

## Appendix 2: Common Themes

This appendix provides further detail on the common themes emerging from assurance reviews. These themes are not universal across TfL and there is much that is going well.

- 1) The systems and processes for project control and reporting
  - a) Project, programme and portfolio hierarchy.
  - b) Scope, cost and schedule baselines.
- 2) Capability and resources - most frequently shortages in TfL's own engineering, commercial, and project management resources.
- 3) Portfolio management
  - a) Existence/quality of overarching strategies.
  - b) Programme prioritisation.
  - c) Pipeline planning.
- 4) Costs and risk
  - a) Robustness of cost estimates.
  - b) Tracking of costs against estimates and the reasons for changes.
  - c) Adequacy of risk allowances.
  - d) Optimism in forecast progress and spend.
- 5) Commercial
  - a) Commercial and contracting strategies.
  - b) Strategic supply chain relationship.
- 6) Governance
  - a) Complexity and integration of financial, commercial and project approval processes.
  - b) Rigour of Pathway gates and challenge in decision making at key project stages (especially in the face of schedule pressure).
  - c) Governance structures, clarity of roles and responsibilities.
- 7) Value for money (VfM)
  - a) TfL's VfM policy and approach.
  - b) Robust, comprehensive and up-to-date business cases.
  - c) Consideration of VfM in prioritisation.
  - d) Treatment of social and environmental objectives and benefits.
- 8) Information
  - a) Understanding of asset health.
  - b) Project and programme reporting.
  - c) Post investment evaluation/lessons learnt.

Improvements are underway to address many of these issues, and we note that steps are being taken to ensure that these efforts are appropriately integrated.