

Date: 4 June 2025

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 June 2025. It describes the work undertaken since the last report presented to the Committee in March 2025.

2 Recommendation

- 2.1 **The Committee is asked to note IIPAG's Quarterly Report and the management response and to approve IIPAG's workplan for 2025/26.**

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 June 2025 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. Of the three overdue recommendations shown at the end of Quarter 4 of 2024/25 (8 December 2024 to 31 March 2025) none are critical issues.

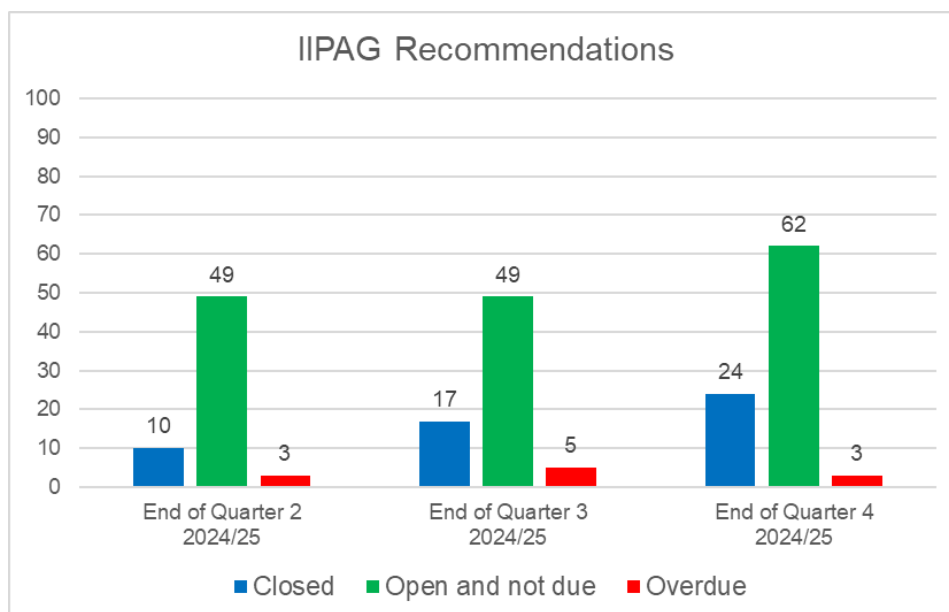


Figure 1: Status of IIPAG Recommendations

- 3.3 From the assurance reviews undertaken during Quarter 4 IIPAG made 29 recommendations, four of which were critical issues. All of the recommendations were agreed with the respective project teams and management responses provided.

4 Management Response to IIPAG Quarterly Report

Cost and Schedule Performance for Continuous Rolling Programmes

- 4.1 TfL recognises that there is progress to be made in establishing measurable baselines on annualised rolling programmes. The Programme Management Office (PMO) is currently working with Investment Planning, Asset Strategy and delivery areas to establish a consistent and scalable approach to Pathway application on rolling programmes, part of which will include appropriate levels at which annualised baselines can be measured. This work will require significant collaboration and effort, and this will be progressed alongside other improvement initiatives and prioritised accordingly.

Adequacy of Project and Programme Schedules

- 4.2 The PMO is working on an improved cross-discipline baselining process which will include schedule quality checks and standardise how underlying schedule assumptions are captured and validated. Building on the progress made in the Road User Charging Programme the approach to the integration of linked schedules will also be reviewed. All baselined reportable schedules must have an end-to-end critical path and the PMO is considering how to strengthen the assessment process as part of the period end reporting and at baselining.
- 4.3 As well as construction scheduling TfL is making improvements to the schedules in the Technology Programme. A technology schedule improvement initiative is underway, with the intention of bringing greater consistency and accuracy to scheduling in this area.

Cross Cutting Reviews

- 4.4 TfL welcomes the work IIPAG has undertaken on cross cutting reviews on carbon and asset renewals. These reports are under review and management responses will be provided to the recommendations made.
- 4.5 TfL looks forward to the output of the ongoing IIPAG cross cutting review on Pathway for Programmes.

5 IIPAG Workplan for 2025/26

- 5.1 IIPAG's proposed workplan for 2025/26 is provided in Appendices 2 and 3. This has been shared with key business areas for input and TfL supports the proposal and asks the Committee to approve the IIPAG workplan for 2025/26.

List of appendices to this report:

Appendix 1: Independent Investment Programme Advisory Group - Quarterly Report
June 2025
Appendix 2: IIPAG Workplan 2025/26
Appendix 3: IIPAG Workplan Assurance Reviews 2025/26

List of Background Papers:

None.

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