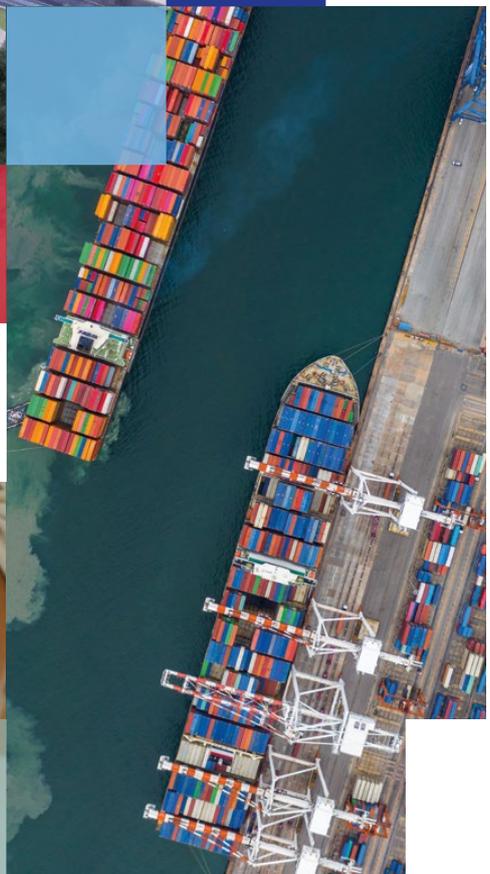
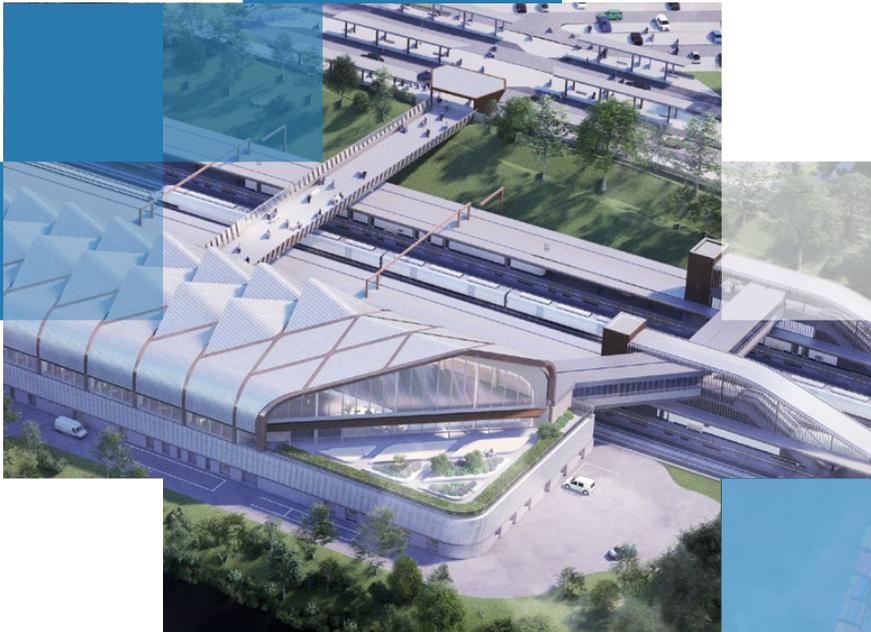
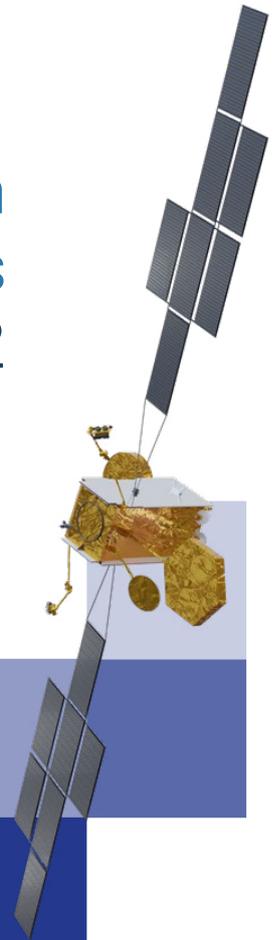




Infrastructure
and Projects
Authority

Annual Report on Major Projects 2021-22



Reporting to
Cabinet Office
and **HM Treasury**

Contents

Ministerial foreword	1
The Government Major Projects Portfolio	3
Managing the GMPP	20
Capacity and capability	23
IPA Delivery	26
IPA Expert Advice offer	33
Infrastructure finance	38
PFI Centre of Excellence & Contract Management Programme	39
International work	41
Annex	42



Ministerial foreword

We are committed to delivering the Prime Minister's manifesto promise to encourage economic growth, national renewal and greater productivity with a new programme of infrastructure building. Major projects and programmes can make a valuable contribution to our economy and the Infrastructure and Projects Authority plays a crucial role in making this a reality.

In the wake of the coronavirus (COVID-19) pandemic, major projects will pave the way for services that are fit for the modern economy. These range from London's new Elizabeth Line, originally envisaged by the Prime Minister, which will support 55,000 jobs and is forecast to boost the UK economy by £42bn, to the Schools Rebuilding Programme, which will replace poor condition buildings in 500 schools over the next decade.

These are just two examples of how we are achieving our long-term vision for UK infrastructure and fostering growth in skilled and innovative parts of the economy. Both of these projects have been delivered using modern methods of construction, with new technologies which are more efficient and sustainable to use. At a time of rising prices, particularly in construction, it is essential that we develop new infrastructure as efficiently as possible.

Major infrastructure projects will help the UK meet its commitment to reach net zero emissions by 2050. For example, the Department for Business, Energy and Industrial Strategy's CCUS Innovation Programme will see novel technology developed which will reduce the cost of deploying carbon capture, usage and storage. These projects are also essential for guaranteeing the safety and upkeep of critical infrastructure sites such as Sellafield in Cumbria, where many of the facilities are ageing and new provisions are required, as the site's mission changes from reprocessing to decommissioning.

However, we are not just spending taxpayers' money on infrastructure; we are also delivering a number of critical transformation, ICT and defence projects. The Ministry of Defence has the largest presence



The Rt Hon Jacob Rees-Mogg MP
Minister of State at the
Cabinet Office

on the Government Major Projects Portfolio (GMPP), supporting our commitment to maintaining and safeguarding national security. One example of this is the Dreadnought Programme, which will see four large submarines produced in the UK for the Royal Navy. This will provide around 30,000 jobs, play a pivotal role in the defence of the realm, and support the levelling up agenda by boosting the economy in the North West of England.

We expect the GMPP to deliver over £700bn of benefits, and we are pleased to see that 14 major projects and programmes have moved off the GMPP this year after successful completion. The IPA's determination to build professional expertise and better capability in Government project delivery has been an important factor in delivering against the GMPP's priorities over the past 12 months. Investing in people and human capital will ensure that government-backed projects are set up for success, ensuring that infrastructure will be built more efficiently.

These major projects and programmes allow us to meet our ambition of being smarter and more efficient in everything we do, but perhaps more importantly than that, in the real world, they save lives, change lives and provide a better future for all.

CEO foreword

Our ambition to deliver world-class projects and programmes has never been more important. Over the past year, the country has continued to feel the pressures of the coronavirus pandemic and so it remains vital that we deliver on the services that the country so vitally needs. These will not only help the UK to recover economically, but will also change the lives of everyday citizens, and will put the country at the forefront of innovation, digital and sustainability.

Government's project delivery reforms aim to do this in a number of ways. For example, over the past year, we have refocused our approach to proactively intervene in and support GMPP Tier A projects, as a direct result of our move to a three-level Red-Amber-Green (RAG) stage gate assessment. Alongside this, we are introducing policies that drive both government and industry to think more innovatively in their methods of delivery, and providing tools that establish a consistent approach to successfully progressing through the project stages.

Most importantly though, we are investing in our people, building project expertise and leadership skills to ensure our projects are set up for success from the outset. The Government Project Delivery Academy offers those working in the profession a central platform to access this learning, ranging from core online courses to our world-class Major Projects Leadership Academy. We have also launched the Government Project Delivery Accreditation scheme, which qualifies project delivery professionals working across government to an industry-aligned standard.

We are also strengthening the support and tools we provide to departments with our new Government Project Delivery Framework, which establishes a consistent set of expectations on what needs to be done to progress through each stage of the project. Other examples of these critical tools include the Government Functional Standard on Project Delivery, the Green Book Infrastructure Business Case



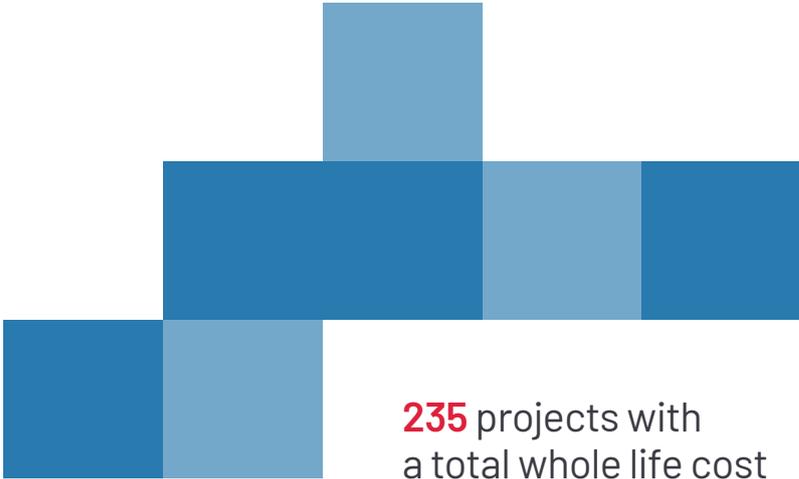
International Guidance, the Project Routemap suite, and our new guidance on Preparing for PFI Contract Expiry. These are just a few of the ways we are collectively working across government to transform the delivery of government's major projects and programmes.

On our infrastructure projects specifically, this year we have made positive steps with implementing our Transforming Infrastructure Performance programme. This has been through embedding critical thinking around how we embrace net zero, modern construction methods and new technologies, so that project outcomes are fit for our ever-changing world.

It is essential that both government and industry are aligned in our vision, and so we need to continue to be rigorous and ambitious in transforming the project delivery landscape. The positive measures we have taken over the past year to upskill our people, improve processes and drive better performance have set a solid foundation and are paving the way for this to become a reality. All of us in project delivery have the chance to make real change and provide a better future for citizens of the UK. I look forward to seeing that happen.

Nick Smallwood
Chief Executive, IPA

The Government Major Projects Portfolio



235 projects with a total whole life cost (WLC) of **£678bn** and **£726bn** of monetised benefits

The Infrastructure and Projects Authority

The Infrastructure and Projects Authority (IPA) is the government’s centre of expertise for infrastructure and major projects. It sits at the heart of government, reporting to the Cabinet Office and HM Treasury (HMT). The IPA works across government to support the successful delivery of all types of major projects, ranging from railways, roads, schools, hospitals and housing, to energy, telecommunications, defence, IT and major transformation programmes.

Our purpose is to continuously improve the way the government delivers projects and programmes and to provide confidence that they will achieve their aims, improve public services and people’s lives. As part of this, the IPA drives the development of the project delivery profession, and of the world-class skills and expertise needed to meet our ambition for nothing less than world-class delivery.

The Government Major Projects Portfolio

The Government Major Projects Portfolio (GMPP) ensures robust oversight of the government’s most complex and strategically significant projects and programmes. The GMPP comprises the largest, most innovative and highest risk projects and programmes delivered by government. GMPP projects are typically those where approval is required from HMT, either because the budget exceeds a department’s delegated authority level and/or because the project is novel, complex, contentious, or requires primary legislation. While the GMPP spans many of the government’s most high-profile projects, it represents a subset of the projects delivered across government.

Projects on the GMPP receive independent scrutiny and assurance from the IPA. Expert teams in the IPA also give specialist project delivery, commercial and financial advice, provide practical tools and make specific recommendations to help improve the chance of successful delivery. Projects on the GMPP are required to provide quarterly data returns on delivery progress. This data is used to monitor progress across the portfolio where risks and insights are shared with departments and the centre of government. This year’s GMPP snapshot comprises 235 projects with a total whole life cost (WLC) of £678bn and £726bn of monetised benefits that are delivered by 18 departments and their arm’s-length bodies.



The Government Major Projects Portfolio

GMPP projects fall into one of four categories, determined by the purpose and nature of their delivery.

- **Infrastructure and construction** projects include improving and maintaining the UK's energy, environment, transport, telecommunications, sewage and water systems, and constructing new public buildings. These high investment projects are essential to the nation's economic growth, development and prosperity and are prioritised accordingly across Government through the Project Speed agenda. An example of this is HMP Five Wells, which has been designed using modern methods of construction and with improved sustainability and green technology. This will create faster, cheaper and more efficient outcomes, and help cut reoffending and protect the public.
- **Transformation and service delivery** projects change ways of working to improve the relationship between government and the people of the UK, and harness new technology to improve public services and/or make government more efficient. This includes the Vaccines Task Force, which was set up in response to the COVID-19 pandemic to ensure that the UK population had access to safe and effective vaccines to save lives.
- **Military capability** projects are vital to the effective operation of the Armed Forces. They deliver the integrated concepts, training, personnel, structures, equipment, infrastructure, ICT and logistic support needed to enable the Armed Forces to maintain our national security. One such example is the Future Combat Air System, which is expected to combine a core aircraft with a whole network of new technologies, such as uncrewed aircraft and advanced data systems, designed to enter service from the mid-2030s.
- **Information and communication technology (ICT)** projects enable the transition from old legacy systems to new digital solutions to equip government departments for the future. ICT projects are very important for achieving cost savings and efficiency and ensuring our public services benefit from advances in innovation and technology. One example of this is the Emergency Services Mobile Communications Programme, which will replace the current Airwave service used by the emergency services in Great Britain (England, Wales and Scotland) with a new 4G-critical communications system.

Figure 1: Summary of the 2021-22 GMPP*

 Government Major Projects Portfolio	235 projects	£678bn Whole life cost	£726bn Monetised benefits
This comprises:  Infrastructure and Construction	70 projects	£339bn Whole life cost	£356bn Monetised benefits
 Government Transformation and Service Delivery	89 projects	£128bn Whole life cost	£326bn Monetised benefits
 Military Capability	45 projects	£174bn Whole life cost	£7bn Monetised benefits
 Information and Communications Technology (ICT)	31 projects	£37bn Whole life cost	£37bn Monetised benefits

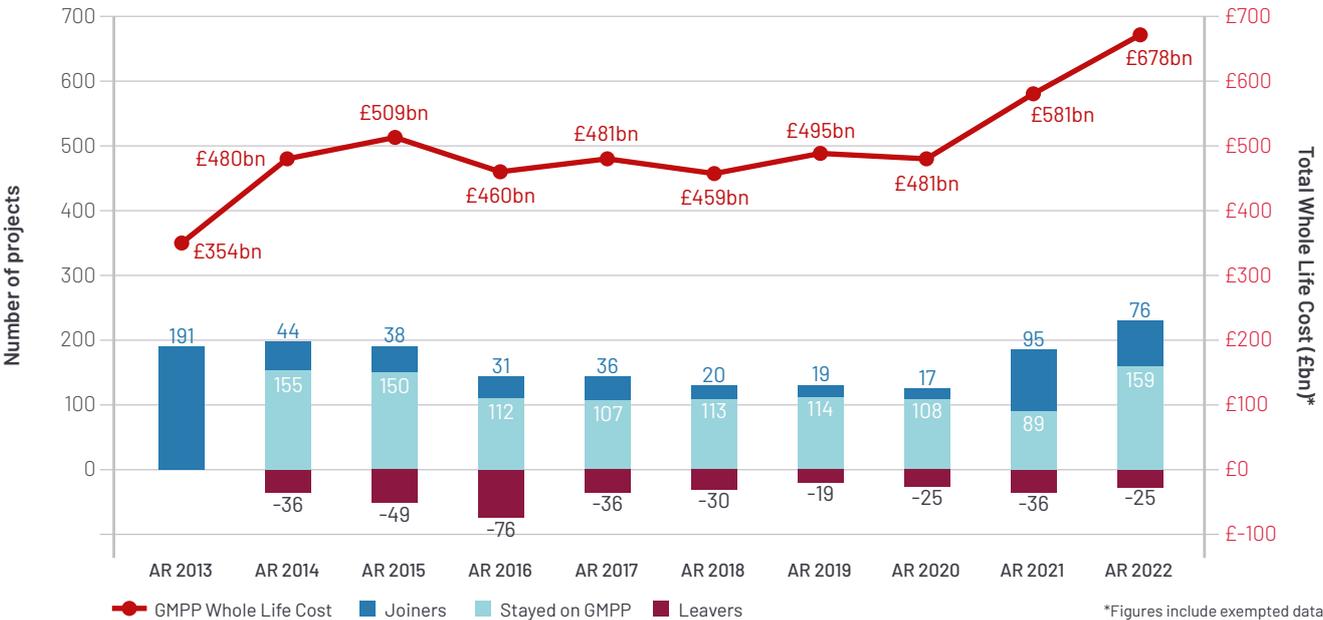
*Figures include exempted data

The Government Major Projects Portfolio

The GMPP is an evolving portfolio that shifts in size and shape as projects join and leave. Since the 2021 Annual Report, the GMPP portfolio has grown from 184 to 235 projects, where 76 projects have joined and 25 projects have left the GMPP. Compared to previous years, this year had the second largest intake of new projects (see Figure 2). This influx

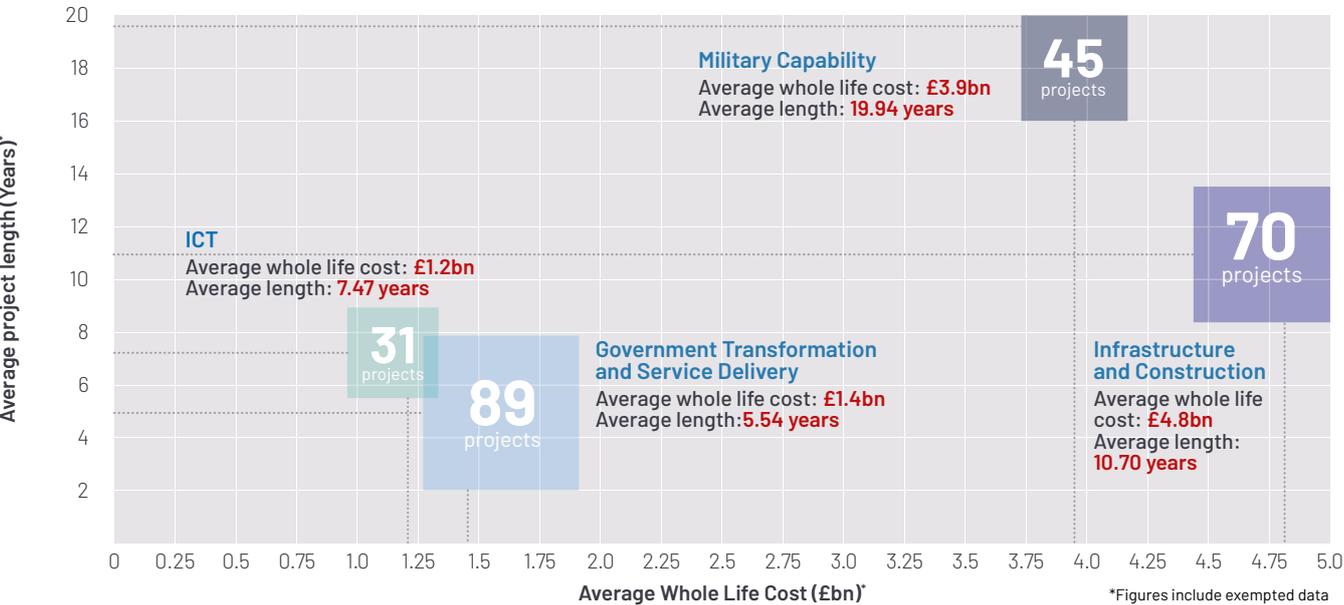
of projects reinforces how IPA now places value on front-end loading. It follows a review into major project governance and ensures that rigorous oversight of project management and delivery is applied to all eligible projects meeting GMPP criteria. As a result, the GMPP portfolio increased both in size and cost (see Figure 2).

Figure 2: The GMPP over time



The current GMPP snapshot

Figure 3: GMPP categories – number of projects, average project length and average whole life cost

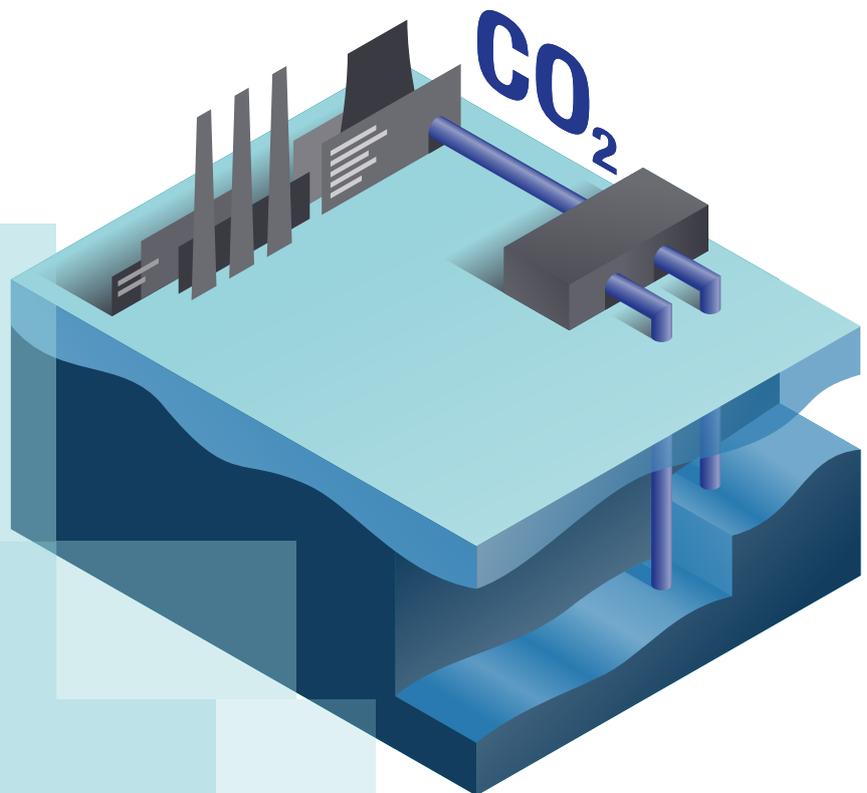


The Government Major Projects Portfolio

Infrastructure and construction is the largest GMPP category in terms of 'whole life cost'. Currently there are 70 ICT projects in the portfolio, up from 66 last year, with a total 'whole life cost' of £339bn, and total monetised benefits of £356bn. As with military capability projects, these projects are typically lengthier than projects in other categories (with an average duration of 11 years). Carbon capture, usage and storage & the Industrial Decarbonisation and Hydrogen Revenue Support scheme is an example of this.

CARBON CAPTURE

Usage and Storage Programme and the Industrial Decarbonisation and Hydrogen Revenue Support scheme



The Prime Minister's 10 Point Plan for a Green Industrial Revolution committed the government to deploy Carbon Capture, Usage and Storage (CCUS) in two industrial clusters by the mid-2020s and an aim for four clusters by 2030. A cluster enables CO₂ to be stored in deep porous rock formations beneath the seabed.

In October 2021, the government announced the Net Zero Strategy with its ambition to capture and store 20-30 MtCO₂ per year by 2030, including 6 MtCO₂ from industrial emissions and at least one CCUS-abated power station. The British Energy Security Strategy in April 2022 further announced that the UK ambition for hydrogen production would be up to 10GW by 2030, with at least half of this from electrolytic hydrogen, subject to affordability and value for money. The Department for Business, Energy and Industrial Strategy's CCUS programme is delivering these commitments through the provision of £1bn of capital investment while the Industrial Decarbonisation and

The Government Major Projects Portfolio

Hydrogen Revenue Support (IDHRS) scheme will provide revenue funding over the longer term where needed. These major programmes will stimulate private sector investment and deployment of CCUS, by reducing investor risk and overcoming first-mover barriers among other market failures. They will also create thousands of new jobs and international trade opportunities with countries seeking to deploy similar solutions.

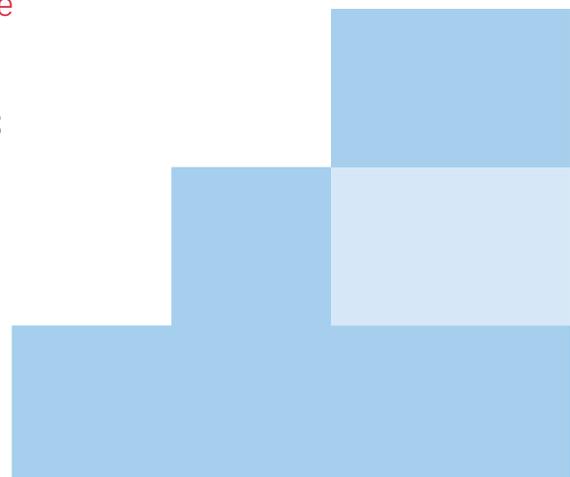
During 2021-22, the programme completed Phase 1 of its 'cluster sequencing process', announcing HyNet North West and the East Coast Cluster as the transport & storage organisations best suited to deliver the first two industrial clusters by the mid-2020s (under 'Track 1' of the programme).

During 2022-23, the programme will announce the outcome of Phase 2 of its cluster sequencing process, which will determine which projects within, or that can feasibly connect to, the chosen Track 1 clusters, and will enter into negotiations for possible support. Further ahead, a Track 2 process will select and co-finance deployment of the third and fourth clusters by 2030, which are expected to contribute 10 MtCO₂ per year to the government's 2030 ambition.

IPA has supported the programmes through deployment of commercial, finance and project delivery expertise, facilitating an 'opportunity framing' workshop (to provide early scrutiny and challenge of the assumptions underpinning decision making) and conducting gateway assurance reviews.

There are several strands of work underway across government to support and improve the delivery of infrastructure and construction projects, all within the context of the Government's Project Speed agenda. These include the publication of the UK's first National Infrastructure Strategy (NIS) in November 2020 (see IPA Annual Report on Major Projects 2020-21, section 'Infrastructure Delivery', page 26), the launch in April 2021 of the IPA's Cost Estimating Guidance (see IPA Annual Report on Major Projects 2020-21, section 'Capacity and Capability', page 24), and the refresh of the IPA's Transforming Infrastructure Performance (TIP) programme through publication of the TIP: Roadmap to 2030 – in September 2021.

"IPA has provided us with expert independent challenge, which has helped to guide our thinking as we mature our business models and delivery plans. We see the IPA-embedded commercial advisor as a key part of our programme team." Alex Milward, Director, CCUS



¹ www.gov.uk/government/publications/transforming-infrastructure-performance-roadmap-to-2030/transforming-infrastructure-performance-roadmap-to-2030

The Government Major Projects Portfolio



Architects illustration of West Coventry Academy

SCHOOLS REBUILDING PROGRAMME

The Department for Education's School Rebuilding Programme was announced by the Prime Minister in June 2020. It launched with a commitment to replace poor condition buildings in 500 schools over the next decade. By September 2021 the programme had already begun construction on seven projects.

Every new building delivered by the programme will be net zero carbon in operation and lower energy use, better performing environments with natural ventilation, and more resilient to the effects of longer-term climate change. Key components of this strategy are increased insulation, better air tightness, green roofs with energy generating solar panels, flood resistant drainage systems and lower carbon emissions.

The programme is working hard to innovate and is at the forefront of using modern methods of construction to deliver school buildings, investing in the industry to support innovation. The programme is also delivering accelerated project timescales when compared to its predecessor programme (Priority School Building Programme).

An example is West Coventry Academy in Coventry. This expansive school site consists of 17 blocks, with significant condition needs across it. All existing blocks will be demolished and replaced by a new teaching block, including a sports hall. The buildings will consolidate the teaching accommodation on a much-reduced footprint, allowing the school to benefit more from its outdoor space across the site.

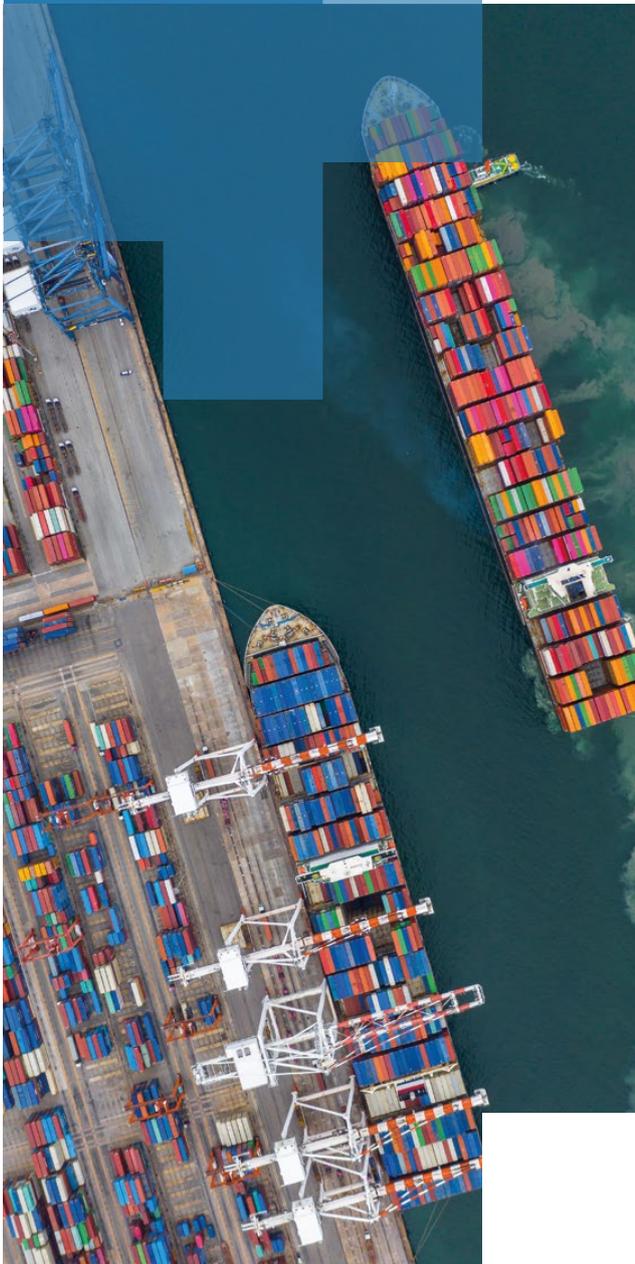
Another example of a transformation and service delivery project is the Single Trade Window (see following page).

"I am absolutely delighted that we are now actually in the construction stage in our first wave of delivering 500 newly rebuilt schools. We have set ourselves some very ambitious and stretching targets in a highly volatile commercial environment, and the IPA review helped us up our game where we really needed to in a number of key areas." Rory Kennedy, Director of Capital, Department for Education

The Government Major Projects Portfolio

Transformation and service delivery is the largest category by project number, totalling 89 projects this year. This is an increase on last year when there were 62 projects on the GMPP in this category, with many leaving after successful delivery (see IPA Annual Report on Major Projects 2020-21, page 18). Projects in this category have the second lowest average whole life cost (£1.4bn) and as a result it is only the third largest category in terms of total whole life cost (at £128bn). These projects have the second largest amount of reported monetised benefits, totalling £326bn. They are often shorter (6 years) compared to the other categories. The Schools Rebuilding Programme (below) is an example of this.

SINGLE TRADE WINDOW



The Single Trade Window (STW) will offer a simplified, digital and data-driven border trade experience for customers, making it easier to do business with the UK. This streamlines dealing with government at the border and better supports the varied departmental responsibilities around revenue, health and security. STW will save businesses time and money and will enable government to more efficiently and effectively manage UK border risk and trade. This will ultimately enhance the UK's reputation for facilitating business and encourage investment.

IPA has worked with STW from the outset and has worked with borders' strategy bodies to help place STW as the key programme delivering against the border strategy in the short and medium term. STW and IPA have worked hand-in-hand from the beginning to draw on best practice. IPA has worked with STW using in-house transformation and project delivery tools to help detail benefits, frame the strategic opportunity and outcomes, and ensure the programme is focused on its transformation-specific elements, as well as broader best practice.

STW has seen success by aligning itself against a clear strategic and policy picture that is owned across departments, and by bringing together leaders from across departments to support it. This has helped narrow the policy-to-delivery gap. Departments continuing to work in this way and actively engaging with the programme are critical to its success – STW's governance and engagement activity is aligned to this need.

The Government Major Projects Portfolio

Military capability projects are some of the most complex and strategically important that the government delivers. Military capability is the second largest category in terms of total whole life cost (£174bn) and, in line with their scale, these projects are often lengthier than other categories, with an average forecast duration of 20 years. This year, there are 45 projects in this category. This is an increase on last year when there were 31 projects on the GMPP in this category. Military capability projects are reporting the lowest amount of monetised benefits (£7bn). This is because the principal purpose of the projects is to promote national security, the benefits of which are often hard to articulate in financial terms. All military capability projects are delivered by the Ministry of Defence (MOD). Future Beyond Line of Sight (SKYNET 6) is an example of this.

FUTURE BEYOND LINE OF SIGHT (aka SKYNET 6)

SKYNET 6 is the future military satellite communication programme managed by the MOD, providing them with global strategic and tactical connectivity for the Armed Forces and other government agencies and allied nation partners. SKYNET 5 is the current satellite communication programme. The programme is constructed as three substantial inter-dependent projects to deliver MOD's overall satellite communications capability, including Skynet 6A (SK6A), Service Delivery Wrap (SDW) and Skynet Enduring Capability (SKEC).

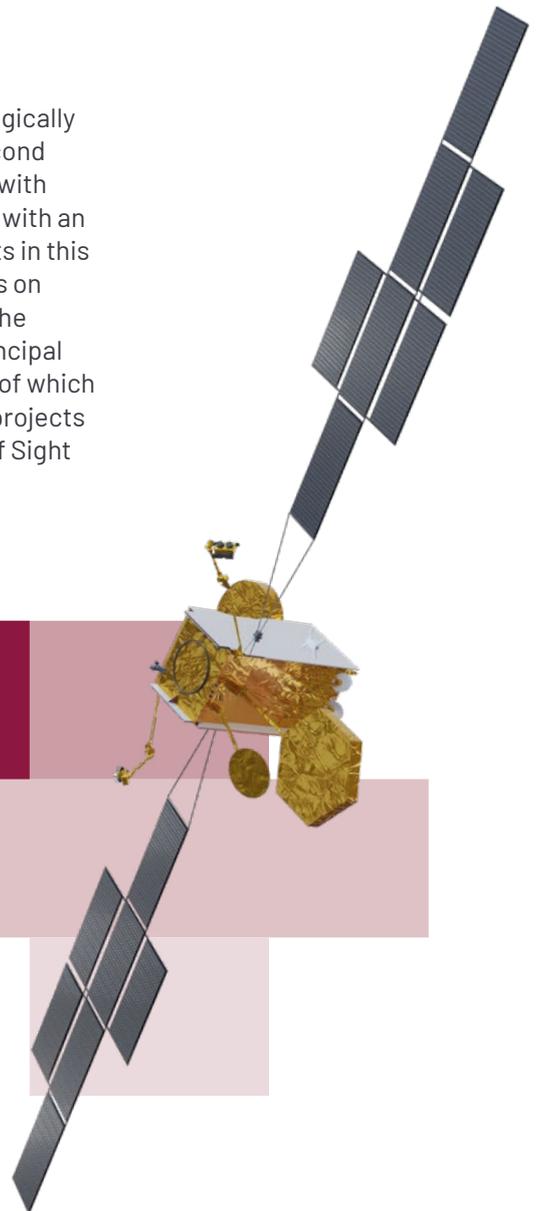
Defence operations are dependent on resilient and assured space communications. SKYNET has provided satellite communications services since the 1960s and is the longest-serving military satcom capability, globally.

SKYNET 6 will provide continuity of services for all military satellite communication requirements at the end of the SKYNET 5 Private Finance Initiative arrangement. The new provision is setting in place the necessary procurements to take the capability from 2022 into the 2040s. It will enable the UK to continue to play a significant role in global military operations and ensure continuity of service as the SKYNET 5 satellites reach the end of their lives. The first new satellite is already in production with Airbus Defence and Space and is on schedule and within budget for launch in late 2025 on a SpaceX rocket.

The 'SKYNET 6 Enduring Capability' is the future architecture to provide and operate satellite and ground services, providing durable space-based communications from 2028 onwards, including a new UHF satellite and several wideband, medium-sized militarised spacecraft.

Future services will be provided by a blend of these sovereign-owned satellites and commercial and allied partner assets, managed and coordinated by an integrated service delivery organisation. SKYNET 6 is forecast to cost £5bn over the next 10 years.

The IPA most recently reviewed the new project in 2021 and again in 2022, providing programme-level assurance and advice on PFI exit. The Senior Responsible Owner (SRO) and programme director are both currently on the IPA's Major Projects Leadership Academy Programme (the programme director having transferred to the MOD from the IPA in 2021).



The Government Major Projects Portfolio

Information and Communications Technology (ICT) is the smallest category by number and value with 31 projects at a total whole life cost of £37bn, but it is still an important part of the portfolio with many projects in other categories having significant digital components. On average, these projects take 7 years to deliver. An example of this is the FCDO Hera Programme.

On 2 September 2020, the Foreign and Commonwealth Office (FCO) and the Department for International Development (DFID) merged to form the Foreign, Commonwealth and Development Office (FCDO).

The creation of the FCDO is focused on ensuring that the UK's development and foreign policy are aligned and that decisions on development spending are taken in a way that reflects a coherent and unified set of priorities for our international policy. The Department has a Transformation Portfolio (part of the GMPP) which governs this activity. Its objectives are to create an FCDO that is:

- **Structured for success** – the FCDO develops and optimises its processes and resources to set up and deliver priorities.
- **Leading internationally** – the FCDO enables better delivery of government's international objectives at home and overseas.
- **Enabled to deliver** – the FCDO is modern, effective and delivers value for money.
- **Investing in people** – the FCDO is an employer of choice for talented people, they invest in people from all backgrounds and reflects the country we serve.

One of the key components of the Transformation Portfolio is the delivery of the new single enterprise finance and HR system – the HERA programme, a GMPP in its own right. HERA will integrate many aspects of the FCDO business operations, leading to greater efficiency, speed and customer satisfaction.



The HERA business case identifies key benefits to be delivered over a 10-year period. The business case was fully approved by FCDO, Cabinet Office and HM Treasury ministers in March 2021. The development and delivery of the new service is ongoing with the aim of delivering new capability into the business in two stages – mitigating the risk of change and ensuring continuity of service.

HERA is part of the Government's Major Project Portfolio (GMPP) and is aligned with the Cabinet Office Civil Service Reform agenda to deliver the shared services platform for the UK Government overseas. The IPA has been supporting FCDO through regular gateway reviews – both at the strategic level and the readiness for service level. The IPA has also provided delivery support for the wider transformation portfolio, ensuring lessons can be learnt from other government departments and across industry.

The Government Major Projects Portfolio

GMPP departmental overview

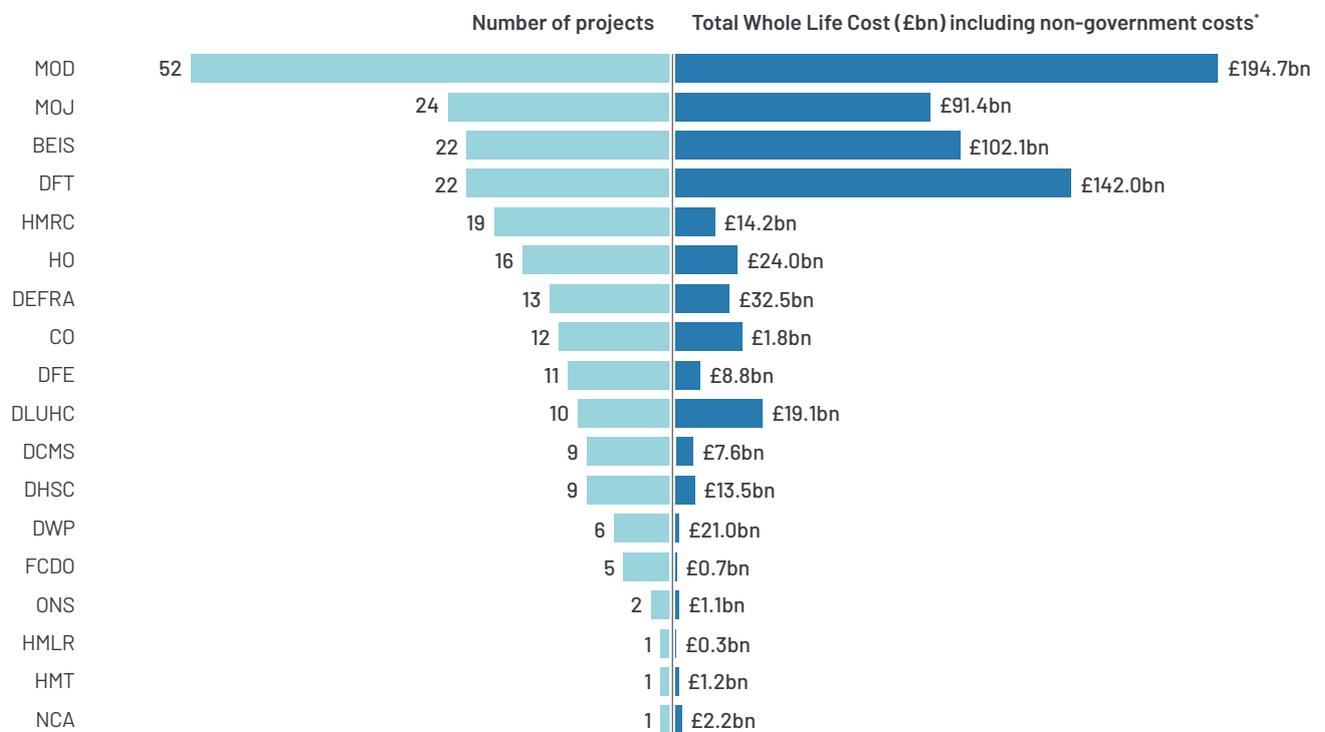
The GMPP consists of projects from 18 departments with varying portfolio sizes. The Ministry of Defence (MOD) and Department for Transport (DfT) continue to make up half of the GMPP by whole life cost (50%) but no longer by number, as was the case in last year’s annual report.

MOD has the largest portfolio and the highest whole life cost by department. This year, there are 52 MOD projects on the GMPP, which account for over a fifth of the portfolio by number. MOD delivers all of the 45 military capability projects, as well as 5 ICT projects and 2 infrastructure and construction projects.

DfT has the joint third largest portfolio and the second highest whole life cost by department. Of the 22 projects that are led by DfT, 19 are infrastructure and construction projects, and 3 are transformation and service delivery projects

Ministry of Justice (MOJ) has the second largest portfolio and the fourth highest whole life cost by department. Of the 24 projects that are led by MOJ, 6 are infrastructure and construction projects, 13 are transformation and service delivery projects and 5 are ICT projects.

Figure 4: GMPP summary by department – project number and whole life cost



■ GMPP projects ■ Total budgeted Whole Life Cost (£bn)

*Figures include exempted data

The Government Major Projects Portfolio

The IPA is committed to supporting the development of increasingly mature and effective approaches to portfolio management in departments.

The Department for Business, Energy and Industrial Strategy (BEIS) is the fourth and final significant contributor to the whole life cost of the GMPP, accounting for a larger amount of cost than the next two departments, the Department of Environment, Food & Rural Affairs (Defra) and the Home Office (HO), despite having fewer projects. The Department for Work and Pensions (DWP) only has 6 projects on the GMPP, but these have a total cost of approximately £21bn.

There are several departments with multiple GMPP projects that are actively managed as part of wider portfolios. This is in line with the Government Project Delivery Functional Standard, which identifies that 'a portfolio comprises part or all of an organisation's investment required to achieve its objectives... such as other portfolios, programmes, projects, other work and work packages'.² The Government Project Delivery Functional Standard sets the expectation that all departments will adopt a portfolio management framework to manage their major projects and programmes.

The maturity of portfolio management varies across departments. For example, Her Majesty's Revenue and Customs (HMRC) has a well-developed central portfolio approach to govern major project investments,

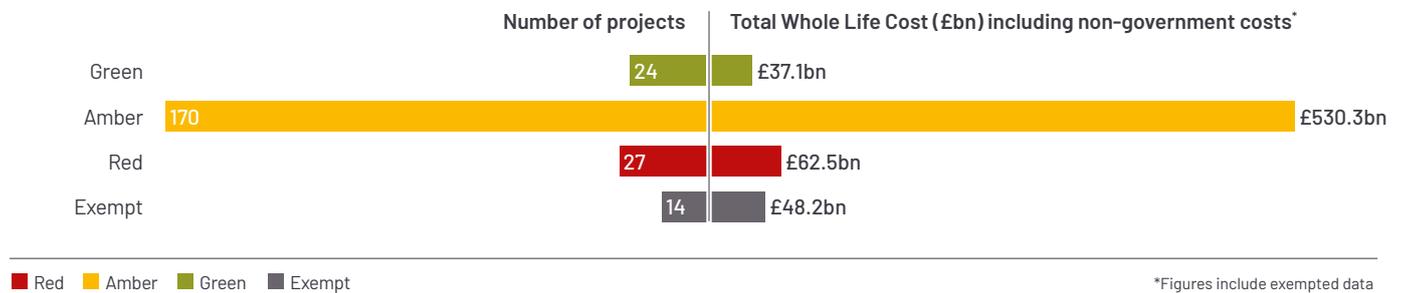
to actively manage resources and to adjust delivery priorities in response to changes in context. Other departments take a similar approach, with arrangements tailored to suit the nature of the portfolios and to dock with existing governance, accountabilities and responsibilities. Following on from last year's 'Lessons from transport for the sponsorship of major projects', DfT has now implemented a central portfolio approach to managing its major projects. Other departments also manage clearly identifiable sub-portfolios. An example is the Department for Digital, Culture, Media and Sport (DCMS) who have several projects that collectively are part of the Building Digital UK Programme for delivering broadband networks to the nation.

In the above examples, a portfolio approach allows the departments to ensure that their particular mix of projects and programmes is helping to deliver their strategic objectives. The IPA is committed to supporting the development of increasingly mature and effective approaches to portfolio management in departments. Through a combination of tailored advice and support and the introduction of portfolio-level assurance tools, the IPA aims to help departments manage the totality of their major change, as well as delivering the individual projects successfully.

² Government Project Delivery Functional Standard (2021) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1002673/1195-APS-CCS0521656700-001-Project-Delivery-standard_Web.pdf

The Government Major Projects Portfolio

Figure 5: GMPP summary by department – project number and whole life cost



GMPP delivery confidence

A Delivery Confidence Assessment (DCA) is an assessment of the likelihood of a project delivering its objectives to time and cost. Ratings are categorised into three groups, which span a range from ‘red’ to ‘green’, with each providing an indication of likelihood of successful delivery and level of associated risks. Detailed definitions of each rating can be found in Annex A.

DCAs are not a comprehensive reflection of project performance, but reflect a project’s likelihood of success at a specific snapshot in time if issues and risks are left unaddressed. Where a project receives active IPA support or has undertaken an independent IPA assurance in the last six months, the IPA will provide a DCA. For other projects, the DCA is provided by the Senior Responsible Owner (SRO).

DCAs change depending on the challenges projects are facing, the results of focused independent assurance reviews and actions taken by projects. By taking the right steps following reviews and managing delivery challenges effectively, DCAs are often improved over time.

At this year’s snapshot (end of March 2022), 24 projects were rated green (10% of the GMPP) and 27 projects were assigned red (11%) while 170 projects (72%) were rated amber.

As illustrated in Figure 5, in the 2021-22 snapshot there were around £62bn of whole life costs associated with projects rated red. Amber projects make up a large majority of the portfolio by project number and total whole life cost. Green projects make up about 5% of GMPP’s total whole life cost. To assess the overall health of the GMPP portfolio, the report uses the average DCA rating, which is calculated by attributing a mark from 1 (green) to 5 (red) and taking the average of these marks.³

In this year’s report there are 27 projects rated as red, the highest level over the last ten years, but this is mostly due to the change from a five to three tier DCA ranking this year.

³ Example:

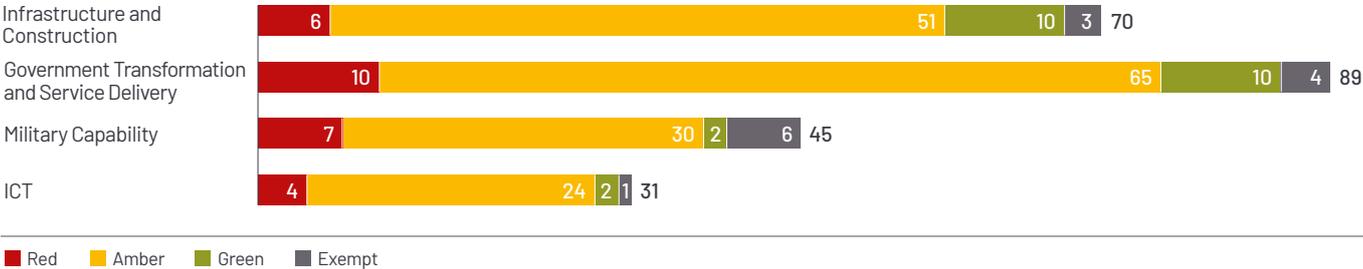
- Portfolio A has three projects with one that is red rated, one that is amber rated, and one that is green rated, the average portfolio rating is 3:

$$\frac{5(\text{red}) + 3(\text{amber}) + 1(\text{green})}{3(\text{number of projects})} = 3$$
- Portfolio B of three projects with one that is red rated, and two that are amber rated, the average portfolio rating is 3.7:

$$\frac{5(\text{red}) + 3(\text{amber}) + 3(\text{amber})}{3(\text{number of projects})} = 3.7$$
- Based on their respective average rating, Portfolio A, whose average rating is 3, is about 20% healthier than Portfolio B, whose average rating is 3.7 (3 is about 20% smaller than 3.7).

The Government Major Projects Portfolio

Figure 6: DCAs by project category



A small number of projects have also had major risks or issues apparent in key areas for a significant number of years, including the High Speed Rail Programme (HS2) and HM Courts & Tribunal Service Reform Programme.

In looking at this pattern of delivery confidence, it is important to acknowledge that GMPP projects are the government’s most difficult and challenging projects to deliver. They are, by definition, large, complex or innovative, with many ‘breaking new ground’. Focusing on supporting these projects is at the core of the GMPP’s purpose. This helps ensure IPA resources are deployed to priority areas and that we are working towards our commitment to increase focus on the most complex projects to set them up for success.

GMPP delivery confidence by category

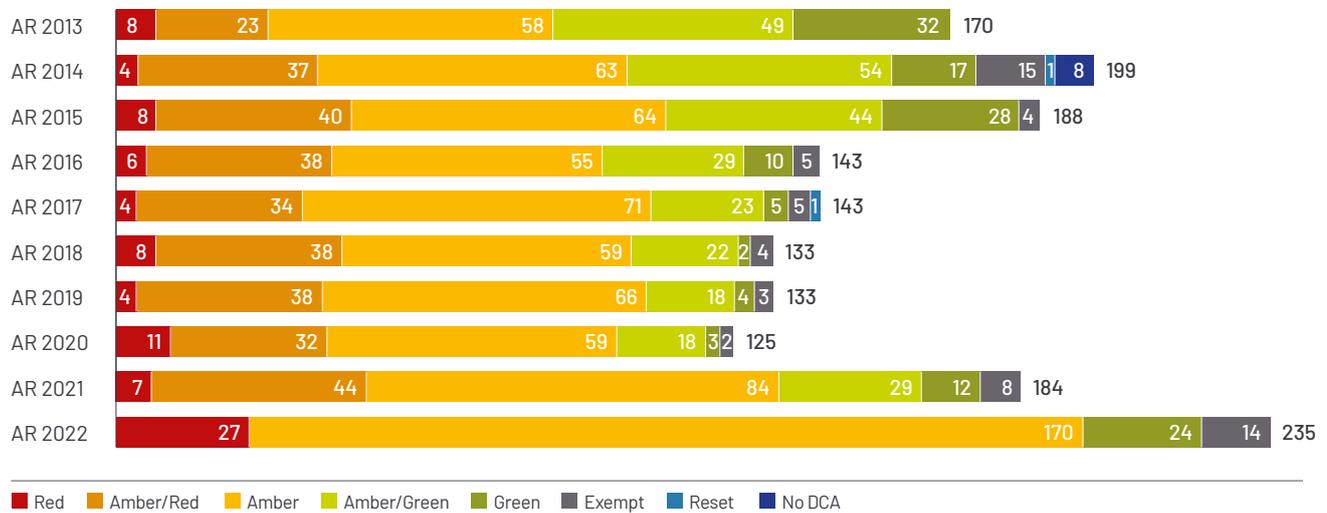
Projects with a ‘Red Delivery Confidence Assessment’ sit mainly in the transformation and service delivery, and military capability categories, with 10 and 7 red-rated projects, respectively.

Projects in all the Annual Report categories receive similar DCA ratings.

Projects in the military capability category have improved most compared to the data in last year’s report. Their average DCA rating has climbed by 7%. Projects in the ICT category have worsened most compared to the data in last year’s report. Their average DCA rating has dropped by 7%.

The Government Major Projects Portfolio

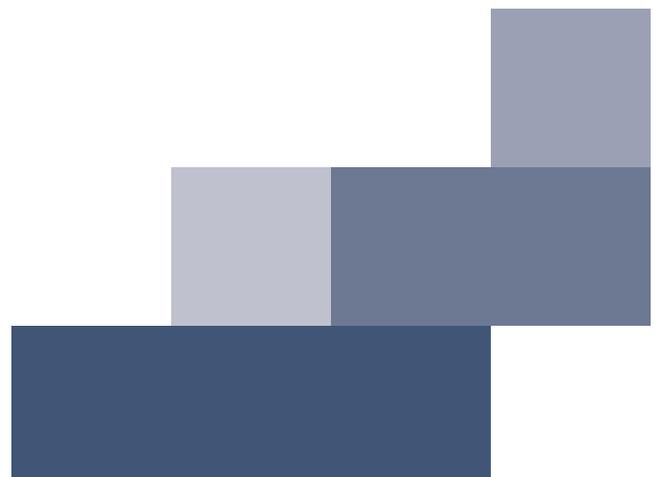
Figure 7: DCA analysis 2013-2022



GMPP delivery confidence change

GMPP projects present many distinct challenges and complexities, and these are highlighted by a dual trend in the pattern of delivery confidence (see Figure 7). In the first eight years there was a decrease in projects’ health, where the average project rating worsened from Amber/Green on the 2013 Annual Report to Amber on the 2020 Annual Report. Since then, projects’ health is getting better, and the average project rating has improved over the past two years.

While there are currently 27 projects rated as red, the change from a five to three tier DCA ranking this year did not impact the average deliverability of the GMPP portfolio – this year’s average project rating has slightly improved compared to last year. This change actually enables IPA to more easily identify the projects with high deliverability risk, as is shown by the largest number of red-rated projects this year. This in turn allows IPA to focus its resources on these projects in order to promptly improve these projects’ deliverability, so they can leave the GMPP.



The Government Major Projects Portfolio

Figure 8: DCA changes between AR 2020-21 and AR 2021-22

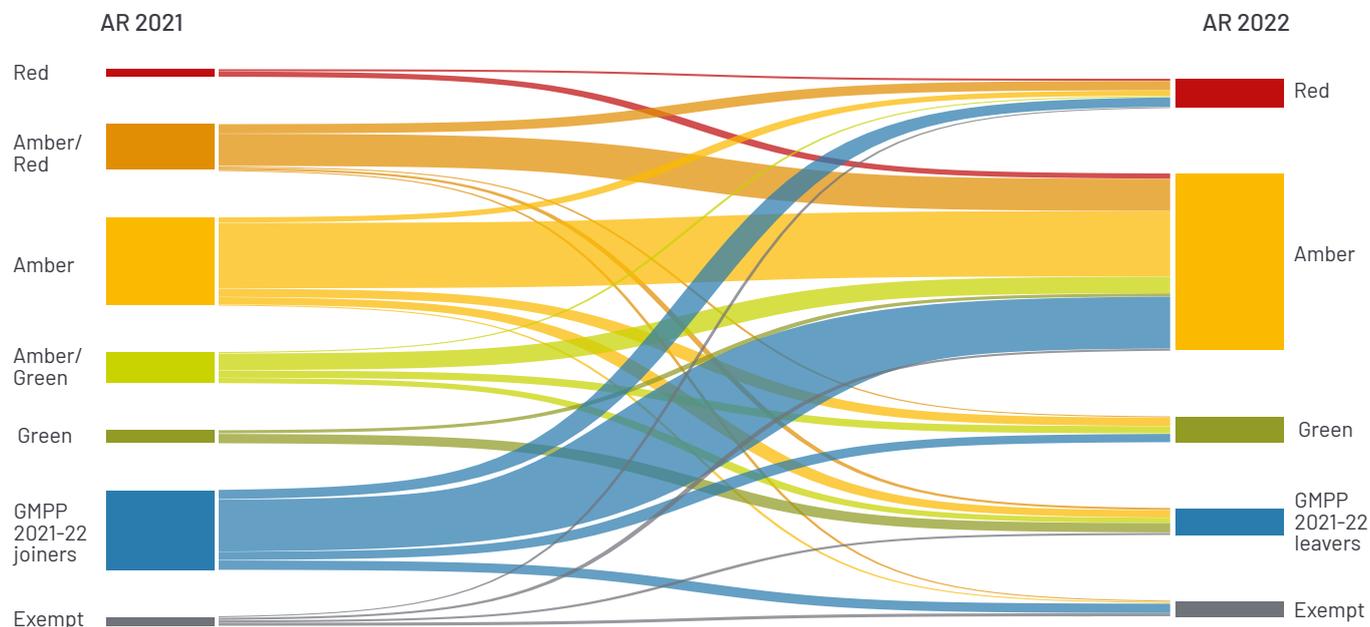


Figure 8b: DCA changes between AR 2020-21 and AR 2021-22

		AR 2022				AR 2022 Leavers
		Red	Amber/Red	Green	Exempt	
AR 2021	Red	2	5	0	0	0
	Amber/Red	9	31	1	1	2
	Amber	5	63	8	1	7
	Amber/Green	1	16	7	0	5
	Green	0	3	0	0	9
	Exempt	1	5	0	0	2
	AR 2022 Joiners	10	53	8	5	

Improved	52	22%
Stayed the same	65	28%
Worsened	34	15%
Exempt	2	1%
AR 2022 Joiners	76	33%

The Government Major Projects Portfolio

GMPP leavers 2020-21

Since last year’s report, 25 projects have left the GMPP. In most cases a project leaves the GMPP when it has been successfully delivered or no longer demands regular IPA support. For instance, where a project reaches a business-as-usual stage of delivery, readiness to leave is judged by the IPA alongside departments. Of the 25 projects that left the GMPP this year, 14 were on track to deliver against their objectives and expected benefits.

Other reasons for leaving the GMPP include where a project is merged with, or replaced by, other similar projects, or when it no longer meets the GMPP criteria. For example, the Border Systems Transition Programme, CDS Northern Ireland Programme and CHIEF Transition Programme were removed and rolled into a single programme ‘the Borders and Trade Programme’, which is being delivered by HMRC.

Projects join the GMPP at an early stage of their lifecycle and consequently with an uncertain delivery confidence. This is illustrated in the initial published DCAs for this year’s leavers cohort. Of the 25 projects that left the GMPP in the last year, 9 started with a red or amber/red DCA while 5 projects started with a green or amber/green DCA. Over the course of their time on the GMPP, 14 projects left the GMPP

with a green or amber/green delivery confidence. The challenging delivery environment of these projects make them complex; therefore this is positive performance and shows improvements over time.

While the IPA supports successful project delivery, it must also help government and departments to prioritise the correct projects. Of the two projects that left GMPP with an amber/red DCA in the last year, one was brought to an early closure, and the other one was closed and replaced by another GMPP project. The IPA has overseen an increase in this latter type of closure in the last 12 months for strategic, operational reasons or to support departmental prioritisation.

Leaving the GMPP rarely marks the end of a project’s delivery, and for some of the most complex projects, the IPA maintains a continued involvement in the project, as required. In line with recent National Audit Office recommendations, the IPA is committed to ensuring that all projects leaving the GMPP have had an exit (or equivalent) review which includes consideration of the ongoing tracking of project benefits. An example of a GMPP leaver who has successfully delivered on their objectives is the South West Route Capacity Programme.

Figure 9: Reasons for leaving the GMPP 2020-21

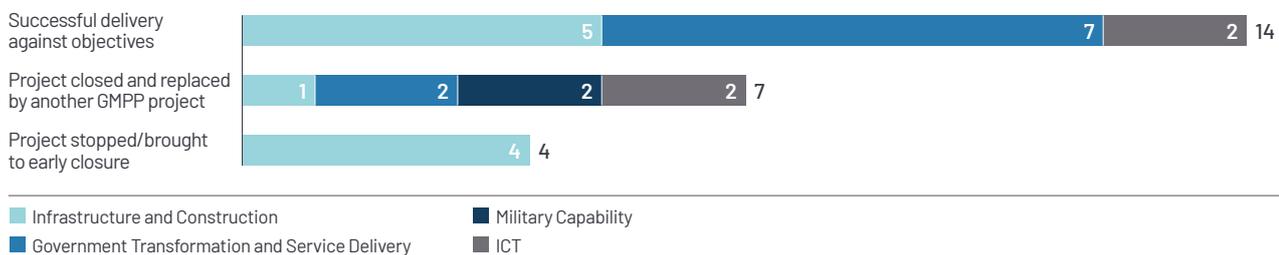


Figure 10: Delivery confidence of 2020-21 leavers – first Annual Report publication vs last Annual Report publication



The Government Major Projects Portfolio

SOUTH WEST ROUTE CAPACITY PROGRAMME



In 2012, it was confirmed by the Secretary of State for Transport that an ambitious South West Route Capacity Programme was required to increase capacity and improve services on the Wessex rail route. This was primarily achieved by increasing platform lengths from Waterloo on the lines to Reading and Windsor to accommodate more train carriages, and by bringing the historic Waterloo International Terminal designed by Sir Nicholas Grimshaw back into use for domestic rail services.

A combination of infrastructure works was required to ensure the programme's success. First, a major set of infrastructure works at Waterloo station in 2017 to extend platforms 1-4, which was noted as a success for its early communications engagement with passengers. Second, bringing Waterloo International Terminal back into use by 2018. Thirdly, by increasing platform lengths from 8-carriages to 10-carriages on the Reading and Windsor lines. To complement this, track and signalling upgrades and lift installation works took place to support the programme.

The successful delivery of the programme and procurement of 10-carriage trains by the South West Railway franchise created increased peak time capacity into and from Waterloo at the busiest times of the day. This, alongside the station enhancements, resulted in improved customer satisfaction as measured by passenger survey scores.

The programme left the GMPP in 2021 as it was successfully delivered on time and within budget. It received IPA assurance and support, including a green rating for the management of its closure, advice on governance and the sharing of best practices.

Managing the GMPP

The GMPP was created over 10 years ago to ensure robust oversight of the government's most complex and strategically significant projects and programmes. Through the GMPP, the IPA has worked alongside HM Treasury and departments to support the government's ambition to bring about a revolutionary step change in how it delivers major projects.

Last year, the IPA sought to ensure that the GMPP contained all eligible projects and programmes and that they joined as early as practicable. As a result of this exercise, the number of projects on the GMPP increased from 125 (covered in the IPA's 2019-20 Annual Report) to 184 last year. This trend has continued since, with the GMPP now containing 235 projects.

This 28% net increase has allowed the IPA to apply appropriate levels of oversight, scrutiny and support to a wider scope of major projects and programmes delivered by government. This is delivered via the GMPP, primarily, but not exhaustively, through:

1 The data tracking of all GMPP projects.

This provides trend analysis, comparison with other programmes, sectors and departments to support the continuous improvement of how the government collectively delivers projects. In addition, where the data suggests sustained poor performance, the Treasury and IPA can reallocate support for the projects to realise a change in the performance trajectory.

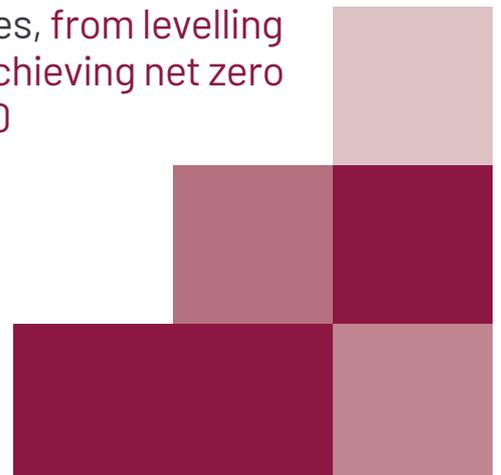
2 The IPA Assurance Gate Review process.

These are required to take place prior to the formal HM Treasury approvals (Treasury Approval Points (TAPs) and Major Project Review Group (MPRG)). They are an essential part in the successful delivery of projects and provide support and constructive challenge to senior response owners.

3 Expert advice and support. The IPA provides valuable advice and support on project delivery, commercial, financial and sector-specific aspects of major projects. This includes setting up projects for success and responding to assurance review recommendations.

To ensure the correct allocation of this resource, we have continued to formalise the way we escalate projects. In particular, we have focused on the alignment of resources with projects that closely support wider government priorities, from levelling up to achieving net zero by 2050. This sharpening on focus has coincided with, and is complementary to, the wider alignment of departmental priority outcomes and the government's long-term policy objectives, as set out in Outcome Delivery Plans (ODPs). Going forward, we will continue to work with our partners across government to ensure projects are set up for success and capable of delivering value for money outcomes in line with government priorities. Another way in which IPA adds this value is through assurance.

...we have focused on the alignment of resources with projects that closely support wider government priorities, from levelling up to achieving net zero by 2050



Managing the GMPP

Assurance and system learning

2021-22 was an increasingly successful year for delivery across assurance and system learning. 202 reviews have been resourced to date across 161 projects.

Delivery Confidence Assessment (DCA) change to Stage Gate Assessment (SGA)

In April 2021, IPA ceased providing a five level (R/R-A/A-A-G/G)⁴ DCA as a key outcome of an IPA Assurance Review. In support of getting to green, accounting officers and SROs are now provided with a three level Stage Gate Assessment (SGA) based on a three level RAG, which has enabled us to sharpen up the focus and impact of our assurance reviews.

This refreshed approach resulted in 30 (15%) red SGAs being issued, 148 (73%) amber and 14 (7%) green. The remaining review outcomes were either classified information or produced results against other categories (IPRs, portfolio reviews etc).

Of the 30 red SGAs that were returned from 28 projects, 19 projects undertook an Assurance of Action Plan (AAP) review within the year – AAPs are now only provided as a ‘response to red’. The remaining nine projects are yet to have their AAP, but all are scheduled for this financial year. Of the 19 projects that undertook AAPs, 17 (89%) returned an improved SGA rating of either amber or green.

Two of the AAPs (11%) returned a red rating, which led to the implementation of the first IPA ‘case conferences’ – this is an intervention where a project has received a ‘double red’ rating, and therefore project leadership is brought together to make decisions and leverage change for the future direction of the project or programme.

The ‘response to red’ process was developed and tested with a number of projects. This development of consequential assurance (red, AAP, case conference) means that IPA assurance not only informs HMT decision making, but goes through a bespoke, assurance informed, support driven, system approach, and at the centre sits the IPA assurance review. We have also been refining our reviewer pool of experts to improve the quality of the service we provide.

Assurance capacity and capability

To date, we have confirmed 1,331 active high-risk reviewers and are working with them to build a granular picture of the skills required to assure the GMPP. The improved reviewer data structure and approach has made it significantly easier to match reviewers to reviews. The transition to online reviewer training and accreditation was successful and 39 training sessions were undertaken, training 402 reviewers into the refreshed reviewer pool. The reviewer accreditation procedure was systematised and from 1 January 2022, eight-weekly accreditation panels were held, accrediting 95 reviewers.

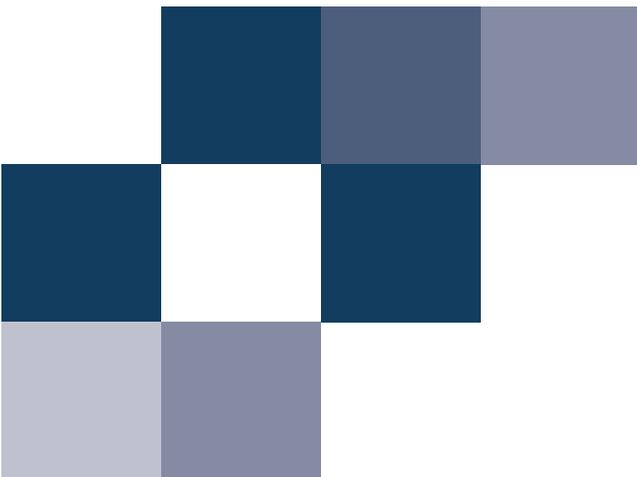
Work on system insights and learning data was significantly delayed in 2021-22 due to the availability of consistent, clear and well managed data. Initial activity of the first quarterly assessments (QA) focused on data cleansing and on building clear data processes between core areas across IPA. This work was further developed by the current QA lead, and data accuracy is now an operational priority of each assurance lead (AL). Furthermore, our GEMS data, a cornerstone of assurance system learning, is significantly more up to date, with over 90% accuracy.

⁴ The previous IPA five level DCA rating system: (Red/Red-Amber/Amber/Amber-Green/Green).

Managing the GMPP

The development of the assurance review pipeline is a positive step forward, as is the creation of a range of assurance system insight prototypes that have been tested with a number of audiences. We are working closely with our partners in the government Internal Audit Agency (GIAA) and National Audit Office (NAO) to better share data and information on a regular basis.

The Assurance and Systems Learning Ways of Working launched in September 2020 and has been tested through 2021-22. Through a consultative approach with internal and external stakeholders, IPA has refined the base model and has captured potential changes and improvements. In addition, a total of 77 assurance products were reissued as part of the assurance product refresh and responses to the products we are sending out in support of ongoing reviews are positive. More work is planned for 2022-23 to improve its impact and see positive outcomes.



Project/Programme Outcome Profile (POP)

The Spending Review 2021 placed a renewed focus on the outcomes that would be achieved for the money invested in public services, with a set of priority outcomes agreed for each government department. Going forward, it is critical that projects and programmes establish and evidence a clear ‘golden thread’, from government priorities to the development of strategies and business cases.

To support teams to do this, IPA and HMT have published a new tool ‘Project or Programme Outcome Profile (or POP) tool’ as part of HMT’s Green Book and Business Case guidance. Whether a business case is for a programme within a strategic portfolio or for a project within a programme, using the POP tool can help to:

- Strengthen business cases, by clearly articulating how the proposal supports the government’s strategic priorities.
- Promote closer working between government departments, by identifying how your proposal contributes to the priorities of other government departments.
- Embed outcome-based decision making throughout delivery, and plan for monitoring and evaluation from early in the business case process.

POP is already used across a range of departments and supports a number of major priorities on the GMPP. Project delivery professionals across government have given feedback that POP provides a framework for teams to explore how their project or programme will support the delivery of government’s priority outcomes.

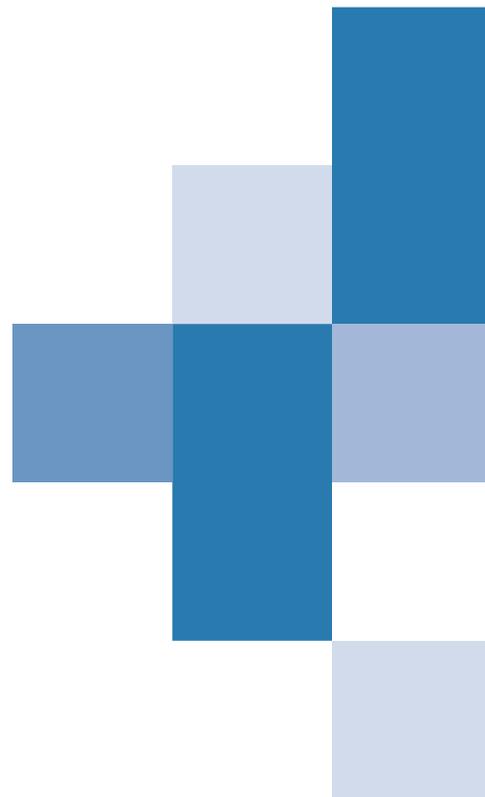
Most recently IPA has launched an e-Learning video, taking users step-by-step through the tool, using a case study from the Department for Business, Energy & Industrial Strategy. After completing the video, viewers should feel confident to begin using the POP tool on their projects and programmes.

Capacity and capability

Strong and accountable leadership is essential for successful delivery of government projects. The National Infrastructure Strategy published in November 2020 sets out plans to equip those accountable for the success of projects – SROs, accounting officers and ministers – with the skills and tools they need, and ensure clear accountability, both for project delivery and successful outcomes.

Over the past year, the IPA has put in place systemic interventions to drive a step change in major project expertise and leadership skills. As part of this we have:

- Implemented measures to ensure major project SROs have the time and skills needed to lead their projects, ensuring they have agreed and published appointment letters, attended the Major Projects Leadership Academy (MPLA) and set clear expectations on how much time they should spend on their projects.
- Boosted capacity by recruiting major project experts to fill critical gaps in professional delivery roles across the GMPP, and introduced new performance-related allowance arrangements for SROs to improve retention.
- Established the new Government Project Delivery Framework, supported by a range of best practice guidance, including reissuing the Project Routemap support tool, to help major project leaders and their teams set projects up for success and provide a consistent framework to support them throughout the project lifecycle.
- Established the new Government Projects Academy, to set professional standards and equip the project community across government with the expert skills needed to deliver major projects successfully, putting world-class delivery, modern methods and sustainability at the heart of training practices.



Capacity and capability

THE GOVERNMENT PROJECTS ACADEMY



The Government Projects Academy brings together professional standards, training and development for people working in project delivery, together with a new framework for assessing and accrediting project professionals. This will be accessed through a new cross-government online hub, where the Academy will serve as a centre of excellence for building world-class skills and expertise in delivery.

The new Government Project Delivery Profession accreditation scheme, trialled in 2021-22 and now being implemented progressively across departments, provides an industry-aligned standard for project delivery professionals working across government. The scheme provides a consistent, objective and rigorous method of assessing professional knowledge, skills and experience, enabling them to gain a recognised 'licence to practise' at one of four defined levels: 'foundation', 'practitioner', 'senior practitioner' and 'master practitioner'.

Our flagship leadership programmes, the Project Leadership Programme (PLP) and MPLA, are now integral elements of the accreditation scheme, and are required for learning at senior and mastery level, respectively. Both programmes have been reprocured and refreshed to equip major project leaders with the skills and understanding of leading practice and modern methods needed to deliver projects successfully over the next decade.

The Academy continues to provide training in project delivery at all levels, including training for ministers and senior officials (as senior sponsors of infrastructure projects). This includes ongoing development of innovative training products, including new introductory e-learning and modular training for new SROs, plus a growing range of modular short courses, for example on cost estimation, leading transformation, and transforming infrastructure performance, developed over the last year.

Providing these tools and learning opportunities will help us deliver effectively against our complex projects and programmes. Another tool that is useful to support this agenda is IPA's Project Routemap.

Capacity and capability

Project Routemap is the IPA’s support tool for novel or complex major projects. It helps sponsors and clients understand and build the capabilities needed to set projects up for success. As part of a major overhaul of the best practice and lessons learned contained in the Routemap, the IPA has published two new Routemap modules. These are:

Delivery Planning

Entering the delivery phase of a project is characterised by a step change in scale with significantly more people and spend. The commitments made also mean the consequences of changing course or not going ahead are greater. The new Routemap **Delivery Planning** module covers the critical transition period, between project set up and delivery. It supports project teams to demonstrate a clear delivery strategy, build strong engagement, establish a robust baseline and optimise performance. It includes case studies from Transport for London, Sellafield Ltd and the DfT.

Systems Integration

As projects become more complex, their success or failure is increasingly determined by the interactions between new and pre-existing natural, built and digital systems. The new Routemap **Systems Integration**

module helps project teams to understand how the systems delivered by their project must interact with outside systems, to maximise economic, environmental and social value. It emphasises the critical role of people in making these interactions work and the need for clear integration across the organisations which come together to deliver major projects. It includes case studies from The Francis Crick Institute, Heathrow Terminal 2 and the MOD.

The IPA is now training government project professionals, both in the UK and internationally, providing certified Project Routemap facilitators with the tools needed to help set projects up for success.

The IPA is continuing to roll out the **Project Development Routemap** internationally, working with the World Bank to successfully apply Project Routemap to an Indonesian mass transit project and delivering training to Infrastructure South Africa.

There are a range of other IPA support tools to help projects and programmes deliver to an excellent and world-class standard. Transforming Infrastructure Performance (TIP) is changing the way industry and government think about delivering projects so that they are more digital, modern and sustainable. IPA has also worked closely with HMT to update the Treasury Approval Process (TAP) guidance which helps ensure that best practice is applied consistently across government.

PROJECT RUTEMAP CASE STUDY



IPA Delivery

Infrastructure and digital delivery

High-quality infrastructure is vital for economic growth and central to the government's vision for people and business. There are currently 70 infrastructure and construction projects on the GMPP, with a combined whole life cost of £294bn and benefits of £302bn.

Last September IPA launched the [Transforming Infrastructure Performance \(TIP\): Roadmap to 2030](#),⁵ which was collaboratively developed between government and industry. It sets out a vision for transforming how government and industry intervene in the built environment to drive a step change in infrastructure performance and renewed focus on outcomes for people and nature. We are now working with stakeholders across the public, private and academic sectors to implement this long-term transformation.

The Additional Prisons Programme demonstrates what the TIP vision can deliver – in particular a reduction of 2.5 years⁶ build time through the use of modern methods of construction (MMC) and implementation of an innovative alliance for the four new build prisons.

IPA has established the Government Construction Community (GCC), a virtual forum for government construction professionals to support the implementation of TIP. Alongside this, our reformed Government Construction Board⁷ is supporting the Infrastructure Steering Group⁸ and ministers to drive implementation of the Roadmap and [Construction Playbook](#)⁹ across government. Project Speed, the government's Infrastructure Delivery Task Force, continues to focus on delivering infrastructure projects better, greener and faster.

To help improve project delivery performance and establish high-quality reporting, the IPA is leading work across government and industry to develop a suite of construction metrics across four themes (productivity, levelling up, innovation and whole life carbon). These are aligned to government priorities and the TIP vision, including supporting the requirement for public project disclosure of embodied carbon emissions by 2025 (as part of the COP26 pledge and the digitalisation of infrastructure delivery).

Landsec's project 'The Forge' showcases what a new delivery model can achieve, predicting a 19.4% reduction in embodied carbon and an expected productivity gain of 13.5% through automated construction and a multi-skilled workforce.

To deliver interventions that are fit for purpose and contribute to better outcomes we will need to reshape decision making and delivery processes, and engage with the complexity of our infrastructure systems. Digital twins are an important way to do this and we are working with departments and industry to enable this innovation through implementation of a new [Information Management Mandate](#)¹⁰. The Mandate defines good practice in information management, and we are working with public sector clients to build it into our procurements and contractual arrangements.

5 www.gov.uk/government/publications/transforming-infrastructure-performance-roadmap-to-2030

6 Based on a 1,700 place prison

7 Senior officials with responsibility for construction policy and project delivery

8 Chaired by Alex Chisholm, Cabinet Office Permanent Secretary and Chief Operating Officer for the Civil Service

9 www.gov.uk/government/publications/the-construction-playbook

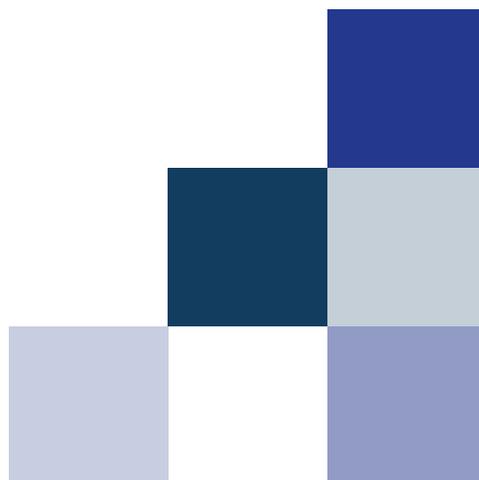
10 www.gov.uk/government/publications/transforming-infrastructure-performance-roadmap-to-2030/transforming-infrastructure-performance-roadmap-to-2030#annex-b-information-management-mandate

IPA Delivery

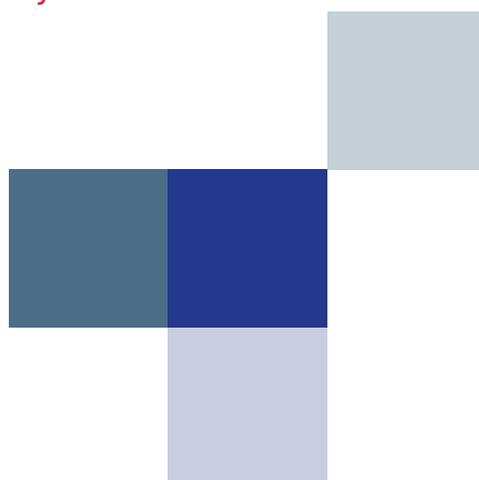
In parallel with contracting for the right information, different business models will be required to incentivise the supply chain to deliver the desired outcomes. The refresh of the Construction Playbook includes guidance covering digitalisation, MMC and longer-term contracting. Technologies such as artificial intelligence and 3D printing are already available, and we now need to lead a culture change to drive adoption. Our TIP Learning Programme and development of a tech navigator tool will help clients navigate the vast range of technical solutions in the market.

Going forward, IPA is driving a number of key actions to improve infrastructure delivery, including a refresh of our TIP pathfinder projects – strategically important projects and programmes that will provide crucial insights to share across government on implementing TIP.

We will roll out TIP training for SROs and programme directors, to embed TIP principles into the early phases of infrastructure projects and programmes. We are also committed to improving the quality of design across infrastructure projects by working with the National Infrastructure Commission (NIC) to ensure board-level design champions are in place on all major infrastructure projects. Longer term, the National Infrastructure Commission's second National Infrastructure Assessment¹¹ offers an opportunity to embed TIP into long-term strategic planning for UK infrastructure needs and performance.



To deliver interventions that are fit for purpose and contribute to better outcomes we will need to reshape decision making and delivery processes, and engage with the complexity of our infrastructure systems.



¹¹ Expected to be published in 2023, the first NIA can be accessed here: <https://nic.org.uk/studies-reports/national-infrastructure-assessment/>

IPA Delivery



Left: Rebuilt Alexander Stadium
Right: New Sandwell Aquatics Centre

The 2022 Commonwealth Games were originally awarded to Durban, South Africa. After Durban’s withdrawal, the UK and the city of Birmingham stepped forward to host in December 2017. The challenge for the government was to deliver a major multi-sport event and all its associated infrastructure in an accelerated 4.5 year timeframe, rather than the established seven year cycle utilised by Manchester 2002, London 2012 and Glasgow 2014.

The Birmingham 2022 capital programme of works consists of a £190m investment (75% central government and 25% local government) in six new or upgraded venues within the West Midlands. Importantly, the largest two venues required for the games, the rebuilt Alexander Stadium and the new Sandwell Aquatics Centre, were to be designed, procured and constructed from scratch within this accelerated timescale.

With an immovable deadline and fixed budget, partnership working and a laser focus on delivery was key. The buildings have been designed for legacy and adapted for games while DCMS ensured the right professional resources were put in place via a locally based delivery partner.

A strong, yet agile, governance framework has further allowed this accelerated programme to navigate a series of unique generational events. From EU exit, to the wettest winter in decades, to the worldwide pandemic and therefore supply chain volatility, it is positive that momentum has successfully been maintained throughout. This has included direct collaboration with contractors and the supply chain and a focus on worker welfare which has driven risk-based solutions to every delivery challenge.

All projects within the Birmingham 2022 capital programme reached practical completion, on programme and within budget, in spring 2022 – ready for a successful summer of Commonwealth sport.

IPA and Major Projects Review Group (MPRG) processes have provided support for this DCMS-led agile delivery approach.

IPA Delivery

HS2 is the new high speed railway that will form the backbone of Britain's transport network. It is a transformative infrastructure programme which will connect our biggest cities and help level up the country. HS2 provides an opportunity to lead transformation in construction and rail systems, which has led to the programme's commitment to the creation of a 'digital twin'.



HS2 PHASE 1 – DIGITAL TWIN

A digital twin is a realistic digital version of a physical asset or network. It can closely represent the behaviours and kinetics of the physically built or natural environment, to support business-critical decisions.

The HS2 digital twin is already allowing the coordination of design, testing and simulation of every aspect of the railway in advance – from infrastructure and rolling stock, to maintenance and passenger services at every stage of development, and from concept through to manufacture, commissioning, and operation and maintenance.

It will hold requirements, designs, as-built and as-operated information, with the addition of sensors, behaviours and machine learning, and will be able to create a dynamic model that can mimic, simulate and predict how HS2's assets and network will perform in real life.

HS2 Ltd's ambition is to run the railway's infrastructure – and any critical processes – virtually at least two years before it is done physically. This will improve reliability, reduce maintenance costs and deliver a better service to passengers.

Building Information Modelling (BIM) has already shown how programmes such as HS2 can use data and information in new ways – improving design understanding and coordination, enabling benefits such as offsite manufacturing, facilitating advanced onsite logistics and construction processes, and supporting efficient asset management. The HS2 digital twin is an industry-leading example of how all of this capability can be brought together to drive real-life scenarios, which will improve how the end-state railway will be run and maintained once in operation.

IPA Delivery

Defence delivery

MOD major projects are critical to military capability and consequently to the defence of the nation. The number of MOD projects on the GMPP has increased by half its size compared to last year. It currently stands at 52 projects, with a total whole life cost of £83bn and this makes MOD the largest component of the GMPP across government. A large proportion of projects will introduce state-of-the-art military equipment, such as the Boxer fighting vehicle through the Mechanised Infantry Vehicle Programme and Type 26 Global Combat Ship and Lightning II. Other significant projects include SkyNet6 and the Land Environment Tactical Communications and Information Systems Programme, which are transforming UK defence's digital technology and communications.

The IPA has supported the MOD through the provision of project delivery advice and assurance reviews. This has helped the MOD take forward the recommendations from IPA gateway and annual assurance reviews in preparation for HMT approvals. In the case of Mechanised Infantry Vehicles for example, learning from other GMPP programmes has helped create robust delivery plans. In addition to project-specific advice, the IPA has also placed its staff alongside a number of projects to work through challenging commercial and programme delivery issues.

From convening case conferences to supporting senior-level decision making at the MPRG, the IPA has had significant impact at strategy and portfolio level. With support from IPA and following the recommendations of reviews, several projects have moved from a red rating to at minimum amber – building confidence in successful project delivery. In the case of Skynet, IPA has provided robust advisory support and input to assist consistent maintenance of an amber DCA despite a number of challenges.

The IPA will continue to partner with MOD to inspire world-class project delivery across the MOD enterprise, in order to protect and promote national security – this involves a balance of assurance and support, with appropriate separation between the two. With the possibility that the number of MOD projects on the GMPP growing further over the next reporting period, this partnership, balance and prioritised targeting of limited resources, has never been more important.

An example of government's commitment to this is the Mechanised Infantry Programme (see following page).

*Ministry of Defence Outcome Delivery Plan, 2021 to 2022.

IPA Delivery



Boxer Armoured Vehicle © Crown Copyright 2022

The Mechanised Infantry Programme delivers new ground manoeuvre capability based around Boxer, an all-terrain armoured vehicle which can deploy soldiers quickly and reliably over long operational distances, with minimal logistics and high tactical mobility to deter, constrain and defeat threats. The Boxer Armoured Vehicle will modernise the Army under the 'Future Soldier' concept, central to its new Brigade Combat Team structures transforming how it will operate in future.

This collaborative programme invests in a strategic UK industrial base with factories in the Midlands and supply chain across the UK and internationally. This will enable enhanced cooperation with NATO and allies, and will increase UK prosperity, influence and exports, growing this key capability in the long term. The UK was a founding member of the multinational Boxer programme through OCCAR, an international defence procurement organisation. The UK re-joined in 2019 to purchase 523 vehicles, uplifted to 623 in 2022 following the Integrated Review.

The programme is being delivered at pace, adopting a largely "off the shelf" purchase approach and limiting modifications to meet specific UK capability requirements. This approach exploits a highly

capable, proven vehicle which is in service with other nations. Its unique modular design and modern digital architecture enables Boxer to be more easily adapted in rapidly changing circumstances and global environments to meet future needs. This allows Boxer to meet diverse mission requirements (such as infantry carrying, command or ambulance variants) with a common vehicle and remain future-proofed to secure long-term value.

This GMPP programme has strong strategic alignment, excellent collaboration, constructive external challenge and pragmatic engagement with stakeholders. Building relationships across defence, allies, industry and IPA to share plans and work innovatively has been key. The programme is supporting people and developing opportunities, drawing on team skills with a common vision and understanding. Professional project delivery, user expertise and learning from other GMPP programmes have helped to create robust delivery plans, enabling integration of equipment, support, training, infrastructure and information system projects, as well as strong leadership to position the programme for flexible and successful delivery.

Another example of a programme critical to the safety of the UK is the Vaccine Taskforce (see following page).

IPA Delivery

Vaccine Taskforce

The Vaccine Taskforce (VTF) was set up in 2020 under the COVID-19 Vaccination Programme to help protect and save the lives of our citizens against coronavirus. This was a huge success with the UK being the first country to deploy regulated vaccines. Going from strength to strength, the UK is now offering the fourth dose of vaccine for certain individuals and groups of people.

This is now a BEIS/DHSC joint programme, which continues to attract staff from across the Civil Service, private sector and academia. This breadth of expertise, ranging from clinical and scientific knowledge through to supply, programme management and commercial, has provided a powerful platform to continue to achieve what the programme set out to do.

The VTF sponsored critical research, including the COV-BOOST trial, supporting the design of an effective booster campaign. This success was critical in increasing our protection against the Omicron variant that emerged during November 2021. The programme continues to build broad and deep relationships with suppliers and has secured access to vaccine supply for 2022 and 2023, which includes variant vaccines, if developed.

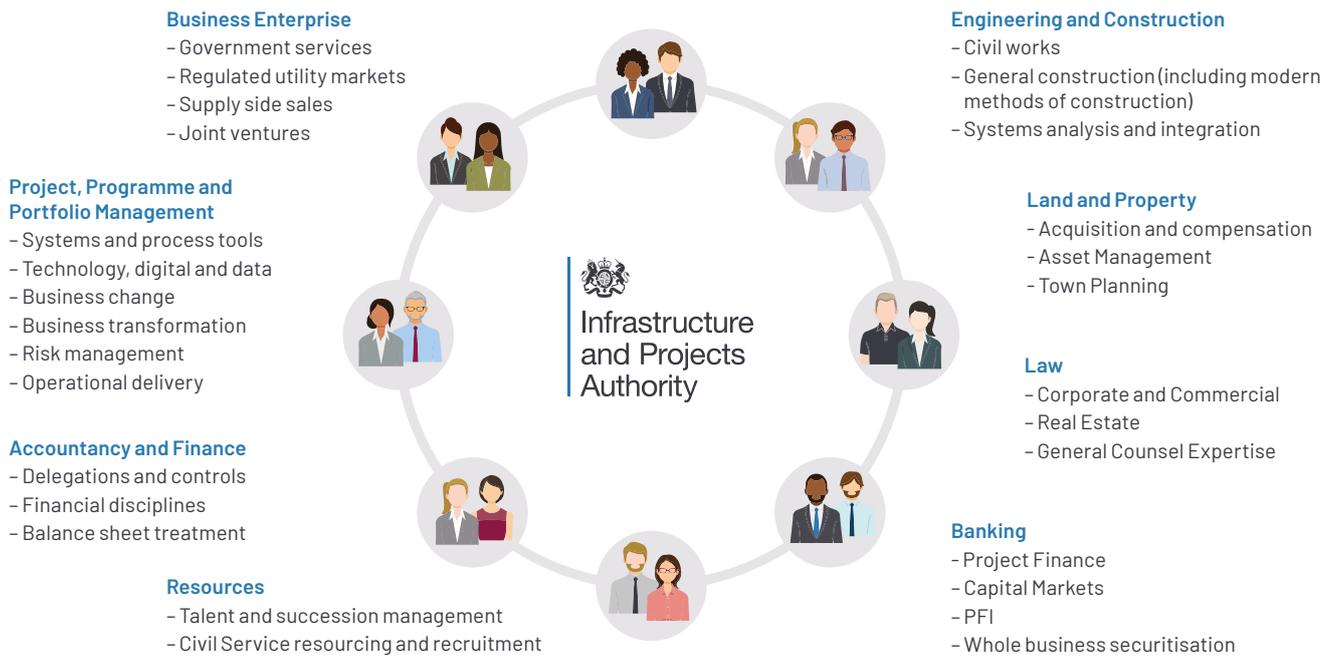
It has also managed the supply of vaccines effectively and began donating them in the summer of 2021. The Taskforce met government's target to donate 30 million doses before the end of 2021, with over 53 million doses given by 6 April 2022. Of these, 46.4 million have been delivered to COVAX and 6.7 million have been delivered directly to countries in need, benefiting 38 countries so far. Government has also supported COVAX through funding of £548m as part of government's objective to provide international access.

The VTF has invested over £395m to secure and scale up the UK's vaccine manufacturing capabilities in order to respond effectively to the pandemic and is actively engaging with market participants to further strengthen our domestic capabilities and capacity in vaccines.



Future outlook

The IPA is building its future thinking capability around the project delivery profession and the delivery of major projects. Given the duration of many of the government's major projects, and the speed of technological and societal change happening all around us, engaging with future thinking in a strategic and structured way can help us to make better sense of the present, anticipate upcoming challenges and look ahead at valuable opportunities. The IPA Project Futures Team has been horizon-scanning for the past 18 months, capturing data on key trends such as the increasing role of Artificial Intelligence and emphasis on soft skills in project delivery, significant increases in cyber attacks on critical infrastructure and the need for increased resilience, and shifts towards more collaborative and people-powered construction. Our priority for the coming year is to embed future thinking further into the IPA and across the government project delivery profession.



IPA Expert Advice offer

The IPA helps departments and their agencies to successfully set up and deliver projects and programmes. Our experts provide support and delivery experience, with deep sector knowledge on commercial and financial capability, as well as experience of different markets and major projects from across the public and private sectors.

During the past 12 months, the UK has continued to build opportunities from exiting from the European Union. This has been done against the backdrop of the pandemic recovery and most recently while facing the global uncertainties resulting from the war in Ukraine. The IPA has continued to focus on the delivery of core infrastructure and transformation projects that will generate significant economic and security benefits, particularly in the areas of defence, transport, electricity generation and energy supply, net zero, borders and farming, health, digital connectivity, housing and urban regeneration.

Examples of projects and programmes that have benefited from IPA expert advice have been outlined in this Annual Report, including Freeports, New Prisons Programme, High Speed 2, Boxer Armoured Vehicles and Carbon Capture and Storage.

In addition, IPA has provided embedded support to the New Hospitals Programme and the Housing Infrastructure Fund delivery. IPA advice has also played a key role in Project Speed, a cross-Whitehall Taskforce, led by the Chancellor, to accelerate and improve the design and delivery of vital economic and social infrastructure projects.

The key measure of effectiveness for IPA expert advice is the positive impact on project and programme delivery – influencing actions to secure the required outcomes within the budget and timescales agreed. Going forward, IPA will be seeking to measure this impact more directly through a combination of objective assessment and “client satisfaction”, as well as the measurement of overall project performance.

The IPA provides expert delivery advice, including projects and programmes across the GMPP and to others that are top government priorities for delivery by the private sector. As illustrated below, the IPA brings a breadth of professional and sector expertise to help departments formulate policies capable of being delivered, set up the necessary project and programme organisations and deliver successful outcomes. By working across the full range of government projects, and with private sector markets, IPA is able to accumulate and share knowledge and best practice between sectors.

IPA Expert Advice offer

IPA advice and experience is available to support departments and their agencies at every stage of the project lifecycle from inception through to delivery into service. This includes the sequential processes involved in designing, building and operating a piece of infrastructure and the application of “agile” techniques to deliver business transformation and other projects where the process is iterative.

There is also support for project SROs and programme directors in the preparation of business cases and putting in place the delivery mechanisms that are an essential prerequisite to approvals to proceed at each stage.

The IPA provides expert delivery advice, including projects and programmes across the GMPP and to others that are top government priorities for delivery by the private sector.

Type of advice provided and the stages at which it is provided in the project or programme lifecycle.

	Up to Strategic Outline Business Case (SOBC) ▶	SOBC through to Final Business Case (FBC) ▶	Post FBC and into operation ▶
Testing deliverability	●	●	
Setting up governance	●	●	
Securing resources	●	●	
Timely approvals	●	●	
Delivery organisation design	●	●	
Cost and programme estimating	●	●	
IT enabled change	●	●	●
Business transformation	●	●	●
Commercial and financial structure		●	●
Contracts and procurement		●	●
Market capacity and engagement			●
Transaction support			●

The Freeports Programme is an example of where expert advice has been given and applied successfully to a project (see following page).

IPA Expert Advice offer



The Freeports Programme has been established to deliver up to ten Freeports throughout the UK as a key part of the government's Levelling Up agenda. Government objectives for Freeports include:

- Establishing national hubs for global trade and investment across England, Scotland, Wales and Northern Ireland.
- Promotion of conditions to regenerate communities and create jobs.
- Stimulating hotbeds for innovation.

The successful launch of the Freeports Programme in England in 2020 (operational partnerships established in 2021) demonstrates the power of effective and coordinated cross-Whitehall collaboration. Current successes for this include customs sites, tax relief, streamlined planning consent procedures, innovation support and up to £25m of seed capital for each site.

The ambitious objectives to establish eight Freeports in England and at least one in each of Wales, Scotland and Northern Ireland are being achieved by structured programme management, and a clear understanding of interrelated objectives. This is supported by IPA-arranged assurance and subject matter expertise by commercial specialists and project delivery advisors. In addition to being on

the Freeports Programme Board, the IPA has worked closely with the Department for Levelling Up, Housing and Communities (DLUHC) and HMT by participating in critical approval processes, including HM approval panels, the programme assessment review and MPRG. The Freeports Programme has also benefited from being on the GMPP and its associated assurance measures.

By late-2022, Freeports should be fully operational in Teesside, Humber, Solent, East Midlands, Freeport East (Harwich), Liverpool City Region, London and Plymouth. A prospectus has been published by the Scottish Government in conjunction with DLUHC inviting two Freeport applications in Scotland, with bids for Freeport sites in Wales and Northern Ireland to follow.

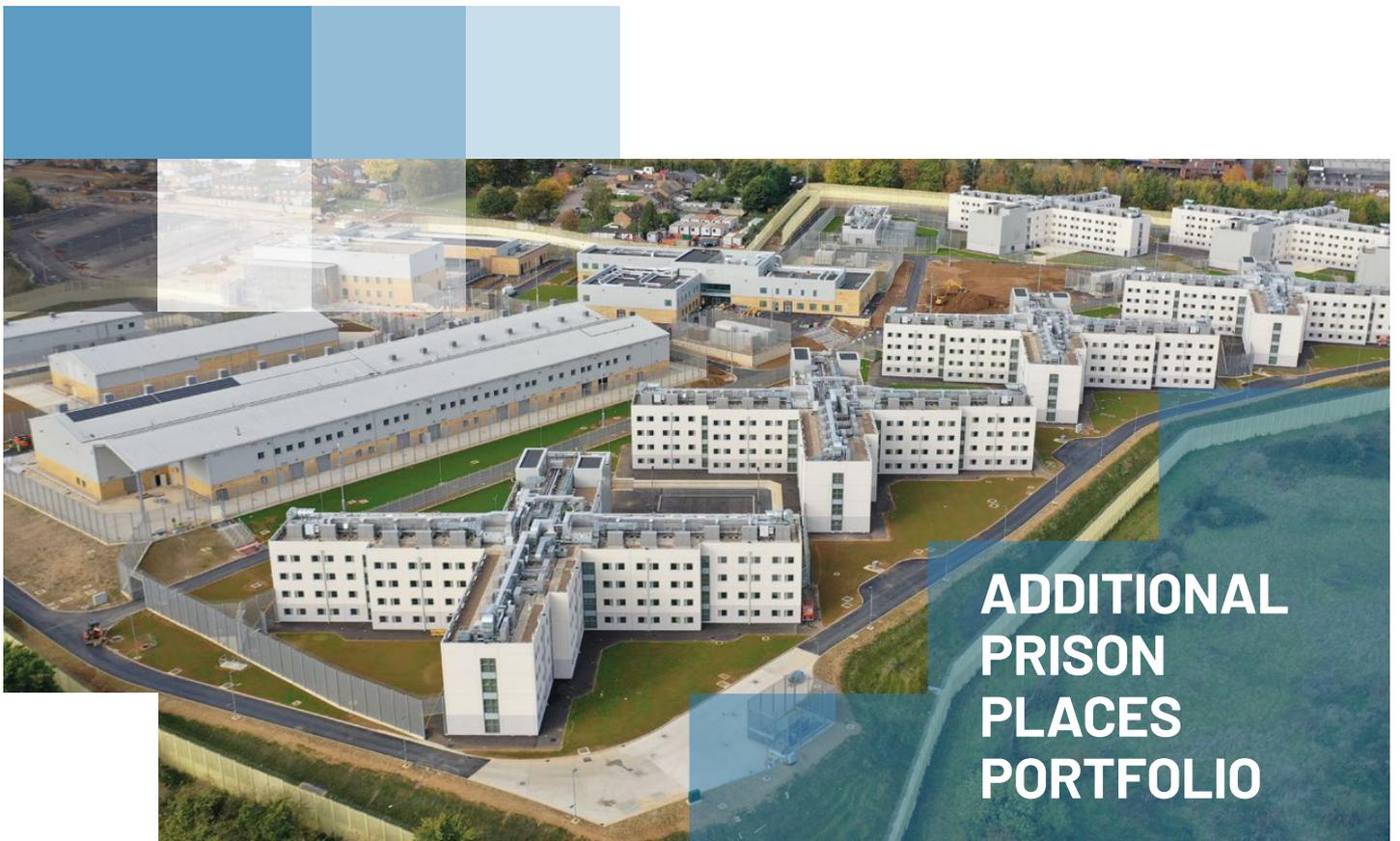
Another project which has paved the way for innovation and included cross-government collaboration is the Additional Prison Places Portfolio (see following page).

IPA Expert Advice offer

In May 2020, the MOJ 10,000 Additional Prison Places Programme was subject to an IPA Gateway 2 (GW2) review of the outline business case. This review was one of the first remote reviews conducted in the early stage of the first national COVID-19 lockdown.

Recognising the importance of the programme as a government manifesto priority (and the then unknown impact of the COVID-19 national restrictions), the IPA convened a team of in-house specialists to support the team reviewing the business case and to inform the assurance activity.

The GW2 review gave an amber/red delivery confidence assessment. The IPA subsequently developed a support offer designed as a menu of services that the programme could access, to help them address areas of concern highlighted by the GW2 review. These areas are set out below.



IPA Expert Advice offer

Procurement reform: the IPA provided support in defining the delivery model, giving advice on procurement strategies to maximise opportunities for success, support in setting up appropriate processes around the delivery model and procurement strategy, and supporting the considerations of capability and capacity to deliver it.

Risk and contingency: the IPA helped with the development of the approach to managing risk and contingency across the programme with reference to current best practice and examples across government. There was significant activity on this strand of the support offer, including risk deep dives, risk workshops and analysis of risk management for the programme.

Benchmarking and cost estimation: the IPA undertook a benchmarking and cost estimating deep dive, creating a prisons template in order to undertake an in-depth look into the prison cost estimating and benchmarking process. The IPA also supported MOJ with a “Pounds in the Ground” analysis concerning construction versus non-construction activities.

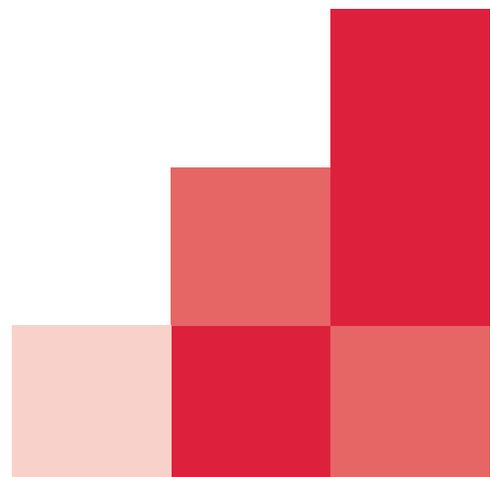
Net zero and sustainability: the IPA worked collaboratively with the MOJ to map a pathway for the department to reach net zero across its prison estate, identifying how the strategy could be taken forward and aligned with initiatives that other departments are employing. In addition, the IPA worked with the department to understand the best way that it could monitor and evaluate progress.

Modern methods of construction: the IPA supported the programme to develop an approach (with industry) to drive automated design, use of platform approaches and deep retrofit. This included identifying opportunities to join up pipeline activity across sectors for wider benefits and elements of the wider portfolio that were appropriate for continued and increasing application of mixed approaches. The IPA identified and engaged two critical friends to help explore a range of options linking into the commercial model for delivery.

Market capacity: The IPA conducted an assessment of supply chain resource requirements to deliver the programme to information portfolio risk management, including inflationary cost pressure, labour supply and demand and contractor health. The IPA also provided further support to consider supply chain inter-dependencies between other projects/programmes across government’s infrastructure and construction portfolio.

The support from the IPA assisted the programme to proceed through its assurance action plan (following their previous amber/red rated review) and receive an improved delivery assessment confidence rating of amber. The IPA continues to work closely with the MOJ’s Executive Agency, HM Prison and Probation Service (HMPPS), to ensure that we are providing the appropriate advice, support and assurance across the entire Additional Prison Places Portfolio now comprising seven GMPP programmes.

The support offer for this programme has subsequently been used as a pathfinder for other IPA support offers being delivered across Tier A active programmes.



Infrastructure finance

The IPA supports the setting up of critically important projects and programmes where the private sector is the main delivery vehicle and attracting private finance is fundamental to achieving policy outcomes, particularly in relation to the development of nationally significant infrastructure.

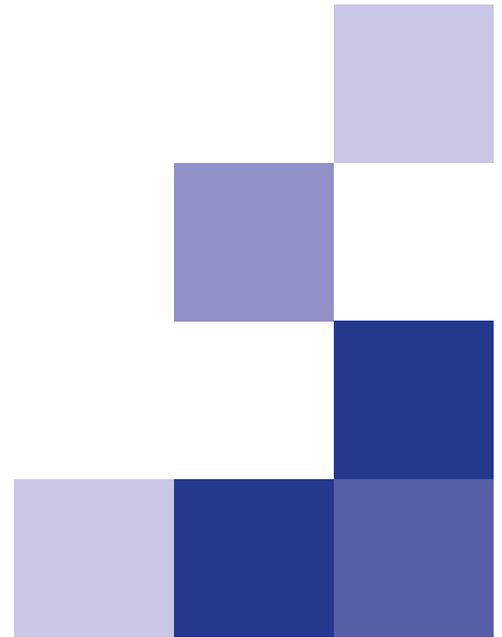
Advisory support to HMT, other government departments and programme teams often involves calibrating revenue models and risk sharing interventions to facilitate private sector investment for privately sponsored infrastructure development, while seeking an affordable and value for money deal for consumers and the taxpayer.

Recent activities have had a particular focus on energy transition and net zero initiatives, as well as continued support in relation to the housing agenda.

In the last year, IPA has been providing commercial and financial advice and general support to BEIS and HMT on the development of the business model for low carbon hydrogen production and on the Net Zero Hydrogen Fund, as well as on various aspects of the Carbon Capture, Usage and Storage programme (CCUS), where the team has supported the development of new business models for the transport and storage element of the clusters, industrial carbon capture, and power generation with carbon capture.

In relation to the Heat Networks Investment Project, the IPA has been supporting BEIS for several years as part of the cross-government Project Board on their £320m capital grant and is now supporting their three-year £288m capital grant Green Heat Network Fund (GHNF). The first application round for the GHNF opened in March 2022 and will support the commercialisation and construction of new low and zero carbon (LZC) heat networks as well as the retrofitting and expansion of existing heat networks.

Recent activities have had a particular focus on energy transition and net zero initiatives.



In relation to civil nuclear power generation, IPA has continued to support the Sizewell C programme as it prepares for a financial investment decision targeted under this parliament, subject to value for money. It is also supporting HMT and BEIS with commercial, delivery and financial considerations in relation to small modular reactors and advanced nuclear projects and programmes. The IPA also provides support to BEIS and Low Carbon Contracts Company (LCCC) in relation to the ongoing monitoring of construction progress at Hinkley Point C.

Also in relation to energy transition and the Net Zero Strategy, IPA has been assisting BEIS with its development of Future System Operator proposals, offshore wind transmission development and port investment, and more widely in relation to electricity market reform.

The IPA has also provided commercial and financial support to HMT in relation to Homes England housing programmes, including initiatives such as the Housing Delivery and Diversification Fund. This support has also included the review of commercial and financial aspects of business cases submitted for HMT approval.

PFI Centre of Excellence & Contract Management Programme

There are over 550 current PFI contracts (excluding those in the devolved administrations) and the PFI Centre of Excellence, run by the IPA, provides expert support and advice to departments and contracting authorities.

In 2020, the IPA set up a PFI Contract Management Programme – a collaboration between the centre, departments and functions – to manage the risks in operational PFI projects. The aim of the programme is that contracting authorities have the capabilities, knowledge and tools they need to manage their PFI contracts effectively and to engage confidently with their private sector partners.

The programme comprises four projects:

- **Contract expiry** – managing the risks of contract expiry and ensuring value for money as contracts end.
- **Improving operational performance** – improving the performance and efficiency of operational contracts.
- **Building capability** – building capability through system learning, guidance and training.
- **Advice & support** – providing expert support and advice to departments and contracting authorities.

In summer 2021, the IPA published 'Managing the Risks of PFI Contract Expiry'¹² that sets out how IPA provides support to authorities in managing the risks of PFI contract expiry. IPA provides PFI expiry-related review, guidance, advice and support for public bodies in England that is integrated within our wider programme of PFI training, contract management support and advice. The aim is to ensure that private sector counterparties meet their contractual obligations through to the expiry of the PFI project, and that there is an efficient and effective hand-back and take-forward process allowing for continuity of all required services on PFI expiry.

Expiry health checks: IPA offers all PFI projects within seven years of expiry an initial expiry health check, with further reviews at three and five years. The health check involves a review by the IPA of key project documentation and a structured interview process with the contracting authority. The review process uses a diagnostic tool to help assess and benchmark the project's readiness for expiry. The output from health checks is a short report which identifies the key issues and action recommendations for an authority. The IPA is able to offer follow-on support either directly or through its PFI expert associates. To date, IPA has undertaken over 70 expiry health checks.

Systems learning: In December 2021, the IPA published an analysis of the findings from the first phase of health checks¹³. This provides some vital lessons for the public sector, particularly around the need to start preparing early for contract expiry and ensuring projects are set up for success with appropriate governance, leadership, planning and resources.

¹² www.gov.uk/government/publications/managing-the-risks-of-pfi-contract-expiry

¹³ www.gov.uk/government/publications/phase-1-pfi-expiry-health-learnings-report

PFI Centre of Excellence & Contract Management Programme

Expiry guidance: 'Preparing for PFI contract expiry'¹⁴ was published in February 2022 and provides practical guidance to contracting authorities on managing the expiry of PFI contracts and the transition to future services provision. It is not prescriptive but offers a framework for approaching PFI contract expiry and transition, based on practical experience. This guidance is supplemented by an expiry toolkit providing related additional tools and materials to support authorities in managing expiry. It is intended that this toolkit will be added to, over time, to reflect the growing expiry experience in the market and to provide a practical reference base.

Building capability: During the year a facilitated expiry training course for cohorts of up to 16 people has been developed and piloted with contracting authorities. The course was fully launched in the spring and IPA will deliver around 20 of these courses a year. This contract expiry training will be complemented by a programme of eight PFI contract management e-modules which will be rolled out during the course of 2022-23.

Expert advice & support: In December IPA launched a campaign to form a pool of PFI expert associates to work with the IPA to provide greater capacity and access to specific skills and expertise. The campaign generated a significant response from high quality applicants with deep expertise in PFI. These associates will work alongside IPA commercial specialists to provide expert support and advice to authorities.

The programme is continuing to work closely with industry partners. Last year IPA established a working group with industry, including investors, lenders and advisors, to navigate the impact on PFI contracts of the transition from LIBOR to SONIA¹⁵. This year joint working groups have been set up to consider the challenges of net zero and assessing asset condition at contract expiry.

¹⁴ www.gov.uk/government/publications/preparing-for-pfi-contract-expiry

¹⁵ London Interbank Offered Rate and Sterling Overnight Index Average



International work

The mission of the IPA International Team is to support the government’s “Global Britain” goals and the pursuit of “world-class project delivery” in the international arena. This is more important than ever as the UK builds new relationships overseas and takes the lead in helping countries around the world to build back better, faster and greener.

Alongside this work, as the UK government’s centre of expertise on infrastructure matters, we work closely with FCDO, Department for International Trade (DIT) and other departments at home supporting infrastructure initiatives (resilient and sustainable infrastructure development, COP26 etc). We support HMT on their financial and economic dialogues, the G7 and G20 teams with their infrastructure and climate change work, and with the multilateral development banks and other international bodies.

Examples of IPA work abroad, and its impact, include leading the UK’s Global Infrastructure Programme. This adapted and translated UK business case and project initiation methodologies train over 1,500 officials across seven countries in their use and setting up of development trusts for demonstrator programmes with the Inter-American Development Bank in Latin America (Lat-Am) and the World Bank in Indonesia. This resulted in real policy change; it also opened the door to UK business wins in Indonesia, Colombia and Peru, and UK training consultancy contracts in South Africa, Colombia and Brazil. In support of the UK Government’s shift in strategic focus towards the Indo-Pacific region, we developed and delivered

a major week-long resilient infrastructure programme for the member states of the Association of Southeast Asian Nations (ASEAN), and delivered infrastructure capacity building courses to four ministries in India. We also delivered a significant South Africa infrastructure development training programme (with contracts won by a UK consultancy) and supported three other African countries. We have delivered a similar major programme for the Lat-Am block, alongside programmes in Brazil, Colombia, Peru and work in the Arabian Gulf.

The IPA has developed a world-class reputation working with countries, multilateral development banks and other bodies, showcasing UK methodologies and providing unique government-to-government support to countries of importance to the UK around the world. We continue to further UK foreign policy goals delivering the first programme under the FCDO’s new “UK Centre of Excellence for Infrastructure and Cities” and, alongside embassies, developing programmes with India, Brazil, South Africa, Indonesia, Saudi Arabia and others for the coming year.

Annex

The Annual Report and transparency data on major projects Under its 2012 mandate, the IPA is required to produce an Annual Report on the GMPP. This is the tenth Annual Report, with some previous reports having been published by the Major Projects Authority (MPA). In accordance with the Government's major projects transparency policy, the Annual Report is published at the same time as departments publish the data on their projects that are part of the GMPP. The data published this year was submitted to the IPA in March 2022. The Delivery Confidence Assessments (DCAs) within that data, and included in this report, are provided by IPA for projects where the projects have received active IPA support or have undertaken an independent IPA assurance in the last 6 months. For other projects, the DCA is provided by the Senior Responsible Owner (SRO). The narratives from departments that accompany their published data online provide an update on progress since then.

Annex A: Explanation of DCA colour ratings

The DCA is the IPA's evaluation of a project's likelihood of achieving its aims and objectives, and doing so on time and on budget.

Green Successful delivery of the project on time, budget and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.

Amber/ Green* Successful delivery appears probable; however, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery.

Amber Successful delivery appears feasible but significant issues already exist, requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/ schedule overrun.

Amber/ Red* Successful delivery of the project is in doubt, with major risks or issues apparent in a number of key areas. Urgent action is needed to address these problems and/or assess whether resolution is feasible.

Red Successful delivery of the project appears to be unachievable. There are major issues with project definition, schedule, budget, quality and/or benefits delivery, which at this stage do not appear to be manageable or resolvable. The project may need re-scoping and/or its overall viability reassessed.

Reset A significant change to a project's baseline which involves a business case refresh or change.

Exempt Data can be exempt from publication under exceptional circumstances and in accordance with Freedom of Information requirements, i.e national security.

Annex B: Key for department names

BEIS	Department for Business, Energy & Industrial Strategy
CO	Cabinet Office
DCMS	Department for Digital, Culture, Media & Sport
DEFRA	Department for Environment, Food and Rural Affairs
DFE	Department for Education
DFT	Department for Transport
DHSC	Department for Health & Social Care (formerly DH)
DLUHC	Department for Levelling Up, Housing and Communities
DWP	Department for Work & Pensions
FCDO	Foreign, Commonwealth and Development Office
HMLR	Her Majesty's Land Registry
HMRC	Her Majesty's Revenue & Customs
HMT	Her Majesty's Treasury
HO	Home Office
MOD	Ministry of Defence
MOJ	Ministry of Justice
NCA	National Crime Agency
ONS	Office for National Statistics

Annex C: Snapshot periods for Annual Report years

AR 2013	2012-13 Published in 2013 using data as at September 2012
AR 2014	2013-14 Published in 2014 using data as at September 2013
AR 2015	2014-15 Published in 2015 using data as at September 2014
AR 2016	2015-16 Published in 2016 using data as at September 2015
AR 2017	2016-17 Published in 2017 using data as at September 2016
AR 2018	2017-18 Published in 2018 using data as at September 2017
AR 2019	2018-19 Published in 2019 using data as at September 2018
AR 2020	2019-20 Published in 2020 using data as at September 2019
AR 2021	2020-21 Published in 2021 using data as at March 2021
AR 2022	2021-22 Published in 2022 using data as at March 2022

*These DCA ratings were not used in IPA Annual Report 2021/22, as the IPA moved from a 5-tier to a 3-tier DCA rating system in June 2021. Definitions have been included as the 5-tier DCA rating system is referenced for previous versions of the IPA Annual Report in Annex D.

Annex

Annex D: List of projects with DCA history

The table below reflects DCAs of the 235 projects used in the Annual Report analysis, alongside their historic DCAs where they appeared in previous Annual Reports. DCAs and the supplementary data reflect the project status at the end of March or September in the relevant financial year (see Annex C).

Annual Report											Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
											 CCUS	BEIS	CCUS is essential in meeting net zero target and we have committed to supporting the deployment of CCUS in two industrial clusters by the mid-2020s and a further two clusters by 2030, as announced in the Prime Minister's Ten Point Plan. As set out in the Net Zero Strategy we have an ambition to capture 20-30 million tonnes of CO ₂ per annum and, as per the Energy Security Strategy, will enable 10 GW of low carbon hydrogen capacity by 2030 with at least half from electrolytic hydrogen, subject to affordability and value for money.
											  Green Homes Grant: Local Authority Delivery (LAD)	BEIS	The primary objective of the programme is to site and construct a permanent geological disposal facility (GDF) as the safe, secure and environmentally responsible solution to the long-term management of higher-activity radioactive waste in the UK, excluding Scotland. A GDF is the internationally agreed and only viable permanent answer to the UK's existing legacy of Highly radioactive waste. As a nationally significant infrastructure programme a GDF will also provide an opportunity to sustainably boost the economy of the host region and local community to transform itself for many generations. The programme also supports the delivery of the UK's nuclear new build programme as the Government needs to be satisfied that effective arrangements exist or will exist to manage and dispose of the wastes they will produce before development consents for new nuclear power stations are granted.
											  Green Homes Grant: Local Authority Delivery (LAD)	BEIS	BEIS has administered £500m funding to Local Authorities in England to support energy improvements to the worst quality homes by installing energy efficiency measures and low carbon heating.
											  Green Homes Vouchers Programme	BEIS	The Green Homes Grant Voucher Scheme GHGv was announced as part of the Government's Economic Stimulus package to support Energy Performance and Low Carbon Heat Industries recovery from COVID19. The scheme closed to new applications on 31 March 2021 residual applications and issued vouchers were processed up until spring 2022.
											 Heat Networks Investment Project	BEIS	HNIP is to help create a self-sustaining heat network market by: <ul style="list-style-type: none"> 1. Increasing the volume of heat delivered by new or expanded heat network applicant projects through the provision of a proportion of their capital costs in the form of Government loan and grant finance; this will leverage private finance, and other investment funding, into the heat networks. 2. Delivering carbon savings for carbon budgets 4 and 5 (2023-2032). 3. Building market capability to develop optimised heat networks that will meet local needs and support heat networks development.
											 Help to Grow - Digital	BEIS	The Help to Grow: Digital Programme aims to address the UK's longstanding productivity gap by supporting up to 100,000 SMEs over three years through the provision of high-quality advice, guidance, and information around digital technology adoption and of a financial incentive to purchase and implement digital technologies proven to raise productivity.

 Green  Amber/Green  Amber  Amber/Red  Red  Reset  Exempt

Annex

Annual Report												Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022					
												 Help to Grow – Management	BEIS	Help to Grow: Management will deliver an intensive national training programme, to improve SME leadership and management skills and address firm level productivity challenges. Over the next 4 years, the programme aims to support 30,000 SME business leaders to increase productivity, seize investment opportunities and grow their business, all whilst levelling-up productivity across the UK.
												  Home Upgrade Grant (HUG) Phase 1	BEIS	The Home Upgrade Grant (HUG) Phase 1 is a £218.6m scheme that will provide energy efficiency upgrades and low-carbon heating to low-income households living off-gas grid in England to tackle fuel poverty and meet net zero commitments. Delivery of the scheme started in January 2022 and is scheduled to finish in March 2023.
												 Industrial Decarbonisation & Hydrogen Revenue Support	BEIS	Not Applicable – First GMPP report for IDHRS and an annual report exemption has been given.
												 Local Authority Delivery (LAD) Phase 3	BEIS	The Local Authority Delivery (LAD) Phase 3 is a £286.8m scheme that will provide energy efficiency upgrades and low-carbon heating to low-income households living on-gas grid in England to tackle fuel poverty and meet net zero commitments. Delivery of the scheme started in January 2022 is scheduled to finish in March 2023.
												 Low Cost Nuclear Programme (Rolls Royce SMRs Challenge)	BEIS	The Low Cost Nuclear Programme Phase 2 is a £468m (£210m grant + £258m matched industry funding) Research and Development (R&D) and innovation project aiming to further develop the UK small modular reactor power station concept, to enable the design to successfully pass the key regulatory milestone of Generic Design Assessment (GDA) Step 2 completion by 31/03/2025. The grant recipient, and lead on the project is Rolls Royce SMR Ltd. BEIS is responsible for the project, and have contracted UKRI to act as delivery partner, providing programme management and assurance of the grant funding.
												  Met Office Supercomputing 2020+ Programme	BEIS	Delivering our future supercomputing capability through the procurement and installation of a replacement and increased supercomputing capacity to meet the contracted end of life timescales of our current systems. This will include storage, observations networks, post processing systems and services, tooling for data exploitation, delivery and support resources throughout the investment lifetime, data centre hosting, networking, security services and decommissioning.
											 New Polar Research Vessel	BEIS	Royal Research Ship Sir David Attenborough will replace two existing polar research/supply vessels with one dual purpose ship which planned to save £102m over 30 years.	
												 NZHF	BEIS	The Net Zero Hydrogen Fund is a £240 m fund that will be delivered between 2022 to 2025 via 4 strands. The aim of the NZHF is to support the commercial deployment of new low carbon hydrogen production projects during the 2020s, ensuring the UK has a diverse and secure decarbonised energy system fit for meeting our ambition of 10GW low carbon hydrogen production by 2030, and commitment to reach net zero by 2050.
												  Public Sector Decarbonisation Scheme (PSDS)	BEIS	A capital funding programme for heat decarbonisation and energy efficiency improvements in public sector organisations. The PSDS has received funding for three phases. Phase 1 consists of £1bn of funding to be delivered over 2020/21 and 2021/22. Phase 2 consists of £75m of funding to be delivered over the 2021/22 financial year. Phase 3 consists of £1.425 billion funding to be delivered over three years between 2022/23 and 2024/25. Funding for further phases of the Scheme will be determined through the Spending Review process. Funding for Phases 1 and 2 of the Scheme ended on 31 March 2022.

 Green  Amber/Green  Amber  Amber/Red  Red  Reset  Exempt

Annex

Annual Report											Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
											  Replacement Analytical Project	BEIS	The Replacement Analytical Project is a key component of the Analytical Services Programme, which provides essential services to operations on the Sellafield Site supporting 22 Programmes & approximately 200 Operational Facilities. The existing facility is 60 years old and cannot provide long-term capability so new analytical facilities need to be established. The Replacement Analytical Project has therefore been initiated to deliver future analytical capability to the Sellafield site, through a major modification of the National Nuclear Laboratory Central Laboratory. Key modifications are provision of standalone Highly Active (HA), Medium Active (MA) and Special Nuclear Material (SNM) analytical capability. A key part of the scope is the delivery of 135 Analytical Instruments which will perform the ongoing analysis required by facilities at Sellafield. Analytical Services remains essential to the delivery of high hazard reduction and remediation until the completion of the Sellafield Ltd mission.
											  Sellafield Product and Residue Store Retreatment Plant	BEIS	To provide a facility that will receive special nuclear material from existing stores on the Sellafield site and process into a form suitable for safe and secure storage until 2120.
											  SIXEP Continuity Plant	BEIS	SIXEP Continuity Plant will replace the existing effluent treatment plant at Sellafield as it approaches end of life and will provide interim waste storage capability. It is a key enabler for the safe and reliable retrieval and treatment of legacy waste at Sellafield, in support of government and Nuclear Decommissioning Authority strategic objectives.
											 Sizewell C	BEIS	The Sizewell C (SZC) project team will lead on negotiations with SZC and EDF (its main shareholder) and will have responsibility for designing a viable funding/financing model that delivers the Government objectives of value for money, fiscal responsibility, and decarbonisation. EDF's planned project in Suffolk - Sizewell C - is considered the most advanced new nuclear project in the UK and is likely to be the only project capable of delivering the Energy White Paper objective for at least one large scale nuclear project to reach Final Investment Decision (FID) this Parliament.
											  Smart Metering Implementation Programme	BEIS	The Programme aims to replace existing traditional gas and electricity meters across Great Britain with smart gas and electricity meters resulting in a cleaner, cheaper and more reliable energy system. Smart meters are a key enabler of technologies such as electric vehicles, smart tariffs and microgeneration to be efficiently integrated with renewable energy sources, underpinning the cost-effective delivery of Government's net zero commitment.
											  Social Housing Decarbonisation Fund	BEIS	The 2019 Conservative Manifesto committed to a £3.8bn Social Housing Decarbonisation Fund over a 10-year period. SHDF will support the ambition set out in the Clean Growth Strategy, that as many homes as possible are improved to Energy Performance Certificate (EPC) band C by 2035, and for all fuel-poor homes to reach this target by 2030. SHDF will play a critical role in meeting legally binding fuel poverty targets as set out in the Fuel Poverty Strategy. Owing to the proposed length of the scheme, and the uncertainty in the decarbonisation environment (e.g., electrification/hydrogen decision), SHDF will be delivered in four waves. SHDF Wave 1 commitments will build on the findings of the SHDF Demonstrator project, scaling up supply chain capacity and knowledge as in advance of the larger, longer-term Wave 2 which has recently been confirmed in Spending Review 21.

Green

Amber/Green

Amber

Amber/Red

Red

Reset

Exempt

Annex

Annual Report												Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022					
									Amber	Amber		Vaccines Task Force	BEIS	Two years after the VTF was set up, the spring boost campaign is underway. The VTF’s initial success of working swiftly to secure vaccines allowed the UK to be the first country to deploy regulated vaccines. Now a BEIS/DHSC joint unit, the VTF still comprises staff from the civil service, private sector, and academia, providing a breadth of expertise to meet our objectives. The VTF has succeeded in securing vaccine for the first booster campaign and supplies for this year and next, including access to potential variant vaccines. The VTF’s strengths include close relationships with vaccine supplier and active supply management. We met HMG’s target to donate 30m doses by end 2021, with over 53 million doses donated as of April 6th. The VTF has invested over £395 million to secure and scale up the UK’s vaccine manufacturing capabilities to respond to the pandemic and further strengthen our domestic capacity.
										Amber	Amber	Civil Service Pensions 2015 Remedy	CO	The 2015 Pensions Remedy Programme was created to end age discrimination within the Civil Service Pension Schemes and is also creating solutions to remediate any affected historic members.
							Amber	Amber		Amber	Amber	Commercial Capability Expansion Programme	CO	The original Commercial Capability Programme successfully established the Government Commercial Organisation (GCO) – a single central employer of several hundred Commercial Specialists (Grade 6 and above) for central government departments. The Civil Service Board endorsed proposals that commercial capability building interventions should be extended to Grade 7 commercial professionals within central government, Wider Government Bodies (WGBs) and training and accreditation developed and delivered to the Civil Service contract management community. The Commercial Capability Expansion Programme has been established to impact these new target populations deeper within the Civil Service and more broadly across the Public Sector.
											Amber	Digital Identity	CO	One Login will provide a single account for citizens to login, prove their identity simply and securely, and access central government online services. It will enable more people to use more HMG services, improving inclusion and decreasing reliance on slower offline routes, and will reduce duplication, costs and fraud across government.
											Green	Future Service Programme	CO	The purpose of the programme is to put in place new administration models for the Civil Service Pension Scheme and the Royal Mail Statutory Pension Scheme. The new models will enable Ministers to meet their statutory duties to administer these schemes and will provide continuity of service to the two million scheme members. The strategic vision is to ‘transform the Civil Service Pension Scheme into the best managed and administered UK public service pension scheme’.
			Amber	Amber			Red	Red		Amber	Amber	GOV UK Verify	CO	GOV.UK Verify is a core element of the Government’s digital transformation agenda. It aims to ensure that users can create, use and reuse digital identities to access public services, until its successor cross-government system (One Login for Government) is fully operational.
			Amber	Government Hubs Programme	CO	The Government Hubs Programme will consolidate and modernise the government’s office estate, creating an office network that supports smarter working and great places to work, in line with post-Covid ways of working. Working in tandem with the GPA Capital Projects Whitehall Campus programme which is developing a rationalised central London Estate, the Government Hubs programme is supporting the Government’s strategic requirements to relocate 22,000 Civil Servants out of London and consolidate 37,000 FTE in the Regions by 2030 as part of the Place for Growth; Levelling Up and supporting the government’s ambition to reach net zero carbon emissions by 2050 agenda								

Green Amber/Green Amber Amber/Red Red Reset Exempt

Annex

Annual Report											Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
											 National Underground Asset Register	CO	NUAR is a data-sharing platform to provide a combined, interactive, standardised digital view of the location and attributes of buried assets. A phased delivery programme includes development of a regional minimal viable product for North East England, Wales and London. The platform will then be enhanced and rolled out to the remaining regions in England and to Northern Ireland. NUAR's key intended outcomes include utility strike savings, on-site project savings, data exchange savings and back office efficiencies. The envisaged economic benefit of creating NUAR is £347m per annum through reducing the frequency of accidental strikes to underground pipes and cables. The NUAR programme is a key mission initiative of the UK Geospatial Strategy, aiming to realise the economic and social potential of better geospatial data in the infrastructure sector, to unlock economic value from geospatial data, and to improve access to better location data.
											  One Public Estate	CO	One Public Estate is an initiative delivered in partnership by the Cabinet Office (Office of Government Property), the Local Government Association and the Ministry for Housing, Communities and Local Government. It provides practical and technical support and funding to councils, central government and other public sector partners working together to deliver ambitious property-focused programmes.
											   Transforming CCS	CO	Following a detailed review of the CCS Change Programme in 21/22 it was agreed that the remainder of the programme would deliver on both its digital and strategy objectives but the digital programme would limit its focus on a reduced scope of key digital priorities which still delivers against the programmes overall remit of delivering a clear vision and strategic direction and developing digital products that will make it easier for customers to access and do business with CCS. The focus on key priorities has ensured the programme delivers against its ambitions whilst at the same time delivering a significant cost reduction against the original planned 21/22 forecasts. All of the CCS Change Programme Strategy and Digital outputs are complete with several initiatives already deployed and live across the business with a further two digital products completed and scheduled to be deployed in May 2022. An updated Business Case and addendum reflecting the changes in scope and costs was drafted in Q3 21/22 and presented to CCS Executive and Non-Executive Boards in January 2022.
											  Vetting Transformation Programme	CO	The Vetting Transformation Programme is building a workforce with the right skills, fully exploiting technology and implementing a new vetting standard. The programme has the following aims; Faster clearances, processing times will be reduced by implementing a single joined-up process eliminating duplication; enabling individuals to be recruited into vetted roles quicker. Provide a far better user experience, facilitated by frictionless HR, Security data sharing and record management. Clearances will be portable, individuals will move seamlessly between departments. On-going assurance of our people through a cross-functional approach to managing employee risk throughout the employee lifecycle, to better assure the integrity of individuals with privileged access. Aligning to these outcomes will provide government departments with a trusted vetting service adhering to its customers needs and strengthening our international reputation.
											 Whitehall Campus	CO	The Whitehall Programme will transform central government's ageing Central London office estate to create a Whitehall Campus to support significant rationalisation proposals that supports modern post Covid ways of working and delivering 22,000 civil servant relocations out of London to the regions as part of the Places for Growth and 'Levelling up' agenda.

Annex

Annual Report											Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
								Amber	Amber		Workplace Services Transformation Programme	CO	The Workplace Services Transformation Programme (WSTP) has been established to realise the ambition of a transformed workplace experience for all GPA customers (end users) and to ensure better value for our clients (Departments).
								Amber	Amber	Amber	4th National Lottery Licence Competition	DCMS	The 4th National Lottery Competition Programme is responsible for ensuring the continuation of the National Lottery on the current expiry of the current 3rd Licence at the end of January 2024. This involves designing a new licence fit for the future and selecting an operator via a competitive application process who is able to continue to develop the National Lottery as a public asset in order to maximise the returns to good causes whilst also ensuring the highest standards of propriety and player protection.
							Amber	Amber	Amber	Green	5G Testbeds & Trials	DCMS	The 5G Testbeds and Trials Programme is the Government’s nationally coordinated programme of investment in 5G. The Programme looks to harness areas where the UK has a competitive advantage – such as scientific research, engineering talent and our rich variety of technology businesses. The Programme is exploring the benefits and challenges of deploying 5G technologies.
							Amber	Amber	Amber	Amber	Birmingham 2022 Commonwealth Games	DCMS	The 2022 Commonwealth Games will be held in Birmingham, from 28 July to 8 August. The Games will showcase Birmingham, the West Midlands and the entire country to the rest of the world as a destination for international trade, entertainment, world class sport and tourism. The Games will deliver a fully integrated and inclusive para-sport programme, featuring thousands of world-class athletes and over a million spectators. The Government is providing a substantial part of the £778m funding and will want to ensure successful delivery, on time and within budget. The Games will be delivered in 2022 amongst a year of major events for the UK – including the Queen’s Platinum Jubilee and Unboxed 2022.
				Amber	Blythe House Programme	DCMS	The objectives of the Blythe House Programme are to ensure that: 1. Blythe House is put to its most efficient and effective use in order to deliver maximum value for money 2. The Blythe House museums are able to care for their collections in the most efficient and effective way.						
							Amber	Red	Amber	Green	Local Full Fibre Networks	DCMS	The Local Full Fibre Networks Programme will stimulate greater commercial investment to deliver faster and more reliable connectivity. Full fibre connections provide speeds in excess of 1 Gigabit per second, low latency and are highly reliable. Greater availability of these networks will enable businesses and individuals to access the connectivity that they need both now and for the future, as well as facilitating the deployment of 5G. Benefits include: – Stimulation of the broadband market – Impact on infrastructure and improvements in the overall network wider economic, productivity and business/jobs growth.
									Amber	Reset	Natural History Museum at Harwell	DCMS	The £182m DCMS-funded NHM@Harwell programme will create a Science and Digitisation centre to advance global scientific knowledge and the scientific, cultural and wider objectives of the UK Government by transforming the NHM collections’ physical environment and improving physical and digital research access to the collections and their associated data. This will enable the Museum to secure and digitise its growing collections for increased research use throughout this century and into the next, providing a springboard for partnerships, and employing and developing new technologies.

Green Amber/Green Amber Amber/Red Red Reset Exempt

Annex

Annual Report												Project Name	Dept	Description	
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022						
								Amber	Amber	Project Gigabit	DCMS	The UK Gigabit Programme (Project Gigabit) will deliver subsidised gigabit-capable broadband to hard to reach areas of the UK that would otherwise have been left behind by broadband network providers in their commercial rollout plans. There will be local, regional and cross-regional contracts available for broadband network providers of all sizes to bid for, managed through close working relationships with local authorities and the devolved administrations. This approach will be complemented by vouchers, hubs, gigabit-capable Superfast contracts and barrier busting measures to improve pace and flexibility of delivery.			
								Amber		Shared Rural Network	DCMS	The Shared Rural Network (SRN) programme is a £1 billion deal with the four Mobile Network Operators (MNOs) – EE, Three, Virgin Media O2, Vodafone – to deliver 4G coverage to 95% of UK landmass by the end of the programme, underpinned by spectrum obligations. The most significant coverage improvements will be in rural parts of Scotland, Northern Ireland and Wales, providing guaranteed coverage to 280,000 premises and 16,000 km of roads. The SRN programme is split between public and privately funded elements. In line with the six year capital funding period, the legally binding spectrum obligations for the SRN must be met by January 2027 and the programme will continue to deliver coverage improvements up to that point. The programme remains on track both the government and MNOs are confident that this combined coverage is expected to be delivered to 95% of UK geography by the end of 2025.			
								Amber	Amber	UNBOXED: Creativity in the UK	DCMS	UNBOXED: Creativity in the UK Festival UK 2022 is a major UK-wide festival of creativity and innovation, which features ten major public engagement projects designed to reach millions, bring people together and showcase the UK's creativity globally. Backed by £120 million of funding UNBOXED is a showcase of UK British science, technology, engineering, arts and maths and the ten commissions selected to take part are developing world-class talent and highlighting the very best of British creativity and innovation.			
								Amber/Green	Green	Bridgwater Barrier	DEFRA	The Environment Agency are working in partnership with Sedgemoor District Council to deliver this project located on the Parrett Estuary at Bridgwater, Somerset. The project will provide protection from tidal flooding to the town of Bridgwater and villages downstream.			
										Collection and Packaging Reforms	DEFRA	The three projects included within the Collection and Packaging reforms programme – Extended Producer Responsibility for packaging (pEPR), Deposit Return Scheme for drinks containers (DRS) and Consistency in Recycling Collections (Consistency) – will deliver significant changes to the waste collection and recycling sector including bringing benefits such as the creation of green jobs and significant carbon savings, contributing to Net Zero and outcomes in Defra's 25 Year Environment Plan.			
										Defra Biosecurity, Borders and Trade Programme (BBTP)	DEFRA	The Defra Biosecurity, Borders and Trade Programme (BBTP) vision is to deliver world-class biosecurity capability which protects health, encourages prosperity and enables security for a global UK. The programme is delivering the key infrastructure, systems, services, operations, capabilities, and legislative changes required to enable the introduction of new controls for goods to and from the EU.			
								Amber	Amber	Future Farming and Countryside Programme	DEFRA	By 2028, the Future Farming and Countryside Programme aims to deliver: 1) A renewed agricultural sector, producing healthy food for consumption at home and abroad, where farms can be profitable and economically sustainable without subsidy 2) Farming and the countryside contributing significantly to environmental goals including addressing climate change.			

Annex

Annual Report												Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022					
									■	■	Leeds Phase 2 Flood Scheme	DEFRA	LFAS2 will reduce the risk of flooding across Leeds using a catchment wide approach. The aim of the scheme is to deliver a 1 in 200 year level of protection (plus climate change allowance) through the use of linear flood defences, a large flood storage area and a flagship programme of Natural Flood Management measures. The scheme will help stimulate economic growth and regeneration within the city as well as responding to help address the current Climate Emergency.	
									■	■	Nature for Climate Fund	DEFRA	The Nature for Climate Fund Programme has been established to significantly increase tree planting, woodland creation and management, and peatland restoration, in England to support the delivery of Net Zero and 25-Year Environment Plan commitments. The programme is also designed to deliver wider social, economic and environmental benefits.	
									■	■	NO2 Programme	DEFRA	The NO2 reduction programme is a joint programme with Department for Transport to deliver the 2017 UK Plan for Tackling Roadside Nitrogen Dioxide Concentrations. The Plan outlines how councils with NO2 levels exceeding legal limits must develop and implement local plans to deliver legal levels of NO2 in the shortest time possible.	
									■		Northern Ireland Programme	DEFRA	The Defra Northern Ireland Programme was formed in January 2021 and is led by the newly formed NI Directorate. It aims to ensure an enduring, operable NI/GB boundary for all Defra stakeholders, and the ongoing integrity and efficacy of Defra’s regulatory regimes in the context of the NI Protocol, working collaboratively with the devolved administrations. The high-level strategic objectives of the programme are to: <ul style="list-style-type: none"> - Ensure compliance with the NI Protocol - Mitigate the impacts of the NIP implementation for businesses trading into and out of Northern Ireland - Minimise the impact of NIP implementation on consumers 	
									■	■	Oxford Flood Alleviation Scheme	DEFRA	We are working with 9 partners on a major new flood scheme for Oxford, which will reduce flood risk to homes, businesses and major transport routes into the city. Our scheme will provide a long term solution to flooding in Oxford, helping protect the city as flood risk increases with climate change. The scheme will run through the existing floodplain west of Oxford. It will be formed of a new stream surrounded by a gently sloping floodplain of new wetland habitat and grazing meadow to create more space for water away from built-up areas.	
									■	■	River Thames Scheme	DEFRA	The River Thames Scheme has 3 main goals: <ul style="list-style-type: none"> - Protecting our communities – we will create more resilient places and infrastructure for our communities by reducing the risk of flooding - Enhancing our Thames – we will increase the natural capital of the River Thames - Securing our economy – we will maximise social value of the scheme to promote green and sustainable growth How we’ll achieve this: <ul style="list-style-type: none"> - People – we value people and will champion inclusive culture - Sustainability – create a greener future future by tackling causes of climate change and becoming carbon neutral - Value for money – maximise opportunities to innovate to deliver valuable outcomes 	

Annex

Annual Report												Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022					
										■	■	Science Capability in Animal Health Programme	DEFRA	The SCAH Programme sets out the Department for Environment, Food and Rural Affairs' (Defra) plans for long-term investment in the Government's main animal health science facility. The re-development of the site infrastructure and associated transformation programme will secure and safeguard the critical animal health science capability, protecting the nation from the impacts of animal diseases in a cost effective way.
											■	UK Seafood Fund	DEFRA	The UK Seafood Fund aims to deliver the £100 million of funding to support the fishing sector, by ensuring better utilisation of our larger share of quota and supporting the industry to become more self-sustaining through increased product value and access to new markets. The fund supports the government priorities of levelling up coastal communities, strengthening the Union and increasing sustainability. The fund is divided into three key elements: Science and Innovation, Infrastructure and Skills and Training.
											■	Workplace and Facilities Management	DEFRA	Workplace and Facilities Management ('WP&FM') Services make it possible for Defra Group to operate its property portfolio (over 300 properties and the Weybridge Science Community) for 26,000 colleagues. These essential services include asset maintenance in line with Health and Safety requirements and bio-security regulations. Without these services, the estate (including offices, science laboratories, flood depots etc) would be unsafe and unable to operate, with severe consequences for the UK economy and environment given the frontline nature of much of Defra Group's activity.? The project will transform WP&FM services that will unify two separate operating models by utilising an integrated delivery model, which will enhance the working relationship between Defra and its delivery partners, improving the contractual risk apportionment and ensure the control of critical services sits within Defra. As a key enabler, the new services form an integral element of the wider Corporate Services Transformation Programme.
										■	■	Evolve	DFE	The Evolve portfolio is an enterprise wide transformation which enables SLC's corporate strategy. The strategy has 5 key objectives: An Outstanding Customer Experience; An Enabler of Opportunity; Leaner, Better, Doing more for less; A Great place to work; Trusted delivery partner. The portfolio contains a number of programmes that are designed to further enable and enhance how the SLC delivers its services. These programmes include; Customer Engagement Management, Apps and Portals, Data, Policy Commissioning, Accelerated Service Improvement, People, and Working Practices Transformation.
										■	■	FE Capital Transformation	DFE	The FE capital transformation will fund investment in FE colleges through: grants, 16 centrally delivered projects, and bidding rounds over five years. The programme will deliver on the government's manifesto commitment to upgrade and transform the FE college estate. This will support the FE sector to deliver on its reform agenda and to support the levelling up of learner and labour market needs across the country, with greater emphasis on technical education and vocational training.

Annex

Annual Report												Project Name	Dept	Description	
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022						
												■	Initial Teacher Training Market Review (ITT)	DFE	The implementation of the recommendations from the Initial Teacher Training (ITT) Review is designed to complement a suite of reforms already underway to improve teaching quality, including the introductions of the ITT Core Content Framework (CCF), Early Career Framework (ECF), reformed National Professional Qualifications (NPQs) and Teaching School Hubs (TSHs). The reforms to the ITT market are the final stage in this teacher development journey. The recommendations from the ITT Review aim to increase the quality and consistency of ITT in a more effective and efficient market. It will do so by ensuring ITT providers adopt a series of new 'Quality Requirements' and recommendations which will be assessed during a market-wide re-accreditation process, which began in February 2022.
												■ ■	Institutes of Technology (IoT) 2	DFE	The Institutes of Technology programme is a manifesto commitment to establish the second wave of high-quality Institutes of Technology (IoTs). The first 12 IoTs were selected through a government-led competition and commenced live delivery from September 2019, Wave 1 has successfully delivered 12 IoTs across the country, wave 2 utilised the same model as wave 1, successfully delivering a further 9 IoTs, and are collaborations between further education (FE) providers, universities and employers. IoTs specialise in delivering higher technical education (at levels 4 and 5) with a focus on STEM (science, technology, engineering and mathematics) subjects.
												■ ■	National Tutoring programme	DFE	The National Tutoring Programme (NTP), launched in October 2020, is a key part of the Government's COVID catch-up response for schools. The overarching vision of the NTP is to improve the academic outcomes of those young people whose education has been most negatively impacted by the pandemic.
			■	■	■	■	■	■	■			■ ■	Priority School Building Programme 2	DFE	The Priority School Building Programme is meeting the condition need of the school buildings in the very worst condition across the country. There are two phases of the programme, covering a total of 532 schools. Under the first phase of the programme, known as PSBP1, 260 whole schools are being rebuilt and/or refurbished. 214 schools through capital grant and 46 using Private Finance (PF). The vast majority of schools in PSBP1 were handed over by the end of 2017, two years earlier than originally announced. All schools under PF were delivered by April 2018. Under the second phase, known as PSBP2, individual blocks of accommodation at 272 schools are being rebuilt and/or refurbished using capital grant. PSBP2 now has 58 schools worth over £10m of which 57 (+1) have either design and build contracts awarded or funding agreements signed.
												■ ■	School Rebuilding Programme	DFE	The School Rebuilding Programme (SRP) is undertaking major rebuilding and refurbishment projects targeted at school and sixth form college buildings in the worst condition across England. The programme was announced by the PM in June 2020. The number of projects in the programme was confirmed publicly in HMT SR 2020 documentation, with a commitment to 50 projects a year/500 over ten years. An initial programme budget up to the end of the expected SR21 period was agreed with HMT in May 2021 (HMT confirmation letter received in July 2021) as part of the programme's clearance through the Treasury Approval Process (TAP). The first 100 projects announced last year are in delivery and a significant programme milestone was achieved (and met a Prime Ministerial commitment) with a number of the most advanced projects having signed contracts and started in site in September 2021. The next selection round is underway and we aim to provisionally select up to 300 schools later this year.

■ Green ■ Amber/Green ■ Amber ■ Amber/Red ■ Red ■ Reset ■ Exempt

Annex

Annual Report												Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022					
									Amber/Red	Green		Schools Commercial	DFE	The Schools Buying Programme is designed to support schools in achieving value for money and directly contributes to delivery of both the efficiency and sustainability portfolios. Our Strategy is designed to support schools to achieve value for money on their non-staff spend, be more sustainable and change the behaviours of buyers in schools to ultimately achieve value for money and enable more spend to be focused on improving educational outcomes.
									Amber	Amber		Skills Bootcamps and Free Courses for Jobs	DFE	The National Skills Fund (NSF) will fund projects that will help people retrain and upskill into better, more productive jobs through developing higher and intermediate skills, and aligned with Further Education.
							Amber	Amber	Amber	Amber		T Level Programme	DFE	The current IPA Delivery Confidence Assessment for T Level programme is AMBER, following the review in September 2021. The Government Internal Audit Authority followed with a deep dive audit of Industry Placements and Capital Funding its findings rated the programme as MODERATE. The actions underway to address the recommendations are to further develop the T Level employer engagement strategy to support the scaling of provision of Industry Placements. The team is also working closely with the Association of Colleges to provide the right level of support for providers and stakeholders in Waves 3 and 4. The T Level team has developed a benefits realisation strategy and continues planning and preparation to support the success of future Waves. For the 2021/22 Academic Year, we have 10 T Levels being offered across 102 providers of all types, we are monitoring delivery, including Wave 2 providers' ability to source the necessary industry placements.
									Amber	Amber		Teacher Development Reform Programme	DFE	The Teacher Development Reform (TDR) Programme is part of the wider reforms to Teacher Continual Professional Development (CPD) and the DfE Teacher Recruitment and Retention Strategy, referenced in the recent DfE White Paper published in March, 'Opportunity for all: strong schools with great teachers for your child'. The TDR Programme includes, the Early Career Framework (ECF), National Professional Qualifications (NPQ) and Institute of Teaching (IoT) projects. These exciting innovations are part of the investment in our teachers and leaders which include; a new two year induction for Early Career Teachers (ECT), with mentors trained and provided to support those new teachers and; new Specialist NPQs and reforms to our existing Leadership NPQs. Alongside this, the Institute of Teaching will become England's flagship teacher training and development provider, showcasing exemplary delivery of the ECF and NPQs, delivering evidence-based approaches to teacher training, as well as leadership courses and continued professional development, building on existing high-quality provision.
									Amber/Green	Green		2nd Generation UK Search and Rescue Aviation	DFT	The UK Search and Rescue 2nd Generation (UKSAR2G) programme is the UK's replacement aviation Search and Rescue (SAR) and Aerial Surveillance (ASV) services that will continue to save lives, protect the UK's economic interests and maintain aeronautical compliance with International Conventions beyond 2024.
									Amber	Amber/Green	Amber	A12 Chelmsford to A120 widening	DFT	As announced in the Roads Investment Strategy 2, the scope includes: Widening the A12 to three lanes between junction 19 (north of Chelmsford) and junction 25 (A120 interchange).
				Red	Amber	Amber	Amber	Amber	Amber	Amber		A303 Amesbury to Berwick Down	DFT	Free-flowing two lane dual carriageway replacing the current single lane carriageway on the A303 between Amesbury and Berwick Down including a twin bore tunnel under the majority of the World Heritage Site and a by-pass to the north of Winterbourne Stoke.

■ Green
 ■ Amber/Green
 ■ Amber
 ■ Amber/Red
 ■ Red
 ■ Reset
 ■ Exempt

Annex

Annual Report												Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022					
									Amber	Amber		A417 Air Balloon	DFT	As announced in the Roads Investment Strategy 2, the scope includes: A417 Air Balloon – connecting the two dual carriageway sections of the A417 near Birdlip in Gloucestershire, taking account of both the environmental sensitivity of the site and the importance of the route to the local economy.
								Amber	Amber	Amber		A428 Black Cat to Caxton Gibbet	DFT	The scheme provides a new off-line two lane dual carriageway between Black Cat roundabout on the A1 in Bedfordshire and Caxton Gibbet roundabout on the A428 in Cambridgeshire.
									Amber	Amber		A66 Northern Trans-Pennine	DFT	Dualling of the remaining single-carriageway sections on the A66 between M6 J40 Penrith and A1M Scotch Corner, creating a continuous dual carriageway across the Pennines.
Amber	Amber	Amber	Amber	Amber	Amber	Amber	Red	Red	Amber	Amber		Crossrail Programme	DFT	A new high-frequency rail service which will increase rail-based capacity in London by up to 10% and cut journey times across London and the South East.
										Amber	Amber	East Coast Digital Programme	DFT	The East Coast Digital Programme will deliver improvements in railway operation through the introduction of European Train Control System technology on the East Coast Main Line. This digital signalling technology will replace expired conventional signalling infrastructure between Kings Cross and Stoke Tunnel south of Grantham. Digital signalling has a lower whole-life cost than conventional signalling and offers performance and capacity benefits to users not available through conventional line-side signalling.
							Amber	Amber	Amber	Amber		East Coast Mainline Programme	DFT	The East Coast Main Line Enhancement Programme is a collection of track and power upgrade schemes between London King’s Cross and Edinburgh to increase capacity and reduce journey times. The Programme has enabled the East Coast franchise to introduce a new fleet of Intercity Express trains.
										Amber	Amber	East West Rail Configuration State 1	DFT	The East West Rail (EWR) scheme will create a rail link from Oxford to Cambridge, and is a key part of the government’s ambition for the Oxford to Cambridge Arc. EWR is being delivered as a single integrated programme, structured around the phased introduction of services (Connection Stages). East West Rail Connection Stage 1 (CS1) delivers services between Oxford and Bletchley/Milton Keynes. CS1 will re-construct and upgrade a partly disused railway between Bicester and Bletchley. This will allow for the introduction of new passenger services, improving connectivity and journey times along the corridor to support transport and economic growth needs.
											Red	East West Rail Connection Stage 2 & 3	DFT	The East West Rail (EWR) scheme will create a rail link from Oxford to Cambridge. The project is structured around the phased introduction of services (Connection Stages). East West Rail Connection Stage 2 (CS2) predominantly upgrade existing infrastructure (between Bletchley and Bedford) to allow services between Oxford and Bedford. East West Rail CS3 involves building a new line, between Bedford and Cambridge, to extend the railway and facilitate services from Oxford to Cambridge.
											Amber	Further Electrification of Midland Main Line (MML3)	DFT	Electrification of the Midland Main Line from Market Harborough to Sheffield and Nottingham by 2030. This will enable the replacement of diesel trains and will facilitate the operation HS2 trains when the HS2 East programme is completed.

Annex

Annual Report												Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022					
									Amber	Amber		HS2 Phase 1	DFT	HS2 will form the backbone of the UK's transport network, connecting Britain's largest cities. By making it easier to move between the North, Midlands and South, cutting many journeys by half, HS2 will make it easier for people to live and work where they want. Phase One will involve the construction of a new high speed railway line between London and the West Midlands, where it will re-join the existing West Coast Mainline.
									Amber	Green		HS2 Phase 2a	DFT	HS2 will form the backbone of the UK's transport network, connecting Britain's largest cities. By making it easier to move between the North, Midlands and South, cutting many journeys by half, HS2 will make it easier for people to live and work where they want. Phase 2a will see a new high speed railway line constructed from the northern end of Phase One at Fradley in the West Midlands to Crewe in Cheshire.
									Red	Amber		HS2 Phase 2b Western Leg	DFT	HS2 will form the backbone of the UK's transport network, connecting Britain's largest cities. By making it easier to move between the North, Midlands and South, cutting many journeys by half, HS2 will make it easier for people to live and work where they want. Phase 2b will involve the construction of a new railway line from Crewe to Manchester, serving new stations at Manchester Airport and Manchester Piccadilly.
			Amber	Lower Thames Crossing	DFT	The Lower Thames Crossing (LTC) is a proposed new expressway connecting Kent, Thurrock and Essex through twin-bored tunnels under the Thames. It will almost double the road capacity across the River Thames east of London and is the largest single road investment project in the UK since the M25 was completed more than 30 years ago. As a vital part of the UK's transport infrastructure, it will act as a catalyst for national and local economic growth. Building a reliable, modern new road that is fit for the future will help connect the nation's busiest ports to the distribution hubs in the North, Midlands and beyond. It will improve network resilience and the performance of the existing crossings at Dartford, transforming the regional and national road network. LTC will open up new markets for businesses and create tens of thousands of new jobs and hundreds of apprenticeships during its construction.								
				Amber	Amber	Amber	Amber	Amber	Amber	Green		Midland Main Line Programme	DFT	The Midland Main Line (MML) Programme is a package of works to allow new hybrid trains to operate electrically for more of their journey. The project provided new track and new electrification between Bedford and Corby, journey time and improvements. This was introduced with a new timetable in May 2021. There is further work to deliver new electrification from Kettering to Market Harborough, power supply upgrades, and enhancements to the existing electrification south of Bedford.
									Amber	Amber		Midlands Rail Hub	DFT	Following publication of the Integrated Rail Plan, Midlands Rail Hub will focus on bringing additional services into Central Birmingham from the south west. This will allow more people to benefit from HS2 by providing a convenient interchange the new station at Curzon Street, improved local services in Birmingham and provide capacity for additional Bristol and Cardiff trains.
									Amber	Red		Rail Passenger Services	DFT	To secure the provision of passenger rail services as set out under the Railways Act 1993 (as amended). The focus of our GMPP has shifted from 'Rail Franchising' to instead reflect the Passenger Services response to Covid-19, centring on the transition to National Rail Contracts (NRCs), which will be delivered in three tranches. The NRCs are the precursor to the Passenger Services Contracts (PSCs), which will implement the vision in the Williams-Shapps rail reforms for the future relationship between the public and private sector.

■ Green
 ■ Amber/Green
 ■ Amber
 ■ Amber/Red
 ■ Red
 ■ Reset
 ■ Exempt

Annex

Annual Report												Project Name	Dept	Description					
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022										
																	 Rail Transformation Programme	DFT	The rail system today is fragmented, complicated, and lacks a guiding focus on customers, coherent leadership, and strategic direction. The pandemic has created additional challenges and further demonstrated the need for a more customer-focused and efficient railway. In response the government published the Williams-Shapps Plan for Rail (WSPR) and established the Rail Transformation Programme (RTP) to implement it. The programme will deliver fundamental changes that help the railways and its people to prosper, delivering the service customers want and need. Central to the WSPR is the creation of a single 'guiding mind' for the railways – Great British Railways (GBR). Appreciating the urgency of action, the WSPR commits to interim arrangements to deliver early benefits and lay the foundations for reform. The Rail Transformation Programme is probably the largest and most complex transformation programme in government today.
																	 Rapid Charging Fund	DFT	Upgrading connections to electricity grid along motorways and major A-roads to enable private sector delivery of rapid charge points, both to alleviate range anxiety in the short term and support mass market uptake of Electric Vehicles in the longer term
																	  Transpennine Route Upgrade	DFT	The TransPennine Route Upgrade (TRU) is a full “route modernisation” programme for the North TransPennine Route, the key East-West rail link across the North of England from Manchester to York, via Huddersfield and Leeds. It is expected to halve average delay minutes for fast services, provide an extra two train paths per hour, aim to reduce journey times from 55 to 41 minutes (reducing further to 33 minutes with NPR work about a decade later) from York to Manchester, and electrify the whole route for decarbonisation objectives and operational cost savings. The proposed scope for the programme includes early delivery of Northern Powerhouse Rail (NPR) infrastructure.
																	  AI Labs	DHSC	Artificial Intelligence (AI) has the potential to make a significant difference in health and care settings through its ability to analyse large quantities of complex information. The NHS Artificial Intelligence Laboratory (AI Lab) was created to address that challenge by bringing together government, health and care providers, academics and technology companies.
																	 ESR Transformation Programme	DHSC	The Electronic Staff Record is a single workforce management tool for the NHS offering an ‘end to end’ solution during NHS employment. ESR provides salary payments and other pay related remuneration to 1.8 million employees, circa 5% of the working population in England and Wales. The Programme will define and deliver the future transformation roadmap for the ESR service from August 2025 including technology, application and service design. The primary drivers are: <ul style="list-style-type: none"> - Expiry of the current contract for the provision of ESR in August 2025; - The end of premium support for the Oracle eBS software in 2032; - The need to transform the existing solution to provide a modernised digital service to end users coupled with real-time system interoperability leading to the accurate and timely provision of workforce data; - Align ESR to national Programmes and initiatives such as NHS England Future of HR & OD Programme and NHS Wales Health and Care Workforce Strategy.

Annex

Annual Report												Project Name	Dept	Description		
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022							
												Amber	Frontline Digitisation	DHSC	Our vision is a digitally-enabled health and care system, where the health service and its users have the digital services and access to the data they need to effectively manage and improve health and wellbeing. The Frontline Digitisation programme will support this vision by levelling up ICS and providers to a baseline level of digital capability, set out in our Minimum Digital Foundations, which will enable frontline clinical and operational staff to make best use of digital technology to deliver care efficiently, effectively and safely, reducing variations and improving quality and outcomes.	
												Amber/Red	GP IT Futures Programme	DHSC	The GP IT Futures programme will deliver a new procurement framework, to replace the General Practice Systems of Choice (GPSoC) procurement framework. The new GP IT Futures framework will enable buyers of clinical IT systems, for use in general practice / primary care, to compare and procure centrally assured systems. Initially this will achieve continuity of clinical IT system delivery beyond the expiry of GPSoC. During the course of the programme the GP IT Futures programme will achieve four strategic objectives of i. real time a secure access to data, ii. through interoperable systems, digitised work flows in and between care settings, iii. a relevant, resilient and plural ecosystem of GP and primary care IT systems, and iv. allow data to be easily and consistently captured to enable comparison of activity and clinical outcomes.	
												Red	Integrated Single Financial Environment	DHSC	The objective of the project is to procure the next generation of the NHS England group Integrated Single Financial Environment (ISFE) and associated financial services. The procurement is for a managed service provision which must include a Financial and Accounting system as part of the service to commence in April 2024.	
												Amber	New Hospital Programme	DHSC	The Government confirmed that 40 new hospitals will be built by 2030 and released £3.7bn of initial capital funding to support activity between April 2021 and March 2025. This includes 8 previously announced schemes. In addition, the Prime Minister announced an open competition for 8 further schemes to be built by 2030. This will mean 48 hospitals delivered by the end of the decade.	
												Amber	PHE Science Hub	DOH Capital	The Science Hub programme aims to create a state-of-the-art, integrated public health campus which will bring together scientific expertise to reduce health inequalities and strengthen public health security through co-location of ageing facilities at Porton and Colindale and some London functions at a new Science Campus in Harlow, Essex. On 1st October 2021, this programme transitioned from PHE to the new UK Health Security Agency.	
													Green	Shared Care Records	DHSC	This initial Shared Care Records project was to ensure rapid national coverage of Shared Care Record solutions across England, to enable the capture of each patients' healthcare history.
													Amber	Supporting People at Home	DHSC	Our vision is to give people greater control, improve their experience and enable them to access safe, responsive health and care at or closer to home, including those for whom home is a care home, through increasing the use of technology. We support uptake of new care models, enabled by technology solutions so that people can spend more time well at home, reducing crises that result in emergency visits to hospital, supporting home-based recovery and providing more convenient and personalised access to specialist outpatient care. Our work seeks to improve health outcomes for people, increase the opportunities for better self management and reduce demand for face to face services with societal, environmental, time and financial benefits.

Annex

Annual Report												Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022					
									Amber	Red		Building Safety Programme – Non ACM Remediation	DLUHC	This programme was established to set up and manage the Building Safety Fund (BSF) to remediate high rise residential buildings in England with unsafe non-aluminium composite material (ACM) cladding. In the private sector, the BSF is for the benefit of the leaseholder in buildings for which another funding source is not available. For social sector applicants, the fund will pay for leaseholders' costs and provide support to those applicants that evidence their unaffordability, and a threat to their financial standing.
									Amber/Green	Green		Building Safety Programme ACM Remediation	DLUHC	This programme was established to ensure the removal of unsafe aluminium composite material (ACM) cladding from all high-rise residential buildings in England, including all public and private sector buildings, student accommodation and hotels.
									Amber	Red		Electoral Integrity	DLUHC	The Electoral Integrity Programme (EIP) is implementing changes arising from the Elections Bill. The Elections Bill makes provision about the administration and conduct of elections, including provision to strengthen the integrity of the electoral process. Reforms will cover: overseas electors; voting and candidacy rights of EU citizens; the designation of a strategy and policy statement for the Electoral Commission; the membership of the Speaker's Committee; the Electoral Commission's functions in relation to criminal proceedings; financial information to be provided by a political party on applying for registration; preventing a person being registered as a political party and being a recognised non-party campaigner at the same time; regulation of expenditure for political purposes; disqualification of offenders for holding elective offices; information to be included in electronic campaigning material.
									Amber			Freeports	DLUHC	Freeports are a flagship government programme that will play an important part in the UK's post-Covid economic recovery and contribute to realising the Levelling Up agenda. Freeports will bring together ports, local authorities, businesses and other key local stakeholders to create national hubs for trade, innovation, commerce and global investment; regenerating communities across the UK, attracting new businesses, spreading jobs, investment and opportunity to towns and cities across the country. In March 2021, the Chancellor announced 8 successful prospective Freeports locations in England: East Midlands Airport, Felixstowe & Harwich, Humber, Liverpool City Region, Plymouth & South Devon, Solent, Teesside, and Thames. Subject to business case appraisal, they will be able to access a share of £200 millions of seed capital funding.
									Amber	Amber		Grenfell Site and Programme	DLUHC	Delivering the vision of the community-led Grenfell Tower Memorial Commission for a fitting memorial for the bereaved, survivors and Grenfell community, recognising the Grenfell Tower fire tragedy and honouring those who lost their lives.
									Amber	Amber		Housing Infrastructure Fund	DLUHC	The Housing Infrastructure Fund (HIF) supports the Government's ambition to increase housebuilding to 300,000 per year by mid 2020's, by providing up-front infrastructure to drive housing delivery. HIF will provide local authorities with £4.3 billion of infrastructure funding to unlock building of 320,000 homes in all regions of England.

Annex

Annual Report											Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
										Amber	Levelling Up Fund	DLUHC	The Levelling Up Fund (LUF) is jointly managed by HM Treasury, the Department for Levelling Up, Housing and Communities and the Department for Transport. The LUF will invest in local infrastructure that has a visible impact, improving everyday life for people. Accordingly, it will focus on three themes: smaller transport projects that make a genuine difference to local areas; town centre and high street regeneration; and support for maintaining and expanding cultural and heritage assets. At 2020 Spending Review, HM Government committed £4 billion for the LUF for England, subsequently increasing this to £4.8 billion across the whole of the UK with a minimum of £800 million for Scotland, Wales and Northern Ireland. Round 1 of the Fund supported £1.7 billion of successful projects including over £170 million of funding in Scotland, £120 million in Wales and £49 million in Northern Ireland.
										Red	Planning Reform	DLUHC	Through Planning Reform, we are creating a modernised and effective planning system, that empowers communities to support, and local authorities to deliver, the beautiful, environmentally friendly development that the country needs. This will contribute to realising our Levelling Up agenda.
										Amber	Towns Fund	DLUHC	The £3.6 billion Towns Fund is made up of the Town Deals programme and the Future High Streets Fund (FHSF). The Town Deals programme aims to regenerate towns and deliver long-term economic and productivity growth through investments in urban regeneration, digital and physical connectivity, skills, heritage and enterprise infrastructure. The FHSF aims to renew and reshape town centres and high streets in a way that improves experience, drives growth and ensures future sustainability. 101 Towns were selected for Town Deals, with 72 places successful through the FHSF competition.
										Red	UK Holocaust Memorial and Learning Centre	DLUHC	The programme aims to build a striking new memorial to the Holocaust in Victoria Tower Gardens in Westminster to honour the six million Jewish men, women and children who were murdered during the Holocaust, as well as other victims of Nazi persecution. A Learning Centre will be located with the memorial to explore the British relationship to the Holocaust, including the role of the British Parliament and democratic institutions.
										Amber	Building Safety Regulator	DWP	The Building Safety Regulator, under HSE, will lead the regulatory regime to protect people and places in all forms of buildings, across England. The Building Safety Regulator will have three key functions: <ul style="list-style-type: none"> a) leading the implementation of the new, more stringent regulatory regime for higher risk residential buildings in scope; b) promoting competence among industry professionals and regulators who have key roles in delivering safe, high-performing buildings; c) oversight of the building safety and performance system.
										Red	Health Transformation Programme	DWP	The Health Transformation Programme is a critical part of the department's health and disability agenda. It will procure new functional assessment service contracts, modernise our service and be a key enabler for reform proposals detailed in the forthcoming White Paper. The Health Transformation Programme aims to deliver: <ul style="list-style-type: none"> - A vastly improved claimant experience: including reduced journey times and improved claimant choice in terms of channel to claim. - A more effective and efficient service for the taxpayer: reducing reliance on paper and integrating service delivery, reducing demand for health assessments by triaging. - Greater capability to innovate and deliver change: including White Paper reform. - All devolved benefits in Scotland, including Personal Independence Payment (PIP), are out of scope for the Health Transformation Programme.

Annex

Annual Report												Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022					
									■	■		Pensions Dashboard Programme	DWP	Pensions dashboards will enable individuals to access their pensions information online, securely and all in one place, thereby supporting better planning for retirement and growing financial wellbeing. Dashboards will provide clear and simple information about an individual's multiple pension savings, including their State Pension. They will also help them to reconnect with any lost pots. The Pensions Dashboards Programme has been established to design and implement the infrastructure that will make dashboards work, and the governance framework to support its operation.
									■	■		Restart Programme	DWP	Restart is a contracted employment programme targeted at the long-term unemployed, across England & Wales. It was instigated in response to the global economic slowdown triggered by the Coronavirus pandemic, as a way of supporting the people most in need back into sustained employment
■	■	■	■	■	■	■	■	■	■	■		Universal Credit Programme	DWP	Universal Credit replaces six separate benefits and tax credits for working age people, bringing together in and out of work systems into one, to make work pay. When fully rolled out it is expected that around 6.5 million households will benefit from Universal Credit. Legislated for in 2012-13, it has now entered delivery phase.
										■		Workplace Transformation	DWP	Workplace Transformation is a 10-year programme which supports the change to the Department's operating model and consolidation of its estate portfolio into the right size and shape. It will provide flexible, efficient, better quality and sustainable buildings, in alignment with the Government's Greening commitments, Places for Growth, levelling up the economy and building back better. Delivering far more than estates modernisation, it requires significant capital investment over the early years but delivers financial and social benefits each following year, fundamentally reshaping our support to customers. Workplace Transformation will deliver the Department's obligations to fully embed Smarter Working and achieve PAS3000 standard by December 2022. This will also support changes in how, where and when we work, investing in new more flexible ways of working, changing the way staff use buildings and continuing to support the shift towards the delivery of digital services, helping to make DWP a great place to work.
						■	■	■	■	■		Echo 2 Programme	FCDO	The ECHO 2 Programme is procuring new service providers to replace the expiring ECHO 1 contract. The programme will deliver two new contracts, a Network Services Integrator and a Dynamic Purchasing System for the provision of internet connectivity.
											■	FCDO Transformation	FCDO	The Prime Minister announced the merger of the Department for International Development and the Foreign & Commonwealth Office on 16 June 2020 and the FCDO was formally launched on 2nd September 2020. In FY21/22, the FCDO Transformation Portfolio brought together all activities required to implement the Prime Minister's instruction and create a single Foreign, Commonwealth and Development Office which can deploy development and diplomatic expertise to deliver HMG global and foreign policy objectives. The purpose of Transformation is to ensure that the FCDO is (i) structured for success: The FCDO is optimally set up to deliver the priorities as outlined in the Integrated Review; (ii) Leading internationally: The FCDO enables better delivery of HMG international objectives through FCDO leadership at home and overseas; (iii) Enabled to deliver: The FCDO is modern, effective and delivers value for money; (iv) Investing in our people: The FCDO is an employer of choice for talented people from all backgrounds and reflects the country we serve.

■ Green ■ Amber/Green ■ Amber ■ Amber/Red ■ Red ■ Reset ■ Exempt

Annex

Annual Report											Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
						Amber	Amber/Red	Amber	Amber		Hera Programme	FCDO	The Hera programme will deliver a single integrated Finance and HR system (using the Oracle Cloud platform) for the Foreign, Commonwealth and Development Office following the merger of DFID and the FCO. It builds on the former Atlas programme in the FCO, but has been substantially reshaped to incorporate former work from DFID and to meet FCDO requirements. Hera is an essential part of a wider FCDO Transformation Programme and will enable the new department's finances and structures to be fully integrated in line with Ministers' objectives. Hera will also help deliver government strategy for providing shared services in the UK and overseas for Partners across Government.
								Amber	Exempt		New Beijing Embassy and Residence	FCDO	Provision of new Embassy and Ambassador Residence buildings on the BE Compound in Beijing, to replace end of life buildings unfit for 21st century UK/China relations (a key 'Global Britain' project).
						Amber	Amber	Amber	Amber		Washington Embassy Refurbishment	FCDO	Refurbishment and upgrading of key buildings on our Washington, USA, compound. These buildings currently fail to fully meet health and safety requirements. Further investment in modernising these buildings will futureproof our ability to deliver effective diplomatic and operational solutions in our most important global post.
			Amber/Red	Amber	Amber	Amber	Amber	Amber	Amber/Green	Amber	Local Land Charges (LLC) Programme	HMLR	The Programme has met all of its FY21/22 (Year 1) HM Treasury commitments as defined in the current Business Case. The 4 Year Delivery Plan has been refined to ensure delivery can be achieved within the ambitious timescales, which sees the Programme end in 2025.
											Borders & Trade Programme	HMRC	Post-Brexit, the repatriation of powers from the European Union afforded the UK a significant opportunity to transform how we operate our borders over the medium and longer term to deliver lasting economic benefits. To prepare for the end of the Transition Period on 31 December 2020, several key changes were successfully delivered to ensure a functioning border. However, the late conclusion of the Trade and Cooperation agreement and the pandemic had significant impacts on traders' readiness for border controls and customs procedures. This resulted in the introduction of multiple easements to enable trade at the border to continue to flow. The Programme set out critical activity HMRC needed to deliver in 2021-2022 to achieve stabilisation of border activity, understand and implement the roll-back of easements and fully operationalise a secure Border whilst establishing a stable and sustainable foundation from which to advance our medium to longer term aims.
			Amber/Red	Amber	Amber	Amber/Green	Amber	Amber	Amber/Green		Building Our Future Locations Programme	HMRC	HMRC's Locations Strategy, announced in 2015, is key to enabling its wider transformation. The Locations Strategy is delivering the Phase One Government Hubs and supports the Government's Places for Growth Programme by creating opportunities and career paths in towns and cities across the UK. Going forward HMRC will be operating from a network of large modern regional centres and specialist sites and a Head Office in Westminster. Our new buildings are environmentally efficient and provide flexible, fully inclusive workspaces supporting smarter working and meeting future changing demands and priorities of use.
								Amber	Amber		Contact Engagement Programme	HMRC	This programme will replace HMRC's telephony platform, which over time allows HMRC to transform the way we interact with customers, becoming a more effective and efficient organisation, driving digital take up where appropriate and providing improved tools to support our colleagues to resolve customer contact effectively through a 'once and done' approach.

■ Green
 ■ Amber/Green
 ■ Amber
 ■ Amber/Red
 ■ Red
 ■ Reset
 ■ Exempt

Annex

Annual Report												Project Name	Dept	Description	
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022						
												■	Critical Platform Transformation CPT	HMRC	This Programme has maintained critical tax systems through a plan of software / hardware refreshes and process improvements to reduce known risks and anticipated threats arising from legacy IT Hardware / Infrastructure to create some modern IT platforms to support new services and new policy. The successor Programme will continue the strategic aim to create these services across the rest of HMRC.
												■	Data Protection Remediation Programme	HMRC	The Programme (DPRP) will deliver remediation activity to ensure HMRC regulatory compliance linked to its legal obligations under General Data Protection Regulation (GDPR) and the Data Protection Act 2018 (DPA 2018).
												■	Debt Respite Programme	HMRC	The Debt Respite Scheme (DRS) is a government policy supporting vulnerable customers in problem debt. DRS legislation applies to all creditors (including HMRC) and offers debtors legal protection from creditor action on qualifying debts e.g. recovery and enforcement action stops and interest, fees and charges are paused. DRS covers England and Wales and is administered by the Insolvency Service who notify creditors when customers enter/exit DRS. There are two scheme elements: Breathing Space (BS) and Statutory Debt Repayment Plan (SDRP). There are three Programme phases: Phase 1: implemented BS on 4 May 2021 meeting the legislative deadline using a medium-term part auto / part manual solution Phase 2: transition to the long-term IT solution by 31/3/23 to reduce the admin burden on HMRC and lay the foundations for the more complex second scheme element: SDRP Phase 3: design and deliver SDRP to ensure HMRC compliance with legislation by August 2024.
												■	Debt Transformation	HMRC	Debt Transformation is a five year programme to be delivered by HMRC. This Programme will provide a new functional and future proof debt management system to replace the current system, Integrated Debt Management System (IDMS) that can manage an incremental transition to new services, sequencing the on-boarding of tax regimes whilst decommissioning legacy Information Technology (IT) enabling a single view of a customers' total indebtedness and allowing for a customer-centric approach to debt collection. The Debt Transformation Programme will reduce business system failure risk therefore protecting revenues and provide the opportunity to realise key efficiencies and revenue benefits to HMRC. It will help reduce debt balance and contribute towards our strategic objectives including making it easy to get tax right and hard to bend or break the rules, collect the right tax and pay out the right financial support and to support wider government economic aims through a resilient, agile tax administration system.
												■	Enterprise Security Programme ESP	HMRC	The Enterprise Security Programme will improve the security of HMRC's systems and processes by further strengthening our cyber security; build an increased level of resilience to emergency situations; improve our security culture and capability; and to increase digital inclusion.
												■	GSS HMRC Led Cluster Programme	HMRC	The Cabinet Office aims to drive greater efficiency and effectiveness in the delivery of corporate services by taking a cross-government approach, allowing for greater interoperability across the Civil Service, thereby delivering better outcomes. HM Revenue & Customs (HMRC), Department for Transport (DfT) and Department for Levelling Up, Housing and Communities (DLUHC) collectively are the GSS HMRC Led Cluster Programme working with Government Business Services (GBS) to address the Cabinet Office aims.

■ Green ■ Amber/Green ■ Amber ■ Amber/Red ■ Red ■ Reset ■ Exempt

Annex

Annual Report											Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
								Amber/Red	Amber	Infrastructure Programme	HMRC	<p>The Infrastructure Programme was established to support and enable the Government priority of maintaining the flow of trade following the end of the EU Transition period on 31st December 2020 and to ensure full border controls were in place by the end of Staged Customs Controls on 1st January 2022. The Programme provides and operates Inland Border Facilities for managing Offices of Destination and Departure for goods being moved by transit via the Short Straits and Holyhead where the ports do not have the practical ability to accommodate the checks themselves.</p> <p>Release 1 of delivery went live 31st December 2020, building 6 Inland Border Facilities.</p> <p>Release 2 established 2 further Inland Border Facilities and carried out further work to ensure all sites were brought up to full operating capacity for the end of Staged Customs Controls 1st January 2022.</p>	
				Amber/Red	Amber	Amber/Red	Amber/Green	Amber	Amber	Making Tax Digital	HMRC	<p>Making Tax Digital aims to improve business record keeping providing businesses with a modern digital experience, encouraging compliant behaviour and acting as a building block to HMRC's transformation plans.</p>	
									Amber	Payments	HMRC	<p>HMRC has inconsistent payment rules, methods and processes, and we do not use the payment mechanisms our customers now expect. Customers frequently make mistakes in paying us and risk being pursued for "debts" they do not owe. In addition, the UK's Banking Industry is approaching the biggest changes in infrastructure and processes it has for generations. HMRC must be able to respond to these mandatory changes in order to continue to receive and make payments. This proposition is all about improving the processes which support this critical function and as such delivers HMRC's payments strategy and supports all four HMRC's strategic objectives.</p> <p>The Payments Programme will support HMRC's new vision HMRC to be a trusted, modern tax and customs department. HMRC has a vital purpose: we collect the money that pays for the UK's public services and help families and individuals with targeted financial support. Through this programme we will make it easier for customers to pay, and be paid by, HMRC.</p>	
								Amber/Red	Amber	Protect Connect	HMRC	<p>The Protect Connect Programme aims to safeguard the operation of HMRC's most critical repayment risking services, future-proofing them by hosting them in the Cloud and laying the essential foundation for development of future strategic risking capabilities. This aligns both the HMRC Compliance and IT strategies, enhancing the understanding of customers and developing increased insight using a single data and analytics platform.</p>	
								Amber	Amber	Securing our Technical Future	HMRC	<p>The SOTF Programme has been established to 'stabilise' HMRC's current IT estate which is aged and to exit our 3 data centres the contracts for which expire in 2022 (a new contract has been put in place to ensure HMRC Services can continue to be supported until Dec 2023) and readying the estate for a move to the new destination platforms, Cloud and Crown Hosting (for physical assets).</p>	
									Red	Single Customer Account	HMRC	<p>The Single Customer Account (SCA) will be the single point through which taxpayers will interact with HMRC online. It will make it easier for taxpayers to view and manage their tax affairs and HMRC administered benefits, reduce unnecessary contact, and improve compliance through better taxpayer data and prompts to help customers get it right. Given the vast customer base HMRC administers, complete coverage of all customer segments and tax regimes will take time and a phased approach.</p>	

Annex

Annual Report												Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022					
										■	Single Trade Window Programme	HMRC	The UK Single Trade Window will provide a seamless customer experience through delivering a digital gateway that serves as a single point of interaction between users and all UK border processes and systems and ensures that available data, information and events provide greatest value to traders and Government. The UK Single Trade Window's strategic objectives support the Government's ambition to have the world's most effective border by 2025, one that creates prosperity, enhances security, improves the flow of goods and engenders industry innovation. Delivering this service will be a crucial step in encouraging legitimate trade for businesses and bringing together the government's collections, assurance and use of border data. A customer-centric design and regular engagement with industry representatives across a broad range of sectors are key to this benefits-driven service.	
										■ ■	Technology Sourcing Programme	HMRC	The Technology Sourcing Programme (TSP) is a multi-year programme to continue the work towards true technology wealth. TSP will transform and enable how we deliver IT, utilise technology and work more effectively as an organisation. The programme is shaping the future structure of the IT function within HMRC, disaggregating a smaller number of aged IT services contracts repackaging the services and taking them to market to redefine the organisation. TSP is an essential component of the HMRC strategic programme to modernise and transform the enterprise IT estate and services delivered to citizens and colleagues. By the end of June 2022, the Programme will have achieved its next milestone, delivering new contracts and to exit our prime contracts whilst protecting live service and tax collection. HMRC will work through to 2025 to implement critical enterprise skills, practices, standards and tools needed to run and change live services. This will enable HMRC to deliver IT, utilise technology and work more effectively as an organisation.	
										■ ■	Trader Support Service	HMRC	The Northern Ireland Trader Support Service TSS provides a free-to-use service to support traders to meet their obligations under the Northern Ireland Protocol (NIP) following the end of the EU transition period on 31/12/20. The TSS helps traders move goods between Great Britain and Northern Ireland or bring goods into Northern Ireland from outside the UK.	
										■	Unique Customer Record	HMRC	The Unique Customer Record Programme will deliver a single consolidated dataset relating to our customers (and their relationships to other customers) that will bring customers information and tax affairs together and linking them to historic contact information. It underpins the transformation of our end-to-end customer service, enabling customers to view all of their affairs through the single customer account and making it more straightforward for them to meet their obligations.	
										■ ■	NS&I Rainbow	HMT	The Programmes has three key aims to; 1) Deliver a measurable reduction to the cost of running and changing the business, 2) Become a self-service digital business with support for the vulnerable and excluded, 3) Deliver more nimbly, reduce risks and enhance scalability.	
										■ ■	Cerberus	HO	Border Force is making a transformative change to its analytics and targeting capabilities, better securing the border with improved operational outcomes, driving operational efficiencies, and therefore achieving considerable cashable savings through the decommissioning of expensive legacy systems.	
		■	■	■	■	■	■	■	■	■	Digital Services at the Border (DSAB)	HO	To deliver digital services that will provide systems capable of transforming the way that Border Force (BF) and its partners operate.	

■ Green ■ Amber/Green ■ Amber ■ Amber/Red ■ Red ■ Reset ■ Exempt

Annex

Annual Report											Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
	Amber	Amber	Amber	Amber	Red	Amber	Amber	Amber	Amber	Amber	Emergency Services Mobile Communications Programme (ESMCP)	HO	Emergency Services Mobile Communications Programme (ESMCP) is a cross government programme to deliver the new Emergency Services Network (ESN) critical communications system; replacing the current technology Airwave. ESN will transform emergency services' communications, by moving away from the largely 'voice only' proprietary and legacy Airwave radio system to a new combined voice and data service that leverages off-the-shelf technology and reuses commercial mobile telephone networks. Enhancements exist to prioritise emergency service calls above regular commercial traffic on the mobile network.
											Fraud And Cyber Crime Reporting and Analysis Service	HO	The Fraud & Cyber Crime Reporting & Analysis service programme will implement a victim centric transformational change improving the victim reporting experience by collecting the right data first time and exploiting technology to quickly and efficiently process it. The new website, together with improved information and better navigation, will allow for a significantly enhanced self-service experience, providing information and education to prevent vulnerable people from becoming repeat victims.
											Future Border and Immigration System Programme	HO	The United Kingdom exited the European Union on 31 January 2020. From 1 January 2021 free movement ended and was replaced by a new points based immigration system. The Future Border and Immigration System will enable the United Kingdom to take back control of our border, it will simplify, enable and digitise our systems to put customers at the heart of a firmer, fairer and easier to navigate border and immigration system.
											Future Suppliers Services	HO	Future Supplier Services' (FSS) aim is to re-procure UK Visas and Immigration's (UKVI) United Kingdom and overseas front-end customer services to primarily provide biometric information to support their visa application and, in certain circumstances attend interviews. These services are currently outsourced under the Front-End Services United Kingdom and Next Generation of Outsourced Visas contracts and the project is procuring equivalent services to maintain visa services; while maximising value and efficiency, which is a critical enabler for building and sustaining the United Kingdom's growth and prosperity.
											HMPO Transformation	HO	Her Majesty's Passport Office (HMPO) Transformation Programme aims to modernise the passport business by digitising the end to end process and by automating much of the application assessment work. This will provide Her Majesty's Passport Office cashable savings and improve the customer experience.
			Amber	Amber/Green	Amber/Green	Amber/Green	Amber	Amber	Amber	Amber	Home Office Biometrics (HOB) Programme	HO	Home Office wide convergence programme for biometrics within Government, covering border security, law enforcement and intelligence.
											I-LEAP	HO	The I-LEAP programme will provide new alerting digital platform capabilities to police and border officers in the UK, and to their equivalents in partner countries, enabling increased opportunities at the national border or within country to identify persons and objects of interest to law enforcement agencies. It will do so by first enhancing the UK's connectivity with INTERPOL by providing law enforcement agencies with a real-time connection to INTERPOL nominals (people) data. Connection to further INTERPOL databases will follow in due course. In the longer-term I-LEAP will also enable real-time alert exchange with key international partners who share the UK's interest in further strengthening alert-sharing capabilities.

■ Green
 ■ Amber/Green
 ■ Amber
 ■ Amber/Red
 ■ Red
 ■ Reset
 ■ Exempt

Annex

Annual Report											Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
		■	■	■	■	■	■	■	■	■	Immigration Platform Technologies (IPT)	HO	The Immigration Platform Technologies (IPT) Programme is delivering the technology and information systems to support the immigration service through delivery of three integrated modern technology services that are cheaper to operate than those they replace. IPT will achieve operational efficiencies, optimise use of data and provide a more modern and streamlined customer journey.
				■	■	■	■	■	■	■	National Law Enforcement Data Programme (NLEDP)	HO	The National Law Enforcement Data Programme (NLEDP) is delivering an enhanced Law Enforcement Data Service that will be at the heart of protecting the public for years to come, aiming to replace the current Police National Computer in advance of December 2025.
											Nuclear Security Portfolio	HO	Nuclear Security Portfolio has been established to maintain and improve the UK's defences from radiological and nuclear terrorism, and its preparedness for such a risk.
											OPTIMUS	HO	The vision for the Strategic Operating Model (SOM) implementation is to continue the evolution to create a Digital, Data and Technology Directorate which can shape and deliver the technology and data needs of the Home Office in an effective and value for money way. Implementation of this programme will enable delivery of the overall vision for technology and data enablement of the Home Office. This has four main elements: 1. Reliable, responsive and secure technology and data (reduced operational risk and stronger cyber security). 2. Improved technology experience for Home Office employees (better applications and services, joined up systems and data, improved 'fundamentals,' such as workstations and intranet). 3. Fully accessible, customer-centric, digital services, with Digital at the core of an improved experience for citizens, residents and visitors 4. Building for the future
										■	Police Uplift Programme	HO	In July 2019 the government committed to recruit 20,000 additional police officers in England and Wales by March 2023. As a result, the Police Uplift Programme was established to support the 43 police forces across England and Wales in the recruitment of the additional officers. The programme is a collaboration between the Home Office, the National Police Chiefs' Council and the College of Policing, reflecting the nature of policing.
											Sovereign Borders	HO	Delivering a fair but firm immigration and asylum system cracking down on abuse of the system and supporting those needing the United Kingdoms protection through fundamental end-to-end system reform; a new system differentiating those genuinely in need of our protection from others; judicial reforms; and effective returns
										■	Suspicious Activity Reports (SARS) Reform	HO	The Economic Crime Plan, jointly published by Home Office, Her Majesty's Treasury and UK Finance in July 2019, includes commitments to Suspicious Activity Reports (SARs) reform, recognising the regime as the cornerstone of our whole response to economic crime. Through a "whole system" approach to economic crime, SARs Reform Programme is addressing 3 out of the 52 actions in the Economic Crime Plan to enable higher levels of detection, prevention, and enforcement (nationally and internationally): - Action 30: SARs IT transformation and a design for the SARs regime target operating model. - Action 31: Greater feedback and engagement on SARs. - Action 32: Ensuring the confidentiality of SARs.

Annex

Annual Report											Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
■	■	■	■	■	■	■	■	■	■	■	A400M	MOD	The A400M Programme is intended to deliver and support ATLAS aircraft into service which are capable of: <ul style="list-style-type: none"> – Operating in domestic and international air environments, including contested air, to well-found and remote bases and airstrips. – The inter- and intra-theatre deployment, sustainment and recovery of passengers and freight. – Providing an aerial delivery capability in order to airdrop personnel and freight to the point of need. – Providing inter- and intra-theatre aeromedical movement of casualties. – Providing fixed-wing support to Standing Home Commitments and Contingent Overseas Operations, consistent with Defence Commitments' direction in support of specialist users.
								■	■	■	Armed Forces Recruiting Programme	MOD	The Armed Forces Recruiting Programme is the Tri-Service programme responsible for delivering a single, common Tri-Service Recruiting Operating Model for the Armed Forces.
				■	■	■	■	■	■	■	Armour MBT 2025	MOD	The Armour Main Battle Tank Programme is the extension of the Army's Main Battle Tank capability as part of a balanced force, credible and employable against current and emerging threats until an extended out of service date out to at least 2040. This will be achieved through a series of projects to extend the life of the current platform to deliver Challenger 3. These projects will fall under the governance of the overall Armour Main Battle Tank Programme. They include addressing obsolescence, lethality and survivability. Mobility is being addressed through a separate pan-platform project.
		■	■	■	■	■	■	■	■	■	Armoured Cavalry 2025	MOD	The Armoured Cavalry programme is central to the Army's Integrated Review and Future Soldier. It will deliver a multi-role Ground Mounted Reconnaissance capability, centred on the Ajax family of vehicles and their training and support systems, into service with the British Army. The six Ajax variants deliver a step change in capabilities compared to current in-service vehicles in the areas of Intelligence, Surveillance, Target Acquisition and Reconnaissance sensors, multi-domain integration, lethality, protection and mobility. Ajax will equip units in both Armour and Deep Reconnaissance and Strike Brigade Combat Teams in 3rd (United Kingdom) Division. 589 vehicles will be delivered through a firm priced contract with General Dynamics Land Systems (United Kingdom).
■	■	■	■	■	■	■	■	■	■	■	Astute Boats 1-7	MOD	To deliver the seven boat Astute Class within approved performance, cost and time parameters, while actively contributing to the sustainment of the UK submarine design and manufacturing capability.
											AURORA	MOD	Exempt under Section 24 of the Freedom of Information Act 2000 (National security)
											Brimstone 3	MOD	Brimstone 3A is an obsolescence removal programme for the in-service Brimstone 2 missile and is an integral part of the Weapons Evaluation and Capability Assurance vision for a common stockpile across more than one platform. Brimstone 3B is a software upgrade of the Brimstone 3A missile introducing slow speed, low level launch capabilities, and improved targeting algorithms to support Remotely Piloted Air Systems.
											CHINOOK CAPABILITY SUSTAINMENT PROGRAMME (CSP)	MOD	Chinook Capability Sustainment Programme will provide a modern, cost-effective, Vertical Heavy Lift helicopter fleet that will be able to operate and survive in a multitude of environments, conducting high-tempo missions with minimal logistics footprint and high-levels of interoperability with key allies, to beyond 2050. Tranche 1 of the Programme delivers a transformational capability through the procurement of 14 new-build Chinook aircraft.

■ Green ■ Amber/Green ■ Amber ■ Amber/Red ■ Red ■ Reset ■ Exempt

Annex

Annual Report											Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
						Amber/Green	Amber	Amber	Red		Clyde Infrastructure	MOD	The Clyde Infrastructure Programme is managing the design, delivery and transition into operational use of new build and updated infrastructure facilities in Her Majesty's Naval Base Clyde (Faslane and Coulport).
								Amber	Amber		Collective Training Transformation Programme	MOD	The Collective Training Transformation Programme seeks to transform both the management and delivery of training and the experience for those going through training.
Green	Green	Amber	Amber	Red	Red	Amber	Amber	Amber	Red		Core Production Capability	MOD	Delivers safe nuclear reactor cores to meet the Royal Navy's submarine programme, now and for the long term.
		Green	Amber/Green	Amber	Amber	Amber	Amber	Red	Red	Red	Crowsnest Programme	MOD	The Crowsnest programme aims to deliver an organic Airborne Surveillance and Control capability as role fit to the Merlin Mark 2 helicopter. By delivering concurrent Land, Sea and Air surveillance and control for Carrier Strike, Littoral Manoeuvre and Land, it will provide force protection, intelligence and support to strike assets. It is part of the Carrier Enabled Power Projection programme with Queen Elizabeth Class Carriers and the F-35 Lightning.
						Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber	Defence Estate Optimisation	MOD	Defence Estates Optimisation is a long-term investment to modernise the defence estate. It is an ambitious 25-year portfolio of construction activity, unit and personnel moves, and site disposals that will deliver a better structured, more economical and modern estate that more effectively supports military capability.
	Amber/Green	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	DREADNOUGHT	MOD	To deliver a four Boat Dreadnought SSBN Class within the approved performance, cost and time parameters, and contribute to the sustainment of the UK submarine design and manufacturing capability for Dreadnought and beyond. The scope of the programme covers the design, development and manufacture of four Dreadnought SSBN Class submarines, and other costs related to bringing this capability on line, in response to the requirement detailed in the Government White Paper 2006: The Future of the UK's Nuclear Deterrent. The requirement for a class of SSBNs (Dreadnought) to replace the current Vanguard Class was re-endorsed in SDSR 15 and in the 2021 Integrated Review of Security, Defence, Development and Foreign Policy.
								Amber/Red	Amber		E7 Wedgetail	MOD	The E-7 Wedgetail programme will provide a 5th generation Airborne Early Warning and Control capability, with a Multi-role Electronically Scanned Array radar, that is interoperable and interchangeable with key allies to an anticipated Out-of-Service date of at least 2042.
								Amber			European Common Radar System Mk 2	MOD	The aim of the programme is to develop and integrate a world-class radar system which will keep RAF Typhoon, UK industry and Eurofighter exports at the forefront of military capability development and delivery. The European Common Radar System Mark 2 will be an Active Electronically Scanned Array as an upgrade from the current mechanically scanned sensor. In addition to a step-change improvement to traditional radar functions, this will give UK Typhoons a state-of-the-art Electronic Warfare capability including wide band Electronic Attack, essential in securing Control of the Air beyond 2030. European Common Radar System Mk2 investment sustains a highly specialised, world-leading UK industry base and ensures advanced technical skills and expertise in complex sensors are available for the Future Combat Air System programme. Delivering European Common Radar System Mk2 into service demonstrates the UK's cutting-edge technological capabilities and builds international confidence in UK industrial capability. Integrating European Common Radar System Mk2 onto Typhoon ensures that it remains competitive for winning new export orders and provides a substantial revenue stream for UK industry from retrofitting the radar onto current Typhoon export customers' aircraft.

Green Amber/Green Amber Amber/Red Red Reset Exempt

Annex

Annual Report											Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
					Amber	Amber	Amber	Amber/Red	Amber		Fleet Solid Support	MOD	Fleet Solid Support will provide Auxiliary Shipping for stores, ammunition and food sustainment to Naval Forces at Sea.
			Amber	Amber	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber		Future Beyond Line Of Sight	MOD	Under the Future Beyond Line Of Sight - SKYNET 6 programme the MOD will deliver and manage military Core Satellite Communications (SATCOM) services from September 22. This will include a new Service Delivery contract to take on existing core services and procurement of the next generation of space-based SATCOM capability.
								Amber	Amber		Future Combat Air System	MOD	Future Combat Air will play a vital role in the United Kingdom's military strategic capabilities for decades to come, enabling us to defend the United Kingdom, our allies, and make a decisive contribution to global security. The Future Combat Air Systems Programme will design and deliver innovative systems of highly networked crewed and uncrewed air vehicles, sensors and effectors to be able to operate in a range of complex and evolving threat environments and preserve operational advantage for future decades.
										Red	Future Cruise Anti Ship Weapon (FCASW)	MOD	The Future Cruise Anti Ship Weapon programme aims to deliver a next generation complex weapon to meet the UK's Selective Precision Effect At Range Capability 5 and Future Offensive Surface Warfare requirements. In doing so it is the cornerstone of UK/Fr bilateral cooperation as part of the 'Lancaster House Treaty' and supports UK Freedom of Action, prosperity and critical UK industrial capability.
										Green	Future Defence Infrastructure Services (FDIS)	MOD	The Future Defence Infrastructure Services Programme aims to deliver arrangements for the future delivery of Facilities Management services across the UK Defence estate. The first tranche of the programme will replace the existing suite of predominantly Hard Facilities Management Next Generation Estates Contracts. The second tranche of the programme will replace the existing Soft Facilities Management 'HESTIA' Contracts.
					Amber	Amber	Red	Amber/Green	Amber		Future Maritime Support Programme	MOD	The Future Maritime Support Programme is the contractual framework for operation of the three Naval Bases and support to the Royal Navy's complex warships and submarines. The contracts placed under the Future Maritime Support Programme have succeeded the Maritime Support Delivery Framework arrangements with BAES and Babcock and will deliver the required scope of support to ensure the Royal Navy is able to deliver its key strategic requirements and other global commitments.
										Amber	Ground Based Air Defence (GBAD)	MOD	The Land Ground Based Air Defence programme will modernise the Army's air defence capabilities in the face of rapidly developing threats, and is a very high priority for the Army. This includes the development of an integrated layered air defence system comprising Small Air Targets and Short and Medium Range Air Defence, and technology that allows engagement of targets at optimum range and early air raid warning.
					Exempt	Exempt	Exempt	Exempt	Exempt		Joint Crypt Key Programme	MOD	Exempt under Section 26 of Freedom of Information Act 2000 (Defence).
				Amber	Amber	Amber	Amber	Amber	Amber		Land Environment Tactical Communication and Information Systems	MOD	The Land Environment Tactical Communication and Information System programme is a military capability and business change programme that will deliver the Land Domain's deployed digital backbone in support of tactical (front line) users in the Army, Royal Marine, RAF Regiment and RAF Deployed Operating Bases. It will be achieved through the ongoing sustainment, evolution or replacement of Communication Information Systems and associated applications to underpin the transition to a Single Information Environment for users across Defence.

■ Green
 ■ Amber/Green
 ■ Amber
 ■ Amber/Red
 ■ Red
 ■ Reset
 ■ Exempt

Annex

Annual Report												Project Name	Dept	Description	
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022						
												■	Land Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR)	MOD	The Land Intelligence, Surveillance, Target Acquisition and Reconnaissance Programme will deliver an adaptable, robust and agile system that will enable the Army to find the enemy at range in all operational environments. The bedrock of the system will be an open system architecture, designed to be fully integrated with current and future communications and information systems to enable digital integration across the Army, wider Defence, and primary allies. This will enable a fully networked Intelligence, Surveillance, Target Acquisition and Reconnaissance system consisting of multiple sensors, that can be centrally commanded and coordinated. Automation will be used to speed up decision-making and reduce electronic emissions between component parts. The architecture, platforms and sensors required for the system will be developed and acquired separately, with a series of common standards ensuring that they remain compatible with the network.
	■	■	■	■	■	■	■	■	■	■	■	■	Lightning Programme	MOD	F-35B Lightning II is a key element of Combat Air - a 5th generation combat air vehicle with advanced sensors, mission systems and low observable technology. Lightning provides real strategic opportunity, and its impressive capability has already been demonstrated and is recognised. It is jointly operated by the RAF and Royal Navy from both land and sea, with a main operating base at RAF Marham which currently houses 617 Squadron and 207 Squadron, the Operational Conversion Unit.
												■	Maritime Electronic Warfare System Integrated Capability	MOD	The Maritime Electronic Warfare Programme consists of two Category A projects: Maritime Electronic Warfare System Integrated Capability and Electronic Warfare Countermeasures. The Maritime Electronic Warfare Programme will provide a maritime Electronic Warfare capability enabled by openness, with the potential to keep pace with developments in anti-ship missile technology, contribute to the development of shared situational awareness and provide Force Protection through automated coordination of response to missile attack. Force Protection/Self Defence will be provided at an individual unit level or as part of a wider Task Group of ships. The programme will deliver improved operational effectiveness and reduced through life cost of surface ship Electronic Warfare capabilities.
				■	■	■	■	■	■	■			Maritime Patrol Aircraft	MOD	To deliver a Maritime Patrol Aircraft to provide persistent, responsive, effective and adaptive Military Capabilities in the Under Water, Above Water, Littoral and Land environments.
	■	■	■	■	■	■	■	■	■	■	■	■	MARSHALL	MOD	Marshall enables military terminal air traffic management services in the UK and abroad.
												■	Martlett	MOD	Future Anti Ship Guided Weapon commonly referred to as Martlet is required to enable Wildcat helicopter to deliver kinetic effect against and defeat difficult targets in the complex littoral and maritime environments, that lie outside the capabilities of other anti-ship weapon systems.
					■	■	■	■	■	■		■	Mechanised Infantry Programme	MOD	The Mechanised Infantry Programme will deliver modern wheeled Armoured Personnel Carriers that can perform a range of roles to support the Infantry, Combat Support, and Combat Service Support elements across new Brigade Combat Teams - a new concept emerging from the Integrated Review. The vehicles will be a significant contribution to enabling a highly deployable, networked force to operate differently from conventional industrial age combat forces, offering unique competitive advantage whether fighting, peacekeeping or delivering humanitarian aid.
												■	MENSA	MOD	Exempt under Section 24 of the Freedom of Information Act 2000 (National security).

■ Green ■ Amber/Green ■ Amber ■ Amber/Red ■ Red ■ Reset ■ Exempt

Annex

Annual Report												Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022					
											Amber	Meteor	MOD	Meteor is a multinational programme, developed by 6 Partner Nations (France/Germany/Italy/Sweden/Spain/United Kingdom) with the UK being the lead participant. The Meteor missile currently provides the UK Typhoon Tranche 2 & 3 with a Sovereign owned Beyond Visual Range Air to Air Missile capability. It is the intent to integrate it into the F-35B by 2026 to facilitate a common Beyond Visual Range Air to Air Missile across both platforms. The programme also aims to sustain a world beating Beyond Visual Range Air to Air Missile capability with our Meteor Partners to share cost and realise the benefits from competing in the global Beyond Visual Range Air to Air Missile export market.
											Amber/Red	Mine Hunting Capability	MOD	The mine hunting Capability Programme will provide an agile, interoperable and survivable capability using emerging Maritime Autonomous Systems that enables strategic, operational and tactical freedom of manoeuvre and exploitation of the battle space in order to assure and sustain the delivery of Maritime Force Projection and Maritime Security capabilities at the time and place of the UK's choosing across the range of Standing Commitments and Operations, by defeating static underwater threats.
					Amber	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Red	MODnet Evolve	MOD	MODNET Evolve will sustain the essential base Information and Communications Technology infrastructure needed by the Ministry of Defence on exit from the current contracted service.	
											Amber	Naval Support Integrated Global Network (NSIGN)	MOD	The Naval Support Integrated Global Network Programme will deliver Engineering and Equipment Support to Naval Platforms in the Maritime Domain on expiry of the Future Maritime Support Programme. It is a component programme of the Naval Enterprise Support Strategy Portfolio.
											Amber	New Medium Helicopter	MOD	The New Medium Helicopter programme intends to consolidate elements of Defence's disparate fleet of medium lift helicopters from four platform types to one, through the procurement of a new helicopter-type.
			Amber	Amber	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Red	New Style of Information Technology (Base)	MOD	The New Style of IT Base programme was established to renegotiate the continuation of Defence IT systems, bringing in large savings from the original Defence Information Infrastructure contract, whilst also delivering significantly improved and new capability. The intent is to transform the delivery of information and communication technology across the majority of Defence users in offices, headquarters and bases, providing a new IT system that exploits the power of cloud computing, along with Microsoft Office 365 software, new modern Win10 laptops, that securely deliver greater agility and mobility to service personnel wherever they may be.	
				Grey	Amber/Red	Amber	Amber	Amber	Amber	Grey	Grey	New Style of Information Technology Deployed	MOD	Exempt under Section 26 of Freedom of Information Act 2000 (Defence).
											Amber/Green	Next Generation (fixed) Communication Network	MOD	Next Generation Connectivity Network is a 10 year programme to update and simplify the Ministry of Defence's core Network. The Next Generation Communication Network Programme is responsible for delivering the Ministry of Defence's future network in support of the Digital Backbone as well as ensuring that the Ministry of Defence's fixed network continues to function to agreed standards of resilience and performance during the bridging period until the programme delivers its replacement services and solutions.
											Grey	PEGASUS	MOD	Exempt under Section 24 of the Freedom of Information Act 2000 (National security)

Green Amber/Green Amber Amber/Red Red Reset Exempt

Annex

Annual Report											Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
									■	■	Project Bramley	MOD	Exempt under Section 24 of the Freedom of Information Act 2000 (National Security)
				■	■	■	■	■	■	■	PROTECTOR	MOD	Protector will provide a certified remotely piloted air system with enhanced capabilities (to 2038) over those currently provided by the in-service Reaper air system. Protector will provide an armed, long range, persistent wide area surveillance with various sensors and be based at RAF Waddington in Lincolnshire.
										■	Sea Venom	MOD	Future Anti-Surface Guided Weapon commonly known as Sea Venom is required to enable Wildcat Helicopter to deliver kinetic effect against, and defeat difficult targets in the complex littoral and maritime environments, that lie outside the capabilities of other anti-ship weapon systems.
										■	Spearcap 3	MOD	Spear Cap 3 will deliver the principal air-to-air ground weapon for UK F-35 and is critical to the aircraft's Attack and Control of the Air capabilities in contested environments.
■	■	■	■	■	■	■	■	■	■	■	Spearfish Upgrade Programme	MOD	To deliver in-service an upgraded submarine launched heavy-weight Torpedo that is safe, sustainable and capable of defeating modern Anti-Submarine Warfare and Anti-Surface Warfare threats in order to retain the UK's dominance of the Underwater Battlespace.
										■	Submarine Dismantling Project	MOD	The Submarine Dismantling Project mandate covers preparation and execution to safely and securely dismantle the first defueled and decommissioned Royal Navy submarine in Rosyth by 2026.
										■	Submarine Waterfront Infrastructure Future	MOD	The Submarine Waterfront Infrastructure Future project is investing in infrastructure at Devonport to support the maintenance of the Royal Navy's Astute Class nuclear-powered submarines. The facilities being provided include a new non-tidal berth and a refurbished dry dock.
										■	TEUTATES	MOD	Exempt under Section 24 of the Freedom of Information Act 2000 (National security).
■	■	■	■	■	■	■	■	■	■	■	Type 26 Global Combat Ship Programme	MOD	Type 26 Global Combat Ship Programme will procure 8 x Anti Submarine Warfare ships and associated support. To deliver an interoperable, survivable, available and adaptable capability that is operable globally within the maritime battle space to contribute to sea control for the Joint Force and contribute to maritime force projection and Joint Force command and control with the flexibility to operate across and within the range and scale of Contingent and non-Contingent operations. This 8 ship programme will deliver Anti-Submarine Warfare capability to protect strategic assets, sustain national shipbuilding capability and increase resilience of the Naval Service.
					■	■	■	■	■	■	Type 31e	MOD	The Type 31 general purpose frigate programme is designed to deliver a general-purpose frigate capability and act as the pathfinder programme for the National Shipbuilding Strategy. From the mid-2020s, Type 31 will be at the heart of the Royal Navy's surface fleet, deterring aggression and maintaining the security of the UK's interests. They will work alongside our Allies to deliver a credible UK warship presence across the globe. Flexible and adaptable by design, Type 31 frigates will undertake missions such as interception and disruption of those using the sea for unlawful purposes, collecting intelligence, conducting defence engagement and assisting those in need.

■ Green ■ Amber/Green ■ Amber ■ Amber/Red ■ Red ■ Reset ■ Exempt

Annex

Annual Report												Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022					
									Amber	Amber		10,000 Additional Prison Places	MOJ	The prison population is forecast to rise significantly during the 2020s, and projected demand will soon outstrip supply. There is therefore a need to increase prison capacity. In August 2019, the Prime Minister announced that £2.5bn would be made available to deliver 10,000 additional prison places through the building of new prisons and expanding the prison estate. This has since been amended to £3.8bn, the New Prisons projects now form part of the 20,000 Additional Prison Places commitment; its scope is to build four new prisons (of up to 1,680 places each).
									Amber	Amber		10,000 Additional Prison Places Programme - Estate Expansions	MOJ	The prison population is forecast to rise significantly during the 2020s, and the department is bringing forward new prison places to accommodate new offenders. In August 2019 the Prime Minister announced £2.5bn of funding to deliver 10,000 additional prison places through the building of new prisons and expanding the prison estate. This has since been amended to £3.8bn and Estate Expansions now forms part of the 20,000 Additional Prison Places commitment; its scope is to deliver places through expanding the existing estate by building new houseblocks on existing prison sites, modular Category D units for the Open Prison estate, major refurbishments, increased spaces in the Women's estate and a number of smaller scale investments.
									Amber	Amber		Accelerated Houseblocks	MOJ	The prison population is forecast is scheduled to rise significantly in the 2020s and the department is bringing forward new prison places to accommodate new offenders. The Accelerated Houseblock Programme aims to deliver 2500 places as part of the wider Prison Capacity Portfolio Programme with an aim to deliver over 20,000 places.
									Amber	Green		Approved Premises	MOJ	The Approved Premises Expansion Programme (APEX) will increase capacity in Approved Premises. Approved Premises are residential units in the community which house and monitor offenders following their release from prison. They protect the public and rehabilitate offenders. APEX was initiated in response to the ministerial commitment made on 24th January 2019 to build over 200 additional places in Approved Premises to meet increased demand.
										Green		Community Accommodation Service Tier 2	MOJ	This is a critical service for HMPPS, providing suitable accommodation and support for low and medium risk offenders, primarily on Bail and Home Detention Curfew who would otherwise be held in custody, and thereby eases pressure on the prison population. The current contract expires on 30 September 2022 and needs to be replaced.
Amber	Amber	Amber	Red	Amber	Amber	Amber/Green	Amber	Amber	Amber	Amber		Electronic Monitoring	MOJ	Implementing a new electronic monitoring system and a service for the day-to-day monitoring of subjects wearing the devices
										Amber		Electronic Monitoring Expansion	MOJ	The Electronic Monitoring Expansion Programme seeks to expand the impact, use and efficacy of electronic monitoring as a tool for the management of offenders in the community, helping reduce reoffending and protecting the public. The programme's aims include - effectively retendering the current service, increasing the scope and reach of electronic monitoring, building a more comprehensive evidence base, and more closely aligning the electronic monitoring with the probation service.
										Amber		Evolve Network Services	MOJ	Re-procurement of WAN and LAN Services suitable for the current and future needs of the Authority, to replace the existing FITS WAN/LAN contract and comply with Public Procurement regulations. The project includes requirements gathering, ITT / Procurement preparation, competitive procurement followed by the transition of services and exit of the existing contracts.

■ Green
 ■ Amber/Green
 ■ Amber
 ■ Amber/Red
 ■ Red
 ■ Reset
 ■ Exempt

Annex

Annual Report												Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022					
										Amber	Evolve Voice & Video Services	MOJ	Re-procurement of Voice and Video Services suitable for the current and future needs of the Authority, to replace the existing FITS Voice and Video (VVI) contract and comply with Public Procurement regulations. The project includes requirements gathering, ITT/ Procurement preparation, competitive procurement followed by the transition of services and exit of the existing contracts.	
								Amber	Amber/Green	Amber	Glen Parva New Build Prison	MOJ	The new prison at Glen Parva, HMP Fosse Way, will be a resettlement prison, creating 1715 Category C resettlement places. The prison will be operated by Serco following a recent tendering competition.	
										Amber	HMCTS Decommission and Legacy Risk Mitigation (DLRM) Programme	MOJ	The Decommission and Legacy Risk Mitigation (DLRM) Programme has been established to mitigate the risks presented by HMCTS' legacy technology. The DLRM Programme will retire aged and unsued applications where possible and for those applications still required it will update the application and migrate it to supported hosting environments.	
Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	HMCTS Reform	MOJ	Our ambitious, multi-year Reform Programme was launched in 2016 and is a £1.3 billion investment to improve the accessibility and efficiency of courts and tribunals in England and Wales. By introducing straightforward digital services, modern technology and modern ways of working we will increase access to justice for everyone. The programme is already having a real impact on the way justice is being delivered. Appealing immigration and asylum decisions, disputing benefits decisions and local authorities applying to take children into care can now be done online. In total, eight online services are now live across all jurisdictions and have been used more than 700,000 times with consistently high satisfaction rates.	
								Amber	Amber	Green	HMP Five Wells New Prison	MOJ	The new prison at Wellingborough, HMP Five Wells will be a resettlement prison, creating 1715 Category C resettlement places. It will house prisoners nearing the end of their sentence or on short custodial sentences. The prison is privately operated by G4S who completed their 12 month mobilisation period ahead of service commencing in February 2022	
										Green	MOJ_0073_2122-Q4	MOJ	Drug misuse ruins lives, drives offending behaviours and damages communities. Drug testing of offenders is established practice within the criminal justice system in England and Wales to help prevent harm to these individuals and manage the risk of reoffending. The proposed Drug Testing Service has been developed concurrently with the HMPPS Drug & Alcohol Strategy which will complement the forthcoming new cross-government Drug Strategy and will harness powers in the Prison (Substance Testing) Act 2021 to test for all illicit substances. This new contract seeks to rectify deficiencies in the current service by allowing for the testing of those in our care in prisons and under statutory supervision in the community for a much broader range of drugs and prescribed medications misuse, and provide better evidence of drug prevalence to inform treatment and support interventions as well as legal and disciplinary proceedings.	
										Amber	PFI Prisons Expiry & Transfer Project	MOJ	The aim of this project is to carry out the exit and transfer of services HMP Parc, Altcourse and Lowdham Grange in a safe, effective and efficient manner following the expiry of their PFI contracts between Q4 2022 and Q2 2023. HMPPS needs to undertake essential work to ensure it is able to manage the expiry of the Project Agreements and transfer the service, while maintaining continuity so there is no disruption to the regime or capacity at the prisons and also ensure opportunities to modernise the sites and align service provision to future need is fully considered.	

Green Amber/Green Amber Amber/Red Red Reset Exempt

Annex

Annual Report												Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022					
									■	■		Print Reprourement	MOJ	This project is renewing the departments print contract; establishing an open framework competition to ensure value for money and the delivery of a high-quality service. The new print contract will deliver an improved contract and new devices across the MoJ estate
									■	■		Prison Retail	MOJ	Re-competition of the Prison Retail contract, which delivers a service to all public sector prisons and 4 private prisons in England and Wales. This service is a critical operational function within the prison estate, providing prisoners with the opportunity for choice and contributes to a more safe, decent and secure environment within prisons. The service also supports rehabilitation by providing prisoner employment positions; prisoners have an opportunity to learn vocational skills and gain real-world job experience and prepare and secure employment on release.
									■	■	■	Prison Technology Transformation Programme (PTTP)	MOJ	PTTP is delivering new end user technology for HM Prison Service (HMPS) and its Headquarters, to replace the existing Quantum IT system. This includes designing and delivering a new infrastructure build and service support solution, and providing staff with a modern working 'MoJ Official' device using Microsoft Office 365 operating on Windows 10 in the Cloud. The new platform and devices are being deployed to around 60,000 HMPS technology users spread across over 160 public and private prisons and HQ sites.
								■	■	■	■	Probation Programme	MOJ	On 26 June the current structures for probation services were replaced with a unified Probation Service split into 12 probation regions across England and Wales bringing together offender management for all levels of risk, together with responsibility for unpaid work, accredited programmes and other structured rehabilitative interventions.
										■		Probation Workforce Reform	MOJ	The aim is to build a strengthened, innovative and professional Probation workforce which leads the criminal justice system, protects the public and reduces re-offending now and in the future. The Programme aims to create a modernised, diverse and open workforce culture that enables our people to be their best. This will ultimately reduce reoffending, protect the public and deliver change in a way which achieves value for money.
											■	Rapid Deployment Cells Project	MOJ	RDCP offers a flexible short-term capacity solution across the prison estate. It is designed to provide a significant number of spaces and to be delivered at pre-determined sites by December 2022. The units are a temporary measure to help manage the population demand.
										■	■	Security Investment Programme	MOJ	In 2019 £100m was invested enhancing security at prisons. The Security Investment Programme (SIP) proposal comprised new measures to tackle serious organised criminals smuggling illicit items into prison and running their networks while in custody. These measures included strategies to; detect and block mobile phone and internet signals in the highest risk prisons; deliver a necessary physical security regime throughout the closed estate; enable the Business to effectively get on top of the threat of corruption; and build capacity to cope with the increasing threat from serious organised criminals. The strategic aim of the programme was to reduce the crime in prison that disrupts delivery of safe, decent and secure regimes and causes harm in the community.

■ Green ■ Amber/Green ■ Amber ■ Amber/Red ■ Red ■ Reset ■ Exempt

Annex

Annual Report											Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021	2022				
									Amber	Amber	YOI Education Services Retender	MOJ	There is a legal duty on HM Government to provide education to all children of school age; equally, access to education is every child's right under agreed obligations. The provision of education services is a key part of delivering the statutory aim of the Youth Justice service and supports the delivery of our strategic objectives including to reduce re-offending and protecting the public from harm and ensuring that our prisons are decent, safe and productive places to live. The current contracts for education services in public sector YOIs in England end by September 2022 and a replacement service is required. The YOI Education Services Retender project seeks to transform the quality of learning services in order to support the delivery of better outcomes for young people in our care including in terms of transition and resettlement, and to help promote positive identity shift.
								Amber	Amber/Red	Amber	YOUTH JUSTICE REFORM PROGRAMME	MOJ	The Youth Justice Programme has two aims; to make youth custody a place of safety both for children and those who work there, and to improve the life chances of children in custody.
		Amber	Amber	NCA Transformation Portfolio	NCA	The NCA's Transformation Portfolio will enable the NCA to become an intelligence led and digitally driven organisation. Our current capabilities and operating model limit our ability to relentlessly disrupt the changing threats, especially internet and digitally related threats. The NCA's Transformation Portfolio will deliver the culture, capability and capacity to enable the NCA to be a world-class law enforcement agency, leading the work to cut serious and organised crime.							
Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Census & Data Collection Transformation Programme	ONS	Delivering a successful 2021 Census, researching how to make it the last of its kind and transforming the work of ONS in how we collect, process, and analyse data.
									Amber	Amber	Integrated Data Programme	ONS	The Integrated Data Programme is a radical and transformative proposal to bring together ready to use data and enable faster and wider collaborative analysis for the public good. The service delivers a secure and trusted Cloud hosted integrated data service enabling end to end collaborative analysis and dissemination of statistical and analytical outputs. The service will significantly simplify, increase and expedite access to data while balancing legal, security, data protection and ethics and enhances data ready for use after applying assured methodology and data management practices. The service will enable accredited analysts and researchers from government, wider public services and research organisations to produce faster and deeper analytical outputs of targeted public policy questions and more effective social, health, economic and environmental outcomes. Policy focused analysis conducted across government will demonstrate value of integrated data and the additional evidence and insight that is generated from it.





Infrastructure and Projects Authority

Contact IPA

www.gov.uk/IPA

IPA@ipa.gov.uk

[@ipagov](https://twitter.com/ipagov)

Cabinet Office

Correspondence team

70 Whitehall

London

SW1A 2AS

publiccorrespondence@cabinetoffice.gov.uk

General enquiries: 020 7276 1234

HM Treasury

Correspondence team

1 Horse Guards Road

London

SW1A 2HQ

public.enquiries@hmtreasury.gsi.gov.uk

General enquiries: 020 7270 5000

© Crown Copyright 2022

Produced by the Infrastructure and Projects Authority

You may re-use this information (excluding logos) free of charge in any format or medium, under the terms of the Open Government Licence. To view this licence, visit www.nationalarchives.gov.uk/doc/open-government-licence/ or email: psi@nationalarchives.gsi.gov.uk

Where we have identified any third party copyright material you will need to obtain permission from the copyright holders concerned.

Alternative format versions of this report are available on request from ipa@ipa.gov.uk