

Date: 16 March 2022

Item: Independent Investment Programme Advisory Group
Quarterly Report

This paper will be considered in public

1 Summary

- 1.1. This paper presents the Independent Investment Programme Advisory Group (IIPAG) Quarterly Report for March 2022. It describes the work undertaken since the last report presented to the Committee in December 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 March 2022 is included as Appendix 1 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 IIPAG recommendations currently overdue relate to critical issues.

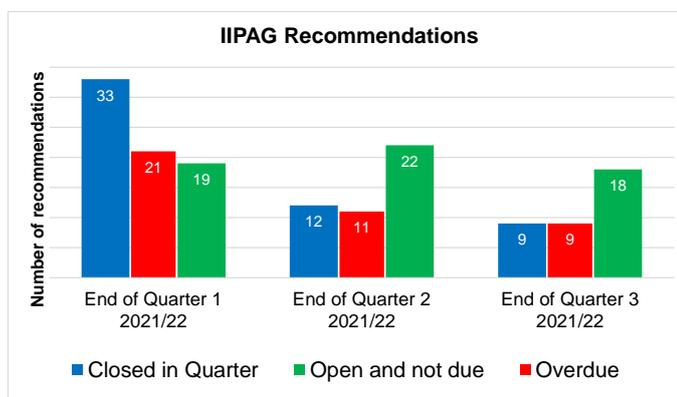


Figure 1: Status of IIPAG Recommendations

- 3.4 There were no new unagreed or critical IIPAG recommendations made during Quarter 3 of 2021/22.

4 Management Response to IIPAG Quarterly Report

- 4.1 We welcome IIPAG's reports on the Tottenham Hale Station Upgrade Project and TfL Supply Chain Contracts and the recommendations that have been made. Progress on the implementation of recommendations will be reported to future meetings of the Programmes and Investment Committee.

Tottenham Hale Station Upgrade

- 4.2 In relation to specific projects in London Underground, our Capital Delivery teams are implementing the learning from this project including changes to delivery models and procurement strategies. This is already showing benefit on other projects.
- 4.3 We will assess our existing relationship meetings with Network Rail (NR) and will implement executive level sponsorship to support effective joint working with NR. We will also work with departments across the business to review and improve the Project Service Agreement between TfL and NR.

TfL Supply Chain Contracts

- 4.4 A review and characterisation of the future portfolio will be undertaken to inform how best to target and address the recommendations to develop a business level contracting strategy and set the timescales for implementation.
- 4.5 We will review Pathway products and assess whether to enhance existing products or create a new one for the approval of commercial strategies at an early stage of project development, and subsequently during the project life. Additionally, two additional gates have already been introduced into Pathway to assess market readiness and contract award.
- 4.6 TfL already engages regularly with other UK infrastructure clients to share common challenges and good practice and will be establishing a regularised series of meetings to focus on sharing of learning and best practice.
- 4.7 The Procurement and Supply Chain (P&SC) Directorate is finalising its senior manager change programme which has focussed on establishing the right capacity and capability to lead the function and appointments have already been made to reflect this. Stronger leadership of commercial strategy can be taken forward as part of the 2022/23 work plan for the P&SC Improvement Programme.

List of appendices to this report:

Appendix 1: Independent Investment Programme Advisory Group - Quarterly Report to Audit and Assurance Committee March 2022

List of Background Papers:

None

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