians, including new and improved crossings. The scheme also included safety improvements for pedestrians at the junction of A1 / Hornsey Road / Hornsey Street.



Image 7: Before/After improved pedestrian crossing at Holloway Road/Hornsey Road junction

- 4.21 Construction of safety improvements in the area around Battersea Bridge started in November 2024, including at the Cheyne Walk/Battersea Bridge junction where there has been a number of devastating fatal and serious collisions. The scheme includes three new signalised pedestrian crossings at this junction, as well as safety improvements for cyclists including dedicated cycle signals and a section of segregated cycle track. On the southern side in Wandsworth, we are implementing new pedestrian and cycle crossings and extending the bus lane on Battersea Bridge Road, amongst other safety improvements.
- 4.22 Design and outcome planning work continues on the remaining Safer Junctions, and we are on track to meet our Vision Zero Action Plan target to engage or consult on ten new locations by the end of 2024. This engagement will feed a pipeline of future Safer Junctions

improvements for delivery between 2025 and 2027 including locations such as the A503 Seven Sisters Road junction with Woodberry Grove; Cannon Street/King William Street (Monument) Junction; Waterloo Road junction with Stamford Street; and Hogarth roundabout - pending statutory approvals and the outcome of public consultations.

Vision Zero projects - Road Safety

- 4.23 Design work is underway on over 40 schemes across London, at high priority locations where there is an identified road safety concern. Projects are prioritised through analysis of a variety of factors including periodic collision data analysis; safety team recommendations following a fatal collision; and Prevention of Future Death reports issued by Coroners. Prioritisation of the Programme is determined by the 'Excess Harm' rating for the area (which is an indication of relative risk compared to other locations on the network); deliverability of the project; and the index of deprivation in the local area.
- 4.24 In 2023/24 we delivered schemes at five locations on the network. In March 2024 we completed works to install a new pedestrian crossing on Grosvenor Place in Westminster and an upgraded pedestrian crossing on the A10 near Palatine Road in Hackney.



Images 8 and 9 - New pedestrian crossings at Grosvenor Place and Brixton Hill

- 4.25 In 2023/24 the programme delivered a total 30 new and improved crossings across the TfL road network - removing severance and enabling pedestrians to safely access schools and local amenities, encouraging use of public transport and contributing to the Mayor's clean air objectives.
- 4.26 This financial year we are on track to deliver six schemes across London, including improvements to pedestrian crossings at the junction of King's Cross Road/ Pentonville Road, two new and improved pedestrian crossings on the A23, one on Brixton Hill near St Saviour's Road, and another further south on Streatham High Road. There are also plans to deliver safety improvements on the A3220 Redcliffe Gardens in the Royal Borough of Kensington and Chelsea and at A20 Amersham Road in Lewisham.

Vision Zero projects - Lowering Speed Limits

- 4.27 The lowering speeds programme significantly reduces both the risk of a collision occurring, and the impact if one does occur - a person is around five times more likely to be killed when hit by a vehicle travelling at 30mph than they are from a vehicle travelling at 20mph. Data released in February 2023 for locations where a 20mph had been introduced indicated that overall collisions have reduced by 25 per cent (from 406 to 304), against a background trend of 10 per cent, and collisions involving vulnerable road users have decreased by 36 per cent (from 453 to 290)^{xxiii}. In 2023/24 we lowered the speed limit by 10mph on over 107km of TfL roads, of which 99km became subject to a 20mph speed limit. We exceeded the Vision Zero Action Plan target to deliver 140km of lower speed limits on our roads in

December 2023, five months ahead of schedule. Lamp column mounted banners have also been installed across these corridors to help raise driver awareness of the new speed limit and a radio and digital advertising campaign has continued to complement the changes. Achievement of this milestone means that the majority of locations on the TfL road network where 20mph is necessary and appropriate, is now subject to this limit.

- 4.28 However, there are some remaining locations on TfL roads where road danger risk ratings are high or where an inconsistency in the speed limit in the surrounding area could cause confusion. To address these locations, we are developing Phase 3 of the programme for delivery in 2025/26, as part of the updated Vision Zero Action Plan, with the final scope to be confirmed.
- 4.29 In September 2024, we commissioned independent research to analyse the impact of the introduction of a 20mph speed limit in central London. The final report is expected to be published in 2025.

Vision Zero Projects - Borough Safer Streets

- 4.30 In July we announced that new funding of up to £50m would be made available to boroughs over the next three years to deliver significant safety improvements on local roads, with a particular focus on the city's most dangerous streets and junctions. The fund will be open to projects between £0.5m and £5m, which are not presently affordable with limited LIP Corridor funding. Examples of schemes likely to receive funding include:
- (a) projects that look to improve safety by reducing speeding and help to reduce the risk and severity of collisions;
 - (b) projects that protect vulnerable road users and improve safety for people walking and cycling; and
 - (c) road safety improvements in high-risk locations.
- 4.31 Boroughs have been invited to submit funding bids by November 2024, and will be notified of the outcome in March 2025.

Oxford Street

- 4.32 Oxford Street is one of the UK's most iconic shopping destinations, with more than 500,000 visitors every day connected by an extensive public transport network, including the new Elizabeth line. The area generates approximately five per cent of the capital's economic output (GVA), the equivalent of £22.75bn in 2019.
- 4.33 In September 2024, the Mayor restated his commitment to the renaissance of Oxford Street through proposals for delivery of an ambitious pedestrianisation and public realm renewal scheme, which would look to revive visitor numbers – including support for the night-time economy - boosting growth and new jobs. As part of this, the Mayor proposes that a Mayoral Development Corporation is established, which could have powers to provide the framework for delivery of a world-leading scheme that works for residents, visitors and businesses.
- 4.34 Funding of £3.3m has been made available by the Greater London Authority (GLA) to TfL, to develop options for consideration.

5 Benefits of the Investment

- 5.1 A detailed update on the benefits in each programme against the intended outcomes was reported to the Committee in March 2023. Some of the strategic benefits of this Programme are set out in section 3 (Background) above. Further analysis has been completed on the Safer Junctions programme with case studies provided in Appendix 3. Highlights include that at 17 recently delivered junctions, total collisions fell across 14 locations, increased at two and stayed the same at one location. Across these schemes, the total reduction in collisions was 35 per cent (pandemic data was excluded from this analysis).
- 5.2 More information on the prioritisation methodology for Safe and Healthy Streets projects and approach are set out in Appendix 2.

6 Key Challenges, Opportunities and Lessons Learnt

- 6.1 The Programme has faced a number of challenges in 2024/25, falling into three broad categories:
- (a) **Managing TfL's Operating Surplus:** The Programme adopts a work bank approach to budget management, meaning that at any one time there is a pipeline of more beneficial projects than we have funding available for. The level of work bank has typically been between 30 per cent and 40 per cent over the available budget. This means that as risks and opportunities impact in-year, there is sufficient work bank available to deliver projects to maximise beneficial outcomes. With a lower operating surplus projected at the end of 24/25 than budget, action has been taken to protect cash balances. This has meant that where some projects have slipped, the saving has been allowed to crystallise with no alternative project accelerated to mitigate the gap. As a consequence of this necessary action – alongside the impacts of the cyber incident which slowed progress on a number of schemes – the Programme is expected to achieve beneficial delivery of £156m in 2024/25 against a budget of £167m;
 - (b) **Cost increases:** Some TfL-led schemes have seen cost increases for their construction phases during 2024/25 and 25/26. These are largely due to programme prolongation and inefficiencies in the construction phases, driven by network constraints. These constraints have been necessary to co-ordinate with other works in the area to protect bus services. This, coupled with the issues raised above relating to our work bank, has further impacted the benefits delivered by the programme. A few schemes have had SuDS incorporated late in the design phase which has also increased costs. Including SuDS into the design phase at the outset is key to mitigate this, and this approach is being embedded for future schemes. Further information on cost pressures is set out in the paper on Part 2 of the agenda; and
 - (c) **Stakeholder challenges:** Some of our projects are dependent upon contributions from third parties. To be able to validate funding requests, projects have to be well progressed to ensure accurate cost estimates, which means TfL investing in project development ahead of confirming contributions. Delays have arisen to several projects due to the complexity of securing third party funding in some instances. Further details can be found in the paper on Part 2 of the agenda.

7 Financial Implications

- 7.1 This paper seeks additional Programme and Project Authority of £174.4m to deliver the Programme (see Table 4 below). Commitments for this funding will be entered into following drawdown approval at officer level. Table 6 below provides a detailed breakdown of the £174.4m calculation.

7.2 This additional Programme and Project Authority requested reflects the latest delivery plans, including those where income is received from third party funded projects, and forecast spend in 2025/26 and commitments we are expecting to make in 2025/26 for the following year for ongoing projects in line with the TfL Business Plan. Table 4 shows the gross authority, combining delivery funded by third parties and TfL to show the total spend on the projects set out in this paper. Table 5 sets out the authority required to receive third party income and Table 6 shows the net authority position, considering total costs and income. Table 7 breaks down the Programme and Project Authority sought, to show how the total is derived.

Table 4 – Gross authority requested for the Safe & Healthy Streets Programme

Description	22/23 (£m)	23/24 (£m)	24/25 (£m)	25/26 (£m)	26/27 (£m)	Total (£m)
-------------	---------------	---------------	---------------	---------------	---------------	---------------

Current Authority (Gross)	127.3	177.6	193.3	181.1	183.0	862.3
This request	0	0	0	0	0	-
Financial Authority	127.3	177.6	193.3	181.1	183.0	862.3

Current Forecast cost (Gross)	127.3	177.6	160.2	195.4	190.8	851.3
This request	0	0	0	0	0	-
Forecast cost	127.3	177.6	160.2	195.4	190.8	851.3

Current Authority (Gross)	136.5	190.3	196.3	64.9		588.0
This request	0	0	0	72.5	91.9	164.4
Programme and Project Authority	136.5	190.3	196.3	137.4	91.9	752.3

Increase/decrease since last Committee	-	-	-	72.5	91.9	164.4
--	---	---	---	------	------	-------

Table 5 – Income authority requested for the Safe and Healthy Streets Programme

Description	22/23 (£m)	23/24 (£m)	24/25 (£m)	25/26 (£m)	26/27 (£m)	Total (£m)
Current Authority (Income)	(8.9)	(6.3)	(26.4)	(3.9)	(7.3)	(52.8)
This request	0	0	0	0	0	-
Financial Authority	(8.9)	(6.3)	(26.4)	(3.9)	(7.3)	(52.8)
Current Forecast Income	(8.9)	(6.3)	(3.7)	(18.0)	(13.0)	(49.9)
This request	0	0	0	0	0	-
Forecast cost	(8.9)	(6.3)	(3.7)	(18.0)	(13.0)	(49.9)
Current Authority (Income)	-10	-9.9	-25.7	-5.5		-51.1
This request	0	0	0	10.0	-	10.0
Programme and Project Authority	(10.0)	(9.9)	(25.7)	4.5	-	(41.1)
Increase/decrease since last Committee	-	-	-	10.0	-	10.0

Table 6 – Net authority requested for the Safe and Healthy Streets Programme

Description	22/23 (£m)	23/24 (£m)	24/25 (£m)	25/26 (£m)	26/27 (£m)	Total (£m)
Current Authority (Net)	118.3	171.4	166.9	177.3	175.6	809.5
This request	0	0	0	0	0	-
Financial Authority	118.3	171.4	166.9	177.3	175.6	809.5
Current Forecast Cost (Net)	118.3	171.4	156.5	177.3	177.9	801.4
This request	0	0	0	0	0	-
Forecast Cost	118.3	171.4	156.5	177.3	177.9	801.4
Current Authority (Net)	126.5	180.4	170.6	59.4		536.9
This request	0	0	0	174.4	-	174.4
Programme and Project Authority	126.5	180.4	170.6	233.8	-	711.3
Increase/decrease since last Committee	-	-	-	174.4	-	174.4

Table 7 – Breakdown of the Programme and Project Authority requested for the Safe and Healthy Streets Programme

Authority associated with Projects:	£m	Comments
Healthy Streets: cycling	72.9	Authority associated with cycleways C37 (£14m), C34 (£12m), C4 (£11m) C9 (£10m) and Cycle Network Development Boroughs (£25m)
Healthy Streets: multi-modal	17.1	Authority associated with Nine Elms, Old Street, Tolworth, Lambeth Bridge and Local Schemes
Healthy Streets: safety	48.3	Authority associated with road safety schemes including A23 Streatham (£16m), general road safety schemes (£11m) and Safer Junctions (£8m)
Borough - Other	47.7	Authority associated with Borough spend
Bus Customer Action Plan	(0.0)	Authority associated with BCAP
Bus Priority	17.1	Authority associated with Bus Priority Works
Bus safety	1.4	Authority associated with Bus Safety Schemes
Additional authority	3.3	Oxford Street
Handback of existing Authority	(33.4)	Authority associated with reduction of work bank Management and hand back of authority no longer required in the timeframe
Total Authority request	174.4	

7.3 Procurement Authority for contracts to deliver the Programme will be sought at officer level in accordance with TfL’s Standing Orders.

8 Assurance

8.1 IIPAG and TfL Project Assurance undertook a full assurance review in October 2024. IIPAG recognised the strong progress made against strategic targets, and the contribution borough delivery made to these targets. Overall, IIPAG found the programme to be well led and managed.

8.2 Specific recommendations have been responded to, relating to tighter cost management throughout the project lifecycle and further work to ensure the Surface Transport Infrastructure Construction Framework contract remains mutually beneficial for suppliers and TfL.

List of appendices to this report:

Appendix 1: Progress and Planned Milestones (2023/24, 2024/25, and 2025/26)

Appendix 2: Safe and Healthy Streets Prioritisation Approach

Appendix 3: Safer Junctions Case Studies

Appendix 4: References

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

List of background papers:

IIPAG and TfL Project Assurance Reports

Management Response to IIPAG and TfL Project Assurance Reports

Healthy Streets Programme paper, Programmes and Investment Committee 1 March 2023

Safe and Healthy Streets Programme paper, Programmes and Investment Committee 6 December 2023

Contact Officer: David Rowe, Director of Investment Planning

Email: DavidRowe@tfl.gov.uk






Contact Officer: Scott Haxton, Director of Capital Delivery – Infrastructure








Email: scotthaxton@tfl.gov.uk








Contact Officer: Nick Fairholme, Director of Capital Delivery – Systems




Email: NickFairholme@tfl.gov.uk





Appendix 1 – Progress and Planned Milestones (2023/24, 2024/25, and 2025/26)







Project	Indicative milestone as set in December 2023 paper to Committee 2024/25	Progress against the milestone    Achieved/on track Partially on track Paused/stopped	Indicative milestone for 2025/26
Cycling			
Cycleway 4: London Bridge to Greenwich	Commence design of permanent upgrades on the Lower Road section which is currently being delivered in temporary materials.	 Temporary scheme along Lower Road delivered in March 2024. Designs for the permanent upgrades to be completed by LB Southwark and the upgrades to be funded via LIP funding.	Project close.
Cycleway 4 Extension: Greenwich to Woolwich	Continue design of section 2 (Anchor and Hope Lane to Woolwich Ferry Roundabout). Complete consultation by March 2024 and commence Concept Design stage in autumn 2024 on section 3 (Woolwich Ferry Roundabout to Burrage Road). Work with the Borough to provide cycling connections through Greenwich Town Centre (linked to Liveable Neighbourhood (LN) improvements).	 Detailed Design for Section 2 started. Consultation for Section 3 completed in Feb 2024 and consultation report published in July 2024.	Complete design and start construction of Section 2 (Anchor and Hope Lane to Woolwich Ferry Roundabout). Continue design on section 3 (Woolwich Ferry Roundabout to Burrage Road). Work with the Borough to provide cycling connections through Greenwich Town Centre (linked to LN improvements). Progress design works for permanent scheme along Section 1, should trial scheme be successful.




Project	Indicative milestone as set in December 2023 paper to Committee 2024/25	Progress against the milestone    Achieved/on track Partially on track Paused/stopped	Indicative milestone for 2025/26
Cycleway 9 East: Kensington Olympia to Brentford	Complete construction of the Brentford section in summer 2025 and start construction on Hammersmith Road in early 2026. Deliver amendments to the Chiswick High Road section as required following borough's decision to make the scheme permanent, subject to an assessment of affordability and bus service impacts.	 Cycleway 9 Jet Garage to Brentford Town Centre opened in August 2024. Detail Design on Hammersmith Road commenced in April 2024.	Complete design and start Hammersmith Road build in early 2026. Deliver amendments to temporary sections, subject to borough's decision to make the sections permanent and an assessment of affordability and bus service impacts.
Cycleway 9 West: Brentford Town Centre to Hounslow	Commence detailed design work of this route following the second public consultation in spring 2024.	 Public consultation on section between Brentford Town Centre and Syon park completed in summer 2024.	Commence detailed design work on a section between Brentford Town Centre and Syon Park. Continue design and traffic modelling for the other sections of C9 West.
Cycleway 23: Lea Bridge to Dalston	Complete construction of this route along Lea Bridge Road by October 2024.	 Construction complete on section of C23 Lea bridge Roundabout and Lea Bridge Road, including Sandringham Road crossing at the A10.	Progress with project close activities and commence benefits realisation following construction of Lea Bridge Roundabout and Lea Bridge Road.
Cycleway 34: Wood Lane to Notting Hill Gate	Continue construction of section 2 (Wood Lane to Shepherds Bush). Complete detailed design of section 3 (Holland Park Roundabout).	 Construction start planned on section of C34 by end of March 2025, having been delayed due to coordination with A40 emergency asset works.	Construct section 2 (Wood Lane to Shepherds Bush). Complete detailed design of section 3 (Holland Park Roundabout).




Project	Indicative milestone as set in December 2023 paper to Committee 2024/25	Progress against the milestone    Achieved/on track Partially on track Paused/stopped	Indicative milestone for 2025/26
Cycleway 37: Mile End to Westferry Lane	Scheme remains on pause as required consents for constructing the Mile End junction have not been approved by borough.	 Construction paused for C37 as borough has not provided necessary consent. This location remains a priority for TfL investment in safety and active travel.	Scheme remains on pause as required consents for constructing the Mile End junction have not been approved by borough.
Cycleway 50: Camden to Tottenham Hale	Continue design of the fourth and fifth phases of this route (between Finsbury Park and Tottenham Hale respectively).	 Construction complete on section of C50 between Caledonian Road and Finsbury Park.	Continue design of the fourth and fifth phases of this route (between Finsbury Park and Tottenham Hale respectively). Continue design on the permanent scheme between Caledonian Road and Finsbury Park, should trial scheme be successful.
CFR23*: Wembley to Fulham *Cycleway number to be allocated later	Review consultation responses and commence concept design for Wembley to Harlesden section in spring 2024. Continue design of the remaining route in phases.	 Response to the consultation was published in May 24. Design works progressing on CFR23.	Continue design work.
Safer Cycling – Cycleway Wayfinding	Implement signage on fifteen remaining wayfinding-led Cycleway routes. These include C48 between Herne Hill and Brixton and C16 between Wanstead Flats and Victoria Park by March 2024.	 We have exceeded this target and have implemented 17 new wayfinding-led cycle routes across London.	Deliver wayfinding on a further 15 Cycleways or sections of Cycleway growing the network by over 30km.

Safer Cycling - Cycleway Network Development	Provide a further £9.8m in 2022/23 and £16m in 2023/24 to the boroughs as part of the borough Cycle Network Development programme to support them to continue and initiate design and build schemes. Design includes, but is not limited to, Westminster Bridge Road, C51 Marylebone to Kilburn and Strawberry Vale to Twickenham. Construction includes, but is not limited to; C1 missing link in Enfield, Kew Road to Lion Gate and upgrades to C1 in Hackney by March 2023 and March 2024.	 Construction is progressing well with over 40km complete since March 2024. In September 2024 the 400km milestone for the total length of the network was achieved.	Continue to fund design and construction of new Cycleways on borough roads across over 100 schemes.
Safer Cycling - Cycleway Network Development TfL Road Network (TLRN)	There were no specified milestones in the previous paper. This programme deliver cycle crossings on TLRN junctions which unlock borough cycle networks.	 Delivered cycle crossings at A10/Sandringham Road and A23/Atlantic Road In construction with A24/Voltaire Road Design completed for A23/Pendennis Road In consultation with A205/Rosendale Road.	Deliver five new or upgraded cycling and walking crossings of the TLRN to unlock cycling potential.
Cycle Parking	Continue delivery of new cycle parking spaces including cycle hangars.	 On target: Borough: 57 out of 340 secure residential cycle hangars installed. TLRN: 51 out of 140 cycle stands installed.	Boroughs - continue delivery of new cycle parking spaces including secure residential parking i.e. cycle hangars, school cycle parking, town centre cycle parking and public transport cycle parking – target dependent upon LIP submissions November 2024. TLRN – delivery of public transport / station land cycle parking facilities.






Micromobility Parking Programme		 <p>On target: Borough – 30 out of 800 new bays installed. TLRN – 20 new bays to be installed.</p>	<p>Continue delivery of mixed-mode (e-bikes and e-scooters) dockless parking bays. Borough – target dependent upon LIP submissions November 2024. TLRN – 180 new bays to be installed.</p>
Vision Zero			
Lambeth Bridge safety scheme – including Safer Junction	<p>Detailed design completed by April 2024</p> <p>Start construction in August 2024. Advance works planned winter 23/24.</p>	 <p>Slipped by one month (now achieved) - Detailed design for Lambeth Bridge completed in July 2024, and main works started in September 2024.</p>	<p>Progress construction works for the scheme, which will continue through to summer 2026.</p>
Lower Speeds	<p>Complete design and introduce a new 20mph speed limit on 220km of Transport for London Road Network (TLRN) by May 2024.</p>	 <p>Achieved - a 20mph speed limit has been introduced on 264km of TfL roads, against a target of 220km.</p>	<p>Introduce further mitigations on lower speed roads following initial monitoring. Various dates. Commission independent research analysing the benefits of the introduction of a 20mph speed limit on TfL roads in central London by December 2024.</p>
Road Safety	<p>Construct improvements at five locations to improve the safety of vulnerable road users by March 2024.</p>	 <p>Achieved - completed construction at six locations.</p>	







Road Safety	Construct improvements at six locations to improve the safety of vulnerable road users by March 2025.	 On-track - Delivered new pedestrian crossing at A23 by St Saviours Road in Lambeth in July 2024. Planning to deliver a further five schemes in 2024/25.	Construct improvements at six locations to improve the safety of vulnerable road users by March 2026.
Battersea Bridge	Start construction on further improvements to Battersea Bridge/Cheyne Walk Safer Junction by September 2024.	 Slipped – construction works due to start by November 2024, due to coordination with utility works and complex design approvals.	Complete construction on Battersea Bridge Phase 2.
King's Cross Gyratory	Progress Phase 1 safety improvements to construction; continue design and engagement on future phases by August 2024.	 Slipped: Construction on Phase 1 is scheduled to start in January 2025. Delayed due to design changes required at a late stage. Engagement on future phases to take place in 2025 following completion of modelling.	Complete construction on phase 1 of safety improvements at Kings Cross Road/Pentonville Road and complete consultation on Euston Road/Pancras Road and Grays Inn Road/Euston Phase (Phase 2) of scheme.
Safer Junctions	Engage and progress design on ten further projects by the end of 2024, including Monument junction, Hogarth roundabout and A10 Woodberry Grove.	 On track – 9 locations achieved to date including Hogarth roundabout and the junction of A503/Woodberry Grove. Monument junction due for consultation in December 2024.	
Safer Junctions	Complete Option Selection on Angel Safer Junction by July 2024.	 Slipped - Option Selection stage for Angel Junction completed in October 2024.	Progress with concept design work and undertake public engagement in 2025.
Safer Junctions	Complete construction of Holloway Road by April 2024.	 Achieved – main construction works completed in March 2024.	




Safer Junctions	Start construction at 2 Safer Junction locations by March 2025.	 On track: Construction started on Lambeth Bridge scheme delivering safety improvements at Millbank/Lambeth Bridge/Horseferry Road Safer Junction location. Construction due to start in November 2024 on Battersea Bridge Phase 2.	Commence construction on A503/Woodberry Grove and Waterloo Road/Stamford Street Safer Junction schemes. Commence detailed design on King William Street / Cannon St (Monument) junction and Hogarth roundabout. Continue design, modelling and consultation on remaining schemes, including Shoreditch High Street/Commercial St, Lombard roundabout and Knightsbridge Safer Junctions.
Tulse Hill Gyratory	Progress with delivering interim safety measures at Tulse Hill Gyratory in autumn 2024, while early design work is undertaken on a potential longer-term scheme.	 Works on the interim safety scheme are planned to start in December 2024, subject to approvals and permits.	Commence Option Selection work on a longer-term scheme, subject to Outcome Definition findings and Gate 1 review.
Bus Priority			
25x25	Complete programme by March 2025. Complete 15km of new bus lanes, working towards March 2025 target of 25km total.	 On track: Working with the London boroughs, we are on track to introduce 25km of new bus lanes on the TfL and Borough road networks by March 2025. We have accelerated the bus priority benefits of these projects in 2024/25, through phasing construction of the projects. As of October 2024, 11.72km of new bus lanes have been introduced on London's	In 2025/26, we plan to complete phased delivery of these projects where required, introducing new controlled pedestrian crossing points to maximise accessibility to bus services for customers, building out inset bus stops and

		roads since April 2021, including 6.63km on borough roads.	introducing SuDs or planting systems and resurfacing to ensure a smoother, safer ride for customers and colleagues. Locations include A297 St Helier Avenue, A400 Camden Street and A20 Lee High Road.
Bus Kit Moves	Completion of 150 Bus Kit Moves, relocating Bus Priority signal infrastructure to sites where it can be used more effectively.	 On track: 65 bus priority signal infrastructure moves have been completed to date with a further 85 currently planned for delivery by 31 March 2024.	Annualised - continue investment in traffic signal infrastructure to help improve bus journey times.
Signal Timing Reviews	700 traffic signal timing reviews to enable faster bus progression at junctions.	 Achieved: 736 traffic signal timing reviews completed to date helping to prioritise bus movements through junctions.	Annualised - continue traffic signal timing reviews, delivering significant improvements at junctions for relatively low investment.
LIP Bus Priority	Provide £11.98m to the London boroughs as part of the LIP Bus Priority Programme to deliver bus journey time improvements and sections of new bus lane and measures to prioritise buses on Superloop routes.	 On track: A pan-TfL assessment to identify potential bus priority interventions on proposed Superloop routes has been undertaken with a view to beginning feasibility design on priority schemes in 2024/25.	Subject to resource availability, complete design and delivery of proposals to reduce, remove or rationalise parking and loading bays situated on routes SL5 and SL7. Complete feasibility design of schemes where there is a potential to direct Superloop buses on a more direct alignment, saving time, mileage and operating costs.

Better Bus Partnership (NEW)			TfL will partner with three London boroughs to deliver transformational borough-led bus schemes with an offer of up to £10m capital funding per borough. Engagement with boroughs is underway ahead of November funding submissions. In early 2025 the evaluation period will commence, with the funding announcement and commencement of the programme expected in June 2025.
Operational Hours (NEW)			In support of a key Bus Action Plan commitment, continue to work with London boroughs to increase the operational hours of existing bus lanes, while ensuring optimal operational hour coverage for any new bus lane delivered.
Pinch point removal (NEW)			Annualised - continue targeted schemes across the network that remove bus pinch points at key congestion locations, based on priorities identified through TfL's Strategic Bus Analysis.



Multi-modal/pedestrian-focused			
Vauxhall Cross	Complete feasibility design subject to confirmation of third-party funding contributions.	 Funding discussions ongoing to enable Vauxhall to progress to detailed design. Scheme on hold until funding unlocked.	Commence detailed design subject to confirmation of third-party funding contributions and TfL approvals.
Nine Elms Healthy Streets corridor	Commence construction of the eastern section in March 2023 and complete detailed design for the western section by January 2025, to align with the developers' construction phasing. Scheme mostly funded from third-party contributions.	 Following the completion of detailed design for eastern section and an assurance process, we were ready to appoint the contractor to build the scheme when Wandsworth Council asked TfL to reduce the cost of the scheme to enable them to reduce their financial contribution. Work to review the design and discuss funding contributions continues and it is hoped to be resolved in early 2025, at which point construction can commence.	Commence construction of the eastern section in early 2025 and commission detailed design of the western section, subject to resolution of funding discussions with the borough.
Tolworth Roundabout	Complete construction by March 2024.	 Construction works on Tolworth Roundabout completed in June 2024.	Project Close and initial benefits realisation work.
Streatham High Road	Start construction of pedestrian and cycling improvements by March 2024.	 Slipped: Construction on Streatham High Road is due to commence in winter 2024/25.	
Pedestrian and road safety improvements outside a local school in East Sheen	Construction start by November 2024.	 Slipped – Issues with detailed design coupled with resource constraints have led to significant slippage into 2025.	Construction start by May 2025.

Pedestrian improvements along Camden High Street	Feasibility Design completed by September 2024.	 Slipped – Resource constraints have led to delays with Feasibility Design.	Feasibility Design completed by May 2025.
Pedestrian Crossings	Construct 25 new signalised pedestrian crossings on the TLRN by March 2025.	 On track: Construction completed in July on new pedestrian crossing on A23 by St Saviours Road in Lambeth. On track with other schemes.	
London Road roundabout – new signalised pedestrian crossings on all arms of the roundabout	Start construction by August 2024.	 Slipped: Construction due to start on London Road roundabout in October 2024.	Completion of construction on site by 1 September 2025.
Wandsworth Town Centre	Progress project through detailed design stage subject to securing funding from the DfT's Major Road Networks fund.	 Wandsworth Outline Business Case (OBC) submitted to DfT in June 2024 for an informal review in the light of a negative Benefit-Cost Ratio.	Develop lower-cost interventions on the TLRN in the town centre to improve the bus passenger and pedestrian experience.
Catford Town Centre	Progress project through concept design stage, subject to securing funding from the DfT's Major Road Network fund.	 Catford Strategic Outline Business Case submitted to DfT for Major Road Network funding in March 2023, awaiting a decision. Catford Town Centre is progressing through concept design having completed a public consultation in the spring 2023.	Progress project through detailed design stage, subject to securing funding from the DfT's Major Road Network fund.
A2 Old Kent Road	Progress feasibility work to undertake public consultation.	 Option Selection work has commenced and is progressing.	Further progress Option Selection and feasibility design work to undertake public consultation.

Stoke Newington	Complete Option Selection for updated Stoke Newington proposals to deliver safety and active travel benefits, and support bus services.	 Updated Outcomes work undertaken to assess the case for investment at Stoke Newington.	Confirm scope for investment at Stoke Newington.
Parliament Square	Parliament Square Streetscape Project (TfL to contribute to the highway design elements of the concept design stage, led by Westminster City Council).	 Concept design stage work ongoing. Traffic modelling is complete.	Contribute TfL's input to the scheme business case to support a decision for the next phase.
Feasibility – Emerging Schemes			Progress initial optioneering work on post-Gate 1 schemes, including Croydon to Bromley and Angel to Archway corridor schemes.
Lower Lea Crossing	This scheme will deliver safety and active travel improvements across the Lower Lea Crossing, Leamouth Circus and Leamouth Road. Significant regeneration is underway and planned in this area and the route will form a strategic link between the northern portal of the new Silvertown Tunnel and the A13.	 On Track: Construction commenced on 23 September 2024, with completion of the scheme scheduled shortly after Silvertown Tunnel opening in 2025.	Forecast construction completion March-May 2025.
Borough funding – through the Business Plan, we have committed a minimum of £75m for boroughs to invest in their roads (no RAG status awarded as delivery is by London Boroughs)			
Borough Funding (LIP)	Review three-year LIP spending submissions and confirm their future funding in March 2025.	On-track: Borough funding submissions for the three-year delivery plans covering 2025/26/27/28 are currently being assessed with a view to confirming their future allocations by the end of March 2025.	Allocations for 2025/26 will be confirmed in writing by the end of March 2025.

Holborn gyratory Liveable Neighbourhood	Support LB Camden to continue the design of both interim works at Holborn gyratory, and the development of a feasibility report (Gate 2) for the wider Holborn L N project.	Holborn interim scheme completed Detailed Design in 2023/24, and construction will be complete in October 2024. With regard to the longer-term LN scheme, LB Camden has commenced a broad programme of stakeholder engagement, and is progressing feasibility designs towards Gate 2.	Future Base Modelling to be completed May 2025 Gate 2 submission June 2025 Complete public consultation by December 2025.
Enfield Town Centre LN	Support LB Enfield to progress scheme to construction in Q4 2024/25.	LB Enfield has commenced delivery of the first phases of the Enfield Town LN, and is now preparing to finalise concept design for the remainder of the scheme.	Support LB Enfield to achieve completion of Detailed Design and commence construction non-highways elements of the scheme starting in Q2.
West Ealing L N	Gate 4 submission in Q2 2024/25.	We are working with LB Ealing and other boroughs with Liveable Neighbourhoods in design stage to bring forward interventions that deliver Safe and Healthy Street benefits early. Through this approach we will see green infrastructure and some cycling improvements delivered in the West Ealing LN this year.	Gate 4 submission in Q2, and commencement of construction of non-highways scheme elements including cycling improvements to Dean Gardens park.
Greenwich Town Centre LN		The Royal Borough of Greenwich is revising its options submission for Greenwich Town Centre, at TfL's request, to ensure the scheme is capable of delivering maximum benefit while integrating Cycleway proposals for the town centre.	Future base modelling and gate 2 submission to be complete by end Q1 2025/25, gate 3 submission by Q4.
Coppermill LN		The final phases of Waltham Forest's Coppermill Village scheme have now been delivered, with benefits realisation activity underway.	Closedown of project and collection of initial benefits data.
Crossrail Complementary Measures	Complete the delivery of Crossrail Complementary Measures (CCM) at West Drayton, Ealing Broadway, West Ealing, Southall and Acton Mainline.	CCM works have been completed at all remaining stations except Acton Main Line where there are issues with NR/ MTR permissions to install the cycle parking on the forecourt. Ealing Broadway, West Ealing, Ilford, Southall and West Drayton are	Closedown of programme and collection of initial benefits data.

		all complete. Separate Network Rail sewer works at West Drayton are due to be completed by the end of December 2024. This had previously been identified as a risk to our programme, but we managed to progress separately. Tracsis and 2CV have been commissioned to undertake Benefits Monitoring surveys and reporting at six sample stations (Chadwell Heath, Forest Gate, Manor Park, Maryland, Seven Kings and Abbey Wood). Benefits Monitoring analysis is due to be completed by January 2025.	
Healthy Streets Activation			
Cycle training	Further funding for London boroughs to continue cycle training.	2024/25 Cycle Training funding is £2.7m. Delivery Targets are: Children trained in bikeability: 24,168 Adults Trained: 18,591 Other training (Learn to ride etc): 3,718.	Further funding for London boroughs to continue cycle training.
Behaviour Change	Further marketing communications to bring about behaviour change, focused on road safety and active travel mode shift.	Successful "Cycle Sundays" campaign delivered through spring / summer 2024 to build interest in active travel through opportunities for recreational cycling. Route-specific marketing / social media undertaken to support 17 new routes.	Further marketing communications to bring about behaviour change, focused on road safety and active travel mode shift.
Climate Change Adaptation (NEW)			
Climate Change Adaptation target			5,000sqm of SuDS catchment per annum to be delivered on the TLRN only.
Standalone SuDS schemes			Two locations identified to be completed by Summer 2025.
A205 East Sheen £1-5m scheme			Provision of roadside SuDS on TLRN, to be completed by Summer 2025.

A40 Swakeleys Roundabout			SuDS measures to be included on TLRN, delivery expected late 2025.
Cycleway 4 Ext to Woolwich Phase 2			Rain gardens, permeable pavement, tree pits, filter drains on both TLRN and borough highway, delivery expected in late 25/26.
Pentonville Road / Kings Cross Road			Rain gardens on side road red route return, to be counted as part of TfL Scorecard target. Scheme completion forecast for 25/26.
GLA Green Infrastructure Fund			
Borough schemes	All 11 Borough Schemes delivered by July 2024.	The 11 boroughs fully claimed their costs by the end of the 2023/24 financial year (with the exception of permitted activities such as first year watering/maintenance and post-construction safety audits). As of October 2024, remaining activities such as planting, where this needed to be deferred to the autumn for resumption of the planting season, is being completed.	Benefits Realisation and programme closure activities.
Joe Strummer Underpass	Supporting delivery in 23/24 of two TLRN Schemes, Joe Strummer Underpass Rain Garden and Green Infrastructure at Manor Circus in Richmond.	 As of October 2024, the Rain Gardens at Joe Strummer underpass completed with final planting activities underway. Manor Circus in Richmond also completed earlier this year.	Ensure ongoing maintenance of planting via the Marble Arch Business Improvement District.
Future of temporary London Streetspace Programme (LSP) schemes			
Future of Temp schemes	All schemes on the Future of Temp Programme have now transitioned to permanent traffic	 Achieved: The Future of Temp Programme gate closure meeting took place in September	Programme is now closed.

	orders, or been removed, following extensive monitoring and engagement activity to inform decision-making.	2024 and the programme is now closed. Any schemes with residual works or upgrades has been transferred to other programmes within Safe and Healthy Streets, along with associated funding.	
High Speed 2			
High Speed 2	<p>Support the delivery of HS2 to unlock regeneration opportunities for Euston and Old Oak Common.</p> <p>Protect TfL's interests and mitigate against risks posed by HS2 Ltd (as a third-party programme) on TfL infrastructure, operations and passenger services.</p> <p>Recover all costs, losses and expenses incurred by TfL resulting from HS2 Ltd, including staff time, under the terms of the Protective Provisions Agreement.</p>	<p>Supporting the delivery of HS2 while managing the impacts and risks posed by HS2 Ltd including:</p> <p>Contributing to DfT Euston Reset Programme, which is seeking to reduce overall cost pressures and develop new arrangements for the HS2 programme.</p> <p>Design assurance on the Euston Station and Old Oak Common designs to ensure they meet our operational requirements and include suitable provision for interchange in line with the Healthy Streets approach.</p> <p>Ensuring key requirements, undertakings and assurances given to us in the Act remain protected.</p> <p>Continuing to influence HS2 designs to embed the Healthy Streets principles including on the TLRN Hampstead Road temporary road design.</p> <p>Traction Sub-Station (TSS) civils construction completed, with mechanical and electrical fit out in progress.</p> <p>Continuous improvement of the "Blue Book" management processes setting out our ways of</p>	<p>In 2025/26, we will continue to protect TfL's interests by mitigating against risks posed by HS2 Ltd on TfL infrastructure, operations and passenger services. We will support the delivery of HS2 and associated transport infrastructure by ensuring key requirements, undertakings and assurances are understood by all parties.</p> <p>We will liaise with key stakeholders to influence emerging plans to unlock regeneration opportunities for Euston and Old Oak Common. We will undertake impact assessments and design assurance on proposed transport schemes, including any HS2 works mitigation or reinstatements, to ensure they include suitable provision in line with the Healthy Streets approach. Traffic modelling for schemes</p>

		<p>working with HS2 Ltd and their supply chain to ensure TfL's interests are protected.</p> <p>Applying agreed mechanisms for recovering all costs, losses and expenses including TSS commercial agreement signed by TfL.</p>	<p>will be completed, at junction and area levels, to inform final option selection prior to instructing end state concept designs.</p>
Oxford Street			
Oxford Street	N/A	N/A	Consultation/engagement on preferred option early 2026.

Appendix 2 - Safe and Healthy Streets Prioritisation Approach

- 1.1 The Safe & Healthy Streets Portfolio benefits from a mature approach to prioritisation, summarised in Figure 1 below. Potential schemes within each programme are identified and prioritised using a consistent suite of strategic datasets, with the aim of identifying projects which will have greatest contribution to the outcomes set out in Table 2. Local stakeholder aspirations and deliverability are also taken into account, and consideration is also given to in-year prioritisation within each programme.

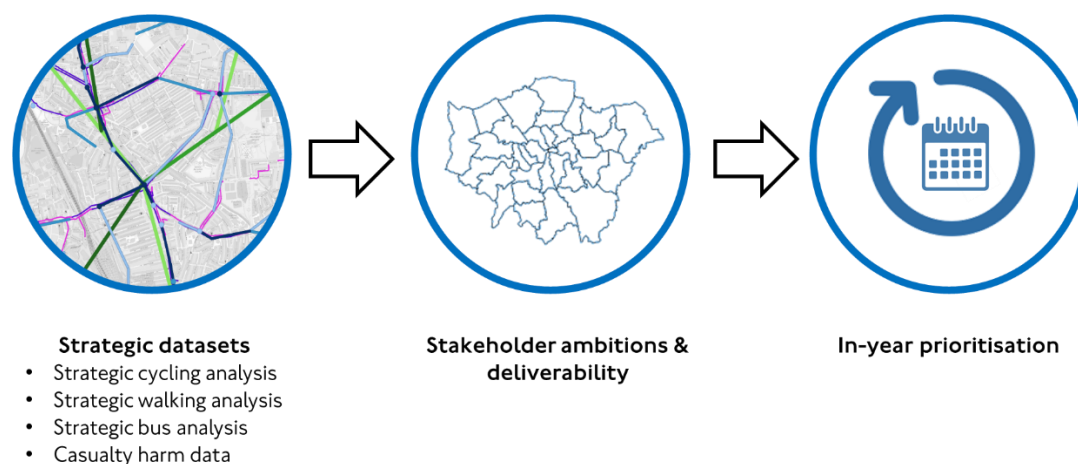


Figure 1 – Consistent, data-led approach to investment identification and prioritisation

- 1.2 **Strategic datasets:** Across each programme within Safe and Healthy Streets, largely consistent metrics, evidence and data are used to prioritise projects. This includes the Strategic Cycling Analysis, Strategic Walking Analysis, Strategic Bus Analysis, and casualty harm and collision data. Each programme draws evidence from one or more of these datasets or similar, to support in identifying locations for investment that will maximise contribution to strategic outcomes. For example, over the past seven years the cycling programme has been guided by TfL’s Strategic Cycling Analysis, with live projects such as Cycleway 23, Cycleway 34 and Cycleway 50 having first been identified as priorities by this dataset. Boroughs are also expected to use these datasets to inform their LIP Safer Corridors & Neighbourhood programmes. These datasets are also used to identify schemes with multiple strategic drivers, where a multi-modal approach to balancing outcome contributions is required irrespective of programme. Prioritisation also takes into account wider considerations such as socio-economic, environmental and deliverability considerations and uses data including to prioritise schemes.
- 1.3 **Stakeholder ambitions and deliverability:** Alongside these key strategic data sets, projects are assessed according to stakeholder priorities and deliverability. The emphasis of this differs between programmes: for example, borough-led programmes are chiefly driven by boroughs (selecting and prioritising schemes that align with the strategic data sets), whereas for TfL-led programmes, boroughs and other community stakeholders are engaged at the start of scheme development and remain closely involved throughout the project lifecycle.

- 1.4 **In-year prioritisation:** The previous two sections describe how schemes are identified and selected for inclusion in the portfolio. However, beyond this, we proactively prioritise the live programme in-year, with continual challenge and scrutiny. For example, if the costs, risks, benefits or deliverability of a project materially changes, we will consider the best way forward including pausing the project or revisiting previous options. The Road Safety Programme is an example of where prioritisation is considered readily, and adjustments made to the projects in scope. For example, if new locations are flagged in the data, then these are added to the programme for development and managed within the available budget, prioritised against existing locations accordingly. With some other programmes, the prioritisation assessment is made upfront in the pipeline and planning process, and there is less movement of schemes in and out of the programme once they have passed Gate 1.
- 1.5 This mature approach to strategic and in-year prioritisation provides us with confidence that the schemes within each programme are likely to achieve the strategic outcomes identified in Table 2, and offer the best value contributions towards those outcomes, while balancing delivery and stakeholder considerations. We will continue to refine and develop our approach to prioritisation as the portfolio further matures, including looking at how we can more strengthen in-year prioritisation across the programmes more consistently.
- 1.6 The apportionment of funding across the Programme each year is determined by the annual budget requirements of the more advanced schemes in the programme (those prioritised onto the programme in previous years). Each of these schemes is reviewed at every Gate to ensure the scheme is progressing in a way which achieves the agreed outcomes, continues to be deliverable, affordable, and operationally acceptable and that they are supported by stakeholders and through public consultation. Projects will be paused, or taken back a stage, if the assessment of the designs indicates unintended consequences to certain modes of transport; operational decisions of this nature are usually taken at the Road Space Performance Group, chaired by TfL's Traffic manager.

Appendix 3 – Safer Junctions Case Studies

Safer Junctions Case Study: Kennington Park Road/Braganza St (implemented in Summer 2020)
 Key collision issue involved P2Ws and cyclists coming into conflict with right turning traffic from Kennington Park Road into Braganza St. To improve this, we implemented:

- Separately signalised the right turn from Kennington Park Road into Braganza St
- Cycle bypass around junction
- Banned left turn into Braganza St
- Pedestrian crossing improvements

Total Collisions (Before: Mar 2018 to Feb 2020)	Total Collisions (After: Mar 2022 to Feb 2024)	KSIs (Before)	KSIs (After)
7	0	3	0




Image 10 – Safer Junctions Case Study: Kennington Park Road/Braganza Street

East India Dock Road / Birchfield Street / Canton Street (Implemented Spring 2020)
 Key collision issue involved powered two-wheelers and a right turn manoeuvre. It also identified a strong pedestrian desire line across East India Dock Road between Canton Street and Birchfield St not previously catered for.
 To improve this we implemented:

- A new straight-across toucan crossing on East India Dock Road at Birchfield St
- Closure of Birchfield St to traffic
- Footway buildout on Canton St

Total Collisions (Before: Feb 2018 to Jan 2020)	Total Collisions (After: Feb 2022 to Jan 2024)	KSIs (Before)	KSIs (After)
8	3	2	0




Image 11 – Safer Junctions Case Study: East India Dock Road/Birchfield St/Canton St

Appendix 4 – References

- ⁱ <https://sadiq.london/wp-content/uploads/2024/04/A-Fairer-Safer-Greener-London-for-everyone-Manifesto-2024.pdf>
- ⁱⁱ <https://tfl.gov.uk/corporate/about-tfl/the-mayors-transport-strategy>
- ⁱⁱⁱ Transport for London (2024). Casualties in Greater London during 2023. p. 16 Available at: <https://content.tfl.gov.uk/casualties-in-greater-london-2023.pdf>
- ^{iv} [casualties-in-greater-london-2023-data-annex.xlsx](https://content.tfl.gov.uk/casualties-in-greater-london-2023-data-annex.xlsx) (live.com) Table 2
- ^v [Travel in London 2023 - Active travel trends \(tfl.gov.uk\)](https://tfl.gov.uk/travel-in-london-2023-active-travel-trends) Pg. 12
- ^{vi} Transport for London (2024). Casualties in Greater London during 2023. Pages 8, 9 and 14.
- ^{vii} Source: <https://content.tfl.gov.uk/cycling-action-plan.pdf>
- ^{viii} <https://sadiq.london/wp-content/uploads/2024/04/A-Fairer-Safer-Greener-London-for-everyone-Manifesto-2024.pdf>
- ^{ix} Source: National Travel Survey
- ^x Transport for London (2022). *Getting to know School Streets*, p.15. Available at: <https://content.tfl.gov.uk/getting-to-know-school-streets-case-studies-2022.pdf>
- ^{xi} Transport for London (2022). *Getting to know School Streets*, p.15. Available at: <https://content.tfl.gov.uk/getting-to-know-school-streets-case-studies-2022.pdf>
- ^{xii} Transport for London (2022). *Getting to know School Streets*, p.32. Available at: <https://content.tfl.gov.uk/getting-to-know-school-streets-case-studies-2022.pdf> p.32.
- ^{xiii} Air Quality Consultants (2021). *Air Quality Monitoring Study: London School Streets*, p. 63. Available at: https://www.london.gov.uk/sites/default/files/school_streets_monitoring_study_march21.pdf
- ^{xiv} Transport for London (2023) *The Impacts of Low Traffic Neighbourhoods*, p. 2 Available at: <https://content.tfl.gov.uk/tfl-impacts-of-low-traffic-neighbourhoods-feb-2024-acc.pdf>
- ^{xv} London Borough of Hackney (2023). *Stoke Newington low traffic neighbourhood*. Accessed 24/10/24. Available at: <https://hackney.gov.uk/stoke-newington-ltn>
- ^{xvi} London Borough of Hackney (2023). *Officer key decision CHE S122 - Stoke Newington Church Street low traffic neighbourhood*, p.33. Available at: <https://hackney.moderngov.co.uk/documents/s81064/Officer%20Key%20Decision%20CHES122%20Opt.pdf>
- ^{xvii} Transport for London (2022) *Bus Action Plan*, p.16. Available at: <https://content.tfl.gov.uk/bus-action-plan.pdf>
- ^{xviii} Transport for London (2022) *Bus Action Plan*, p.16. Available at: <https://content.tfl.gov.uk/bus-action-plan.pdf>
- ^{xix} *KPMG Maximising the benefits of local buses report July 2020*, p.4 Available at: <https://greener-vision.com/wp-content/uploads/2020/07/Greener-Journeys-Maximising-the-benefits-of-local-bus-services.pdf>
- ^{xx} TfL Operational Analysis Streetspace Monitoring Dashboard
- ^{xxi} <https://content.tfl.gov.uk/lip-delivery-plan-guidance-2025.pdf>
- ^{xxii} <https://content.tfl.gov.uk/mts-boroughs-3-year-report.pdf>
- ^{xxiii} Road safety in London since introduction of 20mph speed limits - Press Release available here: <https://tfl.gov.uk/info-for/media/press-releases/2023/february/new-data-shows-significant-improvements-in-road-safety-in-london-since-introduction-of-20mph-speed-limits>

[page left intentionally blank]

Programmes and Investment Committee



Date: 11 December 2024

Title: Bakerloo Line Upgrade Stage 1

This paper will be considered in public

1 Summary

Bakerloo line Upgrade Stage 1	Value at last submission	Change since last submission	Current value	Value Requested	Total after approval
Estimated Final Cost					
Net Cost to TfL	£1,627.0m	£271m	£1,898m		£1,898m
Financial Authority					
Net Cost to TfL	£2.4m	£305.6m	£308.0m	£0.0m	£308.0m
Programme & Project Authority					
Net Cost to TfL	£2.4m	£6.7m	£9.1m	£0.0m	£9.1m
Note that matters for which authorities are sought above include commitments that extend beyond the period of the 2024/25 Budget and Business Plan and provision will, therefore, need to be made for those commitments in future.					

- 1.1 This paper introduces the Bakerloo line Upgrade (BLU) Programme (the Programme), provides an update on work undertaken to date and highlights upcoming key next steps and milestones.
- 1.2 A paper is included on Part 2 of the 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 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 1972 tube stock (72TS) operating on the Bakerloo line is the oldest passenger fleet in daily operation in the UK and is well beyond its 36 year design life. Due to its unprecedented age at over 50 years old, there are significant daily challenges to keeping the fleet available for service.

- 3.2 The fleet is increasingly unreliable, with its maintenance becoming ever more challenging and costly. Given how difficult it is to keep maintaining the fleet, the number of trains available for service each day has already started to decline. As a result, the peak frequency on the Bakerloo line was reduced in 2023 from 22 to 20 trains per hour.
- 3.3 There is considerable doubt over how long the fleet will be able to operate into the next decade as verified by an independent fleet condition study in 2022. The cost of maintaining and overhauling the fleet into the 2030s will continue to increase and will be poor value. Moreover, in doing this there would still be significant and increasing operational and reliability risks.
- 3.4 Fleet replacement offers very high value for money (as explained in paragraph 6.2) and a better whole life cost solution. TfL's intention is to replace the Bakerloo line fleet of 36 trains using a time-limited option in its contract with Siemens Mobility Limited (Siemens) which is currently being used to replace the Piccadilly line fleet (shown in Figure 1 below alongside the existing 72TS).



Figure 1 - 72TS in operation on Bakerloo line and proposed 24TS being delivered for the Piccadilly line

- 3.5 As well as providing significant benefits of fleet standardisation (e.g. reduced operational costs and complexity), this option also benefits from the significant design, development testing and facility set-up that has already been established as part of the Piccadilly line order. However, we need to progress at pace to secure the necessary capital funding and to ensure the infrastructure elements of the Programme, including depots and stabling facilities, are ready to accommodate the new trains in time.
- 3.6 If the option in the contract is not exercised, for example due to lack of funding, the option will expire. In this instance, a new procurement process would be required which would set back the timescales of the fleet being replaced and jeopardise the future operation of the line by trying to maintain a fleet that will reach 60 years old.
- 3.7 BLU is formed of two stages. Stage 1 is seeking to safeguard the future operation of the Bakerloo line through replacing the life-expired rolling stock currently operating. Stage 2 in future years would upgrade the line's signalling and control systems, enabling an uplift in service frequency. Due to its criticality, this paper focuses on Stage 1.

The Case for the Bakerloo line Upgrade

- 3.8 The Bakerloo line plays a key role in keeping London moving, acting as one of the primary services used by businesses, residents and tourists to access London and the UK.
- 3.9 Replacement of the fleet would enable a significant improvement in the line's reliability and enable an uplift of the service frequency in the core section (Elephant & Castle – Queens Park) to 24 trains per hour with the existing signalling. A signalling upgrade in future (Stage 2) could further increase that up to 27 trains per hour. Our current estimate is that the new fleet could be introduced around 2030.
- 3.10 In policy terms, BLU delivers on the Mayor's Transport Strategy (MTS) proposal to improve the capacity and reliability of the Tube network. More broadly, through the provision of a reliable, high quality public transport experience, it contributes to the MTS aim for 80 per cent of all trips in London to be made on foot, by cycle or using public transport by 2041 by providing an attractive alternative to car usage. The Programme also aligns with TfL's vision of being a strong, green heartbeat for London and purpose to move London forward safely, inclusively, and sustainably.
- 3.11 Upgrading the line also lays the foundation for the delivery of the Bakerloo Line Extension which, while currently unfunded, is another Mayoral priority and would greatly improve public transport capacity and connectivity in south east London, enabling a significant number of new jobs and about 30,000 homes to be delivered along the extension corridor.

4 Current Progress

- 4.1 In line with the next steps highlighted in BLU's last update to the Committee in December 2023, good progress has been made in two key areas: firstly, in developing our business case to secure capital funding; and secondly, through our feasibility design and delivery strategy investigations.

Funding and case making

- 4.2 Engagement has continued with Government in developing the business case for BLU with the aim of securing funding alongside other TfL priorities. Due to the importance of safeguarding the future operation of the Bakerloo line there has also been a significant amount of case-making for investment in the line over the past year. The Mayor has also been strongly advocating for investment in TfL, with the Bakerloo line being an urgent priority. This includes a joint visit¹ in October 2024 with Secretary of State to open the Siemens train manufacturing factory in Goole where the future Bakerloo line trains could be built, subject to funding.

¹ [Transport Secretary opens £200 million rail manufacturing factory in Goole - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/transport-secretary-opens-200-million-rail-manufacturing-factory-in-goole)

- 4.3 London boroughs along the route of the Bakerloo line, and its possible extension in south east London, have also been actively making the case for investing in the Bakerloo line. Through Central London Forward, the boroughs jointly commissioned a study² which outlined the Bakerloo line's importance in terms of economic growth, housing and regeneration. At the heart of this study was the case for fleet replacement to ensure that the line could continue to operate as a platform for further investment to extend the line and unlock its full potential.
- 4.4 The Bakerloo line's importance to both London and the UK economy and future growth was also outlined at UK Real Estate Investment and Infrastructure Forum in May 2024. Finally, a 'Business for Bakerloo' campaign has been set up to run alongside the established borough led 'Back the Bakerloo' campaign.

Feasibility design

- 4.5 Despite the Programme being at feasibility stage TfL has undertaken a significant amount of work to date to inform early designs for BLU.
- 4.6 Work undertaken as part of the feasibility stage includes a substantial amount of survey and gauging work to develop a deep understanding of the existing infrastructure on the line. Introducing a new train requires an in-depth knowledge of the tunnels, stations and depots, including the exact location of every existing asset on the line. To build up this picture the entire line is traversed with a mobile laser scanner that sends out up to one million scan points per second. These points build up a dense set of data that translates to a detailed 3D image that enables more detailed desktop-based design activities to take place. Figure 2 below includes a screenshot of the gauging survey data.

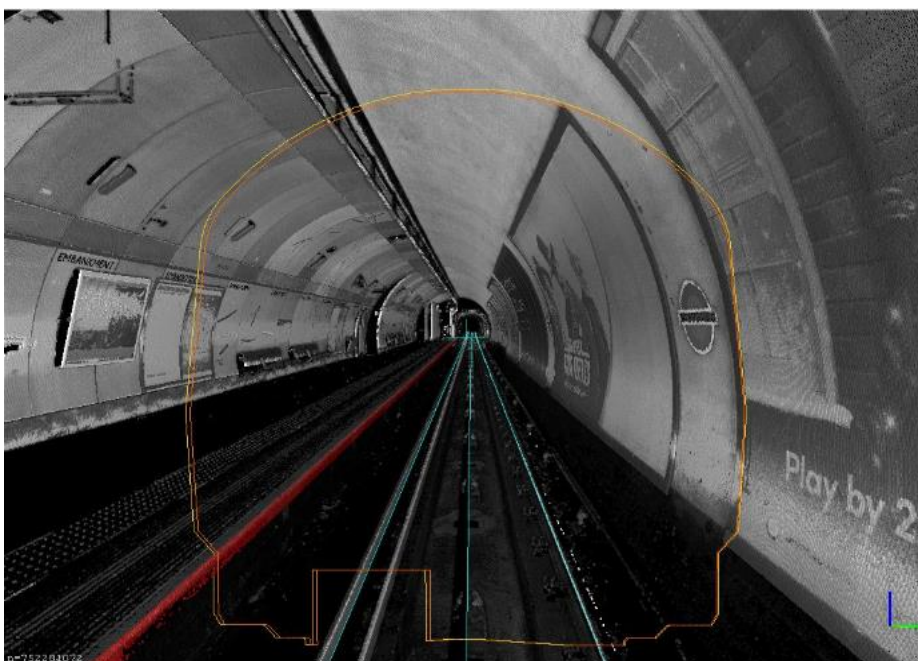


Figure 2 - PointCloud scan data of Embankment Station

² centrallondonforward.gov.uk/wp-content/uploads/2024/02/Page-Numbers-revised-H372051_REP_001F_Bakerloo-Extension-Revised_Digital.pdf

- 4.7 To accommodate a new 24TS fleet, our existing maintenance facilities need to be upgraded and reconfigured as the new fleet has different maintenance requirements to the existing 72TS. Through working with our feasibility consultants we have undertaken an assessment of depot and stabling sites to support the introduction of a new fleet. This work has included looking at a range of existing stabling sites on the Bakerloo line, as well as potential new sites, to ensure sufficient space is available to stable and maintain the fleet. This work has also considered options for safeguarding for potential future increases of the fleet as part of further upgrades or extension of the line.
- 4.8 As the Bakerloo line operates on Network Rail (NR) infrastructure north of Queen's Park we are engaging directly with NR in these early stages of design.
- 4.9 We have also begun engagement with the wider market and supply chain who will help develop future stages of design and delivery of the required infrastructure by issuing a Prior Information Notice in March 2024. This received responses from 67 organisations who expressed an interest in the Programme. The BLU team invited those suppliers to an Industry Day on Friday 25 October 2024 to provide them with an overview of the BLU Programme and its current status. A Market Sounding Questionnaire was issued on 6 November 2024 to request feedback from the market on various delivery and packaging options, along with suppliers' own proposals, recommendations and ideas for the most efficient and sustainable way to deliver the Programme. We will take the market's feedback into consideration before deciding on the optimal delivery model and packaging approach for BLU.
- 4.10 In early 2025 it is intended to hold Programme Gate B ('Define Tranches'), this gate will ensure the Programme is sufficiently mature prior to moving into sub-programmes and project level development for delivery of tranches (includes depots and stabling, wayside works and power for example). Over the coming year we will continue design development with our feasibility consultants as well as continuing early market engagement with suppliers. We will also begin preparing procurement documentation with the first anticipated tender likely to be design and build for London Road depot which is on the Programme's critical path.

5 Lessons Learnt

- 5.1 We undertake a continual process of learning lessons from other comparable major programmes to inform our approach for BLU. Multiple sessions have been held with a variety of internal and external programmes such as the Piccadilly Line Upgrade (PLU), Four Lines Modernisation and Docklands Light Railway fleet replacement.
- 5.2 Owing to the natural similarities between PLU and BLU as rolling stock renewal programmes using the same train product, particular effort has been given to learning lessons from PLU. Key lessons include gauging work, understanding the complexities within the PLU depots workstream, and robustly testing key assumptions.

- 5.3 Regular engagement with programmes that have overlapping or interdependent scope (such as Bakerloo Line Extension) has also been established and assisted in the early development of BLU scope and Programme Requirements. Similarly, the BLU team has fostered a strong collaborative relationship with London Underground Renewals following a key lesson learnt from previous major projects around the assumed state of assets. This is particularly important for BLU given the pressures to deliver as cost effectively as possible, while the renewals budget has experienced several years of considerable constraint.

6 Benefits and Value

- 6.1 Aside from securing the long-term future of the line's operation, replacement of 72TS with the Siemens 24TS would enable the provision of a modern fleet which enhances passenger experience through provision of air-conditioned, fully walk-through, accessible trains with advanced passenger communication systems. Fleet replacement would also bring service frequency, capacity, safety, and journey time benefits and provide a better whole life cost solution, with fleet standardisation across several deep Tube lines. Introducing a new fleet of trains will also bring environmental benefits through lower energy consumption and regenerative braking, as well as avoiding potential increases in car usage if further reductions in service frequency are required in future years.
- 6.2 Appraisal of numerous options has been undertaken as part of the economic case for BLU, drawing together the benefits, costs, and overall value of the Programme. The assessment of fleet replacement using the option within the Siemens rolling stock contract (our preferred option) indicates very high value for money (according to the Department for Transport's (DfT) value for money categorisation) with a Benefit to Cost Ratio of 4:1.

7 Equalities Implications

- 7.1 An initial Equalities Impact Assessment (EqIA) was produced at programme level for Pathway Gate A. This document will evolve with the Programme and it is anticipated that more detailed EqIA(s) may need to be produced for the individual projects (once they are defined) and/or particular elements of the Programme.
- 7.2 TfL's Independent Disability Advisory Group (IDAG) were consulted in May 2024 as part of our early design and delivery considerations and provided initial feedback which has been taken on board in our proposals. Future engagement with IDAG, other stakeholders and customer groups will be undertaken as our proposals develop further.

8 Financial Implications

- 8.1 TfL continues to make the case to the Government for longer term funding which would enable commitment to the BLU Programme. Without this commitment TfL will not be able to exercise the rolling stock option with Siemens which provides value for money and price certainty for the cost of the trains.
- 8.2 If replacement of the Bakerloo line fleet is pursued after this option has expired, a new competitive tender process will be required. Doing so would delay the replacement of the 72TS by approximately a decade meaning substantial

expenditure on continual overhaul of the existing fleet to maintain its safe operation. Furthermore, the full benefits and value from the PLU investment in fleet design and manufacture setup would not be realised on the Bakerloo line. Not being able to exercise this option is included as a key risk to the Programme.

- 8.3 The Programme is included in TfL's 2023 Business Plan; however, the Business Plan assumes a level of funding support from Government. This is consistent with recent Funding Agreements with Government which recognised that replacement of life-expired rolling stock and signalling cannot be solely financed through TfL's operating incomes.

9 Assurance

- 9.1 Continuous assurance has been undertaken on the Programme as well as specific assurance activities. Regular meetings are held with TfL's internal Assurance team to update on progress and co-ordinate reviews. BLU is currently in the final stages of an Independent Assurance Review which is aligned to our Pathway Gate B Stage currently planned for January 2025. This will further support our pending funding and authority request for 2025/26, scheduled to be presented to Committee in March 2025 once the annual budget has been determined. In addition, the Outline Business Case for BLU is being reviewed by Project Assurance and the Independent Investment Programme Advisory Group ahead of its submission to the DfT by the end of 2024.

List of appendices to this report:

None

List of Background Papers:

Bakerloo Line Upgrade Stage 1 paper, Programmes and Investment Committee 6 December 2023

Contact Officer: David Rowe, Director of Investment Planning
Email: DavidRowe@tfl.gov.uk

Contact Officer: Stuart Harvey, Chief Capital Officer
Email: StuartHarvey@tfl.gov.uk

[page left intentionally blank]

Programmes and Investment Committee



Date: 11 December 2024

Title: Pontoon Dock Station Upgrade

This paper will be considered in public

1 Summary

Pontoon Dock	Value at last submission	Change since last submission	Current Value	Value requested	Total after approval
Estimated Final Cost					
Total cost	£37.7m	£6.2m	£43.9m		£43.9m
Total income	-£37.7m	£3.8m	-£33.9m		-£33.9m
Net Cost to TfL	£0.0m	£10.0m	£10.0m		£10.0m
Financial Authority*					
Total cost	£28.9m	£0.0m	£28.9m	£15m	£43.9m
Total income	-£28.9m	£0.0m	-£28.9m	-£5m	-£33.9m
Net Cost to TfL	£0.0m	£0.0m	£0.0m	£10.0m	£10.0m
Programme and Project Authority					
Total cost	£5.0m	£0.0m	£5.0m	£12.0m	£17.0m
Total income	-£2.0m	£0.0m	-£2.0m	-£12.0m	-£14.0m
Net Cost to TfL	£3.0m	£0.0m	£3.0m	£0.0m	£3.0m
*Financial Authority has been granted in line with the latest approved Budget and Business Plan and therefore excludes spend beyond 2026/27; provision will need to be made in future Business Plans and Budgets for the Pontoon Dock DLR station upgrade.					

Table 1 – Financial Summary

- 1.1 This paper provides an update on Pontoon Dock DLR station upgrade progress and includes a request for an increase in Programme and Project Authority to enable receipt of third-party income for the project. This project falls within the Rail and Station Enhancements (RSE) Programme and the finances for the whole Programme are summarised in Appendix 1. Due to the timing of agreeing complex funding arrangements, involving multiple third-party organisations, this project is being brought to the Committee on a standalone basis, ahead of the annual RSE Programme update. The project is seeking full Financial Authority but only partial Programme and Project Authority at this meeting of the Committee as some external funding is still to be finalised. We will seek the full amount of Programme and Project Authority required as soon as we are able.”.

2 Recommendation

2.1 The Committee is asked to note the paper and:

- (a) approve additional Programme and Project Authority of £12m, to enable receipt of third-party income for the Pontoon Dock DLR station upgrade, bringing the total Programme and Project Authority to £17m

for the Pontoon Dock DLR station upgrade project and £1,078.9m for the Rail and Station Enhancements Programme of which it is part;

- (b) approve an additional £15m of unbudgeted Financial Authority bringing the total project Financial Authority to £49.3m and wider Rail and Station Enhancements Programme Financial Authority to £1,083.8m; and**
- (c) note that Procurement Authority will be sought at officer level in accordance with Standing Orders.**

3 Background

- 3.1 The upgrade of Pontoon Dock DLR station is required to facilitate new development in the Royal Docks Opportunity Area as the station has insufficient capacity to support expected demand. The station upgrade is linked to planning discussions on the Silvertown Quays development. Once complete, the development is expected to create around an additional 4,500 passengers in both the AM and PM peak at Pontoon Dock station. This represents a 415 per cent increase in passengers and the current station capacity will be insufficient to support the new development.
- 3.2 Pontoon Dock station is elevated well above street level (approximately 13 metres or 80 steps), with access to the platforms via lifts or stairs only. Due to the significant number of steps, currently 51 per cent of passengers use the lifts to access the platforms, which already results in queuing and consequently longer journey times at peak times. This also creates particular challenges for those passengers who rely on step-free access.
- 3.3 The primary objective of this project is to increase station capacity by improving the vertical capacity of the station. This will be achieved through the installation of six new escalators and a mezzanine level, to facilitate the future growth in passenger demand. The project will also improve the public realm surrounding the station with new landscaping and additional retail space. The availability of step-free access will be enhanced by relieving capacity and queuing for the lifts.
- 3.4 The project contributes to all three pillars of the Mayor's Transport Strategy by directly supporting new homes and jobs, improving public transport accessibility and customer experience at the station, and through alignment with wider healthy streets improvements led by the London Borough of Newham along the adjacent North Woolwich Road. Silvertown Quays is a major mixed-use development being progressed by a partnership including private sector developers and investors, business representatives, the Greater London Authority (GLA) and HE. The site is owned by GLA Land and Property and located within the Royal Docks Enterprise Zone. Silvertown Quays will provide around 6,500 new homes and 10,000 new jobs. The upgrade project directly enables these new homes and jobs, as planning obligations would otherwise need to be imposed to limit development so as to prevent further crowding at the station.
- 3.5 The project benefits from significant third-party funding of more than £30m. TfL's Sustainable Housing and Accessibility (SHA) fund is contributing £10m as the project is strongly aligned with Mayoral and TfL objectives to unlock new

sustainable homes, improve accessibility, and draw in third-party contributions to develop TfL infrastructure investment.

3.6 Our current funding for the project is set out below which covers the high-end estimate of £43.9m including risk:

- (a) £10m from TfL's SHA Fund;
- (b) £11m from Royal Docks Enterprise Zone;
- (c) £10m from anticipated Section 106 from Silvertown Quays;
- (d) up to £12m from HE Brownfield Infrastructure and Land Fund; and
- (e) £2m sunk costs from Royal Docks Enterprise Zone.

3.7 The project demonstrates excellent value for money with a Benefit:Cost Ratio of more than seven to one. The retail space has a forecast income of £40,000 per year and the additional fare revenue is expected to reach £2.6m per year by 2041, compared to a scenario with no station upgrade.

4 Project Update

4.1 Following additional feasibility and a value-engineering assessment of post-coronavirus pandemic passenger demand forecasts, the design was simplified, and the cost estimate reduced. Public engagement events were held in January 2024 and the concept design was completed in April 2024.

4.2 Since our last update to the Committee in June 2024, planning permission has been granted by the London Borough of Newham and an invitation to tender for the detailed design and build contract has been issued.

4.3 In terms of funding, as well as a £10m TfL SHA fund contribution, £12m has also been successfully secured from HE, subject to final agreement and execution of the grant funding agreement (GFA). Half of the HE funding needs to be spent by March 2026 with the final £6m by March 2027, subject to final extension from Government

4.4 We are requesting an increase in Programme and Project Authority from £5m to £17m. The additional £12m HE funding will be used to complete detailed design, enabling works and purchasing of some long lead items.

4.5 The project will return to the Committee to seek the additional Programme and Project Authority before moving into construction once costs are finalised and all the funding is fully secured to cover the high-end estimated final cost (EFC) of £43.9m.

5 Commercial Update

5.1 A detailed design and build tender was issued to the suppliers on the TfL Rail Improvement framework, responses have been received and are currently being evaluated.

5.2 The proposed NEC3 call off contract involves a two-stage process, with Stage One Early Contractor Engagement covering pre-construction detailed design and Stage Two covering the construction phase, with notice to proceed. A staged approach

will help TfL to identify opportunities to refine costs and allow for further value engineering to be factored into a target cost for Stage Two. It also provides greater cost certainty before committing to the main construction works.

5.3 In response to funding conditions from HE, and the requirement that its initial £6m contribution needs to be spent by March 2026, the call-off contract enables the Contractor to identify opportunities to bring forward activities from Stage Two to optimise the spend profile.

5.4 Milestone dates within the draft contract have been established to enable Stage Two to be instructed by March 2026, which was a further condition of the funding being provided by HE.

6 Assurance

6.1 TfL Project Assurance carried out an Integrated Assurance Review in July 2024 to examine concept design and progress of Design and Build tender documentation. Three general recommendations were raised and no critical issues.

6.2 The review observed that the project appears to be well managed with good use of Early Contractor Involvement producing a mature concept design. However, it noted that the project has a complex set of funding arrangements from several sources and was not fully funded beyond the detailed design and build procurement phase.

6.3 Subsequent to this review, greater clarity has been provided for the funding sources which provides confidence that the proposed commencement of detailed design in early 2025 with a break clause prior to construction in 2026 is appropriate.

6.4 At this current time, the tender evaluation is still underway and therefore no conclusion can be drawn on affordability. However, a recommendation to undertake a Quantitative Cost Risk Analysis once the tender analysis has been completed was accepted by the team and should be undertaken in January 2025. This should provide confidence to proceed.

7 Equalities Implications

7.1 In accordance with the Equality Act 2010, an Equalities Impact Assessment has been undertaken and engagement with TfL's Independent Disability Advisory Group is planned for early 2025. The project may have a temporary impact during delivery, but in the long-term the enhancements have positive impacts on addressing equality issues at the station including relieving congestion on the lifts.

8 Financial Implications

8.1 A funding package for highest estimate for the project (£43.9m), with an additional £1.1m contingency, has been agreed in principle with third-party funders but some of the funding contributions are subject to final confirmation. Table 2 below sets out the status of the different funding streams.

Funding Source	Amount (£m)	Status	Constraints
GLA/TfL	2	Sunk costs.	N/A
TfL SHA Fund	10	Secured.	N/A
GLA	11	Agreed in principle but not formalised.	Awaiting formal commitment from GLA.
Lendlease S106	10	Agreed in principle. Payment date (and indexation) to be agreed.	Heads of Terms due to be signed January 2025 with final approval summer 2025.
Homes England (HE)	12	Approved and awaiting sign of the GFA.	The current spend deadline is March 2026 but an application has been sent to Ministers to extend the funding to March 2027.
Total	45		

Table 2 – Status of Funding Streams

- 8.2 Although there are still funding streams that need final confirmation, the project needs to progress to detailed design stage to ensure the first tranche of HE funding can be spent by a deadline of March 2026.
- 8.3 The HE funding is split into phases and the first £3.6m can be spent without any risk to TfL. Beyond this point there are clauses in the GFA that can trigger repayment of the funding such as defaulting on agreed milestones or failure to deliver the infrastructure. The project will not progress beyond the initial £3.6m of funding until there is confidence that funding is in place for full project notwithstanding the March 2026 tranche deadline.
- 8.4 The funding will be received from HE on a quarterly basis for completed works.
- 8.5 This project forms part of the Royal Docks Station Upgrade Programme which falls within the Rail and Station Enhancement Portfolio. Appendix 1 shows the EFC and Authority figures for the wider Programme.

List of appendices to this report:

Appendix 1: Financial Summary for the Rail and Stations Enhancement Portfolio
Appendix 2: Pontoon Dock Station Upgrade Images

List of Background Papers:

Rail and Station Enhancements Programme - Annual Update paper, Programmes and Investment Committee 26 June 2024
TfL Project Assurance report, Management Response

Contact Officer: David Rowe, Director Investment Planning
Email: Davidrowe@tfl.gov.uk

Appendix 1: Financial Summary for the Rail and Stations Enhancement Programme

Rail and Station Enhancement Programme	Value at last submission	Change since last submission	Current Value	Value requested	Total after approval
Estimated Final Cost					
Total cost	£1,493.0m	£171.1m	£1,664.1m		£1,664.1m
Total income	-£617.3m	-£26.0m	-£643.3m		-£643.3m
Net Cost to TfL	£875.7m	£145.1m	£1,020.8m		£1,020.8m
Financial Authority					
Total cost	£1,068.8m	£0.0m	£1,068.8m	£15.0m	£1,083.8m
Total income	-£586.1m	£0.0m	-£586.1m	-£15.0m	£601.1m
Net Cost to TfL	£482.7m	£0.0m	£482.7m	£0.0m	£482.7m
Programme and Project Authority					
Total cost	£1,066.9m	£0.0m	£1,066.9m	£12.0m	£1,078.9m
Total income	-£539.2m	£0.0m	-£539.2m	-£12.0m	-£551.2m
Net Cost to TfL	£527.7m	£0.0m	£527.7m	£0m	£527.7m

Appendix 2 Pontoon Dock Station Upgrade Images

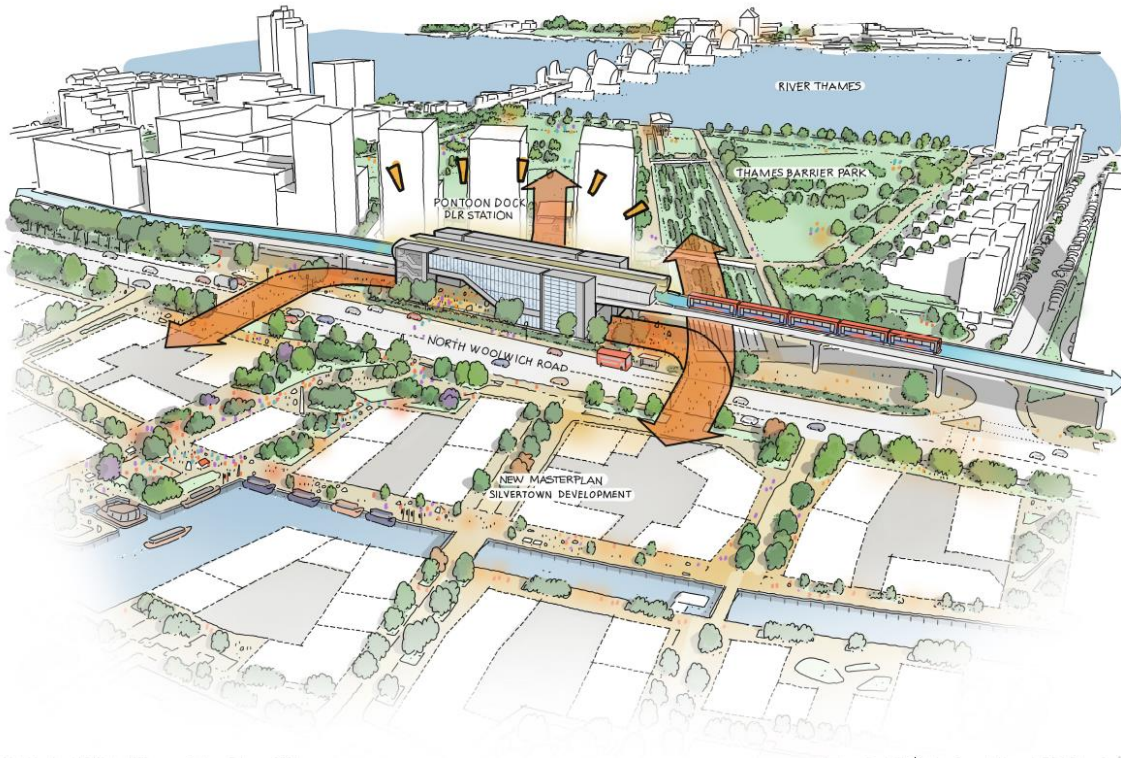


Figure 1 - Masterplan area

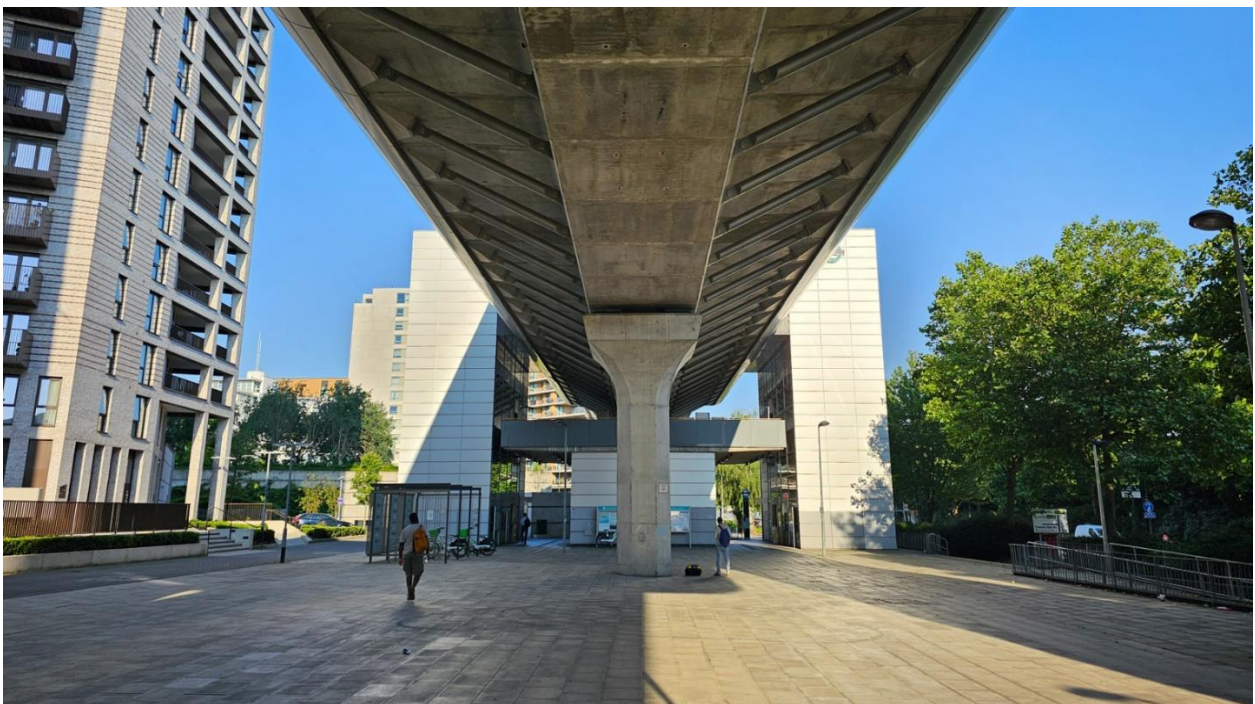


Figure 2 - Current station



Figure 3 - proposed station design

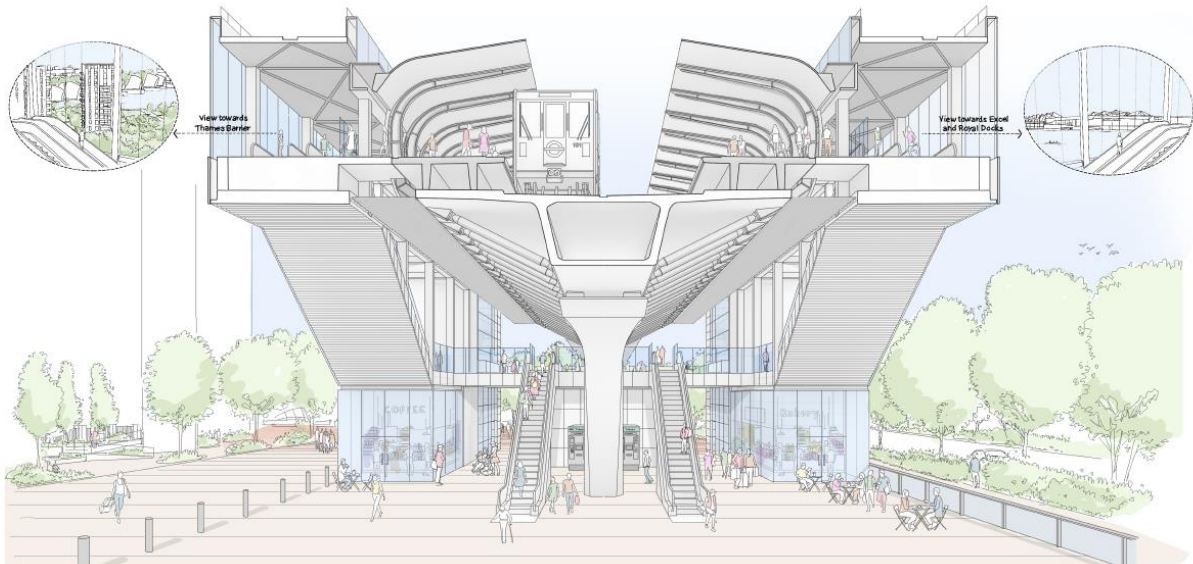


Figure 4 - cross section of proposed station design

Programmes and Investment Committee



Date: 11 December 2024

Title: Silvertown Tunnel Programme Update

This paper will be considered in public

1 Summary

- 1.1 This paper provides an update on commercial negotiations in respect of the Silvertown Tunnel Programme (the Scheme). The paper requests that the Committee endorse the proposed commercial arrangements ahead of the construction phase of the Scheme completing in spring 2025.
- 1.2 A paper is included on Part 2 of the agenda which contains supplementary information that is exempt from publication by virtue of paragraphs 3 and 5 of Schedule 12A of the Local Government Act 1972 in that it contains information relating to the financial and business affairs of TfL and information in respect of which a claim to legal professional privilege could be maintained in legal proceedings. 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 and endorse the arrangements proposed in relation to the Silvertown Tunnel Programme.**

3 Background

- 3.1 The Scheme has been developed to address the significant issues of traffic congestion and unreliability at the Blackwall Tunnel and the consequential effects these have on travel, the environment, the economy and growth across the wider east and south-east London area. The Scheme has long been recognised as an essential investment to support the objectives of the Mayor's Transport Strategy.
- 3.2 The Scheme consists of a twin bore road tunnel providing a new connection between the Greenwich Peninsula and the Royal Docks. Two traffic lanes in each direction, with one lane reserved for buses, coaches and heavy goods vehicles, connect with new road junctions to link the tunnels into the existing road network either side of the river. New portal buildings and other facilities to house the equipment necessary to operate the tunnels have also been constructed.
- 3.3 To ensure that traffic levels are managed and that the benefits of the Scheme are secured for the long term, user charges will be implemented at both Silvertown and Blackwall Tunnels alongside other measures such as new cross-river bus services. The user charge will be an effective mechanism for suppressing induced traffic, and the revenue from the charge will also help pay for the

Scheme. At its meeting on 4 December 2024, the Board will consider the proposed package of initial charges, discounts and exemptions.

- 3.4 The Secretary of State for Transport designated the Scheme a Nationally Significant Infrastructure Project in 2012 and granted a Development Consent Order on 10 May 2018 which provided us the powers to construct and operate the Scheme, including the powers to introduce road user charging at both the Silvertown and Blackwall Tunnels.
- 3.5 In May 2019, the Committee agreed the relevant Authorities to enable the award of the contract to design, build, finance and maintain the tunnel (the Project Agreement) and this was subsequently awarded to the Riverlinx consortium in November 2019.
- 3.6 The Committee has received regular updates on the Scheme since its inception, most recently at its meeting in October 2024 where a full update was provided ahead of the Scheme operations commencing from spring 2025. It was also reported to that meeting of the Committee that approval for an increase in the Authorities for the Scheme had been given in September 2024 by way of Chair's Action. That update also included the latest in respect of ongoing commercial negotiations with Riverlinx and their supply chain as the construction phase nears completion.
- 3.7 This paper provides a further update on those negotiations to ensure the Committee is fully apprised of the latest position and the parameters for agreements which are intended to be finalised shortly.

4 Project Agreement

- 4.1 The Project Agreement has seen relatively little change due to the nature of the agreement and collaborative relationships with stakeholders and Riverlinx. However, change is to be expected on such complex projects and commercial structures, and challenges have arisen which require resolution and settlement of commercial disputes as completion of the Scheme's construction approaches.
- 4.2 An opportunity has been identified to resolve the most significant outstanding issues with Riverlinx through a mutually beneficial agreement, the details of which are further discussed in the exempt supplementary information on Part 2 of the agenda.
- 4.3 The current proposed agreements would not result in an increase to our Estimated Final Cost (EFC) for the Scheme or require additional Authorities beyond those already approved by the Committee. It is anticipated that the EFC for the costs for which TfL is directly responsible (alongside the availability payments due to Riverlinx when the tunnel is available for use) is stable and has the potential to reduce as the end of construction in 2025 approaches.

5 Next Steps

- 5.1 Subject to the views of the Committee, the final terms of any commercial agreements will be approved by Officers in accordance with Standing Orders. The Committee will continue to receive relevant updates on the Scheme as part of the regular reporting arrangements.

List of appendices to this report:

None

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

List of Background Papers:

Regular Investment Programme Reports

Silvertown Tunnel paper, Programmes and Investment Committee 3 October 2024

Silvertown Tunnel paper, Programmes and Investment Committee Chair's Action 28 August 2024

Silvertown Tunnel paper, Programmes and Investment Committee 5 October 2023

Silvertown Tunnel paper, Programmes and Investment Committee 13 October 2021

Silvertown Tunnel paper, Programmes and Investment Committee 15 May 2019

Contact Officer: David Rowe, Director of Investment Planning

Email: DavidRowe@tfl.gov.uk

Contact Officer: Stuart Harvey, Chief Capital Officer

Email: StuartHarvey@tfl.gov.uk

[page left intentionally blank]

Programmes and Investment Committee



Date: 11 December 2024

Item: Enterprise Risk Update – Delivery of TfL Key Investment Programmes and Projects (ER08)

This paper will be considered in public

1 Summary

- 1.1 This paper provides an overview of Enterprise Risk 08 – ‘Delivery of TfL key investment programmes and projects’ (ER08) and an update on how TfL manages the risk across its capital investment portfolio.
- 1.2 A paper is included on Part 2 of the 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. 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 A comprehensive review of ER08 was undertaken in 2023, introducing new controls and mitigations to reflect the more optimistic funding situation following the 2023/24 funding settlement, and the move away from the managed decline scenario. The risk and control measures have been reviewed regularly throughout the year with responsible owners and a workshop was held with leaders accountable for the delivery of the portfolio across the value chain, led by the Chief Capital Officer in November 2024.
- 3.2 One-year funding arrangements with Government remain in place, which perpetuates the challenge to secure capital funding for the delivery of TfL projects and programmes beyond this term. This compromises effective internal decision-making, the ability to prioritise programmes and projects with certainty and make longer term commitments.
- 3.3 Geopolitical issues and consequent market volatility have become more stable, but TfL’s investment portfolio remains vulnerable to various internal and external factors, most notably uncertain market conditions creating further funding challenges and a constraint on our relationships with the supply chain. We continue to track and manage these risks proactively.

- 3.4 A further, bottom-up review of the risk is planned in the first quarter of 2025 to assess the risk holistically following a number of changes in the environment: the impact of the cyber incident on delivery; the more positive capital funding settlement announced in the 2024 autumn budget statement; and to focus on the performance of the key controls already in place. This review will also incorporate a new initiative currently being scoped which will focus on Pathway decision-making and how that exercises financial and schedule control.

4 Risk Status and Assessment Rationale

- 4.1 Despite coming out of the 'managed decline' scenario through securing a series of one-year funding settlements from Government, TfL's investment portfolio remains vulnerable to various internal and external factors, most notably uncertain market conditions creating further funding challenges, impacting TfL's financial position.
- 4.2 The overall current risk rating is 'High'. Although the uncertainties arising from inflation, Brexit and the coronavirus pandemic have stabilised, a review was conducted across all key responsible owners and the leadership team to review the current and target rating. It is felt that the current uncertainties around long-term funding, supplier performance, the progress of internal control improvements and the impacts of the cyber incident merit retaining the current 'High' rating, with a 'Medium' target rating. The risk has also been updated to reflect the changes to the financial thresholds in the Enterprise Risk Assessment Matrix.
- 4.3 There are a number of key control initiatives which we are driving to reduce the target exposure: the Project Management Community, TfL Project Delivery Models, Lifecycle Gate Control and Resource Management. A particular focus on the Project Management Office (PMO) Processes and Tools - decision-making process at Pathway Gates, was agreed across the leadership team as noted in section 3.4 above.
- 4.4 There has been particular progress in our work on financial forecasting accuracy, with a focus on the governance of the investment portfolio which drives discipline in reviews at multiple levels culminating at Investment Group, which is a Director level group representing the value chain for the full investment programme. Although it is recognised that this trajectory of improvement must continue, Investment Group now has a more transparent view of performance and forecasts. This enables adjustments to the portfolio through the 'brakes and levers' control which slows (applies a brake) or accelerates (applies a lever) to the work bank, which ensures that TfL delivers maximum value within each budgetary period.
- 4.5 It should be noted that the financial impact remains 'Very High' due to the scale of spending commitments on projects and programmes in TfL, where challenges to delivery can result in significant financial, operational and reputational impacts.

5 Overall Control Effectiveness Status and Rationale

- 5.1 There has been no change to the effectiveness rating for ER08, which remains as "Requires Improvement". Although robust controls remain in place and there has been success in a number of embedded mitigations, a conservative assessment has been made on the risk, recognising the factors outlined in section 3 above.
- 5.2 While we have put a structure and controls in place that will facilitate a reduction in exposure, it is acknowledged that many of these are recent controls which are not yet mature; we have not fully realised the benefits at present and will continue to work on embedding them prior to reducing the rating. A number of controls are complex and require some investment in order to realise the benefits. These are largely linked to data collection and automation in the PMO and in Asset Management. There are plans in place to mature these to a level where they create additional support for financial decisions and the proactive management of cost and schedule forecasts. This work is planned for financial year 2025/26 and forms part of the capital budget submission, and is subject to a funding decision. The performance of these controls will be monitored as part of the Capital business rhythm to feed future updates.
- 5.3 There will be considerable pressure in the coming years for TfL to demonstrate our ability to "deliver more for less". To succeed, it will be fundamental to continuously act as an intelligent client while we review and, as required, revise our control measures, thereby implementing consistent, coherent and competitive processes to refocus our capital business. As such, additional controls, for example TfL Project Delivery Models, have been put in place to protect TfL's capital investment into key projects and programmes, but new initiatives will take time to embed and reach full realisation.

6 Key Causes and Consequences

- 6.1 The full range of causes and consequences associated with this risk are included in the paper on Part 2 of the agenda, and are unchanged from last year, but the key factors driving the current assessment are identified here.
- 6.2 **Key Causes** are:
- (a) poor financial forecasting accuracy (underspend/overspend) preventing delivery of the required outcomes within budget and leading to an inability to achieve maximum investment within budget;
 - (b) lack of planning certainty due to long-term capital funding;
 - (c) supply chain loses confidence in TfL as a partner due to inability to effectively plan and engage in long term commitments, resulting in being deprioritised in both existing and future work.
- 6.3 **Key Consequences** are:
- (a) cost overruns preventing other projects and programmes progressing or being put on hold or cancelled with the associated sunk costs;

- (b) projects being cancelled or scope reduced: Prioritisation results in reduced scope or cancelled projects to deliver within budget;
 - (c) reduced stakeholder confidence with high transaction costs and legal challenges.
- 6.4 These key causes and consequences have driven a refocus of priority in our controls, with an emphasis on preventative controls which will build the agility to mitigate and respond across the whole capital portfolio to risk events.

7 Risk Controls

- 7.1 Controls are separated into preventative and corrective categories and, in this update, there is a greater emphasis on the preventative element, which is where all of our top three key controls are. This coincides with the reduction in the level of volatility we had previously experienced, and refocuses on creating the agility in the business to deal with unexpected events. Corrective controls still retain an important role, and together these improve the confidence in ER08.

Preventative Controls

- 7.2 The PMO Operating Model is a structural enabler for the application of capital risk controls. It strengthens first line assurance, improving outcomes and reducing cost. PMO currently has a multi-year improvement plan in place for processes and systems to support this.
- 7.3 Capital Strategy Delivery Group is a Director level forum spanning the whole project lifecycle and the entire TfL value chain. It is the focal point for project process efficiency, effectiveness and consistency of principles and application. This forum agrees on changes and improvements to project execution pan-TfL with a scope that includes efficiency, resource management, quality, safety, change, procurement and continuous improvement. It has now been in place for 18 months and is considered a highly valuable and effective control.

Key Controls

- 7.4 TfL Project Delivery Models is an initiative to systemise and improve project delivery decision-making by creating standard clienting models for different project types, to reduce supplier transaction costs and drive 'right first time'. It will create a small number of Delivery Model Runways to guide optimal choices on our role as client, commercial strategies and other key factors. Some operating model changes will be required for full effectiveness and so the impact will be progressive.
- 7.5 Resource Management and the newly formed Project Management Community provide an integrated view of resource management across the project lifecycle (Project Management, PMO, Engineering and Sponsorship teams), with improvements in skills capture, training and our resourcing tool which will enable greater agility to move people should portfolios change. The Project Management Community will create an integrated oversight of resource management in projects, enabling an efficient and agile utilisation of our resources. It particularly enables the wider capture and implementation of lessons learnt and focuses on

the upskilling of our teams' capability and application of our improved project and PMO processes.

- 7.6 Systems Integration and Resilience is a progressive programme which takes the improvements to portfolio structure, processes and scalability and locks them in to systems and automated reports. It drives alignment across all elements of the TfL Strategy. It reduces manual data management and releases resource to apply control to projects.

Corrective Controls

- 7.7 Benefits Realisation and Post Evaluation (Pathway Gate 7) is a new Pathway gate to comprehensively review benefits realisation and projects post completion to learn lessons and embed into future capital investment. It is led by the Investment Delivery Planning team of sponsors.
- 7.8 Project Quality Standard and Audits includes a revised Quality Strategy supporting work instructions and internal guidance to Quality Management. The strategy drives earlier contractor engagement and enhanced quality control measures to reduce waste and re-work and drive a 'right first time' initiative which overall will enable more efficient delivery of capital.
- 7.9 Second line assurance, alongside the Independent Investment Programme Advisory Group (IIPAG), identify weaknesses in process or in application across the capital programme. Periodic reviews by second line assurance are key in identifying immediate concerns within specific projects or programmes, alongside thematic and quarterly third line assurance reviews. These reviews have focused priority improvement initiatives and in shaping the PMO improvement plan. Dialogue is ongoing with IIPAG to leverage external knowledge and industry alignment.
- 7.10 Best Practice, Benchmarking and Lessons Learnt has seen a revision to the lessons learnt portal to enable the improved access to lessons learnt is ongoing. This is alongside training materials which are being produced to improve the quality and speed of lessons captured by projects, particularly upskilling assistant project managers and project controls managers, but also the requirement for projects to clearly demonstrate their learning and application of prior lessons learnt in their live project.

List of appendices to this report:

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

List of Background Papers:

Enterprise Risk Update – Delivery of Key Projects and Programmes (ER8) paper, Programmes and Investment Committee 19 July 2023

Contact Officer: Stuart Harvey, Chief Capital Officer
Email: StuartHarvey@tfl.gov.uk

[page left intentionally blank]

Programmes and Investment Committee

Date: 11 December 2024

Item: Forthcoming Key Procurement Activities

This paper will be considered in public

1 Summary

- 1.1 This paper sets out a summary of the major new procurements or contract extensions planned over the next two years and those for which approvals are anticipated to be required from the Committee over the next six months. It also highlights significant forthcoming procurements that require approval at officer level during that period.
- 1.2 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 financial and business affairs of TfL. Any discussion of that exempt information must take place after the press and public have been excluded from the 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 There is a recognised need to provide this Committee and other decision makers in TfL with a forward look on the pipeline of major procurements and those requiring decisions.
- 3.2 The Procurement and Commercial (P&C) function within TfL continues working to improve its forward planning, including the consolidation of multiple data sources related to contract renewals and new procurements. This ongoing effort is enabling P&C to establish a pipeline of activities for the next two years.
- 3.3 P&C's ability to plan the necessary governance and approval timescales, in conjunction with meetings of relevant Committees where appropriate, is improving, and will continue to improve. This will not entirely remove the possible need for out of cycle approvals to be sought by way of Chair's Action, either because of the conclusion of a procurement which falls naturally in timing between meetings, or because of an urgent requirement.

- 3.4 This paper sets out the approvals anticipated to be required from the Committee over the next six months and highlights significant forthcoming procurements that require approval at officer level during that period.

4 Two Years Look Ahead

- 4.1 The two year look ahead is summarised below, including only those projects with an estimated value of £1m or over. The pipeline for strategy approvals and contract awards covers 291 contracts with an estimated total value of £18bn. This is broken down as follows:

Procurement and Commercial Business Units	No	Estimated Value (£m)
Capital and Technology	80	6,539
Capital Infrastructure	22	4,237
Technology	56	2,291
Capital Systems	2	110
Operations and Professional Services	211	11,579
Fleet	65	454
Facilities Management	14	3,101
Indirects (support goods and services)	17	1,155
Operations Infrastructure	63	2,772
Partnerships	9	113
Rail and Sponsored Services	24	2,403
Track	19	1,581
Grand Total	291	18,118

5 Planned Procurement Approvals Ahead of the Next Meeting

- 5.1 There are no approvals anticipated to be sought by way of Chair's Actions ahead of the next meeting of the Committee on 5 March 2025.

6 Planned Procurement Approvals Within the Next Six Months

- 6.1 There are two business units within the P&C function, and the key forthcoming procurement activities for both are summarised below. Further details of the forthcoming key procurement activities within the next six months are provided within the related paper on Part 2 of the agenda.
- 6.2 In Capital and Technology, we are currently forecasting that four contract awards will require approval from the Committee in the next six months.
- 6.3 In Operations and Professional Services (excluding concessions), most decisions for contracts related to operational expenditure are routed through the Finance Committee. We are currently forecasting that five contract awards will require approval from the Finance Committee in the next six months.

List of appendices to this report:

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

List of background papers:

None

Contact Officer: Luke Jarvis, Interim Director of Procurement & Commercial,
Capital, IT & GLA

Email: LukeJarvis@tfl.gov.uk

[page left intentionally blank]

Programmes and Investment Committee



Date: 11 December 2024

Item: Members' Suggestions for Future Discussion Items

This paper will be considered in public

1 Summary

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

2 Recommendation

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

3 Forward Plan Development

- 3.1 The Board and its Committees and Panels have forward plans. The content of the plan arises from a number of sources:
- (a) standing items for each meeting: minutes; matters arising and actions list; and any regular quarterly reports. For this Committee this includes the quarterly Investment Programme Report, Project Assurance Update and the Independent Investment Programme Advisory Group Quarterly Report;
 - (b) programmes and projects at a level requiring Committee approval. These include the annual review of the sub-programmes in the Investment Programme and other approvals sought following advice from the operating businesses;
 - (c) annual updates on Enterprise Risks that fall within the remit of the Committee; and
 - (d) items requested by Members: the Deputy Chair of TfL and the Chair of this Committee will regularly review the forward plan 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 Plan

- 4.1 The current plan 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.

List of appendices to this report:

Appendix 1: Programmes and Investment Committee Forward Plan

List of Background Papers:

None

Contact Officer: Andrea Clarke, General Counsel
Email: AndreaClarke@tfl.gov.uk

Programmes and Investment Committee Forward Plan

Appendix 1

Membership: Peter Strachan (Chair), Arthur Kay, (Vice Chair), Seb Dance, Deborah Harris-Ugbomah, Mark Phillips, Omid Shiraji and Sara Turnbull

Government Special Observer: David Coles

Abbreviations: CCO (Chief Capital Officer), CCSO (Chief Customer and Strategy Officer), CFO (Chief Finance Officer), COO (Chief Operating Officer), D-IP (Director Investment Planning), CTO (Chief Technology Officer) D-EL (Director Elizabeth line)

Standing Items		
Use of Delegated Authority	General Counsel	Standing item
Forthcoming Key Procurement Activities	Chief Finance Officer	Standing item
Quarterly Investment Programme Report	CCO and D-IP	Standing item
Independent Investment Programme Advisory Group Quarterly Report	General Counsel	Standing item
TfL Project Assurance Update	General Counsel	Standing item
Regular programme annual reviews		

5 March 2025		
Environment Programme – Air Quality and Environment	D-IP	Annual
Technology Programme 2025/26 and 2026/27	D-IP and CTO	Annual
London Underground Lifts and Escalator Contracts	D-IP	Update
Network Development and Third-Party Pipeline Programme	D-IP	Update
Central Line Signalling Incremental Upgrade Work Package – Wayside East	D-IP	Update
DLR Rolling Stock Replacement Programme Deed of Variation	D-IP	Update
London Cycle Hire Scheme Re-Let contract	D-IP	Update
Systems and Infrastructure programme: Innovative Escalator Modernisation contract	D-IP	Update

July 2025		
London Underground Four Lines Modernisation (4LM) Annual Update	CCO	Annual
Streets, Bus and Rail and Sponsored Services Renewals Programme	D-IP	Annual
Technology Programme	D-IP and CTO	Annual
Rail and Station Enhancements Programme	D-IP	Annual
Capital Efficiencies Report	CCO	Annual

October 2025		
Silvertown Tunnel Annual Review	CCO	Annual
Piccadilly Line Upgrade	CCO	Annual
London Underground Renewals	D-IP	Annual

December 2025		
Enterprise Risk Update – Delivery of TfL Key Investment Programmes and Projects (ER08)	CCO	Annual

Items to be scheduled:

- Lessons Learnt from Recently Completed Projects (CCO)
- Elephant & Castle