

## Appendix 8: Project Assurance Quarterly report

Q1 (P1-3), 2021/22

Reviews undertaken in Quarter 1 highlight the continuation of issues reported in the previous quarter, these being; availability of staff, in particular commercial and engineering resources; and the need to ensure that business cases are of a high quality and clearly demonstrate an assessment of value for money.

### Sub-Programme Reviews

	Recommendation (Critical Issues)	Commentary
Public Transport	9 (0)	Asset strategy development is ongoing and progressing well, however information is not structured in an optimal format and project prioritisation is not aligned to asset strategies. Delivery plan for 2021/22 in place but significant spend increase over previous year may be hampered by resource shortages. Not evident that all projects are demonstrating value for money. Periodic reporting is mostly retrospective and it is not clear that there is reporting across all areas of the sub-programme.
LU Enhancements	6 (0)	The recently approved overarching procurement strategy, whilst having the potential to deliver significant value, will be challenging to implement. There is no strategic-level business case containing prioritisation criteria. Progress has been made on the prioritisation process for future step-free access projects, but it is not clear how value for money is being considered. The programme is facing resource pressures especially in commercial, engineering and risk management.
Healthy Streets	5 (0)	Good progress has been made in developing the strategy and more robust prioritisation criteria, notably the impact on bus services. However, value for money considerations should be given more weight in assessing existing and new schemes. The forecast spending rate for this year is challenging and successful delivery is at risk due to the limitations on making commitments beyond December 2021, and the resource shortages in sponsorship, engineering and commercial.
Piccadilly Line Upgrade	4 (0)	Good progress since last review; trains contract with Siemens on target to commence build of trains 1 and 2 in August 2021, track decommissioning started at South Harrow Sidings. Current delays due to lack of resources (primarily engineering and commercial) with milestones revised to reflect delays. A more detailed understanding of scope and delivery approach, the deferral of some works to Stage 2, together with efficiency savings targets have enabled a reduction in Estimated Final Cost, with potential for further reduction.

### Overdue Recommendations

At the end of Q1 there were 44 open recommendations across 11 sub-programmes. Of these, 19 recommendations were overdue against their original completion date, none of which are critical issues.

### Project Reviews

In addition to the four sub-programme reviews listed above, TfL Project Assurance completed 10 project reviews in Q1 and the Independent Investment Programme Advisory Group (IIPAG) participated in four of these reviews. From the reviews undertaken a total of 32 recommendations were made. These consisted of four raised by IIPAG, none of which were critical issues, and 28 raised by Project Assurance of which three were critical issues relating to demonstrating value for money and ensuring business cases are up to date and capture the deliverable benefits.