

Independent Investment Programme Advisory Group – Quarterly Report October 2022

1. Introduction

- 1.1. This report to the Committee describes IIPAG's activities since September 2022. We have made a new strategic recommendation, concerning a review of resource allocation.

2. IIPAG Activity

- 2.1. We undertook the following programme and project reviews in preparation for the Programmes and Investment Committee (PIC) meeting in October:
- Elephant and Castle Station
 - Train Systems
 - LU Track and Drainage
 - LU Fleet
 - Piccadilly Line Upgrade (PLU)
 - Docklands Light Railway (DLR) Rolling Stock Programme
- 2.2. In early November 2022 we will undertake a number of further reviews for the December meeting of PIC, including:
- LU Enhancements
 - Silvertown Tunnel
 - Tram Replacement Programme
- 2.3. We have also undertaken reviews for projects which are being considered through Executive governance, including Blackwall Tunnel refurbishment and Hina, the new reader. The accompanying paper from Project Assurance (PA) describes management progress in implementing IIPAG's recommendations from sub-programme and project reviews.

3. Systemic Issues

- 3.1. We have set out in previous IIPAG reports the common themes that emerge from sub-programme and project reviews, but currently there is a particular issue which has come up as an area of risk – resources.
- 3.2. Shortage of resources has been flagged as a key concern in previous reports by IIPAG and PA. TfL is seeking to improve attraction and retention as far as possible, within the constraints it is subject to, and has taken steps to help address key shortages, for example through a recently let framework contract for Project Management Consultancy services, and a similar arrangement for engineering resources which is in train. However, we have observed continuing significant

shortages on some programmes and projects which are among TfL's top priorities, and this leads us to question whether the allocation of scarce resources within TfL matches TfL priorities as well as it might. We have recommended a review of resource shortages, by discipline, across the capital programme and a comparison of this picture with investment priorities.

4. Progress with Cross-cutting Work

- 4.1. We are currently undertaking our regular review of TfL Benchmarking, and we are completing our report on the First and Second Lines of Defence. We are also in the process of agreeing terms of reference for an update review of the Procurement and Commercial Improvement Programme.

5. IIPAG Recruitment

- 5.1. With the Chair of the Audit and Assurance Committee we have successfully completed the interviews for IIPAG members, resulting in the appointment of three additional members for the main IIPAG group, and three members for the new TTL Properties Limited (TTLP) IIPAG sub group.

Alison Munro, Chair, IIPAG
October 2022