

Independent Investment Programme Advisory Group – Quarterly Report September 2023

1. Introduction

1.1. This report to the Committee describes IIPAG's activities since 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 sub-programmes, which were previously separate for assurance purposes, reflects a move towards the new programme structure that the Programmes and Investment Committee (PIC) agreed at the May 2023 meeting.

2.3. We also engaged in reviews of two technology projects and the Surrey Quays project, which were considered through Executive governance. We also received an update on the Bank Station Upgrade project.

2.4. At the time of writing, we have started assurance reviews for sub-programmes that will be considered at 5 October 2023 PIC meeting. We are undertaking continuous real time assurance on the Piccadilly Line Upgrade programme, as well as ongoing assurance on the Elizabeth Line.

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 our report to July 2023 PIC, we noted:

- (i) The continuing pressure on resources for some key skills. We specifically noted project management and engineering resources, but shortages of commercial management resource also continue to be a concern.
- (ii) 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.

- (iii) Issues around 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.

3. Progress with Cross-cutting Work

3.1. We are currently completing a report on our cross-cutting review of the delivery of renewals to be submitted to a future PIC meeting. We are at the early stages of a review of the effectiveness of the Pathway Gate process for projects.

3.2. We are in the process of drawing up Terms of Reference for our annual review of the effectiveness of the first and second Lines of Defence. We are also preparing for a review of progress with improvements in Procurement and Commercial which have been derived from the earlier Procurement and Commercial Improvement Programme and the ongoing Our TfL Programme workstreams.

3.3. As part of our continuous assurance, and as background to our reviews, we receive briefings from time to time from management on developments within TfL. We have recently had briefings on the investment governance workstream, and on developments in the sponsorship function.

Alison Munro, Chair, IIPAG
August 2023