Appendix 9: Project Assurance Quarterly Report   Q1 (P1-3), 2022/23

Sub-Programme Reviews Undertaken in Q1

	Recommendation (Critical Issues)	Commentary
Surface Technology	3 (0)	The sub-programme is well governed. Over programming (24%) is in place for 2022/23 and levers have been identified to slow delivery if required but the review team has limited confidence that in-year spend will be achieved based on performance to date and resourcing challenges. Availability of appropriately skilled and experienced resource is an ongoing issue across most areas and existing staff are working at capacity. Resourcing additional projects will require live projects to be stopped or slowed down. Delivery spend will almost double in 2023/24 which will be challenging to achieve.
Public Transport	5 (0)	This sub-programme which comprises renewals and enhancements programmes for a variety of TfL modes, is generally well managed and continues to improve. A robust process for the asset State of Good Repair condition assessments has been developed. This is based on an assessment of how well an asset, given its current "health", can perform its required function to the appropriate standard and the current health is understood and mapped. The component programmes have different operating models and there may be an opportunity for greater synergy to be achieved from grouping together as a sub-programme.
LU Renewals Infrastructure	4 (0)	The sub-programme has a budget of £600m for 2022/23 for essential works and is working on a 'Managed Decline' basis with overall asset condition continuing to deteriorate further as a consequence. Gaps in the Asset Condition Registers are known and understood with initial funding provided to address data maturity issues. No immediate concerns with sub-programme management and delivery.

	Recommendation (Critical Issues)	Commentary
Four Lines Modernisation	4 (1)	The sub-programme has been subject to delays against its original programme and the delivery plan for remaining works (mainly signalling workstream) is still to be agreed. Given the complexity of elements of the remaining scope e.g. signal releases for Neasden and Harrow-on-the-Hill, further schedule delays are possible with associated cost impact. The critical issue related to funding.

Open and Overdue Recommendations

The following graph shows the number of overdue Project Assurance recommendations at the end of each of the last four quarters. The data shows the business area that the recommendations relate to; CCO being Chief Capital Officer, COO Chief Operating Officer, CCSO Chief Customer and Strategy Officer and CFO Chief Finance Officer.

Project Assurance Overdue Recommendations
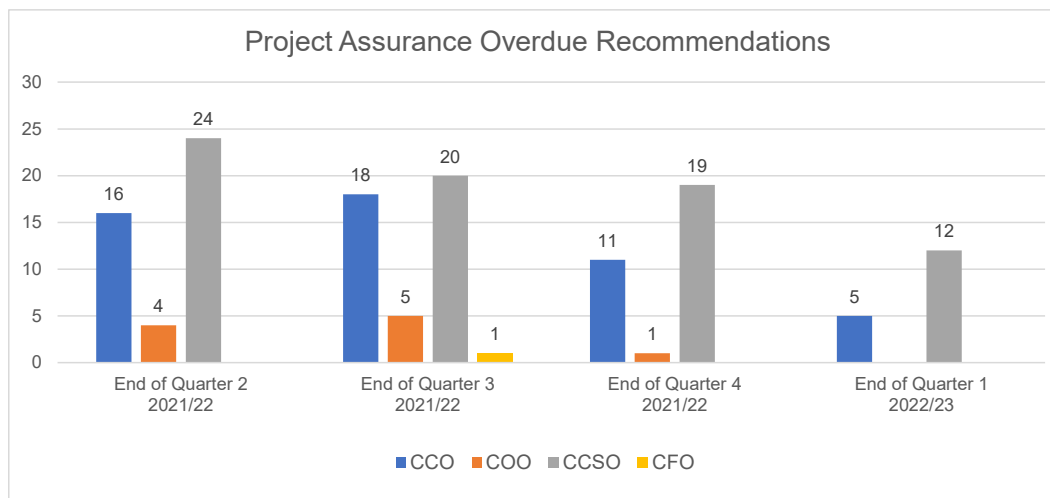
At the end of Q1 there were 65 open recommendations, with 17 of these overdue against their completion date. This is a reduction from 31 overdue at the end of the previous quarter. The overdue recommendations are reported to and discussed at the portfolio boards and investment review meetings to ensure that there is awareness and scrutiny at senior

level.

The recommendations overdue at the end of Q1 include one critical issue. This relates to the Central line Signalling and Control Life Extension Project and the need to ensure that the business case demonstrates value for money for all elements of the scope. The delay in addressing this critical issue is due to resource issues, this has been raised and discussed with the senior managers in the business area concerned.

The following graph shows the length of time that the overdue Project Assurance recommendations have been overdue by. The information shows critical issues and general recommendations and the Chief Officer area that the recommendation relates to.

Duration Overdue of Project Assurance Recommendations