TfL

PMO

PMO Portfolio
Health Analysis

Stage Progression & Gate Compliance Assessment

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EVERY JOURNEY MATTERS

Executive Summary

Key findings from analysis of 4,291 TfL projects across status, stage and gate compliance

4,291	1,796	250	48	41%
Total Projects	Live (42%)	Paused / Stopped	Live — No PM Assigned	Gate Non-Compliance

Portfolio Scale & Composition

C Officer manages 60% of the live portfolio (1,081 of 1,796 active projects). Railway Programme (792 live), AI Program (352) and Street Improvement (279) are the three largest business areas. The portfolio also carries 1,384 withdrawn projects — 32% of the total — signalling significant project attrition over time.

Data Quality: Critical Gap

920 live projects (51%) have no stage data recorded. This is the single largest barrier to effective portfolio BI. Without stage data, gate compliance cannot be assessed, workload cannot be planned by stage, and pipeline health cannot be accurately reported. Fixing this is the PMO BI team's highest-priority action.

Gate Compliance: Systemic Risk

Of the 876 live projects that can be assessed, 360 (41.1%) have not achieved the gate expected for their current stage. This is not an isolated exception — it is a pattern concentrated in Railway Programme (127), AI Program (78) and Street Improvement (55). Governance reviews and escalation workflows are needed.

Portfolio Status Overview

Current status distribution across all 4,291 TfL projects

STATUS DISTRIBUTION

Status	n	%
Live	1,796	42.0%
Withdrawn	1,384	32.3%
Closed	682	15.9%
Paused	136	3.2%
Stopped	114	2.7%
Pipeline (Stage 0)	91	2.1%
Complete	84	2.0%
Undefined	3	0.1%

KEY INSIGHTS

Active portfolio is healthy in scale

1,796 live projects represent a substantial active delivery portfolio. C Officer (1,081) carries the majority of live delivery weight.

Withdrawal rate warrants investigation

32% of all projects have been withdrawn — 1,384 in total. Understanding at what stage withdrawals occur and why is essential for governance planning.

250 projects stalled

136 paused + 114 stopped = 5.8% of total. These consume system overhead and distort reporting if not formally resolved. AI Program (82) and Street Improvement (60) account for the majority.

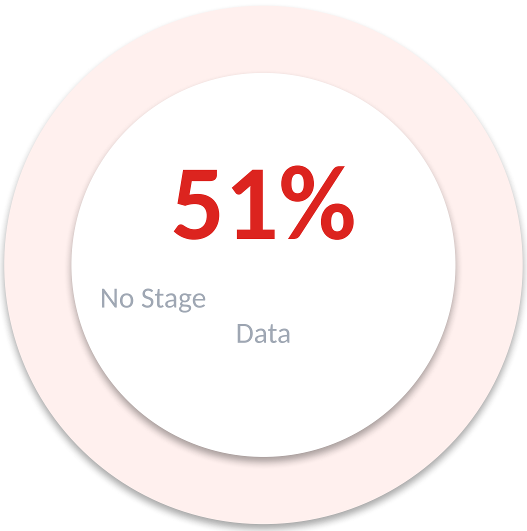
Only 84 projects marked Complete

Just 2% of the portfolio shows a completion status. Combined with 682 closed, overall project throughput should be benchmarked against programme timelines to assess delivery velocity.

Stage Progression of Live Projects

Lifecycle position of 1,796 live projects — showing a critical data gap of 51%

DATA COMPLETENESS ALERT



920 of 1,796 live projects have no stage recorded in the system.

This prevents gate compliance checks and pipeline analytics.

STAGE DISTRIBUTION (live projects with stage data: 876)

Stage	Count	% of live
Stage 1 — Initiation	207	11.5%
Stage 2 — Definition	121	6.7%
Stage 3 — Development	150	8.4%
Stage 4 — Readiness	142	7.9%
Stage 5 — Delivery	176	9.8%
Stage 6+ / Completion	62	3.5%
Legacy (Stage A/B/C/D)	81	4.5%
Paused / Cancelled in stage	18	1.0%

Gate Compliance Analysis

Are live projects achieving the gates required for their declared delivery stage?

Gate Rule: A project in Stage N must have passed Gate N-1. Example — Stage 4 requires Gate 3 (Project-3). Stage 1 requires no gate.

876	516	360	41.1%	920
Assessable (have stage data)	Compliant (59%)	Non-Compliant (41%)	Non-Compliance Rate	Unassessable (no stage data)

NON-COMPLIANCE BY BUSINESS AREA

Business Area	Non-Compliant Projects	% of Area's Live
Railway Programme	127	16.0%
AI Program	78	22.2%
Street Improvement	55	19.7%
Red Enhancements	33	31.1%
Piccadilly Line Upg.	22	30.1%
Safe and Healthy	17	23.3%

GATE ACTIVITY BY YEAR (total gates logged)

2021	403
2022	523
2023	459
2024	404
2025	419
2026	132

** 2026 data is partial year to date*

Risk Register — Key Issues Identified

Five priority issues requiring PMO and BI systems intervention

Severity	Issue	Impact	Recommended Action
CRITICAL	Missing stage data 920 live projects (51%)	Gate compliance unassessable for majority of portfolio. Pipeline analytics, workload planning and BI reporting are all impaired.	Mandate stage field at project set-up. Retrospective data cleanse for existing live projects. BI alert rule for any project live >5 days with no stage.
HIGH	Gate non-compliance 41% of assessable projects	360 projects operating beyond expected stage without required governance gate. Risk of unreviewed scope creep and delivery failure going undetected.	Escalate to Business Area leads. Implement automated non-compliance alerts. Gate exception process needed — currently there is no formal bypass route.
HIGH	48 live projects have no PM assigned	Active delivery with no accountable owner. Issues may go unresolved; reporting obligations missed; no escalation path for risks.	Immediate review by Business Area leads. Assignment or formal exception within 10 business days. PM coverage report built into weekly BI pack.
MEDIUM	250 paused / stopped projects unresolved	Distort portfolio size metrics. Consume system overhead. AI Program (82) and Street Improvement (60) most affected.	Formal review: reactivate with updated plan or close. Auto-flag stalled projects at 90 days with no status change.
LOW	Non-standard stage codes 81 legacy projects (A/B/C/D)	These projects are invisible to standard compliance views. Reporting excludes them, creating a blind spot in portfolio analytics.	Create BI reference mapping to align A/B/C/D to standard Stage 1-6 equivalent. Validate with programme managers before implementing.

BI Improvement Recommendations

Five targeted interventions to enhance data quality, compliance and portfolio visibility

1 Enforce Stage Data at Project Set-Up

HIGH PRIORITY

Make stage field mandatory in the PMO system onboarding workflow. Build an automated BI alert for any live project without stage data after 5 business days. Retrospective data cleanse for 920 existing live projects — assign ownership to Business Area Information Managers with a 30-day target. Expected outcome: 0% missing stage within one quarter, unlocking compliance reporting across 100% of the live portfolio.

2 Gate Compliance Power BI Dashboard

HIGH PRIORITY

Build a live Power BI dashboard: RAG compliance status by Business Area and Stage, quarter-on-quarter trend lines, drill-through to individual non-compliant projects, and PM assignment coverage. Fully automated pipeline — no manual extracts. Daily refresh. Designed for PMO leadership consumption with self-service drill-down for Business Area leads.

3 Automated PM Coverage & Escalation Report

MEDIUM PRIORITY

Weekly automated report to Business Area leads listing all live projects without an assigned PM. Auto-escalation trigger at 10 business days unassigned, notifying the relevant Director. Dashboard KPI card for real-time PM coverage rate. Closes the accountability gap immediately and creates an auditable record of assignment actions.

4 Stalled Project Resolution Workflow

MEDIUM PRIORITY

Implement an automated flag for any live project with no status change for 90+ days. Business Area lead receives a structured review prompt: reactivate with updated delivery plan, formally pause with expected restart date, or close with lessons-learned note. Resolving the 250 current stalled projects will immediately improve data accuracy and reduce system overhead.

5 Standardise Legacy Stage Codes & Governance Design

LOW PRIORITY

Create a BI reference mapping for Stage A/B/C/D projects to standard Stage 1-6 equivalents. Validate with programme managers. These 81 projects then appear correctly in all compliance and pipeline views. Longer term: review whether the Stage A-D framework is still in active use or whether these projects can be migrated to the standard lifecycle model.

Summary & Conclusions

Summary

KEY FINDINGS

- 4,291 projects — 1,796 live (42%) with active delivery across 3 Officer areas
- 51% of live projects (920) have no stage data — critical BI blind spot
- 41% gate non-compliance among assessable projects — systemic, not isolated
- 48 live projects carry no PM — immediate accountability and delivery risk
- 250 paused/stopped projects distorting metrics and consuming system overhead
- Gate activity peaked in 2022 (523 gates); 2026 data currently partial

RECOMMENDED NEXT STEPS

Immediate	Mandate stage data at project set-up
Immediate	PM assignment review for 48 unowned projects
30 days	Gate compliance Power BI dashboard — live
30 days	Retrospective stage data cleanse for 920 projects
60 days	Stalled project resolution workflow
90 days	Legacy stage code standardisation