

Date: 1 December 2021

Item: Independent Investment Programme Advisory Group  
Quarterly Report

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**This paper will be considered in public**

## 1 Summary

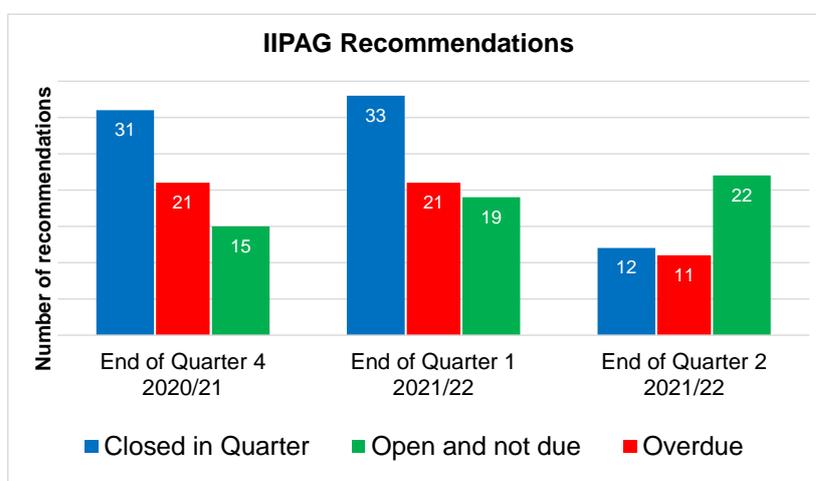
- 1.1. This paper presents the Independent Investment Programme Advisory Group (IIPAG) Quarterly Report for December 2021. It describes the work undertaken since the last report presented to the Committee in September 2021.

## 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 December 2021 is included as Appendices 1 and 2 to this paper.
- 3.3 Figure 1 sets out the status of the IIPAG recommendations at the end of each of the last three quarters, none of the recommendations overdue at the end of Quarter 2 relate to critical issues.



**Figure 1: Status of IIPAG Recommendations**

- 3.4 There were no new unagreed or critical IIPAG recommendations made during Quarter 2.

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

### **Common Themes from Reviews**

- 4.1 We note the identification of the common themes that IIPAG have highlighted. These align with specific recommendations raised from the assurance reviews undertaken. We will continue to monitor the completion of management actions within the business which address the specific recommendations.

### **Asset Information in TfL**

- 4.2 Outlined below are the actions we are undertaking in response to the recommendations raised by IIPAG in their report on Asset Information in TfL.
- 4.3 A common State of Good Repair (SoGR) framework has now been agreed for all TfL assets. The framework has been applied to an initial selection of around 20 asset types and is actively being rolled out to more asset groups. The level of maturity, of both asset data and the SoGR metrics, differs by asset type and a number of asset types will need to develop their base data over the coming years to support this approach. However, the SoGR framework has, for the first time, provided a common framework that all TfL asset condition/health is mapped to, and is providing a basis for comparison and alignment of approaches. SoGR is being supported by other metrics, including risk, fault trends and obsolescence; all of which is feeding into the risk-based asset prioritisation which takes account of asset criticality.
- 4.4 A combined SoGR metric for assets has been added to the TfL scorecard. The top-level metric is a combination of 15 individual asset groups. A dashboard has been developed to monitor and report on the top-level and supporting SoGR metrics. The aim is to improve the information in the dashboard over the coming months and launch it, so it is accessible to all TfL staff before the end of this financial year.
- 4.5 We fully support the recommendation to hold regular asset health reviews at senior executive meetings. Currently appropriate asset strategy/engineering representatives attend the London Underground (LU) Executive meeting and Surface Transport Leadership meetings. Andy Lord (Managing Director of LU and TfL Engineering) currently attends the TfL Executive Committee meeting. Going forward we will work with the executive groups and this Committee to agree what and when asset health will be on the agenda.

### **Progress with Value for Money**

- 4.6 As recognised by IIPAG, significant progress has been made since we established our approach to delivering value for money across the Investment Programme at the meeting of the Committee in December 2020. The reduction in TfL revenue associated with the coronavirus pandemic has made the financial imperative for change even more urgent. This has led to a strong focus from senior management and the associated cultural shift necessary for driving

through fundamental change. We now have the governance structures in place in order to continue delivering greater value for money, and this work will continue as we enact the Capital Efficiencies Plan submitted to the Department for Transport in July 2021.

- 4.7 Through to the end of 2021, we will be implementing processes which will ensure more robust scrutiny of project business cases and stage gate reviews, alongside specific value for money challenges. Moving into 2022, focus will be on implementing a pan-TfL standardised outcome framework which can be used during business planning and prioritisation, improving our approach to benefits tracking and aggregation, and exploring how equity is considered in programme and portfolio planning.

**List of appendices to this report:**

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

Appendix 2: Common Themes

**List of Background Papers:**

None

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