

Date: 14 March 2024

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 February 2024. It describes the work undertaken since the last report presented to the Committee in November 2023.

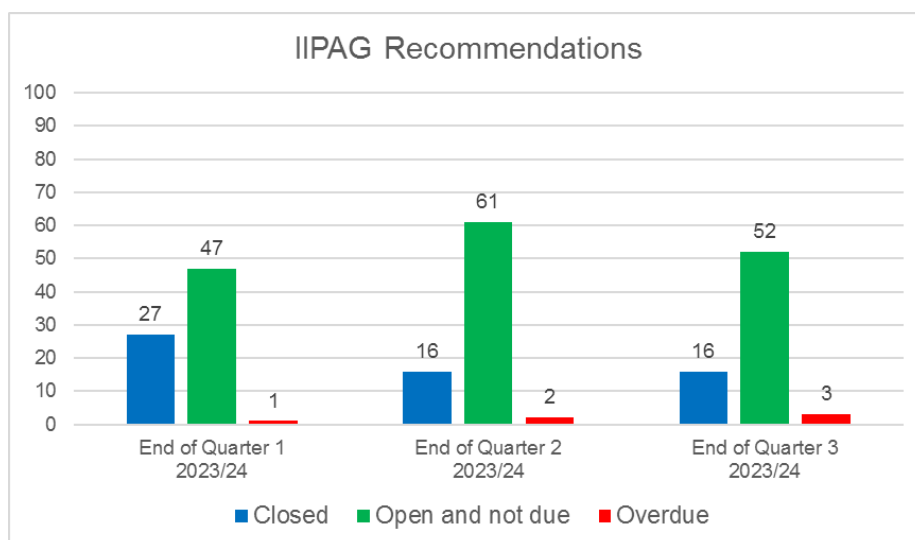
## 2 Recommendation

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 February 2024 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 three overdue recommendations shown at the end of Quarter 3 of 2023/24 (17 September to 9 December 2023) are not critical issues.



**Figure 1: Status of IIPAG Recommendations**

- 3.3 From the assurance reviews undertaken during Quarter 3 IIPAG made 23 recommendations, two of which were critical issues. All of the recommendations were agreed with the respective project teams.

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

### **Programme Structure**

- 4.1 Since the approval by the Programmes and Investment Committee of the new structure for Programmes in May 2023, Programmes have progressively migrated to the new arrangements. Activity has been ongoing in individual Programmes and at a strategic level to ensure that the new structure will work as effectively as possible. IIPAG and Project Assurance have made a number of useful recommendations in recent reviews aimed at bringing greater clarity to the operation of each Programme, and these are in the process of being actioned.
- 4.2 Refinements to the governance arrangements at Officer level for the new Programmes have recently been agreed, which will bring greater consistency of reporting and oversight. Development of the new Programmes are reviewed regularly at Director level meetings.

### **Resources**

- 4.3 The availability of staff resources is a recognised area of concern and is the subject of regular detailed monitoring and reporting by the Programme Management Office to a number of senior forums including Director level meetings. Specialist technical resources, for example, business, system and solution architects, within Technology and Data are a particular constraint, and this is kept under regular review. Resourcing will continue to be monitored on an ongoing basis with mitigation plans updated regularly to reflect this dynamic issue.

### **List of appendices to this report:**

Appendix 1: Independent Investment Programme Advisory Group - Quarterly Report  
February 2024

### **List of Background Papers:**

None

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