

Reviews Undertaken to Support Submissions to the Programmes and Investment Committee

Sub-Programme / Project	Recommendations (Critical Issues)	Commentary
Technology and Data	11 (0)	The review highlighted effective programme management and notable improvements in risk management, although a third of the largest projects experienced schedule delays. Attracting and retaining (often specialist) resources has been particularly challenging in this area. The proportion of projects with business cases in place has significantly increased.
Air Quality and Environment	10 (0)	The Programme is making satisfactory progress on the delivery of future Road User Charging schemes including London wide Ultra Low Emission Zone, and Blackwall and Silvertown Tunnel User Charging, as well as managing the interdependencies between them. Good progress has been made in securing technical resources but resource availability is still a risk. In addition, there is a smaller portfolio of other environmental projects with a planned increase in these over the coming year.
Road, Bus and River Assets Renewals (formerly Surface Assets)	4 (0)	The Programme is well managed and through effective workbank management has delivered to budget for financial year 2022/23. Due to funding constraints asset condition continues to decline across the network and will continue to do so for several years. The management and reality of managing a declining asset base is well understood, as is the need to maintain a safe network.

Open and Overdue Recommendations

At the end of Quarter 4 of 2022/23 there were five Independent Investment Programme Advisory Group (IIPAG) recommendations overdue against their completion date and 10 Project Assurance recommendations overdue. The following graphs show the length of time that the overdue Project Assurance and IIPAG recommendations have been overdue by and the Chief Officer area that the recommendations relate to. The overdue recommendations are regularly reported to and discussed at the portfolio performance and investment review meetings to ensure that there is awareness and scrutiny at senior level.

