

Date: 7 June 2018

**Item: Independent Investment Programme Advisory Group –
Review Implementation**

This paper will be considered in public

1 Summary

1.1 This paper updates the Committee on progress against the actions required to implement the Independent Investment Programme Advisory Group (IIPAG) review recommendations.

2 Recommendation

2.1 **The Committee is asked to note the paper.**

3 Background

3.1 IIPAG was established in May 2010, with no material changes to its Terms of Reference since October 2010. In October 2016 the Committee agreed to a proposed review of the role and remit of IIPAG. TC Chew was appointed to lead the review.

3.2 TC Chew's final report was presented to the Committee at its meeting on 13 July 2017 and its recommendations were endorsed. An action plan for the implementation of the review's recommendations was presented to the Committee at its meeting of 11 October 2017. An update on progress against the actions required to implement all of the review's recommendations is included in Appendix 1.

List of appendices to this report:

Appendix 1 – IIPAG Review Action Plan update

List of Background Papers:

Audit and Assurance Committee Paper – IIPAG Review – 13 July 2017

Audit and Assurance Committee Paper – IIPAG Review – 11 October 2017

Audit and Assurance Committee Paper – IIPAG Review – 14 December 2017

Audit and Assurance Committee Paper – IIPAG Review – 6 March 2018

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Appendix 1 – IIPAG Review Action Plan update. **Key changes since March 2018 update in red.**

Action	Owner	Due Date	Current Status
Recruitment Plan. A recruitment plan will be prepared that sets out the next steps for the recruitment of the Chair, members and Pool of Experts.	Head of Project Assurance	Oct 2017	<p>Ongoing. The recruitment plan initially focused on a new IIPAG Chair. Extending the closing date for the recruitment allowed for more time to publicise the role and has resulted in a strong field of candidates.</p> <p>Following an initial shortlist review the interview panel – Anne McMeel, Dr Nelson Ogunshakin, Stuart Harvey and Shashi Verma – have reviewed the longlist of candidates and selected a shortlist for interview.</p> <p>Interviews are now being scheduled through June 2018. A hiring decision will be made following these interviews.</p> <p>Once appointed, the new Chair will guide the plan for the recruitment of further members of IIPAG and the Pool of Experts.</p>
Revise Mayoral Direction. TfL will draft revised wording for a Mayoral Direction to reflect review recommendations.	General Counsel	Nov 2017	Complete. The revised Mayoral Direction for IIPAG was signed by the Mayor on 18 December 2017.
Appoint Relationship Sponsors. Relationship Sponsors, drawn from across the business will be appointed, initially to provide input to the IIPAG-TfL MoU. They will then provide an ongoing point of contact for IIPAG and support their area of the business in understanding the role of IIPAG.	Head of Project Assurance	Nov 2017	Complete. David Hughes (Director of Strategy & Network Development), Shashi Verma (Director of Technology and Data), Ben Plowden (Director of Project & Programme Sponsorship) and Stuart Harvey (Major Projects Director) have agreed to be Relationship Sponsors.
Amend AAC and PIC Terms of Reference. Small changes to the AAC and PIC Terms of Reference are required to implement the IIPAG review recommendations.	General Counsel	Nov 2017	Complete. The amendments were agreed by the TfL Board at its meeting on 9 November 2017.

<p>Director of Risk and Assurance to work with IIPAG to agree how its work can be coordinated with the work of the wider Risk and Assurance Directorate.</p>	<p>Director of Risk and Assurance</p>	<p>Dec 2017</p>	<p>Ongoing. The Integrated Assurance Plan for 2018/19 was submitted separately to the Committee at its 6 March 2018 meeting, including a short section on the IIPAG Work Plan. Further integration will be planned with the new Chair and through the new Directorate of Risk and Assurance, which encompasses both Internal Audit and Project Assurance.</p>
<p>Revise Terms of Reference. IIPAG Terms of Reference to be revised to reflect review recommendations.</p>	<p>Head of Project Assurance</p>	<p>Jan 2018</p>	<p>Complete. The TfL Board approved a revised Terms of Reference for IIPAG on 30 January 2018.</p>
<p>Produce TfL-IIPAG Memorandum of Understanding (MoU). To include expected ways of working and communications, timescales for written reports and responses, and clear escalation processes. The MoU will be drafted, drawing on the points raised in the review and input from IIPAG and the business. The MoU will be formally agreed by ExCo and IIPAG.</p>	<p>General Counsel</p>	<p>Feb 2018</p>	<p>Ongoing. The Memorandum of Understanding is being drafted and will be finalised by the new IIPAG Chair (once appointed) and the Relationship Sponsors.</p>