

**TTL Properties Limited (TTLP) Integrated Assurance and Audit Schedule – Work in Progress Appendix 1**

Priority	Topic	Evidence of Need	Type	Who	Status	Objectives
1	Property transfer accounting	<ul style="list-style-type: none"> <li>• New financial processes and controls have been implemented.</li> </ul>	Audit	Internal Audit (IA)	Underway	<ul style="list-style-type: none"> <li>• To assess the maturity and understand financial reporting requirements.</li> </ul>
2	Resourcing	<ul style="list-style-type: none"> <li>• Reported staff shortages across multiple teams and reliance on secondments/ non-permanent labour.</li> <li>• People Plan still in development.</li> <li>• Internal Audit review of the Financial Sustainability Plan recommended a resource review and establishment of Programme Management Office.</li> </ul>	Targeted	Project Assurance (PA)/ Independent Investment Programme Advisory Group (IIPAG)	Underway	<ul style="list-style-type: none"> <li>• To understand how resourcing risks are identified and managed and to assess the impact on the delivery plan.</li> <li>• To consider whether there is an understanding of the skills required and whether the right skills currently exist.</li> <li>• To understand challenges in filling vacancies and make recommendations to help improve recruitment and retention.</li> </ul>

Priority	Topic	Evidence of Need	Type	Who	Status	Objectives
3	Retail	<ul style="list-style-type: none"> <li>• Considerable uplift in retail income assumed in Business Plan.</li> <li>• Resource shortages impacting ability to deliver new retail opportunities.</li> <li>• Responsibilities historically split across a number of teams and roles and responsibilities/handover points may be unclear.</li> <li>• Wider economic factors are likely to impact viability of existing tenants resulting in more unoccupied units/rising levels of debt.</li> </ul>	Targeted	IIPAG	Underway	<ul style="list-style-type: none"> <li>• To assess the likelihood that the retail strategy can deliver the required uplift in income.</li> <li>• To identify challenges in securing additional retail income and make recommendations which will improve delivery confidence.</li> </ul>

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4	First line assurance / project controls / information and data management	<ul style="list-style-type: none"> <li>• No evidence of effective first line assurance or effective project controls or reporting.</li> <li>• Minimum reporting requirements are not understood and there are no consistent data sources/data storage arrangements.</li> <li>• Roles and responsibilities are not always clear, particularly where there is an interface with the operational business.</li> <li>• IIPAG review of August 2020 recommended first line assurance improvements, assurance training, standard reporting on joint venture (JV) projects and creation of management dashboards.</li> </ul>	Continuous	PA	Ongoing	<ul style="list-style-type: none"> <li>• To assess the effectiveness of existing first line assurance/project controls/project reporting.</li> <li>• To consider potential risks resulting from existing arrangements and the suitability of any improvement plans.</li> <li>• To consider requirements for data management and storage.</li> </ul>

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5	Lillie Bridge vacant possession – vacant possession of site for development	<ul style="list-style-type: none"> <li>• High value/complex project with significant operational interfaces and a large number of stakeholders.</li> <li>• Governance arrangements developing but not yet finalised.</li> <li>• Opportunities to deliver operational efficiencies have been identified – governance/funding route needs to be confirmed.</li> </ul>	Targeted	PA/IIPAG	Underway	<ul style="list-style-type: none"> <li>• To establish whether requirements are clear and reflect the needs of the development and the operational business.</li> <li>• To consider whether the proposed governance structure and delivery model is appropriate.</li> </ul>
6	Risk management (projects)	<ul style="list-style-type: none"> <li>• Lack of specialist risk managers to support project teams.</li> <li>• Risk reporting/escalation routes are unclear.</li> </ul>	Continuous	PA	Ongoing	<ul style="list-style-type: none"> <li>• To assess the effectiveness of existing risk management process and the suitability of any proposed changes.</li> </ul>
7	Procurement and Commercial	<ul style="list-style-type: none"> <li>• New specialist frameworks are being considered.</li> <li>• Resourcing issues have impacted on procurement and contract management.</li> <li>• IIPAG report from August 2020 recommended commercial team involvement in the development of project execution strategies.</li> </ul>	Targeted	PA/IIPAG	Underway	<ul style="list-style-type: none"> <li>• To assess the appropriateness of proposed commercial strategy and any interim arrangements.</li> <li>• To consider any risks to the successful implementation of new frameworks and commercial strategy and make recommendations to minimise any risk.</li> </ul>

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8	Health and Safety	<ul style="list-style-type: none"> <li>• Currently no Head of Health and Safety within TTLP although intention is to have one.</li> <li>• TfL Safety, Health and Environment provide support for TTLP.</li> <li>• Work ongoing to improve tenant compliance and compliance monitoring.</li> </ul>	Continuous	PA/Quality, Safety, Security Assurance	Ongoing	<ul style="list-style-type: none"> <li>• To consider whether the emerging strategy is appropriate.</li> <li>• To assess whether the balance of responsibilities between TfL and JV partners is appropriate.</li> <li>• To assess the appropriateness of processes and actions taken to achieve tenant compliance.</li> </ul>
9	Project management	<ul style="list-style-type: none"> <li>• Resource concerns.</li> <li>• IIPAG review of August 2020 identified the need to develop project management strategies, practices and processes, the development of project management tools and process and the recruitment of experienced staff.</li> </ul>	Continuous	PA	Ongoing	<ul style="list-style-type: none"> <li>• To establish where gaps exist in existing project management processes and understand any proposed changes.</li> </ul>
10	Bollo Lane - residential development	<ul style="list-style-type: none"> <li>• About to enter JV partnership for delivery.</li> <li>• Successful delivery requires relocation of operational functions from the site.</li> </ul>	Continuous	PA/IIPAG	Ongoing	<ul style="list-style-type: none"> <li>• To support the Land and Property Committee with investment decision.</li> </ul>
11	Platinum Portfolio (Commercial Office portfolio)	<ul style="list-style-type: none"> <li>• About to enter JV partnership for TTLP commercial office portfolio.</li> </ul>	Continuous	PA/IIPAG	Ongoing	<ul style="list-style-type: none"> <li>• To support the Land and Property Committee with investment decision.</li> </ul>

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12	Accounting and Cash Management processes	<ul style="list-style-type: none"> <li>• Considerable work to be done to set up the new financial structure but work is not complete.</li> <li>• Resourcing concerns.</li> </ul>	Audit	IA	Underway	<ul style="list-style-type: none"> <li>• To assess financial readiness maturity.</li> <li>• To gain an understanding of financial reporting including cash flow and financial commitments.</li> </ul>