

Date: 29 November 2023

Item: Independent Investment Programme Advisory Group  
Quarterly Report

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**This paper will be considered in public**

## 1 Summary

1.1 This paper presents the Independent Investment Programme Advisory Group (IIPAG) Quarterly Report for November 2023. It describes the work undertaken since the last report presented to the Committee in September 2023.

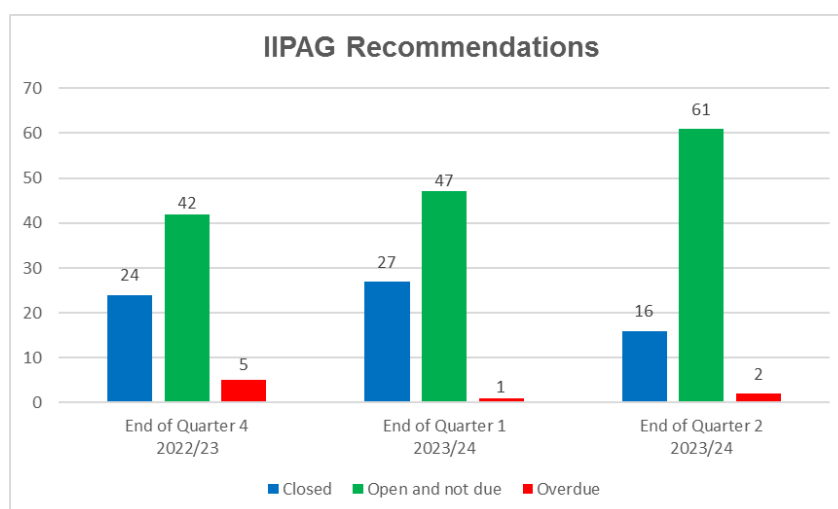
## 2 Recommendation

2.1 **The Committee is asked to note the Independent Investment Programme Advisory Group's Quarterly Report and the management response.**

## 3 IIPAG Quarterly Report

3.1 Under its Terms of Reference IIPAG is required to produce quarterly reports of its advice on strategic and systemic issues, progress against actions and recommendations and the effectiveness of the first and second lines of project and programme assurance. IIPAG's Quarterly Report for November 2023 is included as Appendix 1.

3.2 Figure 1 sets out the status of the IIPAG recommendations at the end of each of the last three quarters. The two overdue recommendations shown at the end of Quarter 2 of 2023/24 (25 June to 16 September 2023) are not critical issues.



**Figure 1: Status of IIPAG Recommendations**

3.3 From the assurance reviews undertaken during Quarter 2 IIPAG made 25 recommendations, three of which were critical issues. All of the recommendations were agreed with the respective project teams.

## **4 Management Response to IIPAG Quarterly Report**

### **IIPAG common themes**

- 4.1 We appreciate IIPAG raising these common themes, which we acknowledge are key issues arising from recent assurance reviews. IIPAG have raised these concerns in the relevant reports and management responses have been provided accordingly. We share these issues with senior leaders and engage with the wider business to develop a consistent pan TfL approach.

### **Programme slippage**

- 4.2 A number of factors lead to slippages across programmes and projects. The Programme Management Office (PMO) is currently reviewing trends in strategic milestones to understand root causes, mitigations and recovery resilience, and will be completing a detailed lessons learnt exercise to inform milestone setting for the next year.
- 4.3 The PMO has recruited a new Professional Head of Planning with a remit to develop more robust schedules, with clearer logic, critical path and assumptions that have been challenged and validated. In turn this will ensure better schedule confidence.
- 4.4 The PMO utilises performance indicators to assess robustness of the schedule and undertake Quantitative Schedule Risk Analysis at key stages of major programmes and projects, which informs re-baseline, time risk allowance and/or prolongation risk provision. The PMO is also developing a new reporting suite that will enable better forward-looking data.

### **Overprogramming**

- 4.5 Although the application of overprogramming has been used successfully in some areas of TfL (most notably in London Underground in 2022/23), it is recognised that some areas of the business are over relying on overprogramming. Further work is needed to define the scope, requirements and design of our annualised programmes at the Business Planning stage. This will ensure that an appropriate level of overprogramming is applied and prevent reliance on overprogramming to manage in year delivery and spend.
- 4.6 We appreciate that there is a need to provide a clear definition of overprogramming and how this is a distinct process from efficiency targets and other delivery confidence adjustments. We will work with the Finance team and the wider business to address this issue and to develop a more consistent approach ahead of Business Planning for the next year.

### **Monitoring of actual delivery against annual baselines**

- 4.7 The PMO hold the data for performance against baseline for capital projects, but do not currently report against an 'annualised' baseline. The same is applicable to annualised programmes where the schedule variance is measured against performance baseline.

- 4.8 Schedule performance is monitored and reported by the PMO against the Current Performance Measurement Baseline each period and variance recorded. This data can be used to analyse the project performance against the end of the previous financial year. The PMO agrees that it would be beneficial to provide the annualised performance of the major capital projects to understand the degree of over optimism in the schedules to date for this financial year.
- 4.9 The PMO have identified an action to look at trends of delivery against plan. Based on the findings from this review and will develop a plan to monitor this more regularly over the next year.

**List of appendices to this report:**

Appendix 1: Independent Investment Programme Advisory Group - Quarterly Report  
November 2023

**List of Background Papers:**

None

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