

Independent Investment Programme Advisory Group – Quarterly Report December 2021

1. Introduction

- 1.1. This report to the Committee describes IIPAG's activities from September to mid November 2021. It contains no new strategic recommendations but describes common themes emerging from our reviews (see below and Appendix 2).

2. IIPAG activity

- 2.1. We have undertaken the following reviews which will be considered at this meeting:
 - Railway Systems Enhancements
 - LU Fleet
 - Barking Riverside Extension
- 2.2. We have also undertaken a review of East London line Housing Infrastructure Fund.
- 2.3. We are engaged in continuous assurance of the Four Lines Modernisation programme. We are also participating in some targeted or interim reviews for Executive governance, covering Central Line Improvement Programme (CLIP), Piccadilly Line Upgrade and the New Oyster Reader technology project.
- 2.4. The accompanying paper from TfL Project Assurance describes management progress in implementing IIPAG's recommendations from sub-programme and targeted reviews.

3. Common Themes from Reviews

- 3.1. Whilst no new strategic issues have emerged from recent reviews, we have taken stock of our experience over the past 18 months to review the most common themes that arise repeatedly. These fall into the following eight categories:
 - The systems and processes for project control and reporting
 - Capability and resources
 - Programme/portfolio management
 - Costs and risk
 - Commercial and contracting strategies
 - Governance
 - Value for money
 - Information

3.2. Appendix 2 provides further detail on what is covered by these themes. We will be monitoring how often they arise in sub-programme and project reviews, and will also ensure that our cross-cutting work continues to address these issues.

4. Progress with Cross-cutting Work

4.1. We are currently undertaking a review of lessons learned from recent major procurements, and we are finalising our report on Contract Forms. We are scoping a follow up review on the Procurement and Supply Chain (P&SC) transformation programme, and the second part of our review of Asset Information.

4.2. We are also reviewing the progress that TfL has made against the recommendations from our earlier cross-cutting work. We have undertaken a formal review of progress on our Value for Money recommendations, as reported in our last Quarterly Report, and our forthcoming review of P&SC, noted above, will consider progress in that area against our 2019 report. We believe it would be appropriate also to do a follow up review on our report on the Programme Management Office, and check on progress with Commercial Development. We will build these into our future work programme.

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