

Independent Investment Programme Advisory Group – Quarterly Report March 2023

1. Introduction

1.1. This report to the Committee describes the Independent Investment Programme Advisory Group (IIPAG) activities in December 2022 – January 2023. We have made no new strategic recommendations.

2. IIPAG Activity

2.1. We list below the Sub-Programme and project reviews we have undertaken in this period:

2.2. Sub Programmes:

- Tech and Data
- Air Quality and Environment
- Major Stations

2.3. Projects:

- Pay as You Go in the South East (Project Oval)
- London-wide Ultra Low Emission Zone (ULEZ)
- Road User Charging (RUC) Business Operations System

2.4. We also had briefings on the Healthy Streets Sub-Programme and the Old Street project. The Committee will also be considering the LU Enhancements Sub-Programme, which we reviewed in the previous period. We have continued to engage with the Four Lines Modernisation project.

2.5. The paper from Project Assurance found elsewhere on the agenda describes management progress in implementing IIPAG's recommendations.

2.6. Resources continue to be raised as a risk in many areas, though good progress has been made in securing additional technology resources through the Crown Commercial Services framework. Shortages of project management and commercial resources have been highlighted. Despite the challenges we have seen some well managed projects and programmes in this period. Through our reviews we continue to encourage teams to provide a good account in their Programmes and Investment Committee papers of how their delivery over the past year has compared to what they said they would deliver. We also continue to encourage a focus on good programme planning and sufficient attention to risks around schedule, which we find can get less attention than cost risk.

3. Progress with Cross-cutting Work

- 3.1. Our review of the First and Second Lines of Defence has been completed and will be considered by the Audit and Assurance Committee in March. We concluded that, while assurance across TfL is already adding value, there are opportunities to further improve assurance and thereby reduce the likelihood of cost and schedule overruns and under-delivery of benefits.
- 3.2. We encouraged more rigorous application of good project practice, and implementation of already agreed improvements such as project baselining and the assessment of risk. Beyond this, we advocated less governance complexity, more rigour in portfolio management, and clearer assurance accountabilities.
- 3.3. Our regular review of TfL Benchmarking and our update review of the Procurement and Commercial Improvement Programme are almost complete at the time of writing.
- 3.4. We are planning two new reviews to start in the next couple of months: first on the delivery of renewals, and second on the effectiveness of the Pathway gate process.

Alison Munro
Chair, IIPAG

January 2023