

## Independent Investment Programme Advisory Group – Quarterly Report July 2023

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### 1. Introduction

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

### 2. IIPAG Activity

2.1. We have undertaken sub-programme reviews in this period covering:

- The Streets, Bus, and Rail and Sponsored Services (RSS) Renewals, and the Rail and Station Enhancements, sub programmes.
- The Surface Technology and the London Underground Technology sub-programmes (which combined with Technology & Data form the new Technology sub-programme).

2.2. This grouping of previously separate sub-programmes for assurance purposes reflects a move towards the new programme structure that the Committee agreed at its May meeting.

2.3. Appendix 1 (Part 2 only) summarises the key points from these reviews.

2.4. We have also been engaged in reviews of two technology projects and the Surrey Quays project, which will be considered through Executive governance. We also received an update on the Bank project.

2.5. The accompanying paper from Project Assurance describes management progress in implementing IIPAG's recommendations.

2.6. Our reviews continue to raise a number of common themes. In this period these included:

- the continuing pressure on resources for some key skills, such as project management and engineering;
- the lack of visibility of baseline costs, scope and schedule against which performance in year and over the life of a project or programme can be judged;
- the clarity and strength of governance arrangements, including questions around the balance between delegation and oversight/control.

- 2.7. We will be following up on the second and third points above through our cross-cutting work.
- 2.8. We have also followed up on an issue raised in the Surface Assets review from last period. This related to the large amount of work needed to submit business cases to support funding requests to the Department for Transport's Major Road Network Fund, and the tight timescales for this. We had further conversations with management and advised that they adopt a portfolio management approach, with the portfolio manager being a focal point for resource allocation and work prioritisation, and with clear lines into the necessary governance for decision making. Management has acted on this advice.

### **3. Progress with Cross-cutting Work**

- 3.1. We are currently engaged in two reviews, the first on the delivery of renewals, and the second on the effectiveness of the Pathway Gate process for projects.

### **4. Workplan for 2023/4**

- 4.1. Our proposed workplan for 2023/4 was submitted to the June meeting of the Audit and Assurance Committee and was agreed. The workplan sets out the sub-programmes and projects that IIPAG expects to assure in 2023/34, together with our proposals for further cross-cutting studies. These include:
- 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; and
  - Annual review of Effectiveness of Lines of Defence 1 and Lines of Defence 2

Alison Munro  
Chair, IIPAG  
June 2023