

Date: 15 September 2021

Item: Independent Investment Programme Advisory Group  
Quarterly Report

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**This paper will be considered in public**

## 1 Summary

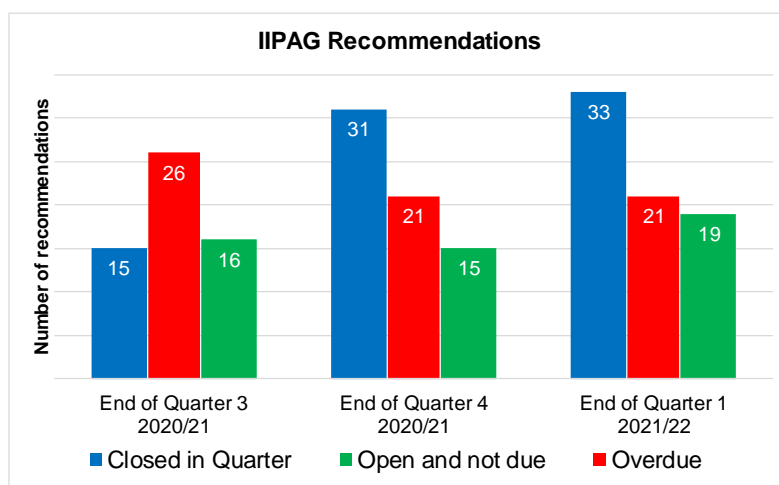
- 1.1. This paper presents the Independent Investment Programme Advisory Group (IIPAG) Quarterly Report for September 2021. It describes the work undertaken since the last report presented to the Committee in June 2021.

## 2 Recommendation

- 2.1 **The Committee is asked to note the Independent Investment Programme Advisory Group’s Quarterly Report and the management response.**

## 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.
- 3.2 IIPAG’s Quarterly Report for September 2021 is included as Appendices 1 and 2 of this paper; this includes IIPAG’s Review of the Effectiveness of First and Second Lines of defence for 2020/21.
- 3.3 Figure 1 sets out the status of the IIPAG recommendations at the end of each of the last three quarters.



**Figure 1: Status of IIPAG Recommendations**

- 3.4 There were no new unagreed or critical IIPAG recommendations made during the quarter, and none of the recommendations overdue at the end of Quarter 1 relate to critical issues.

## **4 Management Response to IIPAG Quarterly Report**

- 4.1 We welcome the ongoing cross cutting work IIPAG is undertaking, which is very helpful. The IIPAG recommendations from this work are being discussed by senior management and acted upon as necessary.
- 4.2 With respect to the findings outlined in IIPAG's report on the effectiveness of TfL's first and second lines of defence, the TfL Programme Management Office (PMO) has introduced a number of improvements including new reporting and deep dive reviews which, having been well received, improved performance visibility and delivery confidence for targeted projects. However, the PMO shares IIPAG's view that there is more that can be done to further strengthen our first line of defence.
- 4.3 We are actively pursuing, in collaboration with the wider delivery community, the PMO Continuous Improvement Plan in response to the IIPAG report following the previous review of the PMO undertaken earlier this year.
- 4.4 This plan implements a consistent approach to the performance management against baseline, performance reporting and change control across TfL capital delivery. Roll out will be progressive with initial focus on TfL's most significant projects that will benefit the most. Phase one, covering the Major Projects Directorate's projects, is scheduled to complete in October 2021.
- 4.5 Our guidance and instructions for PMO functions of planning, controls and risk management will be reviewed and implemented in Quarter 3 of 2021/22. We will build on this firm foundation to increase consistency of reporting output, simplify its production and increase focus on analysis and insight.
- 4.6 In addition to actions specific to the PMO Continuous Improvement Plan, we are taking immediate actions to focus on and improve performance of existing project governance (Pathway gates) through training and a refresh of accountabilities, along with hardening a number of business as usual reports and monitoring.
- 4.7 Together these measures will result in greater consistency of process application throughout project delivery, recognising the challenging nature of TfL's diverse portfolio of projects, while simplifying processing, improving the data and insight available to drive business decisions making.
- 4.8 We welcome the positive feedback from IIPAG on the continued strengthening of the TfL Project Assurance team and fully understand the points IIPAG make with respect to ensuring we maintain the calibre of staff recruited into the team.

**List of appendices to this report:**

Appendix 1: Independent Investment Programme Advisory Group -  
Quarterly Report to Audit and Assurance Committee September 2021

Appendix 2: Review of the Effectiveness of First and Second Lines of Defence - 2020/21

**List of Background Papers:**

None

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