

Date: 27 November 2024

Item: Independent Investment Programme Advisory Group
Quarterly Report

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 2024. It describes the work undertaken since the last report presented to the Committee in September 2024.

2 Recommendation

- 2.1 **The Committee is asked to note IIPAG'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 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 2 of 2024/25 (23 June to 14 September 2024) are not critical issues.

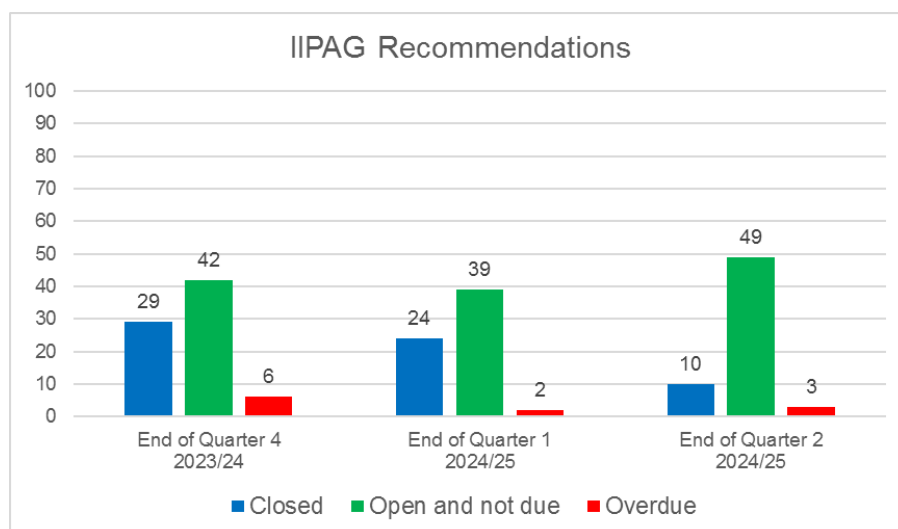


Figure 1: Status of IIPAG Recommendations

- 3.3 From the assurance reviews undertaken during Quarter 2 IIPAG made 18 recommendations, one of which was a critical issue. All of the recommendations were agreed with the respective project teams.

4 Management Response to IIPAG Quarterly Report

Common Themes

Major Road Network Schemes

- 4.1 Where timescales have proven to be particularly challenging revised dates have been agreed with the Department for Transport (DfT) for business case submissions, for example Brent Cross, and TfL will continue to do this where appropriate. Each business case submission to the DfT will only be made following a review of key project risks which will be balanced against the opportunity to secure funding and will include a range of potential scenarios so there is clear understanding of the basis for submissions. For example, the planned Outline Business Case for Brent Cross will only be submitted following a deep dive review of project costs and risks by the project team.
- 4.2 Concerns associated with refurbishing degraded assets are valid, notably in the case of Brent Cross and Croydon Flyover where asset degradation is extensive. In these cases surveys have been, or are being undertaken, which will reduce TfL's risk exposure prior to a financial commitment and TfL will retain an appropriate risk provision in its overall budget.

Traffic Management Costs

- 4.3 Bus costs and traffic mitigations are included in all project estimates at an early stage. For large projects an approach has been developed with all key business areas to plan traffic management assumptions, mitigations and costs so these can be evaluated and then agreed through governance meetings. Discussions with external stakeholders (for example National Highways and local boroughs) are also commenced as early as possible. Plans currently being developed for implementation include shorter more intensive programmes of works, to reduce project costs and prevent the need for complex closures lasting for many months or years, and targeting works over summer holidays when road use is significantly reduced, which coupled with a wide range of pre-warning messaging has been extremely effective in this year's works on the A40 and will be a model for our Major Road Network programme. We will keep all traffic management costs under regular review with procurement and commercial colleagues.

Cross Cutting Work

- 4.4 TfL welcomes the work IIPAG has undertaken on cross cutting reviews and looks forward to the outputs from the ongoing reviews for which we will provide the necessary management responses to the recommendations made.

List of appendices to this report:

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

List of Background Papers:

None

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