

IIPAG WORKPLAN 2022/23 – APPENDIX 2

August 2022

1. Introduction

IIPAG's purpose is to provide independent assurance to the TfL Board and Executive on the investment programme, as well as advice to TfL management to support continuous improvement. We provide third line assurance of the investment programme in the following ways:

- Annual sub-programme reviews
- Targeted reviews for individual projects generally over £50m, or otherwise high risk. These are either at key stage gates or annually
- On-going scrutiny of the projects which hold the highest risk for TfL, such as 4LM
- Cross-cutting reviews of strategic and systemic issues.

We report quarterly to TfL's Programmes and Investment Board Sub Committee (PIC) and the Audit and Assurance Committee (AAC), covering our activities and any new systemic issues that we observe.

During 2020/21, following the transfer of Crossrail to TfL, the remit of IIPAG was expanded to include Crossrail and the Elizabeth Line. We established a new IIPAG Crossrail Sub-Group for this purpose, with its own Chair who reports to the Chair of IIPAG. The workplan for Crossrail activities is reported on a six-monthly basis to the Elizabeth Line Committee and is not covered here.

2. Resources

IIPAG's budget for 2022/23 allows for around 340 days' work. There is a separate budget for Crossrail activities.

The main IIPAG consists of five to six permanent members with a broad range of relevant expertise. This year we have boosted this with the appointment of a new member with expertise in technology. Following the resignation of two IIPAG members TfL is currently undertaking a recruitment exercise for new members. We also have the ability to bring in specialist expertise on an ad-hoc basis if needed.

3. Sub-programme and Project Reviews

In our March 2022 report to AAC we noted the continuing uncertainties affecting TfL's finances and the possible implications for the Investment Programme. Accordingly, we did

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not submit a detailed work programme for 2022/23. We noted that we did not expect any significant changes in the risk-based list of sub-programmes and projects that had been identified for IIPAG involvement in 2021/22.

We have now reviewed the position, and this expectation has been confirmed. The list of sub-programmes and projects to be subject to IIPAG assurance in 2022/23 is included as an appendix to this note. The list is kept under review in the light of any changes in risks.

4. Cross-cutting Reviews

Our work on strategic and cross-cutting themes provides an opportunity for us to support TfL's continuous improvement. The topics for our cross-cutting work reflect issues that we have identified in reviews, and suggestions from TfL Board Members. We have found that the proportion of our time for cross-cutting work has increased over the past two years, so we are expecting to allocate 140 days for cross-cutting work in 2022/3.

We will seek to ensure that our work is complementary to the work of others in the organisation, including Internal Audit. In some cases we may limit our output to informal advice and continuous assurance, while in other cases we will produce reports for TfL management, PIC and AAC Committee as appropriate.

So far this year we have completed reports on:

- TfL's approach to risk
- Project Management Office (PMO) Progress Report
- Asset Information Part 2
- Procurement and Supply Chain Improvement Programme Progress Report.

We are currently undertaking our annual reviews of:

- Effectiveness of Lines of Defence 1&2
- TfL Benchmarking

In addition, we propose to undertake the following cross-cutting reviews and assurance in 2022/3:

- Investment Governance (through continuous assurance)
- Progress on aspects of vfm (including equity considerations and non-monetised benefits)
- Effectiveness of Pathway Gates
- Delivery of renewals
- Commercial and management relationship with Network Rail (if/when there is a suitable case study)
- Deep dive of a project over its life, to learn lessons (tbc).

We will consult TfL management on the scope of reviews in advance.

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5. Other work

In addition to reviews and cross-cutting work, IIPAG representatives attend PIC, AAC and the executive Investment Group. IIPAG members meet on a monthly basis with Project Assurance to share experience and identify any common themes, and to plan upcoming work. We also receive briefings and information to provide broader context for our work.

6. Summary of Workplan

In summary, IIPAG expects to allocate its resources broadly as follows:

	Planned days
Sub-programme and targeted reviews	140
Cross-cutting work	140
Other	60
Total	340

IIPAG Workplan – Sub Programme and Project Reviews 2022/23

Silvertown Tunnel

- Sub Programme Review December 2022 PIC

Healthy Streets

- Sub Programme Review PIC Chairs Action May 22 (complete)
- Sub Programme Review December 2022 PIC
- Old Street (completed)
- Catford
- Vauxhall Cross
- Cycle Route 34 (ex CS10)
- Cycling Future Routes 5

Piccadilly Line Upgrade

- Sub Programme Review October 22 PIC

DLR Rolling Stock Replacement

- Sub Programme Review October 2022 PIC

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4 Lines Modernisation

- Sub Programme Review July 22 PIC (complete)
- Sub Programme Review Dec 22 PIC

Surface Assets

- Sub Programme Review May 22 PIC (complete)
- Blackwall Tunnel Southbound Refurbishment x2
- Brent Cross
- Westway
- Gallows Corner
- Victoria Coach Station Modernisation
- London River Service Piers

London Underground Technology

- Sub Programme Review May 2022 PIC (complete)

Public Transport

- Sub Programme Review July 2022 PIC (complete)
- Tram Fleet Replacement
- East London Line HIF (complete)

London Underground Infrastructure Renewals

- Sub Programme Review July 2022 PIC (complete)

Major Stations

- Bank Station Capacity Upgrade
- Elephant and Castle Station

Air Quality and Environment

- Road User Charging

Tech and Data

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- Tech and Data Sub Programme Review
- Hina - New Reader
- Proteus
- Oval

London Underground Train Systems (New Sub Programme comprising London Underground Track, London Underground Fleet and London Underground Signalling and Controls)

- Sub Programme Review October 2022 PIC
- London Underground Fleet Sub Programme Review October 2022 PIC (feeding into London Underground Train Systems)
- London Underground Track and Drainage Sub Programme Review October 2022 PIC (feeding into London Underground Train Systems)
- London Underground Signalling and Control (date TBC but not for October 2022 PIC – however is part of London Underground Train Systems).
- Bakerloo RVAR (Fleet)
- Central Line Programme Lift (complete)

- Working Timetable 58 (Briefing from Assurance Review Manager and IIPAG to confirm involvement – not an October 2022 PIC review)
- Northern Line Train Management System and Audio-Visual (Briefing from Assurance Review Manager and IIPAG to confirm involvement – not an October 2022 PIC review)

Alison Munro

Chair, IIPAG