

IIPAG WORKPLAN 2023/24

May 2023

1. Introduction

IIPAG's purpose is to provide independent assurance to the TfL Board and Executive on the investment programme, as well as advice to TfL management to support continuous improvement. We provide third line assurance of the investment programme in the following ways:

- Annual sub-programme reviews;
- Targeted reviews for individual projects generally over £50m, or otherwise high risk. These are either at key stage gates or annually;
- On-going scrutiny of the projects which hold the highest risk for TfL, such as 4LM; and
- Cross-cutting reviews of strategic and systemic issues.

We report quarterly to TfL's Programmes and Investment Committee and the Audit and Assurance Committee, covering our activities and any new systemic issues that we observe.

During 2020/21, following the transfer of Crossrail to TfL, the remit of IIPAG was expanded to include Crossrail and the Elizabeth Line. We established a new IIPAG Crossrail Sub-Group for this purpose, with its own Chair who reports to the Chair of IIPAG. The workplan for Crossrail activities has been reported on a six-monthly basis to the Elizabeth Line Committee (ELC). Following the last planned meeting of the ELC in July 2023, work on the Elizabeth line will become Business as Usual for TfL, with investment issues reporting into PIC. The IIPAG subgroup will accordingly be terminated and any work will be absorbed by main IIPAG.

The TTL Properties Limited (TTLP) IIPAG Sub-Group was established in October 2022 to provide independent assurance and expert advice to the Land and Property Committee (LPC), the Audit and Assurance Committee (A&AC) and TfL Executive Committee. There are four members, including three newly recruited IIPAG members who have extensive expertise across multiple areas relating to property. The sub-group also has its own Chair who reports into the Chair of IIPAG. The TTLP Integrated Assurance and Audit Schedule is submitted to LPC for approval and A&AC for noting.

2. Resources

IIPAG's budget for 2023/24 allows for around 350 days work. There is a separate budget for Crossrail/Elizabeth Line (until July 2023) and for TTLP activities.

The main IIPAG consists of seven permanent members with a broad range of relevant expertise. Since September 2022 we have recruited three new IIPAG members through a recruitment campaign, bringing IIPAG up to the total seven members. We also have the ability to bring in specialist expertise on an ad-hoc basis if needed.

3. Sub Programme and Project Reviews

Since September 2022 TfL's financial position has stabilised and there is less uncertainty in funding for the Investment Programme for 2023/24. Appendix 3 provides a list of the proposed Sub Programme and Project reviews that IIPAG will be involved in with the TfL Project Assurance team. The list is compiled with PA on the basis of an assessment of value and risk; it is kept under review in the light of any changes in risk. We also receive briefings on major projects that are in development, but which are not yet included in these Sub Programmes.

A consolidation of the existing Sub Programmes is expected to take place during 2023/24. This may affect the grouping of the component parts, and further consideration is being given to how assurance should be structured. We do not expect it to affect the overall content of the workplan, but if this proves necessary an interim update of the workplan will be provided to the Committee once the new programme structure is signed off and an implementation plan and timetable is in place.

4. Cross-cutting Reviews

Our work on strategic and cross-cutting themes provides an opportunity for us to support TfL's continuous improvement. The topics for our cross-cutting work reflect issues that we have identified in reviews, and suggestions from TfL Board members. We consult TfL management on the scope of and Terms of Reference for reviews in advance.

We are expecting to allocate around 145 days for cross-cutting work in 2023/24.

We will seek to ensure that our work is complementary to the work of others in the organisation, including Internal Audit. In some cases we may limit our output to informal advice and continuous assurance, while in other cases we will produce reports for TfL management, PIC and AAC Committees as appropriate.

As agreed with the AAC Committee we will reduce the frequency of the TfL benchmarking review to every three years.

We are currently undertaking reviews of:

- Delivery of Renewals
- Effectiveness of Pathway Gates Part 1 (Projects)

In addition we propose to undertake the following cross-cutting reviews and assurance in 2023/24:

- Progress on aspects of value for money (including business case capability, programme level business cases, and treatment of equity and non-monetised benefits)
- How carbon emissions and climate adaptation are treated in the investment programme
- Delivery of Renewals Part 2 (strategy, prioritisation and planning)
- Effectiveness of Pathway Gates Part 2 (Programmes)
- Review of progress in Procurement and Commercial
- Review of Progress with Asset Information
- Annual review of Effectiveness of Line of Defence 1 and Line of Defence 2.

Depending upon whether appropriate case study projects are available, we will also consider work on:

- The commercial and management relationship with Network Rail
- Deep dive of a project over its life, to learn lessons.

Following a suggestion from AAC, we are discussing with the Head of the Programme Management Office the scope for a review of cost and schedule performance of projects within the investment programme. In addition we expect to review investment governance on a continuous assurance basis.

5. Other work

In addition to reviews and cross-cutting work, IIPAG representatives attend PIC, AAC and the executive Investment Group. IIPAG members meet on a monthly basis with Project Assurance to share experience and identify any common themes, and to plan upcoming work. We also receive briefings and information to provide broader context for our work.

6. Summary of Workplan

In summary, IIPAG expects to allocate its resources broadly as follows:

	Planned days
Sub Programme and Project reviews	145
Cross-cutting work	145
Other (meetings etc)	60
Total	350

Alison Munro
Chair, IIPAG