

## IIPAG WORKPLAN 2024/25

April 2024

### 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 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 assurance of the projects which hold the highest risk for TfL, such as Four Lines Modernisation (4LM) and the Piccadilly Line Upgrade (PLU),
- Cross-cutting reviews of strategic and systemic issues.

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

IIPAG has a sub-group providing assurance in respect of TfL Places for London. The Integrated Assurance and Audit Schedule for IIPAG Places is submitted to the Land and Property Committee (LPC) for approval and to AAC for noting. The IIPAG Places workplan is therefore not included here.

### 2. Resources

IIPAG's budget for 2024/25 allows for around 350 days' work. There is a separate budget for IIPAG Places.

The main IIPAG consists of seven permanent members with a broad range of relevant expertise. We currently have one vacant position, and another will become vacant shortly. TfL will be starting a recruitment process to fill these positions. We can also bring in specialist expertise on an ad-hoc basis if needed.

### 3. Programme and Project Reviews

In May 2023 PIC approved a proposal for restructuring the Investment Programme into twelve programmes. IIPAG will review each of these programmes in 2024/25, alongside the TfL Project Assurance (PA) team. Since there are now fewer and

larger programmes, IIPAG and PA will also undertake reviews of some of the major sub-programmes within the programmes, in order to provide assurance in sufficient depth. In addition, IIPAG carries out targeted assurance reviews on the higher value (generally above £50m) or higher risk projects. The selection of projects for targeted reviews is compiled in discussion with PA, based on an assessment of value and risk; it is kept under review in the light of any changes in risk.

Appendix 3 provides a list of the programme, sub-programme and targeted reviews that IIPAG expects to undertake in 2024/25.

Following an earlier IIPAG review of a couple of major procurements we recommended greater second line assurance for the higher value and more risky procurements. During 2023/24 we have been engaged with PA in their assurance of a major framework procurement, and we expect to be involved in one or two more during 2024/25. This is in addition to the assurance we already provide for individual projects at key procurement stages.

#### **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 systemic 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 2024/25, though progress may depend on filling the vacant positions noted above.

We will seek to ensure that our work is complementary to the work of others in the organisation, notably PA and Internal Audit. In some cases, our output will be informal advice and continuous assurance, while in others we will produce reports for TfL management, PIC and A&AC Committee as appropriate.

As agreed with the A&AC we have reduced the frequency of our review of TfL benchmarking activities to every three years.

We are currently undertaking reviews of:

- How carbon emission targets are taken into account in the investment programme
- Renewals in TfL Part 2: Prioritisation and Workbanks
- Progress on IIPAG recommendations on Asset Information
- Progress on IIPAG recommendations on Value for Money

In addition, we propose to undertake cross-cutting reviews and assurance in the following areas in 2024/25:

- Effectiveness of Pathway Gates Part 2: Programmes
- Aspects of value for money (which may be incorporated into other cross-cutting reviews)
- Programme and project schedules
- Investment Governance
- Annual review of Effectiveness of Line of Assurance (LOA)1 and LOA2
- Progress with Procurement and Commercial improvement plans

We will also keep engaged with the Programme Management Office, including in their review of Barking Riverside Extension following a request from A&AC to investigate the cost and schedule performance of major projects.

## 5. Other work

In addition to reviews and cross-cutting work, IIPAG representatives attend PIC, A&AC and the executive Investment Group. IIPAG members meet on a monthly basis with PA 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
Programme and Project reviews	145
Cross-cutting work	145
Other (meetings etc.)	60
Total	350

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