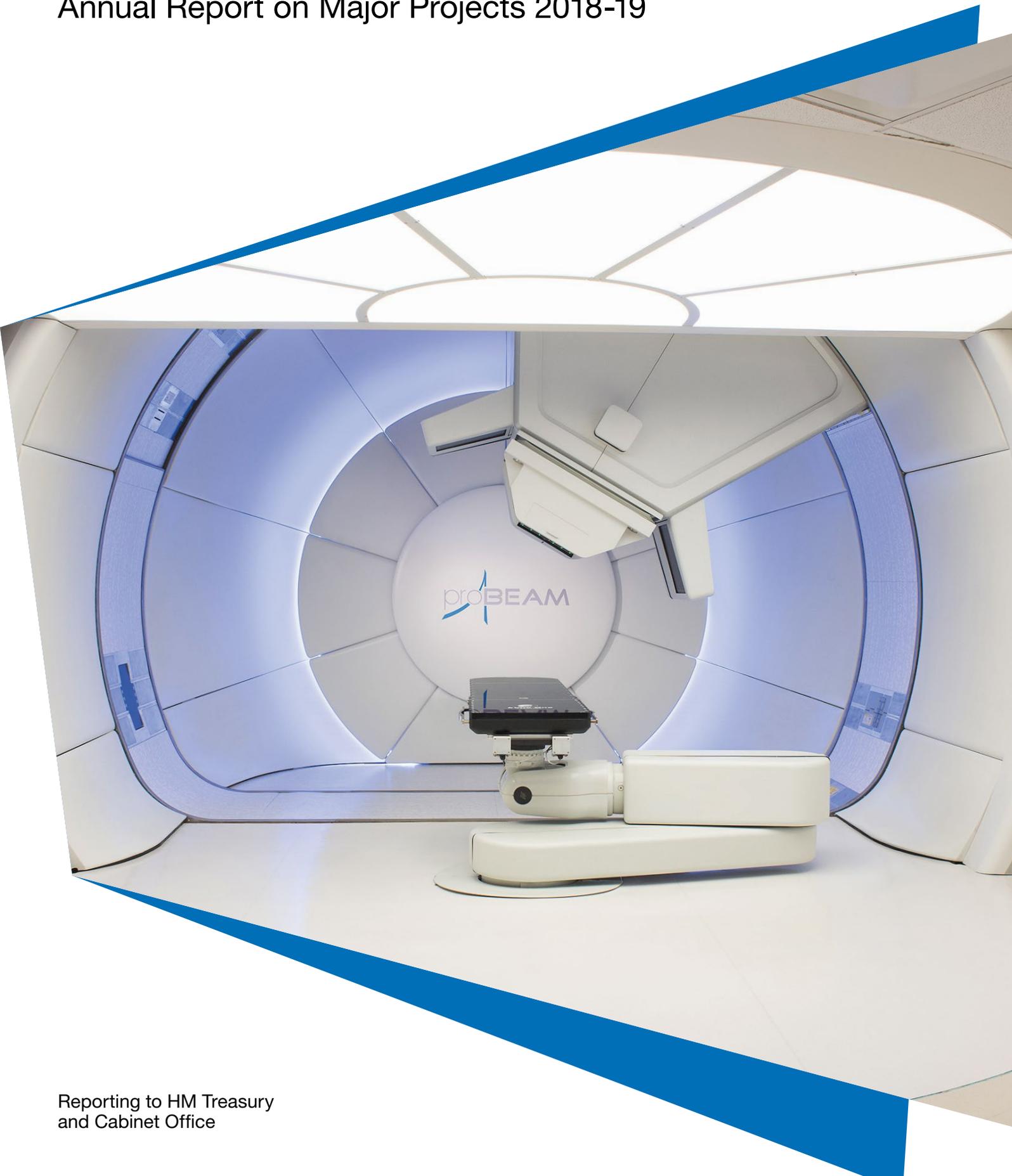




Annual Report on Major Projects 2018-19



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Foreword

Minister for Implementation, Oliver Dowden CBE MP and
Exchequer Secretary to the Treasury, Robert Jenrick MP



As a Government, we are collectively delivering a portfolio of major projects which is worth over £440bn. Many are larger than the biggest projects in the private sector, and all are transforming our country. Some are amongst the biggest in the world.

Over the past year, Government has seen 16 impressive projects come to fruition, across 10 departments. While some are better known than others, they are all critical to helping citizens and improving essential public services. They include successfully connecting the most remote parts of the UK to superfast broadband; delivering savings for the taxpayer by streamlining the Government estate; and ensuring a world-class, modern logistics infrastructure for our armed forces.

All of these projects will have a real, long-lasting impact for the public. A great example of this is the opening of the UK's first NHS Trust Proton Beam Therapy Centre. The Centre treats cancer using a beam of proton particles, with huge benefits for patients, particularly for children and for people suffering from cancers which are harder for conventional techniques to reach.

Adapting to and adopting cutting-edge technology is another key theme of the Government's Major Projects Portfolio. The Home Office's groundbreaking Biometrics Programme, for example, is cutting crime by making it possible for the first time to cross-check fingerprints simultaneously against immigration and police data.

We have a strong track record of delivering against Government's top priorities in order to build a Britain that is fit for the future. Our work to prepare for the UK's successful exit from the European Union is no exception. EU Exit has fostered new ways of working across the whole of Government, with specialist skills and functions brought together to assess the progress of critical EU Exit programmes and provide targeted support and assurance. This work is ensuring that the country is fully prepared to leave the EU.

Looking towards the next generation of projects, it is crucial that delivery considerations are at the heart of future spending decisions. We are committed to ensuring that Government learns and implements the lessons from projects that have gone before. Through a portfolio of projects that is well-managed and stretching but realistic, we can continue to deliver world-class public services for citizens and support the country to prosper.

“Through a portfolio of projects that is well-managed and stretching but realistic, we can continue to deliver world-class public services for citizens and support the country to prosper.”

Oliver Dowden MP
Minister for
Implementation

Robert Jenrick MP
Exchequer Secretary
to the Treasury

Introduction

Matthew Vickerstaff, Interim Chief Executive,
Infrastructure and Projects Authority



The UK is globally renowned for its project delivery system. We are proud of our delivery record and the impact of our projects on the everyday lives of citizens across the country.

Around 130 of the Government's most complex and high-risk projects are in the current Government Major Projects Portfolio (GMPP). Some of these projects are undoubtedly challenging. We do not shy away from these challenges, but it is important to remember that these are the most complex and innovative projects, not just in the UK, but often in the world.

We are proud that our Annual Report shines a light on Government's performance in this area. The Infrastructure and Projects Authority (IPA) strives to build the best-performing project system of any Government in the world, and we can only do that if we are being transparent and measuring our performance over time.

We have made great progress over the last few years in building a world-class system, including establishing the first Government Functional Standard for Project Delivery. Today we take the next step on this journey by publishing a further set of tools to support departments in delivery. We hope that our Customer Charter and new guidance for Senior Responsible Owners will not only detail how the IPA will work with and support Government projects, but also how project leaders can best operate in today's complex environment.

We also need to make sure we are learning the right lessons from project successes and failures. That is why we recently published a review with the Department for Transport that identified critical areas where we need to adapt our approach to delivery, such as focusing more on behaviours and culture as well as process. Even though this review focused on transport, it was deliberately forward-looking and system-wide, meaning that these lessons can be applied across the Government portfolio.

When preparing for our exit from the EU, we have also been challenged to work differently and as a consequence have improved Government's ability to deliver. There's no doubt that from a delivery point of view, the legacy of EU Exit will be profound. Already it has required joint working and cross-functional support to create common solutions. This has led to more meaningful engagement, more efficient ways of working and better outcomes.

By applying all of these lessons to future projects we can improve our project delivery system for the long-term. In what is an unprecedented and challenging environment, the IPA is working hard to ensure that the Government is focused and remains committed to deliverability, whether that's for EU Exit, our most complex programmes in the GMPP or at the heart of future spending decisions.

"In what is an unprecedented and challenging environment, the IPA is working hard to ensure that the Government is focused and remains committed to deliverability."

Matthew Vickerstaff

Interim Chief Executive, Infrastructure and Projects Authority

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.

The IPA works across Government to support the successful delivery of all types of major projects, ranging from railways, schools, hospitals and housing to defence, IT and major transformation programmes. Our purpose is to continuously improve the way 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 aspires to build the best project delivery system in the world.

In supporting and assuring the delivery of these high-priority projects, the IPA promotes four key principles:

Performance – holding ourselves to account through transparent performance measurement;

Capability – having the right people managing the right projects;

Prioritisation – proper prioritisation and portfolio management, enabling us to better match projects with resources, and avoid over-programming; and

Initiation – bringing policy creation and delivery closer together so we can set realistic objectives, costs and schedules up front.

The IPA recognises that delivering major projects is difficult and that delivery teams face a number of challenges and obstacles in order to deliver projects successfully. Consequently, the IPA promotes best practice through a combination of assurance, guidance tools and deep expertise, as this report describes. We seek to use our unique position at the centre of Government to apply project data and insight to identify issues and lessons learnt. We share these actively with departments and the centre of Government, as well as externally to promote market confidence. Our work spans a wide range of projects; here we discuss just a subset of these which form the Government Major Projects Portfolio (GMPP).

“Our purpose is to continuously improve the way Government delivers projects and programmes and to provide confidence that they will achieve their expectations, improve public services and people's lives.”

The Government Major Projects Portfolio

The GMPP is composed of the largest, most innovative and highest risk projects and programmes delivered by Government. GMPP projects are typically those where approval is required from HM Treasury, either because the budget exceeds a department's delegated authority level and/or because the project is novel, contentious, repercussive, or requires primary legislation. The IPA supports the successful delivery of these projects through direct support, independent assurance reviews and by leading the network of over 12,500 project delivery professionals. While the GMPP spans many of the Government's most high-profile projects, it does not represent all of Government's delivery.

This year's GMPP snapshot comprises 133 projects with a total Whole Life Cost (WLC) of £442bn, delivered by 16 departments and their arm's-length bodies.¹

Projects on the GMPP receive independent scrutiny and assurance from the IPA and are required to provide quarterly data returns on delivery progress. This data is used to monitor portfolio progress with risks and insights shared with departments and the centre of Government. The IPA assesses the likelihood of each project delivering its objectives to time and cost. This is reflected in the project Delivery Confidence Assessment (DCA) rating, which spans a range from Red to Green.² The IPA's role also extends beyond the assurance process, and its expert teams give specialist advice, provide practical tools and make specific recommendations to help improve the chance of successful delivery.

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

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 category encompasses a wide field of projects – examples include the National Proton Beam Therapy (Department for Health and Social Care (DHSC)/ NHS England) and 30 Hours Free Childcare Department for Education (DfE) programmes.

Information and Communication Technology (ICT) projects enable the transition from old legacy systems to new ICT provisions to equip Government departments for the future. ICT projects are very important for achieving cost savings and efficiency, and ensure our public services benefit from advances in innovation and technology. One example of this is the Home Office Biometrics Programme, illustrated later in this report.

Infrastructure and Construction projects include improving and maintaining the UK's energy, transport, sewage and water systems and constructing new public buildings. These high-investment projects are essential to the nation's economic growth, development and prosperity. Department for Transport's (DfT) South West Route Capacity Programme is one example of a rail project discussed here.

Military Capability projects are vital to the effective operation of the Armed Forces. These projects include the provision of new equipment and technology, such as the new A400M aircraft, as well as improvements in the systems used by our military.

Figure 1: Summary of the 2018-19 GMPP

 Government Major Projects Portfolio	133 projects	£442bn Whole Life Cost
 Transformation and Service Delivery	43 projects	£84bn Whole Life Cost
 Information and Communications Technology (ICT)	27 projects	£10bn Whole Life Cost
 Infrastructure and Construction	32 projects	£210bn Whole Life Cost
 Military Capability	31 projects	£138bn Whole Life Cost

¹ The Government's GMPP Data Transparency Policy covers Whole Life Cost, Delivery Confidence Assessment, and project end dates. It does not include project benefits. See Annex for further information.

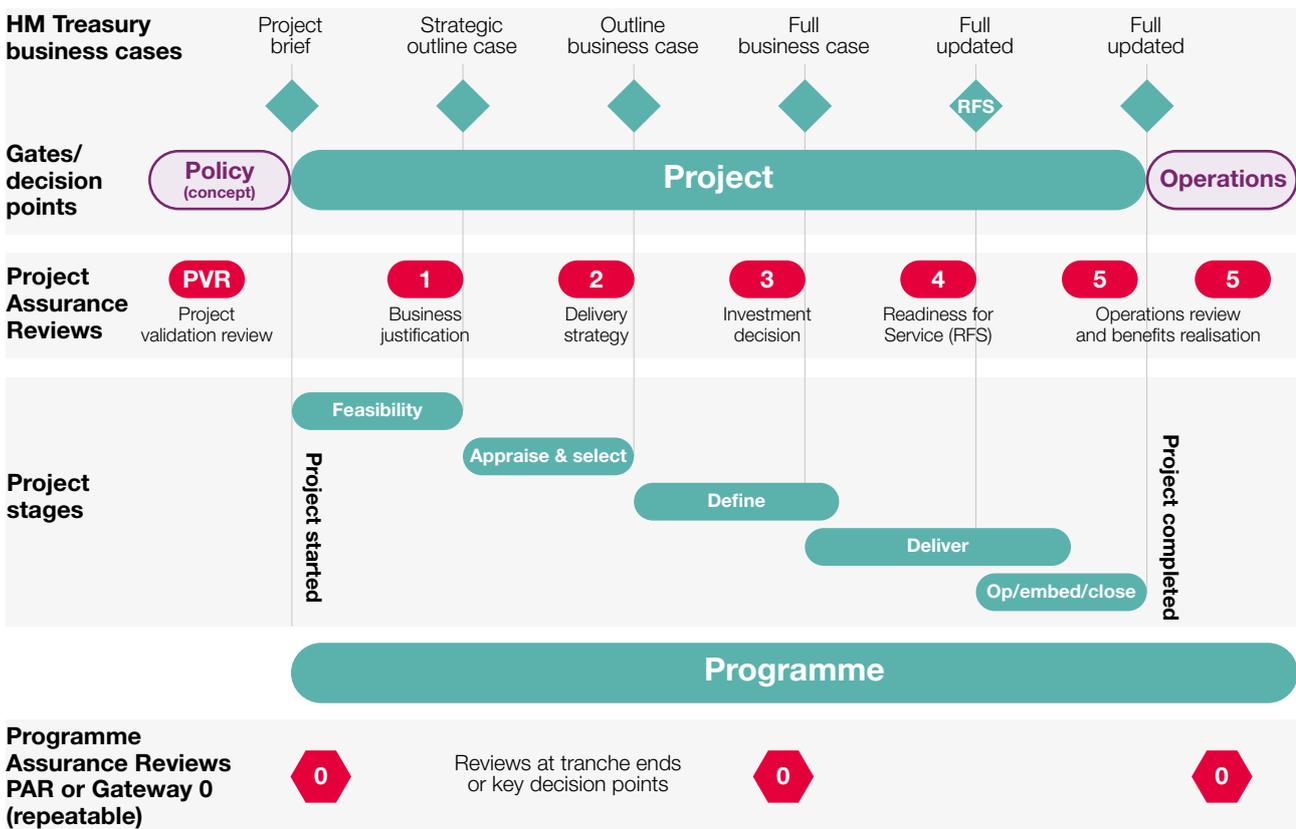
² See Annex A for Delivery Confidence Assessment definitions.

The Government Major Projects Portfolio continued

The IPA provides a range of different independent assurance reviews, from formal Gateway Reviews to more bespoke critical friend reviews. This year the IPA arranged and managed over 250 independent assurance reviews, in addition to other forms of project

support such as expert technical, finance and project delivery advice. A large amount of assurance activity was conducted outside of the GMPP over the past year, including on projects in their early formative stages and bespoke reviews on EU Exit projects and programmes.

Figure 2: Assurance reviews and project/programme stages



GMPP leavers 2018-19

The GMPP is an evolving portfolio where a number of projects join and leave each quarter, and since last year's Report, 19 projects have exited the GMPP and 19 projects have joined.

This year's leavers span 10 departments and have achieved a number of successes. These included the

expansion of superfast broadband capabilities to all parts of the UK, the delivery of savings from a rationalised Department for Work and Pensions (DWP) estate, and the implementation of a modernised and world-class logistics infrastructure for the military. These are impressive achievements which have been years in the making and will deliver real benefits to the Government and, most importantly, people and communities.

GMPP CASE STUDY: Broadband Delivery Programme (DCMS), now Building Digital UK

The Department for Digital, Culture, Media & Sport's (DCMS) £1.7bn Building Digital UK Programme was created to fund further deployment of superfast broadband when the service failed to reach many parts of the UK. Having successfully met the 95% national coverage target, the programme has now achieved delivery to over 5 million premises.

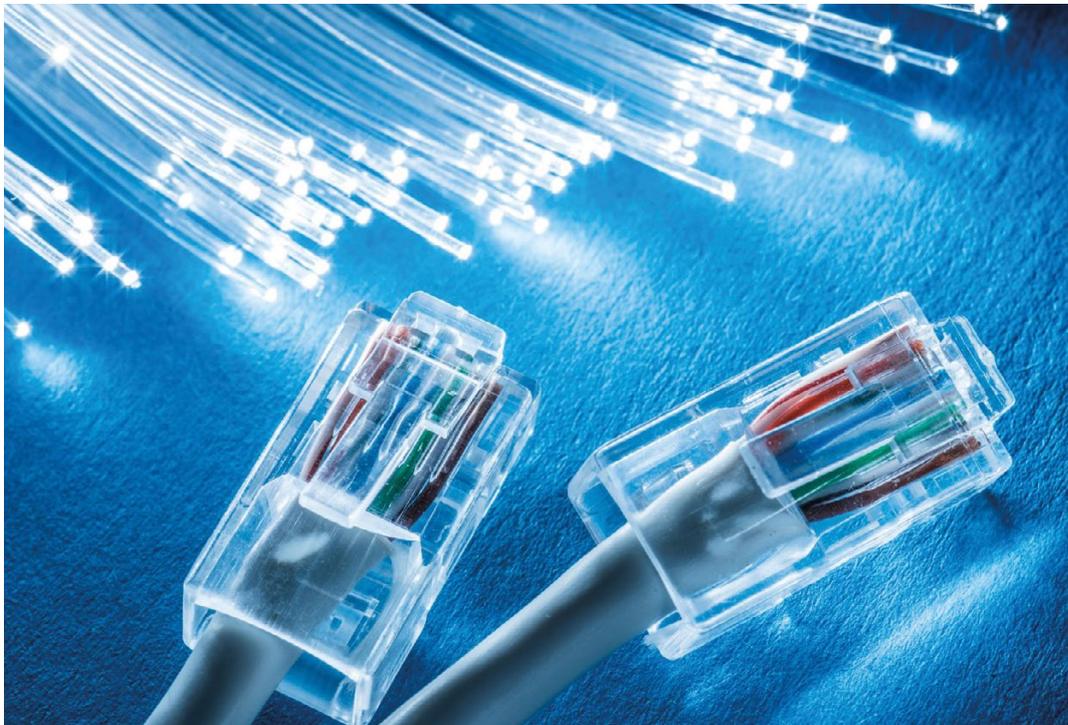
The programme is continuing to roll out additional coverage in increasingly challenging areas, with a shift in technology towards gigabit capable speeds and full-fibre technology. These areas are therefore receiving superfast speeds as well as the future-proofed technology to move the UK towards its full-fibre ambitions.

A detailed, two-year evaluation of the economic impact of the programme was published in August 2018. It highlighted a benefit-to-cost ratio of £1.96 per £1 of public sector spending up to 2016, which means each pound invested is set to return over £1.96 of value to the

Government and the UK economy. Furthermore, the high take-up rates of the public programme have encouraged the telecommunications industry to expand their own commercial broadband projects, which will further boost nationwide full-fibre coverage aspirations. Higher than expected take-up of services over publicly subsidised infrastructure has led to additional Government revenues forecast at £712m.

“The IPA has supported DCMS with this programme by conducting regular independent assurance reviews and providing independent scrutiny at the monthly Portfolio Boards. The most recent IPA Gateway 5 review in January 2018 gave the programme a high delivery confidence rating, and provided valuable recommendations for the future management and direction of the programme.”

Raj Kalia, Senior Responsible Owner,
Building Digital UK Programme



The Government Major Projects Portfolio continued

GMPP CASE STUDY: DWP People and Locations Programme (DWP)

DWP's People and Locations Programme is an exemplar of delivering unprecedented change while maintaining customer service to the public.

The programme has successfully managed the exit of a 20-year private finance initiative (PFI) contract, enabling the department to bring fundamental changes to the DWP estate. The replacement of these outdated and expensive contracts is set to generate savings in excess of £1.4bn over the next 10 years.

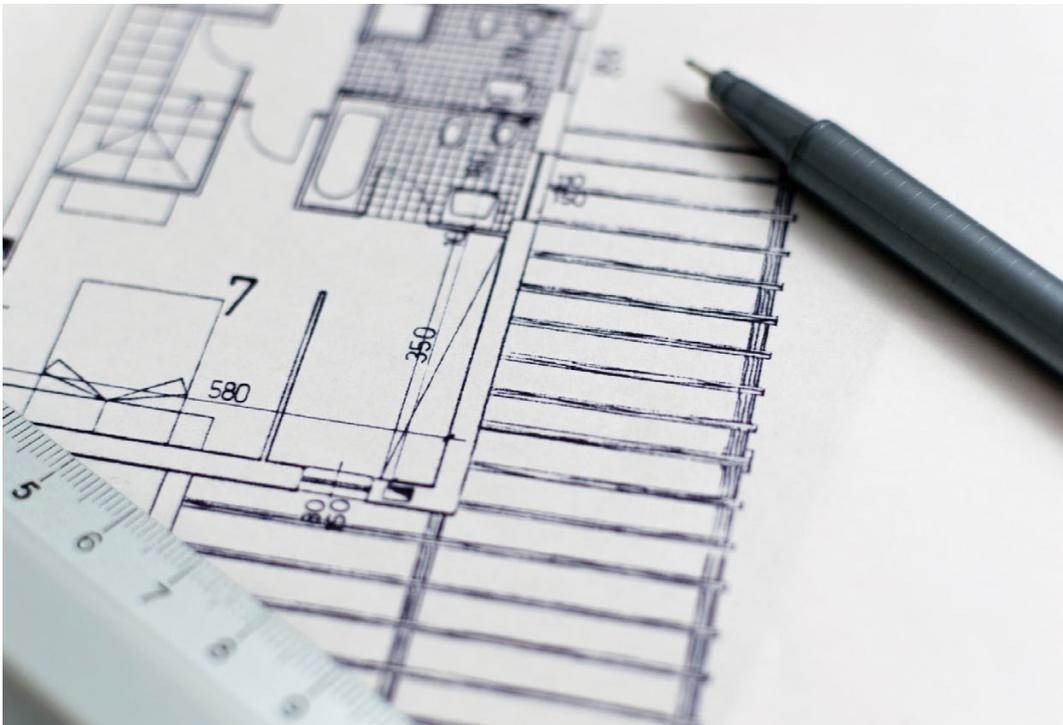
A locations programme of this scale and magnitude had not been carried out before in DWP. It involved the re-design of 960 public buildings which benefited around 79,000 employees and approximately 22 million customers who use DWP's services. Collaborative working with a large number of stakeholders, ranging from Ministers to employees and customers, was key to the programme's success.

Following the re-shape, DWP's estate is more rationalised and efficient than ever before, and fit for welfare reform changes and an increasingly online DWP service delivery.

The inclusion of the IPA on the Programme Board helped to build trust and transparency across Government. The IPA navigated the programme through a number of complex procurement approvals and the IPA assurance provided a regular and objective assessment of progress against objectives.

"We are proud that the exit from this highly complex contract took place without disrupting the day-to-day activities of the department, which serves some of the most vulnerable people in our society."

Karen Gosden, Senior Responsible Owner,
People and Locations Programme



GMPP CASE STUDY: Logistics Commodities Services Transformation (MoD)

The Logistics Commodities Services Transformation (LCST) Programme is modernising the logistics process and infrastructure for Ministry of Defence's (MoD) Front-Line Commands (FLCs). The complex programme includes upgrading information systems, improving storage and distribution infrastructure, and providing more efficient systems for demand forecasting, contract management and procurement.

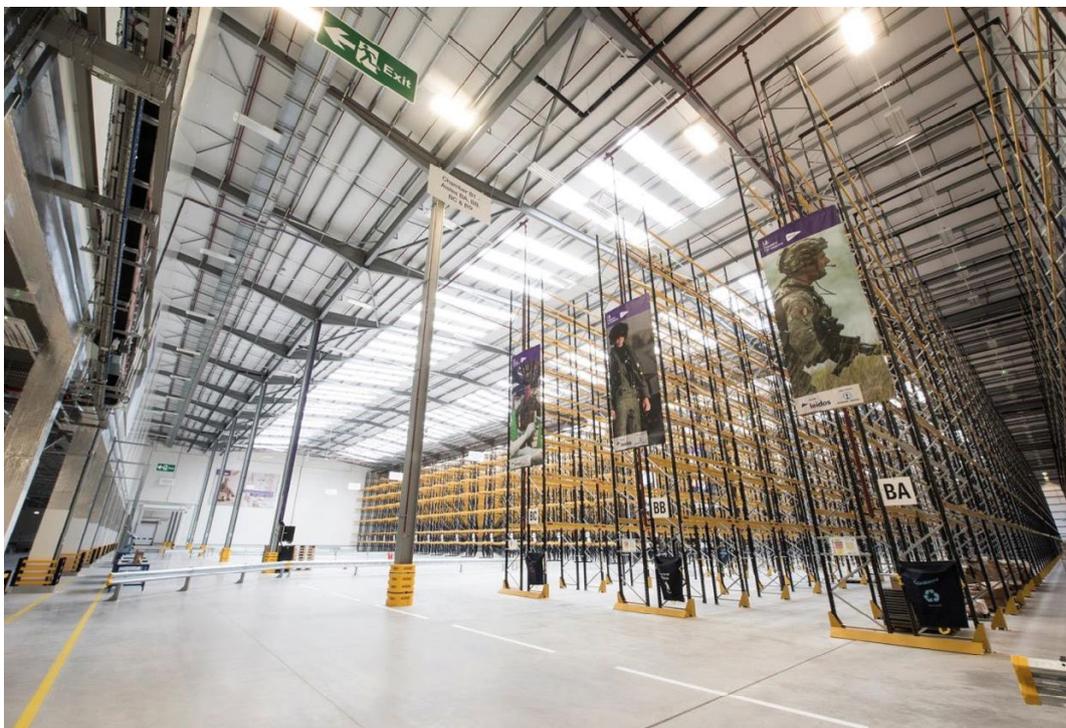
A key part of the programme is the construction of a new 80,000sqm Defence Fulfilment Centre (DFC) at Telford, designed to handle 85% of MoD demands, providing an automatic storage and retrieval system for fast-moving stock, and a more efficient storage environment for key defence supplies. This will allow MoD to rationalise its storage estate and has already enabled the release of valuable space at the Bicester, Dulmen (Germany), St Athan and Longmoor sites. Commodity procurement is being transformed and is already delivering significant unit cost savings.

This is only the start of MoD's logistics transformation and the department has now embarked on the next phase to deliver further savings across the Defence Support Network.

The IPA has provided valuable independent input on this multi-faceted and complex programme through six assurance reviews and two transformation workshops. The IPA act as a facilitator to bring together LCST and private sector expertise in the design of the programme, and it worked with Cabinet Office Commercial teams to implement an independent observer role for the tender evaluation.

"The IPA has supported the programme through a series of critical assurance reviews and we were delighted to leave the GMPP with a high delivery confidence rating."

Roger West, Director, Logistics Delivery



Defence Fulfilment Centre, Telford, Team Leidos

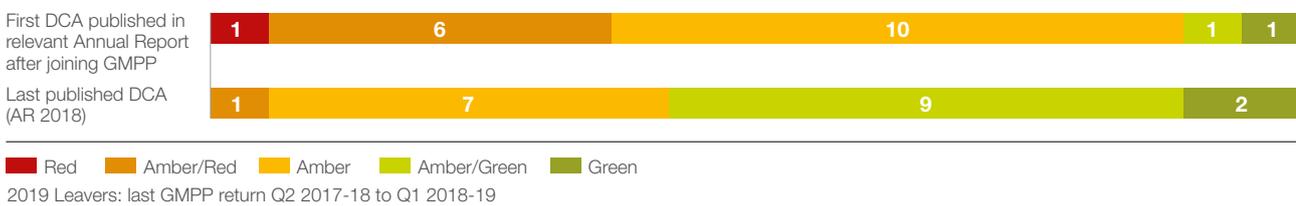
The Government Major Projects Portfolio continued

This year’s 19 leavers have shown a noticeable improvement in delivery confidence over their time on the GMPP, as shown in Figure 3; overall, 11 projects (well over half) left with a Green or Amber/Green DCA, slightly higher than in 2017-18.

Projects usually join the GMPP at an early stage and consequently with an uncertain delivery confidence level; this is illustrated in the initial published DCAs for this

year’s leavers cohort. Of the 19 projects that left the GMPP in the last year, seven started with a Red or Amber/Red DCA. Over the course of their time on the GMPP, 13 of the 19 projects improved their delivery confidence, with the rest departing with the same DCA. Considering the complexity of these projects and the challenging delivery environment this is a positive performance and shows improvements over time.³

Figure 3: Delivery confidence of 2018-19 leavers – first Annual Report publication vs last Annual Report publication

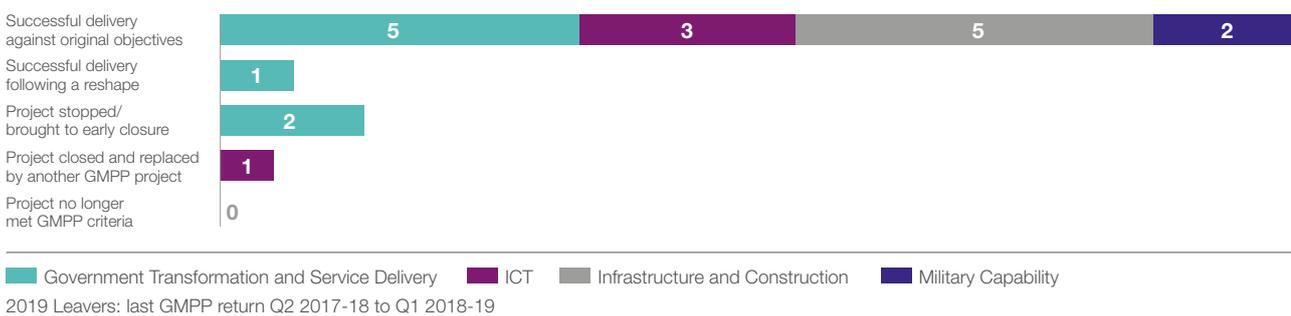


Projects leave the GMPP for a number of reasons, in most cases where a project has been successfully delivered or no longer demands regular IPA support; for instance where a project reaches a business as usual stage of delivery. Readiness to leave is judged by the IPA alongside departments. Other reasons for leaving the GMPP include where a project is merged/replaced by other similar projects, or no longer meets the GMPP criteria.

These projects move off the GMPP in order to focus IPA resources on the right projects. Some GMPP projects are stopped altogether – often for strategic, operational reasons or to support departmental prioritisation.

Of the 19 projects that left the GMPP this year, 16 were on track to deliver against their objectives and expected benefits; one of these was following a reshape.

Figure 4: Reasons for leaving the GMPP 2018-19



While the IPA supports successful project delivery, it must also help Government and departments to prioritise the correct projects. Her Majesty’s Revenue & Customs (HMRC), supported by IPA, took the difficult decision to stop the Making Tax Digital for Individuals programme. Whilst it had delivered a number of successes, the programme was ended to allow resources and expertise to be deployed on critical EU Exit projects. The National Offender Management Service (NOMS) Digital

Transformation Programme Ministry of Justice (MoJ) was also stopped in 2017-18 as a result of re-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, 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.

3 N.B. The ‘last published DCA’ in the 2018 Annual Report is not necessarily a project’s actual leaving DCA (where it left the GMPP after Q2 2017-18).

The current GMPP snapshot

Project categories

Transformation and Service Delivery is the largest category by project number, totalling 43 projects this year, almost a third of the GMPP. However, it is only the third largest category when measured by total Whole Life Cost, amounting to £84bn. GMPP Transformation and Service Delivery projects tend to have shorter project lifecycles than other categories, with an average forecast of six years; these projects are often focused on delivering savings for Government through better ways of working.

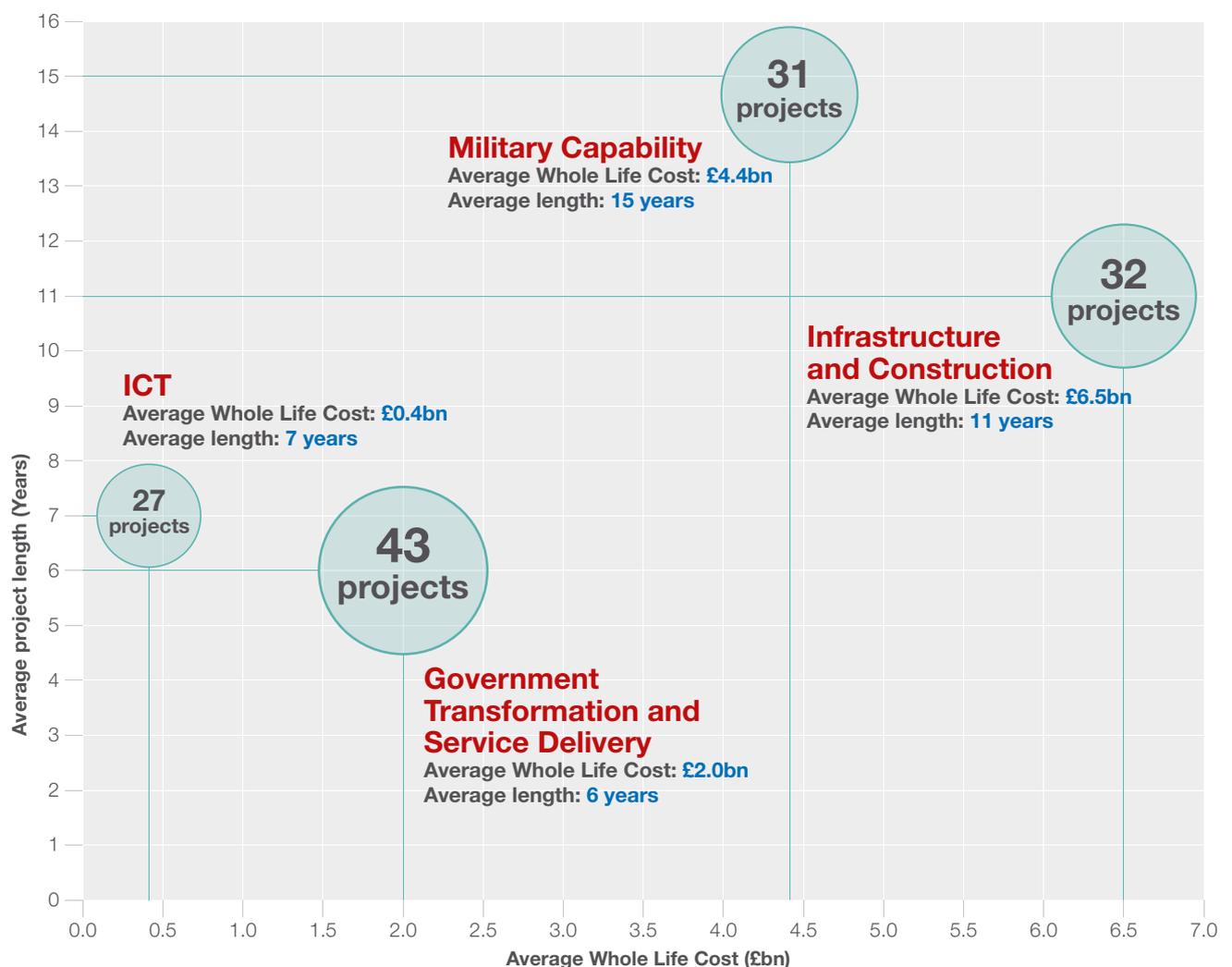
The **Military Capability** category comprises some of the most complex and strategically important projects that Government delivers. Military Capability is the second largest category in terms of total Whole Life Cost (at £138bn) and in line with their scale these projects

tend to be lengthier than other categories, with an average forecast duration of 15 years. Fourteen of the 28 military capability projects that were part of the GMPP in 2012-13 still remain on the GMPP in 2018-19.

Infrastructure and Construction is the largest GMPP category in terms of Whole Life Cost. Currently there are 32 Infrastructure and Construction projects on the portfolio, with a total Whole Life Cost of £210bn. Similar to Military Capability, these projects are typically lengthier than projects in other categories (with an average duration of 11 years).

ICT is the smallest category by number and Whole Life Cost with 27 projects at a cost of £10bn. The number of ICT projects on the GMPP has fallen from 39 projects in 2017; however, ICT is still an important part of the portfolio with many projects in other categories having significant digital components.

Figure 5: GMPP categories – number of projects, average project length and average Whole Life Cost



The Government Major Projects Portfolio continued

GMPP CASE STUDY: National Proton Beam Therapy (DHSC)

In 2011, the Prime Minister committed to develop an NHS Proton Beam Therapy (PBT) service to be operational by 2018. Since then, NHS England, working with DHSC, The Christie NHS Foundation Trust and University College London Hospitals NHS Foundation Trust (UCLH), led the PBT Service Development Programme to build and deliver a national PBT service.

Proton Beam Therapy is a form of cancer-treating radiotherapy using a beam of proton particles. The physical properties of protons result in a significantly reduced radiation dose being deposited in normal tissue beyond the tumour, which brings real benefits for certain groups of patients, such as children, or where the cancer is close to vital organs. Each PBT centre is a new complex and technical building project, with state-of-the-art equipment, including a cyclotron which generates the proton beam.

The Christie PBT centre in Manchester opened and treated its first patient as planned in 2018, with UCLH due to follow in 2020. Each centre will ultimately have the capacity to treat up to 750 patients per year, and

the programme will also bring about a significant increase in clinical indications eligible for PBT through a comprehensive research development programme.

This GMPP project has benefited from regular IPA reviews, which have helped to identify and crystallise sensitive programme issues, including those associated with relationships between the programme partners, and have provided guidance and direction for resolution. In addition, the IPA-led project delivery leadership programmes have been a valuable learning experience for both the Programme Sponsor and Programme Director, who have respectively completed the Major Projects Leadership Academy (MPLA) and Project Leadership Programme (PLP).

“The first NHS patient undergoing high energy Proton Beam Therapy in England represented a major milestone for the NHS and it also marked the end of the first phase of the plans to radically transform cancer treatment across the country.”

Cally Palmer, NHS’s National Cancer Director



The Christie Proton Beam Therapy Centre, Manchester, Varian

GMPP CASE STUDY: Home Office Biometrics Programme (HO)

The Home Office Biometrics Programme (HOB) delivers a single platform for fingerprints, DNA and facial recognition. The technology rationalises multiple existing systems, and is set to benefit users across law enforcement, the Borders Immigration and Citizenship system, and international partners, among others.

Early benefits from the programme include the 'Biometric Service Gateway' (BSG) – this brought new services to the front line rapidly, and allowed for simultaneous fingerprint cross-checking against immigration data and police collections for the first time.

The programme has also developed the HOB Strategic Mobile solution, which is provided through existing applications at a tenth of the cost of the previous system. The mobile solution has seen high take-up, as it enables quicker resolution of cases in the field, assists in identifying individuals wanted for serious crime, and reduces the burden on the custody suite.

Other programme deliverables include the new National DNA Database and a replacement of current fingerprint algorithms by more advanced models in early 2020. These are expected to increase the number of crime scene matches by 50%.

"IPA input throughout the programme's lifecycle – including assurance reviews and coordinated informal monthly meetings with other key Government Departments in the assurance process – helped to shape the programme's approach and maintained the team's focus on the primary programme objectives. This rigour and focus has meant that the programme continues to deliver essential capabilities and has helped it achieve an Amber/Green rating for the last 3 years in a row."

Brendan Crean, Programme Director,
Home Office Biometrics



The Government Major Projects Portfolio continued

Projects by department

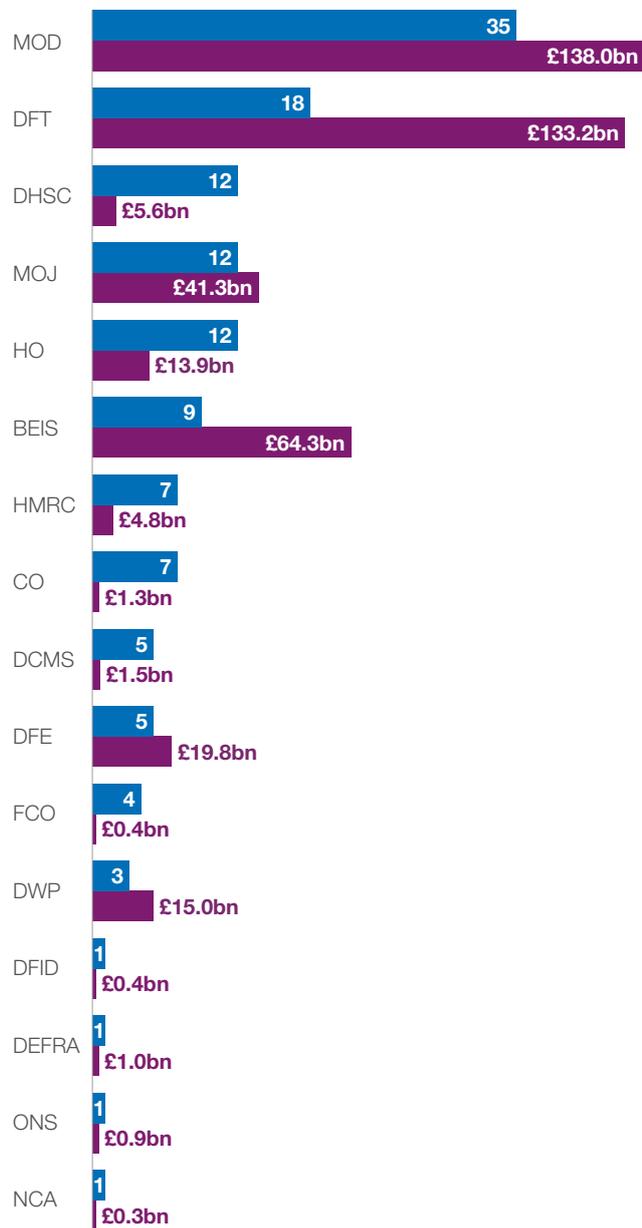
The MoD and the DfT lead the delivery of 40% of the 2018-19 GMPP projects and account for over 60% of GMPP Whole Life Cost. A number of their largest and longest projects are well known, such as the Dreadnought submarines and major transport investments such as High Speed Rail 2 and Crossrail.

This year, there are 35 MoD projects on the GMPP, which account for over a quarter of the portfolio by number. MoD delivers all 31 Military Capability projects, as well as two Government transformation projects and two ICT projects.

DfT has the second largest portfolio and the second highest Whole Life Cost by department. Although DfT has around half the number of MoD projects, the Whole Life Cost of the DfT and MoD portfolios are very similar (at £133bn and £138bn respectively). Of the 18 projects that are led by DfT in this Annual Report, 17 are Infrastructure and Construction projects, with the Rail Franchising Programme the only DfT Transformation and Service Delivery project on the GMPP.

The Department for Business Energy and Industrial Strategy (BEIS) is a significant contributor to the Whole Life Cost value of the GMPP, accounting for 15% of the total, across nine projects; these relate mainly to energy networks and systems including nuclear energy and decommissioning projects. The DHSC, MoJ and HO in comparison have more GMPP projects but these are on average smaller by Whole Life Cost.

Figure 6: GMPP Summary by department – project number and Whole Life Cost



■ Number of projects
 ■ Total budgeted Whole Life Cost (£bn)

GMPP CASE STUDY: A400M (MoD)

The past 12 months have seen a great deal of progress in the Ministry of Defence's A400M programme, which will deliver the RAF's latest transport aircraft, known as 'ATLAS', into service. In 2018 ATLAS replaced the C130 Hercules in the Falkland Islands, bringing additional capacity and endurance benefits over its predecessor. ATLAS has also been deployed to the Middle East to provide a dedicated Airlift capability across the region, and has carried out humanitarian and disaster relief missions, most recently in Mozambique.

The successful trial airdrop of cargo in ATLAS's improved Container Delivery System was the largest such event on record, and beach landing trials on Pembrey Sands have proven her ability to operate where no runway exists, which is key to her future employability. Twenty out of the full fleet of 22 aircraft are in service at an early production standard, and the programme's focus is now on developing the fleet's full capability and benefits.

IPA's assurance and support has focused most recently on this stage of delivery, ensuring the programme is on track to provide sufficient aircraft for the operational, training and trials programmes. IPA assurance has provided timely support at critical points during the procurement of this complex programme. The IPA has also supported the programme with recommendations that have improved stakeholder management and helped build momentum in the introduction of an electronic Maintenance Data System to improve aircraft availability.

"The most recent IPA review has led to better-informed, more focused decisions on priorities, resources and activity, which has been timely and extremely valuable."

Air Commodore Simon Edwards,
Senior Responsible Owner, A400M Programme



A400M ATLAS Air Transport Aircraft, MoD

The Government Major Projects Portfolio continued

GMPP CASE STUDY: South West Route Capacity (DfT)

The DfT South West Route Capacity programme is sponsored and funded by DfT, working closely with the train operating companies and Network Rail. The £800m investment is now largely complete, with the remaining works due to be finished by the end of 2019.

The programme has increased capacity into and out of London Waterloo Station. It has included the reopening of the Waterloo International platforms, previously used by Eurostar services, and infrastructure works to support the introduction of 30 new and longer trains on the network. Platforms have been extended on the Reading line and the new trains are now in service between London Waterloo and Windsor. More widely, the programme facilitates the use of new technology to improve the efficiency and punctuality of trains, and drives improvements to depots and maintenance facilities to maintain the network's fleet of trains.

The former Eurostar terminal at London Waterloo Station reopened to regular timetabled services permanently in December 2018 and all 30 of the new trains are now in use and receiving positive passenger feedback.

The programme has faced a number of challenges including the need to close Waterloo platforms 1 to 10 throughout August 2017 to enable platforms to be extended. Despite Waterloo Station being the busiest station in the country, disruption to passengers was kept to a minimum. During this time, the process of changing stewardship of the franchise from South West Trains (SWT) to South Western Railways was effectively managed without detrimental impact on the programme.

“Independent IPA reviews have helped to drive forward delivery, and made useful recommendations on scope, resources, risks and dependencies. The recommendations have helped us to ensure we have sufficient focus on the key issues. In addition, I and members of the client team have benefited from IPA-led development such as completing the Project Leadership Programme.”

Farha Sheikh, Director, South West Route Capacity Programme



London Waterloo Station, Network Rail

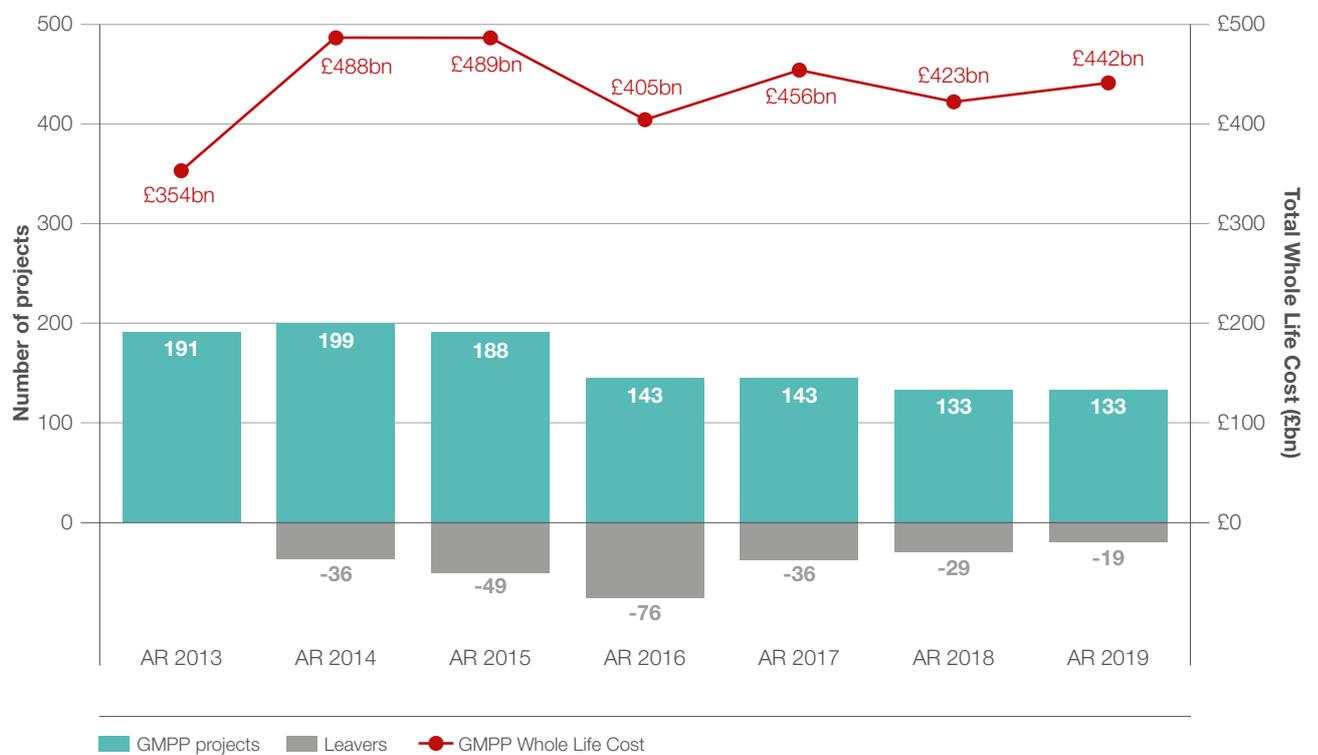
The GMPP over time

As described earlier, the GMPP is an evolving portfolio that shifts in size and shape as projects join and leave. In this section we illustrate how the GMPP has developed and progressed over time.

Over the last four years the GMPP has remained relatively stable in size. Since the 2018 Annual Report, 19 projects have joined and 19 projects have left the GMPP. The fall

in number of projects since the 2015 Annual Report can be attributed in part to a consolidation of projects into programmes. It is important to note that the GMPP represents only a subset of the projects delivered by Government departments, and the IPA provides a range of support aside from the GMPP – for instance, supporting the Early Development Pool of projects and through EU Exit project assurance; both of which are discussed later in this report.

Figure 7: The GMPP over time



The Government Major Projects Portfolio continued

DCAs are the IPA's assessment of a project's likelihood of delivering its objectives and benefits, on time and to budget. They 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.

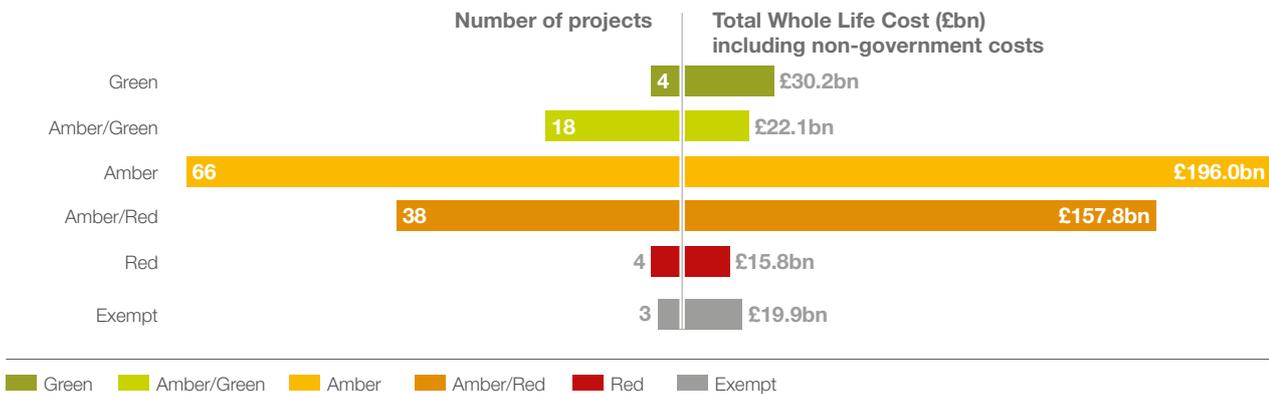
DCAs are reviewed quarterly by the IPA and change depending on the challenges projects are facing, the results of focused independent assurance reviews and actions taken by projects. By taking the right steps

following reviews and managing delivery challenges effectively, DCAs are often improved over time.

Ratings are categorised into five groups, 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.

At this year's snapshot (end September 2018), 22 projects were rated Green or Amber/Green (17% of the GMPP) and 42 projects were assigned Red or Amber/Red (32%) while 66 projects (50%) were Amber.

Figure 8: Summary by DCA – project number and Whole Life Cost



As illustrated in Figure 8, in the 2018-19 snapshot there is £174bn of Whole Life Costs associated with projects rated Red or Amber/Red compared to £52bn in Green or Amber/Green projects (these aggregate figures are of course influenced by individual, high-cost 'mega projects'). Amber is the most common rating in terms

of project number and Whole Life Cost, covering half of projects and 44% of total Whole Life Cost. Although Green-rated projects make up 3% of the portfolio by number, they are responsible for around 7% of the Whole Life Cost, Red-rated projects by comparison make up 2% of projects and 4% of Whole Life Cost.

Figure 9: DCA analysis AR 2013 – AR 2019

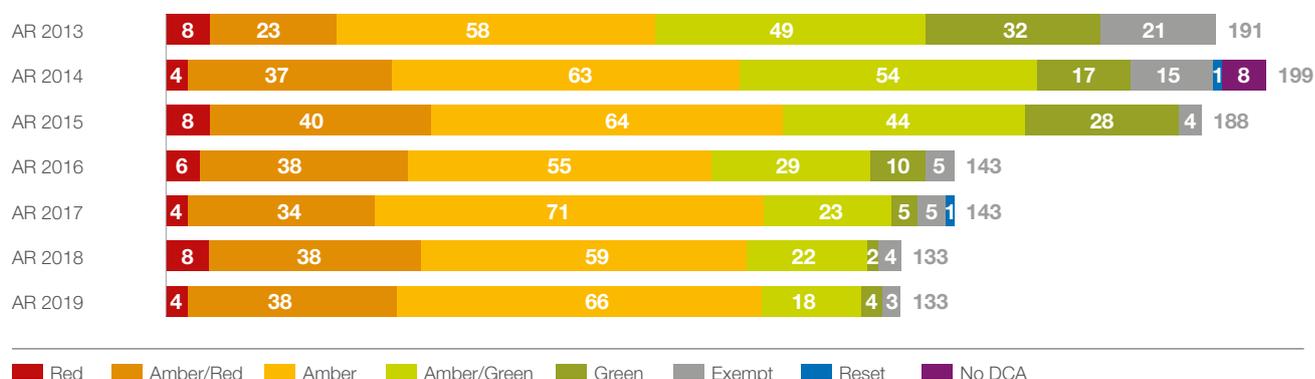


Figure 9 shows the spread of DCAs on the GMPP since they were first reported in 2013. Direct comparisons across years should be treated with caution, as the composition of the GMPP is different each year; however, some broad trends can be observed. While the overall distribution of DCA ratings remains similar to last year, there has been a reduction in the number of Red-rated projects, from eight in 2017-18 to four in 2018-19. Analysis of the spread of DCAs over the longer period since 2013 shows a greater tendency towards Red and Amber/Red ratings over time (and fewer Green and Amber/Green-rated projects); however, this pattern of DCAs has steadied in recent years.

In looking at this pattern of delivery confidence, it is important to note the challenging delivery context as well as the IPA's increasing focus on Government's most difficult projects. GMPP projects are by definition large, complex or innovative, many are 'breaking new ground' and the challenges of delivery are very high, which is reflected in their delivery confidence ratings. Focusing on these difficult projects is the GMPP's mission and this helps to ensure IPA resource is deployed to priority areas.

The IPA also places a high priority on continually learning from where expectations are not met, and the recent joint DfT/IPA publication *Lessons from Transport for the Sponsorship of Major Projects*⁴ is a powerful example of that. By shining a light on a number of well-known transport projects, the report reflects on common issues and lessons learnt for good design, management and governance of major projects. Supported by the IPA, a number of other departments across Whitehall are already considering the report's recommendations which are applicable across a range of project types.

Despite these challenges and complexities, analysis of a cohort of GMPP projects over time shows a broadly positive pattern of delivery confidence. Of the 110 current projects which have been on the GMPP for at least a year, around a third of projects (32) have improved their DCA since the last Annual Report, while less than one in five projects (19) have moved to a worse DCA than in 2018. Of those that improved DCA, nine projects improved by two or more DCA ratings, including the NHS E-Referral Service which moved from Amber/Red to Green at the 2018-19 Q2 snapshot.

⁴ *Lessons from Transport for the Sponsorship of Major Projects*, DfT/ IPA (2019) <https://www.gov.uk/government/publications/lessons-from-transport-for-the-sponsorship-of-major-projects>

The Government Major Projects Portfolio continued

Figure 10: DCA changes between AR 2018 and AR 2019

AR 2019					
AR 2018	Red	Amber/Red	Amber	Amber/Green	Green
Red	1	3	3	1	0
Amber/Red	1	19	13	3	1
Amber	2	9	35	5	1
Amber/Green	0	0	7	4	2
Green	0	0	0	0	0

Improved	32	29%
Stayed the Same	59	54%
Worsened	19	17%

110 projects on the GMPP in AR 2018 and AR 2019.

GMPP progress by category

At the end of September 2018, each of the four categories had one project with a Red DCA.

Government Transformation and Service Delivery has the most Amber/Red projects; however as a proportion the picture is similar to the other categories.

Over the past 12 months, the ICT category has seen an increase in Red and Amber/Red projects from seven to ten projects, reversing the positive trend since 2015.

Transformation and Service Delivery has seen an increase in Green and Amber/Green projects from four to nine.

The **Military Capability** and **Infrastructure and Construction** categories have driven the slight decrease in Red DCA ratings this year. In 2018, of the eight Red-rated projects, five projects were Military Capability and three were Infrastructure and Construction projects. In 2019 each of the categories has one Red project.

Figure 11: DCAs by project category

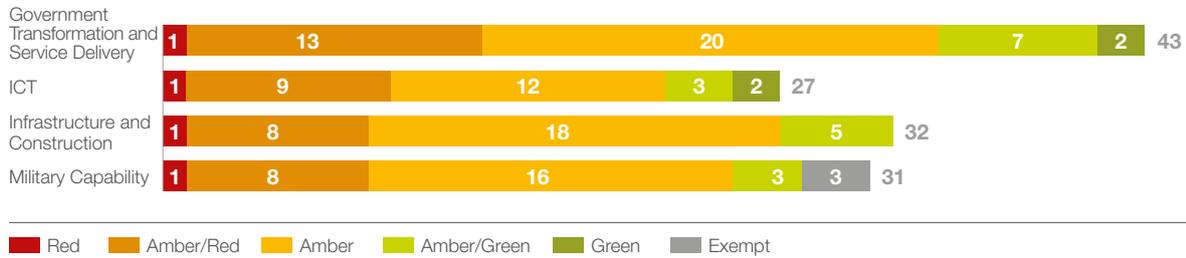
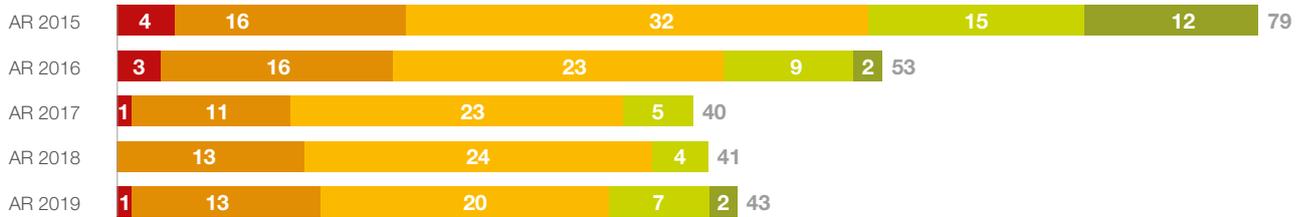
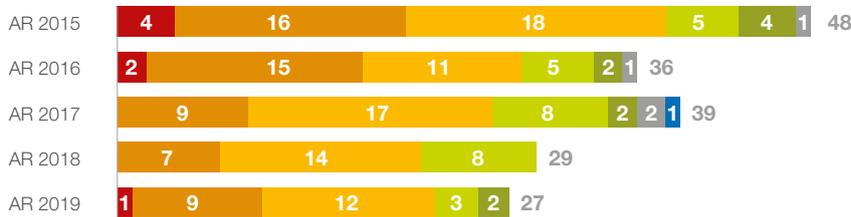


Figure 12: DCAs over time by project category

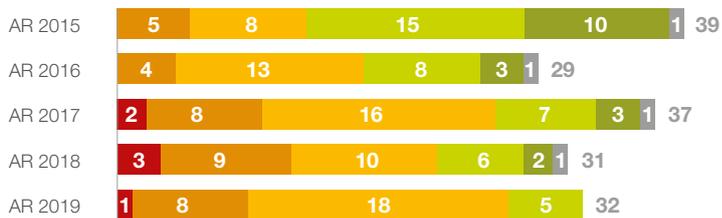
DCA analysis of Government Transformation and Service Delivery projects AR 2015 – AR 2019



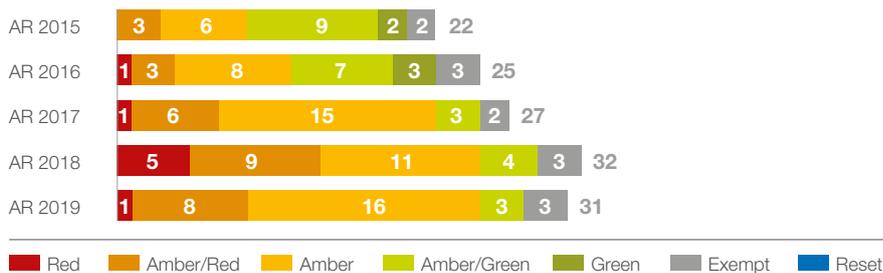
DCA analysis of ICT projects AR 2015 – AR 2019



DCA analysis of Infrastructure and Construction projects AR 2015 – AR 2019



DCA analysis of Military Capability projects AR 2015 – AR 2019



The Government Major Projects Portfolio continued

GMPP CASE STUDY: 30 Hours Free Childcare (DfE)

The DfE's 30 Hours Free Childcare Programme is a Government service transformation programme that brought real benefits for families, delivering 30 hours free childcare places to working parents of three and four year olds. In just over two years, the offer launched nationally, on time and within budget. More than 340,000 children benefited from a place in the first year, taking pressure off family finances and supporting a quarter of mothers to increase their working hours.

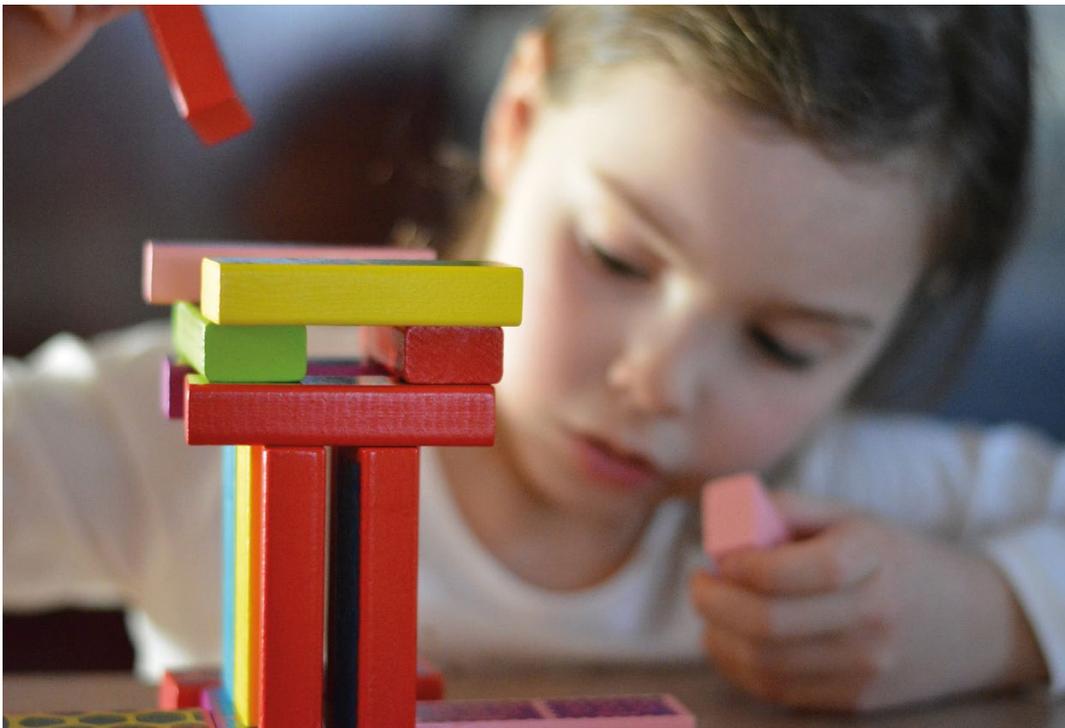
This was a highly challenging programme, delivered at pace with significant media scrutiny – legislation was created, the funding formula to Local Authorities was reformed, the 30 hours offer was piloted, and a complex digital application platform was developed in conjunction with HMRC's Tax Free Childcare Programme.

Strong programme management and joint working across organisational boundaries (with delivery partners HMRC, Local Authorities, and childcare providers) were key to successful delivery.

The IPA supported effective delivery of the programme throughout, with a number of joint DfE and HMRC assurance reviews, and IPA representation on the 30 Hours Programme Board. A joint assurance review in May 2018 provided a valuable external perspective, and following implementation of the recommendations, enabled the programme to transition to business as usual arrangements and leave the GMPP with a high degree of delivery confidence.

“The successful delivery of the programme was a huge team effort involving people from DfE, HMRC, Local Authorities, our contracted delivery partners, and ultimately childcare providers. The IPA support was invaluable in offering a critical friend perspective and helping us to foster cross-departmental relationships.”

Michelle Dyson, Senior Responsible Owner,
30 Hours Free Childcare Programme



GMPP CASE STUDY: Sellafield Model Change (BEIS)

The UK's nuclear legacy represents one of the largest environmental remediation programmes in Europe, led by the Nuclear Decommissioning Authority (NDA) on behalf of the UK Government. Sellafield is the NDA's largest and most challenging site – comprising over 200 nuclear facilities and the largest inventory of untreated nuclear waste in the world.

The Sellafield Model Change (SMC) programme transferred ownership from the private sector partner to the NDA from the 1st of April, 2016. It established new management arrangements at the site, delivered improvements in mission delivery, and provides a clearer line of sight of Sellafield Ltd's performance for Government.

Enabled by the closer alignment from the SMC programme, and supported by an IPA Routemap Review, Sellafield Ltd has set out a transformation that will address the future programme challenges, including efficiency improvements, maintenance of a pipeline of skills and

capabilities, and development of a robust supply chain. Through this transformation, the SMC commitment to save £1.4bn over 14 years is currently ahead of schedule.

The programme has been supported by BEIS, the IPA and the Cabinet Office, with representation from each as part of the Programme Governance arrangements. A range of independent IPA reviews and joint NDA/IPA reviews have been undertaken. Oversight of benefits delivery has now transitioned to business as usual (BAU), tracked by Sellafield Ltd and the NDA.

“This has been a demanding programme; from decision making to transition, then consolidation and recently over to BAU – it is great to have done what we said we would and for IPA to have recognised this. I have greatly appreciated the IPA's ongoing interest and perspectives and the support of the SRO network created by the Major Project Leadership Academy.”

Duncan Thompson, Senior Responsible Owner,
Sellafield Model Change Programme



Aerial view of the Sellafield site, NDA

Improving the delivery of major projects

Delivering major projects of this nature and scale is difficult, and the IPA uses its expertise to support and assure individual projects, as well as create a strong Government project delivery system that enables projects to flourish. This includes providing the right tools, standards and support for the project delivery profession, learning key lessons to drive continuous improvement, and helping projects to get the earliest stages of planning right so we consistently set projects up for success. The IPA works closely with industry to deliver nearly all of our major projects, and IPA uses its role to actively improve the productivity and efficiency of the sector more widely.

Setting standards for Government project delivery

In October 2018, the IPA published the first Government Functional Standard for Project Delivery.⁵ This sets out expectations for the direction and management of portfolios, programmes and projects across Government, ensuring value for money and the successful, timely and cost-effective delivery of policy and business objectives.

The Standard provides a reference for all Government departments and arm's length bodies and is designed to be applicable to all types of Government projects. The IPA is working with departments to help them embed the standard across departmental portfolios and to develop and share best practice across the project delivery community.

Lessons from transport for the sponsorship of major projects

In order for Government to improve future delivery, it is crucial to make sure the right lessons are learned from projects that have gone before and are applied to projects that come next.

The IPA has been working closely with the DfT, undertaking internal analysis on recent transport projects⁶ to prevent similar problems occurring in the future. The work has been deliberately system related and forward-looking. It highlighted that while the causes of failure in each case were different, there were some shared features that are important to learn from.

Five common themes emerged from transport examples, but can be applied to major projects more broadly:

- Accountability must be unambiguous
- Behaviour matters more than process
- Control schedule and benefits as well as cost
- Deal with systems integration risk
- Enter service cautiously

Three lessons stand out for particular attention:

1. Behaviours and culture are just as important as process.

There are a number of common traits among project leaders that can result in the wrong behaviours and decisions on major projects, such as having a blind commitment to succeed without a balanced perspective. Project success also relies on positive behaviours. Investment in relationships between projects leaders, delivery organisations and suppliers encourages joint decision-making and problem-solving.

2. It is important to pay close attention to projects, even when things are going well.

This requires the right balance of building the spirit of optimism in a team, and protecting against the potential for complacency or denial. Most importantly, if there is evidence of delays or cost escalations, then the sponsors need to act decisively.

3. Projects across all sectors, need more emphasis on managing increasing technical complexity.

Complex systems integration failures can arise late in a project lifecycle, but the conditions for success should be established right at the start. Technology is becoming increasingly critical to delivery, therefore it is important that technology receives the same level of attention and focus as traditional construction and civil engineering.

The IPA will embed these best practice principles in its work with departments, and will ensure that it works with projects at the earliest stages so that they can deliver on their full potential.

Project initiation

Getting projects right at the earliest stages provides the best basis for successful delivery, and the IPA has continued its commitment to ensuring projects are set up for success from the very start. With the 2019 Spending Review in progress, there is no better time

⁵ Project Delivery Functional Standard (2018), IPA <https://www.gov.uk/government/publications/project-delivery-functional-standard>

⁶ Lessons from Transport for the Sponsorship of Major Projects (2019), IPA/DfT <https://www.gov.uk/government/publications/lessons-from-transport-for-the-sponsorship-of-major-projects>

to get good design and effective planning embedded into projects. To this end, we are working with HM Treasury and departments to ensure deliverability is at the heart of Spending Review plans, and to bridge the gap between policy and delivery.

In the last year we have designed bespoke training in conjunction with Oxford Saïd Business School for key delivery and HM Treasury officials, and we are developing new guidance and tools to equip colleagues to assess the deliverability of new and existing project proposals.

As projects start to take form, IPA support evolves and projects may form part of its **Early Development Pool (EDP)**. Projects join and leave the EDP, with over 50 in the pool at any time, many of which will have the potential to later join the GMPP. EDP projects move onto the GMPP as judged by the IPA and the department; as a minimum criterion, EDP projects progressing on to the GMPP will have an agreed outline business case.

EDP CASE STUDY: Future Borders Programme (HMRC/Border Delivery Group)

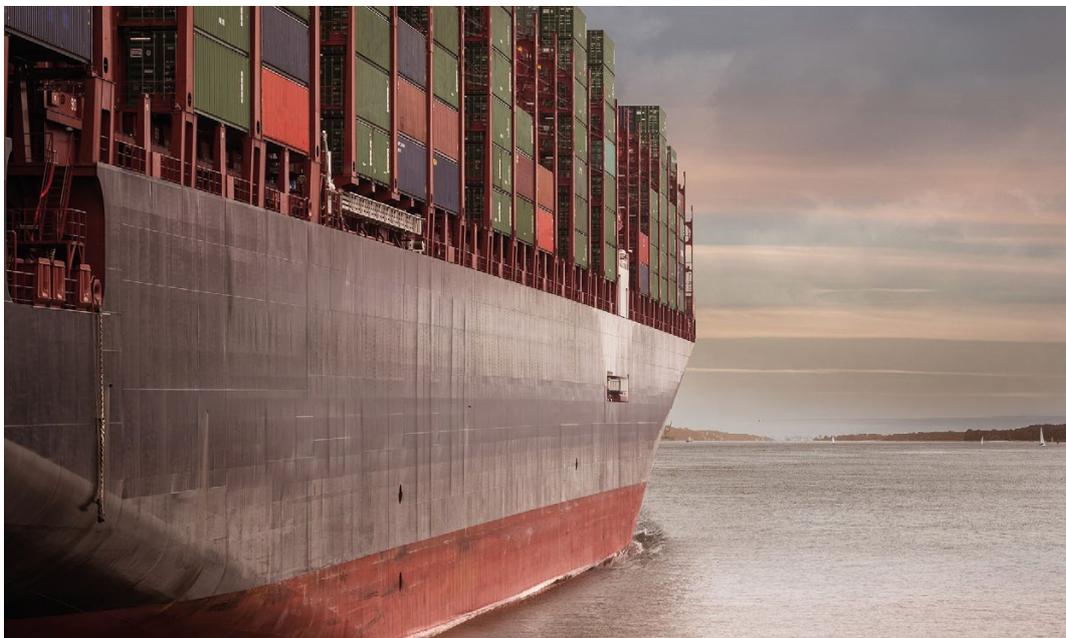
Future Borders is a cross-Government programme which seeks to make improvements at the UK border to benefit Government, industry, traders and travellers. The programme's mission is to enhance our borders, generate prosperity and protect the public. This will be achieved by delivering innovative border services which are integrated across Government, and is enhanced by strong business relationships.

Future Borders focuses on four main areas: trade enablement; traveller enablement; coordinated border management; and better use of data and analytics. Critical to programme success is engagement and working with departments and agencies who have either an operational or policy interest in the border. Following engagement, the programme is taking forward seven projects and scoping studies, and investigating innovative technology development.

The IPA has been supporting the programme since its business case development. Throughout 2019, there will be a combination of IPA led assurance (stocktakes, Project Validation Review and Gateway reviews) as well as strategic support from our associates to help set up the programme for success.

“The UK border is a complex environment and bringing together multiple parts of Government and the private sector will bring significant opportunities for the UK security and prosperity agenda. The focused assurance of programme set-up by the IPA, including initially the provision of strategic support on governance and control arrangements, will allow us to deliver in a truly collaborative way.”

Haroona Franklin, Senior Responsible Owner, Director of Future Borders and Programme



Improving the delivery of major projects continued

Another key part of the IPA's toolkit for early stage infrastructure is the **Project Initiation Routemap**.

The Routemap approach has strong links to industry and continues to be supported by the Infrastructure Client Group – experts from leading public and private sector clients – and its industry framework partners.

The methodology is underpinned by a series of best practice guidance modules, which are applied through a collaborative process with the project team to develop a 'Routemap' for successful project initiation. It is particularly useful for organisations that are delivering larger or more complex projects than they have previously delivered, or where capability gaps may exist.

In 2018-19 the Routemap team supported a number of projects across transport, energy and regeneration, including three projects on the GMPP and one in the Early Development Pool. Almost 40 projects, in both the public and private sectors have benefited from using the Routemap methodology since its development in 2012; examples include the East Bank development in the London Olympic Park and Digital Railway which supports the delivery of digital technologies on our railways.

Following the success and experience of applying Routemap in the UK, the IPA has begun to apply an international version of the Routemap as part of the Global Infrastructure Programme, and has carried out a successful pilot on a road project in Indonesia, with a further engagement in Colombia planned for 2019.

ROUTEMAP CASE STUDY: Heathrow Expansion (DfT/Heathrow)

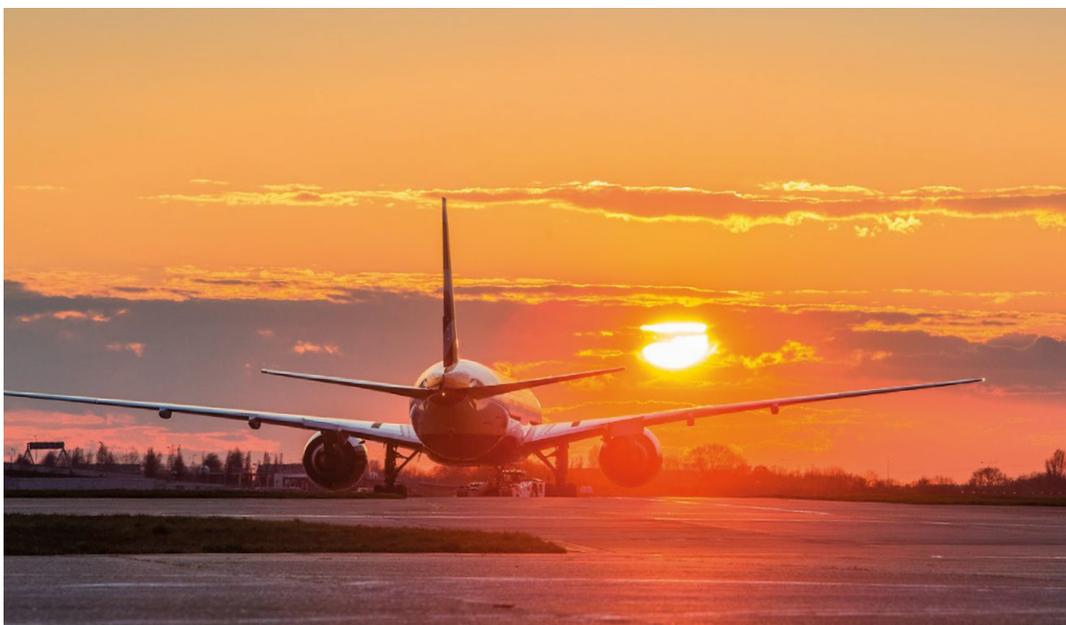
In June 2018, Parliament voted to approve the Airports National Policy Statement (ANPS), which paves the way for vital new capacity at the UK's major international hub airport, Heathrow. Heathrow Expansion is set to deliver economic benefits across the UK and provide tens of thousands of jobs in the local area.

The 'Relationship Framework Document' (RFD) published in June 2018 sets out the nature of the relationship between the DfT and Heathrow Airport Limited (HAL). The RFD reflects recommendations on governance from an IPA Project Initiation Routemap study, and sets out the intention to carry out a full Routemap study from September 2018.

During the full Routemap study, the IPA team has supported the DfT and Heathrow Airport Limited to develop a coordinated plan, covering organisational development and accountabilities, and tracking the benefits of expansion.

"I am proud of the progress delivered over the last year, and the full IPA Routemap will guide the future DfT/Heathrow engagement structure throughout the life of the Expansion project."

Phil Wilbraham, Programme Director for Heathrow Expansion



Heathrow Airport Limited

Transforming Infrastructure Performance (TIP)

As well as supporting and engaging with individual major projects, the IPA also has a role in influencing industry and those building and delivering projects on the ground. Transforming Infrastructure Performance (TIP)⁷ is the Government's plan to increase the effectiveness of investment in infrastructure by improving productivity in the way we design, build and operate assets.

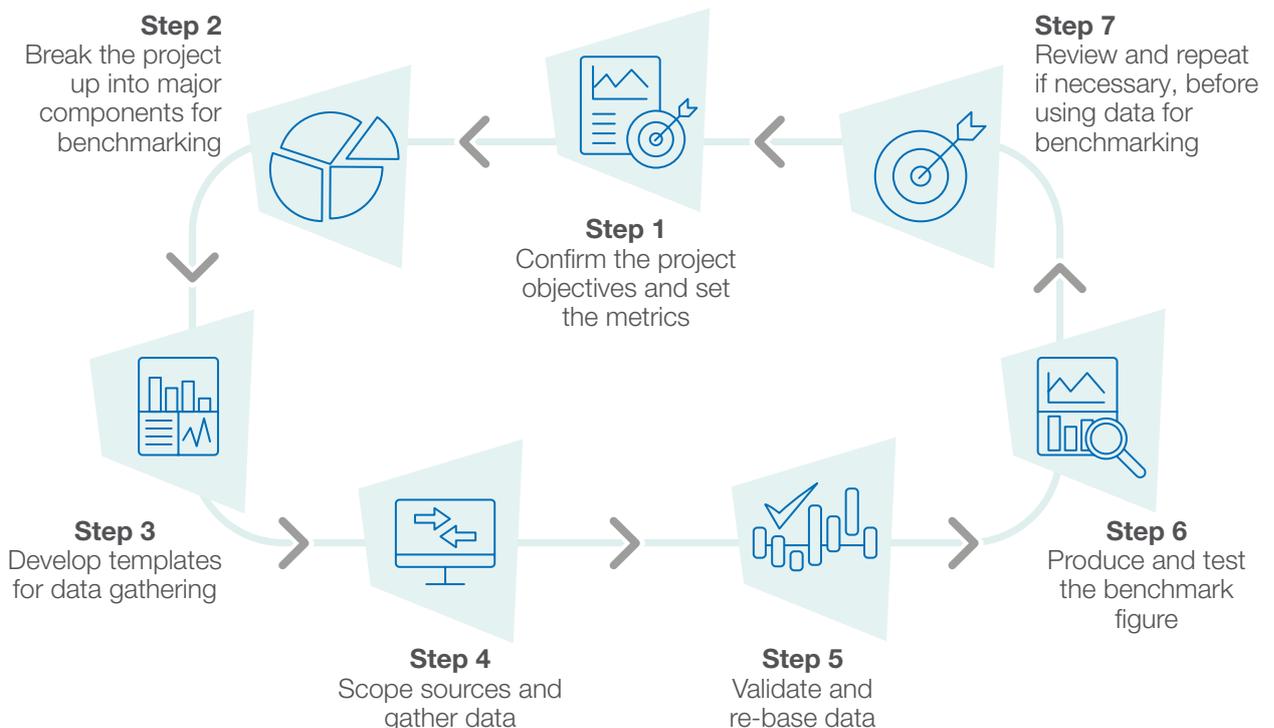
TIP's four themes – *Benchmarking for better performance; Alignment and integration; Procurement for growth; Smarter infrastructure* – aim to prioritise investment in the right projects, improve productivity in delivery and maximise the overall benefits of infrastructure. By encouraging a shift in focus to the Whole Life Costs of assets, and supporting the adoption of modern methods of construction, the programme also contributes towards improving the sustainability of infrastructure. TIP works across Government and with industry to tackle the systemic issues limiting the performance of infrastructure in the UK.

In the past year the IPA has undertaken a number of initiatives under these themes including launching a call for evidence on a proposal for our new approach to building⁸, hosting a hackathon demonstrating the opportunities of data sharing across sectors and establishing a new benchmarking unit.

The IPA recently took the next step in this long-term programme by defining a more consistent approach and methodology for benchmarking through its 'Best Practice in Benchmarking'⁹ guidance document. Better benchmarking will help both Government and industry make more informed and transparent decisions about the future of our infrastructure investment by leveraging insight and data from previously completed projects.

TIP is therefore demonstrating how Government and industry can work together to improve project delivery, by building a better understanding of, and confidence in, expected project outcomes from the start.

Figure 13: IPA's approach to top-down benchmarking



⁷ Transforming Infrastructure Performance (TIP), 2017 (IPA) <https://www.gov.uk/government/publications/transforming-infrastructure-performance>

⁸ Proposal for a New Approach to Building: Call for Evidence, 2018 (IPA) <https://www.gov.uk/government/consultations/proposal-for-a-new-approach-to-building-call-for-evidence>

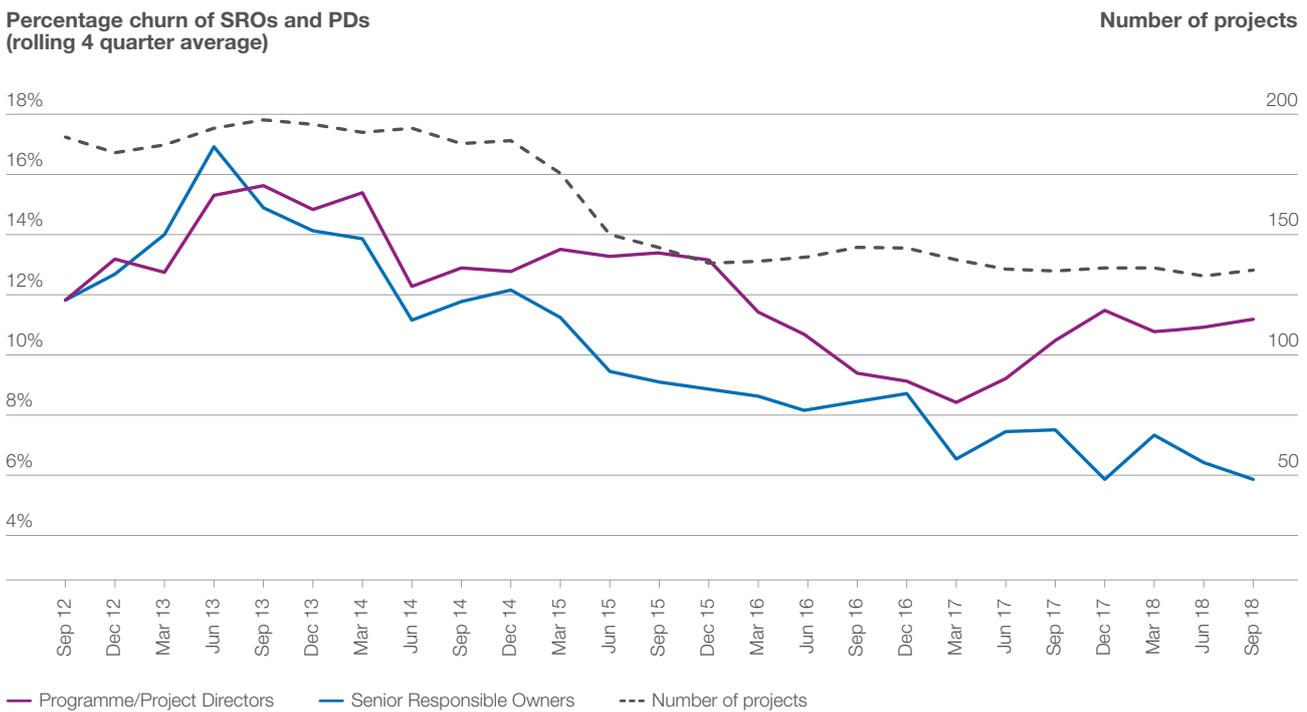
⁹ Best Practice in Benchmarking, 2019 (IPA) <https://www.gov.uk/government/publications/best-practice-in-benchmarking>

Project leadership

In order to deliver successfully projects must have the right people in the right roles, providing effective leadership. Retaining leaders within projects is also important, however it is also valuable to bring new people and ideas to a project as it develops and enters new stages. The project system as a whole also needs to ensure that people are deployed effectively, particularly as priorities shift and change, or where projects and roles move as part of organisational design. This helps us build a strong, diverse pipeline of talented and experienced leaders for the future. Some turnover in Senior Responsible Owners (SROs) and Project Directors (PDs) over time is therefore a positive thing.

The IPA collects regular data from projects on the number and movement of project leaders to monitor this. Figure 14 shows a general positive downward trend over time in the churn of SROs with the rate reaching 6% on average for the last four quarters, and a broadly steady rate of 6-8% over the recent period. Churn of PDs followed a similar trend to SRO churn until early 2017 where the average rate for PDs started to increase, around the same time as the creation of new projects to support EU Exit. PD churn has now settled at around 11%.

Figure 14: SRO and PD churn



A sustainable project delivery profession also relies on a strong pipeline of skilled and capable people entering the profession, who have access to excellent career opportunities, in terms of location, challenge and development. Therefore, the IPA has continued to recruit to both the Project Delivery Fast Stream and Fast Track Apprenticeship programmes in the last year. Both programmes began in 2016 and by spring 2019

it had recruited 204 Fast Streamers and 211 Fast Track Apprentices to roles across Government. Project Delivery was the fourth most popular Fast Stream scheme by number of applications in 2018, and generated a strong, diverse cohort of successful applicants. Another cohort of Fast Stream candidates is due to join the Civil Service in Autumn 2019.

Building project delivery capability

Building professional skills and expertise, attracting people to make their career in project delivery, and supporting the continued growth of a flourishing, diverse and inclusive project delivery profession across the UK will continue to be key areas of focus for the IPA.

We have continued to expand delivery of our highly valued **leadership development programmes**, which form a strong foundation for Government project delivery. Since its launch in 2012, the Major Projects Leadership Academy (MPLA) has enrolled over 650 Senior Civil Service leaders and the Project Leadership Programme (PLP) has engaged a further 1,064 project leaders. Furthermore, the Orchestrating Major Projects Programme (OMP) has now reached three cohorts of Directors General responsible for overseeing portfolios of Government projects. The IPA has recently launched an EU Exit specific Leadership Programme for leaders responsible for sustaining and enhancing the delivery of services during and following the UK's exit from the European Union.

Beyond this, we also work with department Heads of Profession to deliver a wide range of skills development activities across Government. These development opportunities include using 'federated academies' and regional networks to facilitate shared learning across departmental and geographic boundaries, particularly important as over two-thirds of the project delivery profession is based outside London.

Activity is driven and informed by the skills and behaviours set out in the **Project Delivery Capability Framework (PDCF)**¹⁰ which describes all of the roles in the Government project delivery profession and the competencies required to deliver successful projects. Assessments are made against the standards in the PDCF, allowing departments and the IPA to identify the strengths and areas for development across the profession as a whole, as well as helping individuals with their own professional career development.

Figure 15: Project delivery competencies and grades

		Civil Service Grades								
		B1		B2		A		SCS		
		EO	HEO	SEO	G7	G6	SCS 1	SCS 2	SCS 3	
Leadership 	Head of Profession							●	●	●
	SRO / Sponsor				●	●		●	●	●
	Portfolio Manager / Director				●	●		●	●	
	Programme Manager / Director			●	●	●		●	●	●
	Project Manager / Director		●	●	●	●		●	●	●
	PMO Manager / Director				●	●		●		
Project Delivery Specialists 	Portfolio Analyst		●	●						
	Project Planner	●	●	●	●	●				
	Resource Manager		●	●	●	●				
	Business Case Manager	●	●	●	●	●				
	Assurance Manager	●	●	●	●	●				
	Configuration Manager	●	●							
	Project Support Officer	●	●	●						
	Governance & Reporting Manager	●	●	●	●	●				
	Risks & Issues Manager	●	●	●	●					
	Advisor							●	●	
Business Analysis & Change Specialist 	Stakeholder Manager	●	●	●	●	●				
	Benefits Manager	●	●	●	●	●				
	Business Change Manager	●	●	●	●	●				
	Business Analyst	●	●	●	●					

¹⁰ <https://www.gov.uk/government/publications/project-delivery-capability-framework-for-civil-servants>

EU Exit

Delivery of EU Exit is a top Government priority and has led to the creation of a large number of EU Exit initiatives over the last few years. EU Exit related projects, while different to the scale or duration of GMPP projects, are by nature high priority and need to be delivered at pace. The IPA continues to play a leading role in ensuring EU Exit projects are set up for success, and has been coordinating independent assurance of the most critical programmes within the EU Exit portfolio. Our aim is to support departments with scenario planning and delivery, within the context of both the withdrawal agreement and No Deal scenarios. The IPA has conducted over 100 EU Exit reviews, with over 50 being undertaken since September 2018 alone.

Operating at the centre of Government, the IPA also has a role beyond assurance to support departments with EU Exit project delivery. In addition to its established support for the profession, the IPA has been providing bespoke training and guidance for EU Exit SROs and

Programme and Project Management professionals; this includes facilitating a network for sharing best practice and lessons learnt and assisting departments with securing resources for the most complex projects. To date, the IPA has conducted over 20 separate support engagements across 11 departments, totalling over 100 days of support, and has provided targeted project delivery leadership training for 80 EU Exit project leaders across Government.

Our commitment to working closely with the other functions in the Cabinet Office and the EU Exit Implementation Group is at the heart of the IPA's work in this area. EU Exit has challenged us to work differently and as a consequence we have improved Government's ability to deliver. This collaborative approach has meant departments and projects can access focused, coordinated support from the centre of Government, which draws on high-quality and relevant expertise.

Annexes

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 seventh 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 September 2018. The Delivery Confidence Assessments (DCAs) within that data, and included in this report, are as assessed by the IPA at that time. 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
DFE	Department for Education
DFID	Department for International Development
DFT	Department for Transport
DHSC	Department for Health & Social Care (formerly DH)
DWP	Department for Work & Pensions
FCO	Foreign & Commonwealth Office
HMRC	Her Majesty's Revenue & Customs
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

Annexes continued

Annex D: List of projects with DCA history

The table below reflects DCAs of the 133 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 September in the relevant financial year (see Annex C).**

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

AR 2013	AR 2014	AR 2015	AR 2016	AR 2017	AR 2018	AR 2019	Project Name	Dept	Description
■	■	■	■	■	■	■	Geological Disposal Facility Programme (GDF)	BEIS	To site and construct a safe, secure and environmentally responsible permanent geological disposal facility for higher-activity radioactive waste in the UK, excluding Scotland.
				■	■	■	Heat Networks Investment Project	BEIS	Helping create a self-sustaining heat network market through £320m capital investment and short-term actions to address market barriers.
			■	■	■	■	Local Land Charges (LLC) Programme	BEIS	Deliver a single Local Land Charges (LLC) Register Service for England to provide a national resilient service, consistency of customer experience and fees.
■	■	■	■	■	■	■	Magnox & RSRL PBO Competition	BEIS	To secure a reduction in the cost to deliver the outcomes of the Magnox Optimised Decommissioning Plan and the Optimised Research Sites Restoration Limited (RSRL) baseline by securing a new Parent Body Organisation for the Magnox and RSRL Site Licence Companies.
		■	■	■	■	■	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 is planned to save £102m over 30 years.
			■	■	■	■	Sellafield Model Change (SMC)	BEIS	Creating the environment for success at Sellafield by moving from a Parent Body Organisation model to a Subsidiary model.
■	■	■	■	■	■	■	Smart Metering Implementation Programme	BEIS	To offer every home and small business a Smart Meter by 2020.
						■	The Next Magnox Operating Model	BEIS	Changing the model for delivery of decommissioning of the Magnox Sites from the current Parent Body Organisation (PBO) model to an NDA Subsidiary Model.
						■	UKRI Implementation Programme	BEIS	Create UK Research and Innovation, a single new Non-Departmental Public Body that will integrate nine research and innovation funders: the seven Research Councils, Innovate UK, and the research funding functions of HEFCE.
						■	1617 New Property Model Programme	CO	Creation of the Government Property Agency (GPA), part of the 'new property model' for Government.
						■	Commercial Capability Expansion Programme	CO	Improve commercial capability across central government and the wider public bodies sector by expanding capability building interventions applied to commercial specialists (at Grade 6 and above) into new target populations.
						■	Common Technology Services	CO	Enabling Government to transform the way Civil Servants work by supporting departments during the adoption of modern, flexible and secure technology that will increase their efficiency and deliver value for money.
			■	■	■	■	Foxhound Programme	CO	Development and deployment of a new, secure cross-Government network to enable more efficient handling of national security matters.
		■	■	■	■	■	GOV UK Verify	CO	A new way to prove who you are online and for public service providers to be assured you are who you say you are.
						■	Government as a Platform	CO	Development of common platforms for use by digital services across Government to avoid duplication of effort.
						■	Government Hubs Programme	CO	To consolidate and modernise the Governments office estate, creating an office network that supports smarter working and create great places to work.
						■	5G Testbeds & Trials	DCMS	To foster, build and lead the development of the UK's 5G ecosystem.
						■	700 MHz Clearance Programme	DCMS	Investing up to £600m to clear the 700MHz spectrum by mid-2020 for use for mobile broadband services in the future.
						■	Birmingham 2022 Commonwealth Games	DCMS	To deliver the 2022 Commonwealth Games.
						■	Blythe House Programme	DCMS	Ensure Blythe House is put to its most efficient and effective use in order to deliver maximum value for money and its museums are able to care for their collections in the most efficient and effective way.
						■	Local Full Fibre Networks	DCMS	Designed to stimulate greater commercial investment in full fibre networks across the UK to deliver faster and more reliable connectivity.

AR 2013	AR 2014	AR 2015	AR 2016	AR 2017	AR 2018	AR 2019	Project Name	Dept	Description
			■	■	■	■	DEFRA UNITY PROGRAMME	DEFRA	A multi-year programme to replace Defra ICT services.
				■	■	■	30 Hrs Free Childcare Programme	DFE	To introduce an entitlement to 30 hours of free childcare for working parents of 3 and 4 year olds from September 2017, with early implementation in some areas from September 2016.
				■	■	■	Apprenticeships Reform Programme	DFE	To create more high-quality apprenticeships, meet the skills needs of employers and the country, to create progression for apprentices and to widen participation and social mobility in apprenticeships.
			■		■	■	Priority School Building Programme 2	DFE	Meeting the needs of the school buildings in the very worst condition across the country.
						■	Social Work England	DFE	Establishing a new specialist social work regulator, Social Work England, which will focus on public protection and practice improvement.
						■	T Level Programme	DFE	To manage the development and delivery of new T Level qualifications, closure and benefit realisation.
■	■	■	■	■	■	■	St Helena Airport	DFID	Establishing sustainable air services to St Helena to promote economic development and increased financial self-sufficiency, leading eventually to graduation from UK Government support.
	■	■	■	■	■	■	A14 Cambridge to Huntingdon Improvement Scheme	DFT	To improve the A14 which is a major national and inter-urban regional transport artery between Cambridge and Huntingdon to relieve congestion and support both national and regional economic growth.
				■	■	■	A303 Amesbury to Berwick Down	DFT	Freeflowing dual carriageway replacing the current single lane on the A303 between Amesbury and Berwick Down including a twin bored tunnel under the majority of the world heritage site and a northern by-pass of Winterbourne Stoke.
					■	■	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.
■	■	■	■	■	■	■	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.
						■	Digital Railway	DFT	Accelerating and supporting the delivery of digital technologies on our railways.
						■	East Coast Mainline Programme	DFT	Improving capacity and frequency of the services on the East Coast Mainline, increasing passenger seat capacity to major stations along the route, reducing journey times and improving the customer experience through the introduction of new trains.
				■	■	■	East West Rail Programme (Western Section)	DFT	The programme will reconstruct and upgrade a partly disused railway between Bicester and Milton Keynes /Bedford allowing for the introduction of new passenger services improving connectivity and journey times along the corridor.
				■	■	■	Great Western Route Modernisation (GWRM) including electrification	DFT	An extensive programme to modernise existing infrastructure on the Great Western mainline. It will create faster and more reliable services, better stations and increased freight capacity.
				■	■	■	Heathrow Expansion Programme	DFT	Covers the Government activities to enable delivery of a new Northwest runway at Heathrow Airport.
■	■	■	■	■	■	■	High Speed Rail Programme (HS2)	DFT	A new fully integrated high-speed North-South railway.
■	■	■	■	■	■	■	Intercity Express Programme	DFT	Renewing the UK's high-speed train fleet on the Great Western and East Coast. Through franchise competitions IEP is a key means to deliver the passenger benefits including more capacity, improved reliability, reduced journey times, and better environmental performance.
			■	■	■	■	Lower Thames Crossing	DFT	A new free-flowing road crossing of the Lower Thames east of Gravesend and Tilbury. It will improve network resilience and the performance of the existing crossings at Dartford enabling local regional and national economic growth.
				■	■	■	M20 Lorry Area	DFT	A study into options for a permanent solution or solutions for freight management and lorry parking in Kent.
				■	■	■	Midland Main Line Programme	DFT	Modernisation of the Midland Main Line Route to provide more passenger capacity and reduced journey times into London and between major Midland cities.
				■	■	■	North of England Programme	DFT	The enhancements provided by the North of England Programme will support economic growth, bring improved journey times, offer additional train services and enable modern trains to run across the North.
	■	■	■	■	■	■	Rail Franchising Programme	DFT	To secure the provision of passenger rail services as set out under the Railways Act 1993 (as amended) by letting Rail Franchises.

Annexes continued

AR 2013	AR 2014	AR 2015	AR 2016	AR 2017	AR 2018	AR 2019	Project Name	Dept	Description
					■	■	South West Route Capacity	DFT	Programme of infrastructure upgrades and new rolling stock to increase passenger capacity including enhancements works at Waterloo Station.
■	■	■	■	■	■	■	Thameslink Programme	DFT	A significantly enhanced high-frequency rail service which will increase rail-based capacity in London and across the wider South East and provide new journey opportunities.
		■	■	■	■	■	100,000 Genomes Project	DHSC	The primary aim of this programme is to sequence 100,000 whole human genome samples from NHS patients with rare disease and cancer.
					■	■	Data Services Platform Programme	DHSC	To deliver a modern data platform (DSP) to improve how NHS Digital manages, analyses and provides access to data for healthcare planning and research.
■	■	■	■	■	■	■	Health & Social Care Network	DHSC	A key transitional stage in achieving the vision of making digital health and social care services ubiquitously available over the internet.
					■	■	IT Infrastructure Sourcing Programme	DHSC	Implementing a mix of internal and external supplier towers and a strengthened retained IT organisation.
		■			■	■	Medical Examiners Programme	DHSC	Introducing the role of medical examiners to provide a system of effective medical scrutiny applicable to all deaths that do not require a coroner's investigation.
■	■	■	■	■	■	■	National Proton Beam Therapy (PBT) Service Development Programme	DHSC	Develop NHS Proton Beam Therapy centres to treat patients for whom evidence supports proton therapy as the most clinically effective treatment.
■	■	■	■	■	■	■	NHS e-Referral Service	DHSC	Supporting paperless referrals by 2018.
		■	■	■	■	■	NHS Pension Re-let	DHSC	To put in place, via in-sourcing or re-procurement, the required services to continue to deliver the NHS Pensions Scheme beyond expiry of the current contract with the supplier, Equiniti.
					■	■	NHS UK	DHSC	Transforming the website NHS Choices, and designing a digital service that better connects patients to the information and services that they need.
■	■	■	■	■	■	■	PHE Science Hub	DHSC	To create an integrated national centre of excellence for public health science, to act as an enabling platform to ensure the scientific expert advice for protection of the public's health against threats.
					■	■	Procurement Transformation Programme	DHSC	Aims to modernise the NHS procurement system and promote the efficient purchasing and distribution of products through the delivery of a new operating model to replace the current NHS Supply Chain contract.
					■	■	Visitor and Migrant NHS Cost Recovery Programme	DHSC	Improve identification of, and charges recovered from, overseas visitors not eligible for NHS-funded care.
■	■	■	■	■	■	■	Automatic Enrolment Programme (originally called Enabling Retirement Savings Programme)	DWP	To implement the Government's workplace pension reforms.
■	■	■	■	■	■	■	Fraud, Error and Debt Programme	DWP	Delivers major transformational outcomes designed to ensure the Department manages fraud, error and debt in a systematic way.
■		■	■	■	■	■	Universal Credit Programme	DWP	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.
						■	Atlas Programme (IPA ID 2410)	FCO	To support the FCO's Diplomacy 20:20 agenda and the Government's shared services strategy through the implementation of a modern and intuitive Oracle Cloud-based Enterprise Resource Planning (ERP) system.
					■	■	Echo 2 Programme	FCO	A joint initiative between DfID, FCO and the British Council to re-procure the current Connectivity and Voice & Video services, covering a network of over 500 offices in over 170 countries.
					■	■	Technology Overhaul	FCO	A transformational Programme that will deliver a mobile, flexible, reliable and easy-to-use technology across the FCO's network at Official Level.
						■	Washington Embassy Refurbishment	FCO	Refurbishment and upgrading of key buildings on our Washington, USA, compound.
					■	■	Building Our Future Locations Programme	HMRC	HMRC will be a transformed organisation operating from 13 large, modern Regional Centres (RCs), 5 Specialist Sites and a London Headquarters equipped with the digital infrastructure and training facilities needed to support and motivate our people, and from which we can better serve our customers as an effective, efficient and impartial tax and payments authority.
■	■	■	■	■	■	■	Columbus (formerly Aspire Replacement Programme)	HMRC	To achieve a safe transition from the ASPIRE contract to the new HMRC IT operating and sourcing model, enabling HMRC's digital and data transformation and delivering the benefits of the new model thereafter.

AR 2013	AR 2014	AR 2015	AR 2016	AR 2017	AR 2018	AR 2019	Project Name	Dept	Description
							Compliance For The Future Programme	HMRC	This transformation programme aims to create technical capability that will allow Customer Compliance Group (CCG) and Solicitor's Office and Legal Services (SOLS) to increase the efficiency of their operations while maintaining compliance performance.
							CUSTOMS DECLARATION SERVICES (CDS) Programme	HMRC	To provide a more flexible customs declaration system to meet future needs.
							Government Gateway Transformation	HMRC	To replace the existing gateway with a new and improved set of processes, customer experience, staff tools and technology stack.
							Making Tax Digital for Business	HMRC	Delivering modernised IT to digitise tax reporting for businesses and agents and a better customer experience.
							Tax-Free Childcare	HMRC	Responsible for delivering the childcare service through which parents can apply for Tax-Free Childcare and the DfE's 30 hours free childcare initiative.
							Asylum Accommodation and Support Transformation (AASST)	HO	Aims to deliver an asylum accommodation and support model which will ensure the safety and security of service users and their host communities and represents value for money for the UK Government, learning the lessons from previous asylum support contracts.
							Communications Capabilities Development (CCD) Programme	HO	In a world of internet-enabled communication, ensure that the police, wider law enforcement, security and intelligence agencies can lawfully obtain, manage and use communications data and intercepted content to: detect, prevent and disrupt crime; protect the public and save lives.
							Cyclamen Project	HO	Cyclamen equipment provides the capability to detect and intercept, and thereby deter the illicit movement of radiological materials into the United Kingdom.
							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.
							Disclosure and Barring Service (DBS) Programme	HO	A new modernisation release for Barring and Disclosure that will unify operations, introduce electronic applications and referrals, and enable new services such as Basics and Barred Lists Checks.
							Emergency Services Mobile Communications Programme (ESMCP)	HO	Aims to replace the mobile communications service used by the three Emergency Services and other public safety users with an Emergency Services Network (ESN).
							Home Office Biometrics Programme	HO	Home Office wide convergence programme for biometrics within Government, covering border security, law enforcement and intelligence.
							Immigration Platform Technologies (IPT)	HO	Delivering the technology and information systems to support the immigration service now and in the future.
							Metis Programme	HO	To move to an updated Enterprise Resource Planning tool (ERP) and a common shared service model to provide transactional human resource (HR), finance (including payroll) and procurement services.
							National Law Enforcement Data Programme (NLEDP)	HO	Will replace the current Police National Computer (PNC) and Police National Database (PND) systems with one modernised solution.
							Smarter Working Programme (SWP)	HO	The Smarter Working Programme is enabling new ways of working across the Home Office through transformation of people, technology and workplace whilst reducing cost to the taxpayer.
							Technology Platforms for Tomorrow (TPT)	HO	Facilitating an exit from the overarching contract. To replace these contracted services through modernisation of enterprise-wide user services; cost reduction in the disaggregation and replacement of a single supplier contract with appropriate service components.
							A400M	MOD	Delivery of A400M ATLAS Air Transport Aircraft.
							Armed Forces People Programme	MOD	Aims to deliver and modernise the "Offer for the Armed Forces" and realise the agreed financial savings.
							Armour MBT 2025	MOD	An extension of the Army's MBT capability as part of a balanced force, credible and employable against current and emerging threats, across the mosaic of conflict, and the identification of future capability options beyond 2035.
							Armoured Cavalry 2025	MOD	To deliver an integrated multi-role capability that will include the delivery of the AJAX armoured fighting vehicle and its training solution into service.
							Armoured Infantry 2026	MOD	Deliver an Armoured Infantry that is more capable, with enhanced lethality and upgraded situational awareness, better integration with dismounts and improved combined arms cooperation.

Annexes continued

AR 2013	AR 2014	AR 2015	AR 2016	AR 2017	AR 2018	AR 2019	Project Name	Dept	Description
							Army Basing Programme	MOD	An infrastructure-led transformation programme to enable the Army 2020 structure and withdraw of personnel from Germany.
							Astute Boats 1-7	MOD	The design, development and manufacture of Astute class submarines.
							Carrier Enabled Power Projection	MOD	An integrated and sustainable joint capability, interoperable with NATO and coalition allies. The project will enable the projection of UK Carrier Strike and Littoral Manoeuvre power, the ability to support a Special Forces raid as well as delivering Humanitarian Assistance and Defence Diplomacy.
							Clyde Infrastructure	MOD	Managing the design, delivery and transition into operational use, new build and updated infrastructure facilities in HMNB Clyde (Faslane and Coulport).
							Complex Weapons	MOD	Delivers Complex Weapons for use by the 3 Front Line Commands.
							Contracting, Purchasing and Finance	MOD	To provide a single online end-to-end procurement system for all MOD procurement activity.
							Core Production Capability	MOD	Delivers safe nuclear reactor cores to meet the Royal Navy's submarine programme, now and for the long term.
							Crowsnest Programme	MOD	Equip 10 Merlin Mk2 helicopters with an advanced airborne surveillance system to meet the Force Protection requirement of the Maritime Task Group.
							Defence Estate Optimisation	MOD	Helping create a smaller, better and a more efficient estate to deliver the required Military Capability.
							DREADNOUGHT	MOD	The design, development and manufacture of the Dreadnought ballistic missile submarines.
							Fleet Solid Support	MOD	Auxiliary Shipping to provide stores, ammunition and food sustainment to Naval Forces at Sea.
							Future Beyond Line Of Sight	MOD	Replaces the existing UK sovereign SKYNET 5 secure space-based satellite communications capability.
							Future Maritime Support Programme	MOD	Commercial arrangements for the provision of Ship & Submarine Engineering and Naval Base Services.
							Joint Crypt Key Programme	MOD	To support the department's Information Assurance Capability.
							Land Environment Tactical Communication and Information Systems	MOD	A transformational change programme that will 'information-enable' the Land Environment in the full conduct of operations.
							Lightning Programme	MOD	To deliver a multi-role, carrier-capable aircraft, to be operated jointly by the Royal Air Force and Royal Navy.
							Maritime Patrol Aircraft	MOD	To deliver a Maritime Patrol Aircraft (MPA) to provide persistent, responsive, effective and adaptive Military Capabilities in the Under Water, Above Water, Littoral and Land environments.
							Maritime Sustainment Programme	MOD	The Military Afloat Reach and Sustainability (MARS) Tankers will replace the current single hulled tankers operated by the Royal Fleet Auxiliary.
							MARSHALL	MOD	Delivering a sustainable Air Traffic Management capability.
							Mechanised Infantry Programme	MOD	Delivers agile Mechanised Infantry able to operate at reach, at speed, in complex terrain and with low logistic need.
							MODnet Evolve	MOD	Sustain OFFICIAL and SECRET Information Communications and Technology (ICT) services in the Base and Base Overseas environments from the end of the ATLAS New Style of IT (Base) (NSOIT(B)) contract.
							New Style of Information Technology (Base)	MOD	To deliver a cost-effective and modern 'New Style of IT' across the Defence estate.
							New Style of Information Technology Deployed	MOD	The provision of an IT system which will deliver operational information service to Land, Air, Maritime and Joint users in all physical environments.
							Nuclear Warhead Capability Sustainment Programme	MOD	To deliver and sustain the capability (skills, technology, science, personnel, production and support) to underwrite the UK nuclear warhead stockpile now and in the future.

AR 2013	AR 2014	AR 2015	AR 2016	AR 2017	AR 2018	AR 2019	Project Name	Dept	Description
							PROTECTOR	MOD	Delivery of a Remotely Piloted Air System.
							Queen Elizabeth Programme	MOD	Deliver 2 x Queen Elizabeth Class aircraft carriers, capable of operating Lightning II and Merlin aircraft (Crowsnest/ASW), as key elements of the Carrier Enabled Power Projection Programme (CEPP).
							Spearfish Upgrade Programme	MOD	To update the UK's submarine weapon systems. This includes improvements to the safety system to minimise residual risks and deliver improved performance against increasingly capable threats.
							Type 26 Global Combat Ship Programme	MOD	Procure 8 x Anti-Submarine Warfare (ASW) ships and associated support.
							Type 31e	MOD	Aims to deliver a pipeline of credible, affordable and exportable warships enabling Defence to increase its global footprint.
							WATCHKEEPER	MOD	An unmanned air system (UAS) platform that will provide Intelligence, Surveillance, Target Acquisition and Reconnaissance capability to the land tactical commander in the context of Joint Operations.
							CJS Common Platform	MOJ	Aims to deliver a technology platform which supports business transformation across the Crown Prosecution Service and HMCTS.
							Electronic Monitoring	MOJ	Implementing a new electronic monitoring system and a service for the day-to-day monitoring of subjects wearing the devices.
							Future IT Sourcing Programme (FITS)	MOJ	Aims to deliver a c£95m pa reduction in MOJ ICT operating costs through the design and implementation of a new ICT Operating Model.
							HMCTS Facilities Management Reprocurement Project (FMRP)	MOJ	To re-procure replacement contracts for the expiring facilities management contracts which provide services to the HMCTS estate.
							HMCTS Reform	MOJ	Modernise the infrastructure and deliver a better and more flexible service to court users; modernise and transform courts and tribunal service to increase efficiency, improve service quality and reduce the cost to the taxpayer.
							MoJ Future FM	MOJ	To re-procure the expiring facilities management contracts which provide services to the shared estates cluster.
							Prison Education Programme	MOJ	Reform the provision of prisoner education by delivering a contract framework which empowers governors to commission appropriate needs-based education which flexes and adapts to changing requirements.
							Prison Estate Transformation Programme (PETP)	MOJ	To transform the prison estate to help prisoners turn their lives around, through the construction of new rehabilitative prisons; and reconfiguring the estate to ultimately hold prisoners in the right conditions which provide safer environments for both staff and those held in custody.
							Prisoner Escort and Custody Services (PECS) Generation 4	MOJ	Procurement of replacement business-critical PECS contracts which are set to expire in 2020.
							Probation Programme	MOJ	Aims to open commercial discussions with Community Rehabilitation Companies (CRCs), that run probation services, to agree an option for early termination of contracts by mutual agreement and negotiate amendments to contracts to secure service improvements during an exit period.
							Transforming Compliance Enforcement Programme (TCEP)	MOJ	To improve the compliance and enforcement of criminal fines by improving automation and embedding intelligent-led systems to reduce the resource required and consolidating the estate to reduce running costs.
							YOUTH JUSTICE REFORM PROGRAMME	MOJ	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.
							NCA Transformation Programme	NCA	To enable the NCA to become an intelligence-led and digitally-driven organisation.
							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.



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