

Appendix 1: New Critical Recommendations

Shown below are the critical issues raised and agreed with the respective project teams.

Project: Technology and Data (T&D) Programme		
Raised by	Critical Issue	Management Response
TfL Project Assurance	A clear resource forecast must be prepared. This should detail numbers of resources and their specialisms and when they are required in order to deliver the workbank and associated spend proposed by the Committee proposal. The support needed from the business in order to service this requirement needs to be detailed and tabled at the appropriate forums and the consequences of not obtaining the required resources made clear.	A resource forecast will be provided which will show the number of roles required, and when they are needed, across the Programme. This will be broken down by portfolios and specific roles, with the consequences for what will happen if these resources are not secured. Our current forecasting goes up until the end of financial year 2022/23 and this will be used for the information we collate. We propose sending this information in two stages, showing how we plan on delivering our Investment Plan. Firstly, providing the forecasts for each department and the support needs for T&D to support the recruitment profile. Secondly breaking this down further to show specific roles and consequences of not obtaining these at a portfolio level.

Project: Air Quality and Environment (AQE) Programme		
Raised by	Critical Issue	Management Response
IIPAG	A business strategy should be agreed which is sufficiently clear as to allow deliverable requirements to be defined; governance and approval processes should be streamlined; and the programme team (and the T&D delivery team) should be resourced at a level consistent with the delivery challenge.	It is acknowledged that a clear business strategy will aid delivery. We will work to produce a clear strategy and business case that sets direction for programme and delivery. It is acknowledged that such significant and critical projects to our outcomes need quality governance and clear decision making. While some areas of governance are already benefitting from the pragmatism and agility needed, we will review existing governance and seek opportunities to streamline where possible. Adequate resourcing is a significant challenge, consistent with the rest of the investment programme. We are reviewing the resource challenges and exploring opportunities to prioritise key projects.