Cabinet Office

Major Projects Authority Annual Report 2014-15

Contents

The Major Projects Authority

The Major Projects Authority (MPA) was created under a Prime Ministerial mandate in 2011 to improve the delivery of major projects in government. It does this by:

- Carrying out independent assurance reviews of projects, and supporting project leaders to implement the recommendations contained within them

- Providing access to peers and experts with experience of delivering tough projects and the credibility to challenge existing thinking

- Acting as a source of support and advice to project delivery teams

- Developing the skills and capability of project leaders to improve delivery of major projects

- Maintaining the Government Major Projects Portfolio (GMPP), and collecting data from departments on the GMPP projects.

The Annual Report and the transparency data on major projects

Under its Prime Ministerial mandate, the MPA is required to produce an Annual Report on the major projects. This is the third Annual Report.

In accordance with the government's major projects transparency policy, the MPA's 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 MPA in September 2014. The delivery confidence assessments in the transparency data and reported in this report are as assessed by the MPA at that time. The accompanying narratives from departments in the transparency data provide an update on progress since then. Departments are permitted to exempt data from publication under exceptional circumstances and in accordance with Freedom of Information requirements, for example in the case of national security or commercial confidentiality.

Foreword
Minister for the Cabinet Office
Chief Secretary to the Treasury

There is simply nothing in the private sector to compare with the range and complexity of what we're trying to achieve with major projects in government: from equipping our public services with the latest technology, to landmark reforms like the new single-tier State Pension, to delivering the next generation of UK infrastructure and the Royal Navy's largest ever warships.

That's why we set up the Major Projects Authority (MPA) in 2011, charged with improving project delivery across government. Its work covers 188 projects, with a combined life cost of £489 billion.

We never forget that there is no such thing as government money, only taxpayers' money. People have worked hard to earn it so we have a duty to spend it wisely. Better project management is critical to that mission.

But whatever the project at hand, whether it's developing proton beam therapy for the NHS, or making better use of the Foreign Office's London estate, the underlying principles are the same: rigorous planning, commercial arrangements that secure value for money, and clear lines of accountability. By providing a central source of oversight and support for our major projects, the MPA is driving this approach forward across government.

Alongside the MPA's publication of this Annual Report, departments are also publishing their transparency data on major projects. Just as we publish information on school and hospital performance, this is about delivering better project management performance.

This year's Annual Report makes for encouraging reading. The MPA's traffic light delivery confidence assessments show real improvements in many of the projects facing significant challenges. Of the 31 projects rated red or amber/red two years ago, 14 have risen to green, amber/green, or amber.

There's much more to do of course, and many of these projects have a long way to go before we cut the ribbon. But rather than burying our heads in the sand, we believe it's far better to be open about the process. That way problems can be flagged and corrective action taken. It's why we remain committed to publishing these reports, just as we are committed to making the best possible use of taxpayers' money.

Rt Hon Matthew Hancock MP
Minister for the Cabinet Office,
Paymaster General

Rt Hon Greg Hands MP
Chief Secretary to
the Treasury

Introduction – Chief Executive of the Major Projects Authority

The major projects described in this Report represent a significant portion of the taxpayer's long-term investment in the future of the country.

They are the means by which the government turns policy commitments and efficiency improvement initiatives into reality. The projects are exceptionally diverse, including very large infrastructure projects, defence equipment projects, information and communication technology projects, and major transformation programmes designed to improve the delivery of the government's services to the public.

Over the past few years, the government has been making a considerable effort to improve its ability to deliver major projects effectively and efficiently. With the publication of this third Annual Report, some of the results of this effort are starting to become more visible. Each year, a number of new

projects are initiated and join the Government Major Projects Portfolio, and a number leave as they are completed, making year-on-year comparisons difficult. However, for most of those projects that have been tracked over the three years since reporting began, the data in this Report shows a steady improvement in delivery.

We all benefit from the delivery of these projects. For example, the project to transform electoral registration allowed over one million people to apply to vote online in one week alone ahead of this year's election; and, the National Crime Agency is successfully leading the campaign against serious crime such as human trafficking and child exploitation.

The steady improvement in project delivery is due to a relentless focus on performance in three areas in particular, which, I believe must remain at the centre of our efforts.

First, transparency and honesty. Problems cannot be confronted unless they are fully acknowledged. The Major Projects Authority (MPA) provides a high quality independent assurance process across all government departments that gives major project leaders and their sponsors a clear view of problems and issues as they occur, which in turn enables targeted interventions to be developed to address them. The high level summary of these assessments for each project – the delivery confidence assessment (DCA) – is published annually in this Report. Less data has been exempt from publication this year, demonstrating the government's increasing commitment to openness and transparency.

Second, building project delivery skills and capability. Leadership is the key factor in delivering successful projects. Simply put, great project

As a newcomer from industry to the public sector, I am struck by the extraordinary scope, scale and complexity of the projects shown in this Report. The level of ambition contained within these projects and programmes is quite exceptional, and every one of them is a very substantial undertaking in its own right.

leaders deliver great projects. Government departments are deeply engaged in building the skills of their project leaders and delivery teams. An important part of this capability building, the Major Projects Leadership Academy (MPLA) has now enrolled more than 350 of the government's most senior project leaders in the programme, with over 120 having successfully graduated so far. Our objective is to have the majority of our major projects led by MPLA graduates or those enrolled in the MPLA. We have also completed the pilot of the Project Leadership Programme to widen access and train the next level of project leaders. Our first cohort has been enrolled and starts in June. A number of other activities are underway across government to build a community of project delivery experts, and to make major project leadership a highly respected role within the Civil Service.

Third, clarifying roles and making individuals accountable for delivery. Projects require very clear ownership and high levels of accountability. We have made considerable progress in the last year with respect to accountability. Senior Responsible Owners for all of our major projects have been identified, and letters clearly outlining their responsibilities, and their accountability to Parliament, are being published. This represents a very high level of personal accountability for project delivery, and has certainly focused the minds of

those who have primary responsibility for each of our major projects.

While we are pleased with the progress indicated in this Report, there is still considerable room for improvement. We will continue to focus on improving performance, driving forward the development of project delivery skills across government, completing the publication of letters of appointment for all GMPP SROs, and providing higher levels of targeted expert support to troubled projects.

But perhaps the most significant intervention that we plan to make over the next twelve months is to improve the initial set-up of projects. The success or failure of projects is most often determined at their earliest and most formative stage. Projects that have crystal clear objectives, well-defined benefits, appropriately detailed plans, the right level of financial resource, the right people with the ability to understand and manage key stakeholders, and the right leaders – these are the projects most likely to succeed. The more we can do to set all of our projects off on the right course, the fewer will sail into stormy waters and find themselves with a red DCA in the next Annual Report.

Tony Meggs
Interim CEO, Major Projects Authority

The diversity of the government's major projects

The Government Major Projects Portfolio (GMPP) represents a £489bn investment in 188 major projects over the next 40 years that will transform infrastructure and public services, and secure the defence of the nation.

Major projects represent some of the most important commitments delivered by organisations, whether in the private or the public sector. Because of their scale and complexity, delivering major projects successfully is a challenge. To improve the government's track record of delivery, the Major Projects Authority (MPA) was established under a Prime Ministerial mandate in 2011, to identify the largest projects, understand their risks and support departments in delivering them successfully.

In September 2014 the Government Major Project Portfolio (GMPP) consisted of a £489bn investment in 188 projects. They will be delivered over the next 40 years, bringing a range of benefits to the public: transforming the way the government delivers services, making it easier for people to access the services they need; developing new means of paying and rewarding private sector organisations who invest in the delivery of government services; and, promoting regional growth by delivering better infrastructure across the nation. Examples include:

– Department for Culture, Media and Sport's Broadband Delivery Programme will provide superfast broadband to 95 per cent of households and businesses in the UK and universal access to standard broadband with a speed of at least 2Mbps.

– Department for Work and Pensions' New State Pension Reform Programme will introduce a simple flat-rate state pension, set above the basic level of means-tested support, to give people a better understanding of what their retirement income will be. It will also bring self-employed people fully into the system. Claims will start from October 2015 and the first payments will be made in April 2016.

The government's major projects in numbers

The GMPP is composed of the largest, most impactful, and highest risk projects being undertaken by the government. Projects to be included in the GMPP are agreed between the MPA, HM Treasury and the relevant government departments, and the departments report performance data to the MPA every quarter.

Number of projects **188**

Whole life cost of GMPP **£489bn**

2014-15 budget **£22bn**

Scheduled to complete by September 2015 **32%**

Scheduled to complete in the 2020s or 2030s **21%**

Largest investments:

Military equipment, energy generation and efficiency, and railway infrastructure represent **74%** of the whole life cost of the portfolio

The types of project in the portfolio

The GMPP can broadly be divided into four categories, each with its own characteristics, challenges and solutions.

- **Government transformation and service delivery projects** are the most numerous in the portfolio, and are at the heart of getting value for money out of future government spending. They will change the way the government operates, modernising government 'back office' activities, and improving how services are delivered to the public. On average they cost less than infrastructure or defence equipment programmes, but are challenging and complex because of the scale of the services delivered by government. Examples of transformation and service delivery programmes that have delivered successfully in the last year include:
  - Ministry of Justice's Transforming Rehabilitation Programme which will reduce re-offending by opening up rehabilitation services to a more diverse market of private and voluntary sector providers.
  - Cabinet Office's Electoral Registration Transformation Programme which has modernised the electoral system and tackled fraud by introducing Individual Electoral Registration. In the final week of registration in April before the election, over one million people successfully applied online to vote.

- **Infrastructure and construction projects** are those that involve new building and engineering, and are second only to defence equipment projects in terms of their average cost. They will establish the physical foundations of the economy and future public services by modernising transport networks, building new facilities to deliver healthcare and education, and developing financial incentives to ensure the infrastructure needed to secure the UK's future energy needs is built. For example:
  - Department for Transport's Thameslink programme will provide increased capacity and more reliable journeys across London.

- **Defence equipment projects.** There are fewer defence equipment projects than projects in other categories, but they have the highest median cost per project (£1.3bn). For example:
  - The Lightning II programme will provide the Royal Air Force and Royal Navy with a multi-role stealth fighter able to operate from both land bases and the Queen Elizabeth Class Aircraft Carriers.

- **ICT projects** develop new digital information and communication technologies to reduce cost and provide better access to services. They are central to the government's Digital Strategy to transform public service delivery, delivering a 'digital by default' approach. For example:
  - NHS's e-referral service is establishing a forward-looking programme to support paperless referrals.
  - HMRC's One-Click programme brings tax services for businesses together in one place, online.

Some projects fall into more than one of these categories, with particular overlap between government transformation and service delivery and ICT programmes. These are particularly challenging, typically requiring a complex business transformation process with IT, organisational, operational, and regulatory change being implemented simultaneously.

The Department of Work and Pensions' Universal Credit is one example. Progress has been made since the reset of the project in 2013, and the project received HM Treasury approval in November 2014 for the next phase of delivery. A 'Test and Learn' approach has been adopted, which has allowed the project to pilot changes in limited locations, before implementing these more widely, incorporating learning on policy, and on operational and IT delivery. Universal Credit is now in operation for particular categories of claimants across the Northwest, and a digital service was launched at Sutton Job Centre in November 2014.
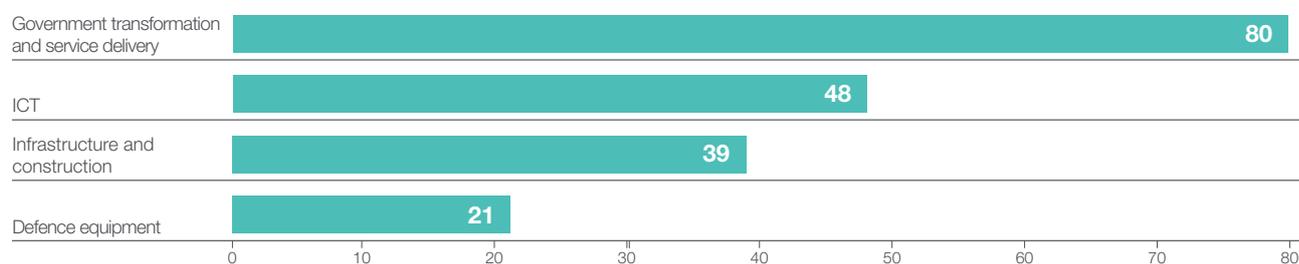
Figure 1   **Number of projects by project type, September 2014**

Figure 2   **Total whole life cost by project type, September 2014 (£bn)**

Figure 3   **Median project cost by project type, September 2014 (£m)**

Multi-billion pound projects often attract attention, but most of the projects on the GMPP cost less than £500m. Many of these are government transformation and service delivery or ICT projects, which can have a significant impact on public service delivery despite their relatively lower total cost.
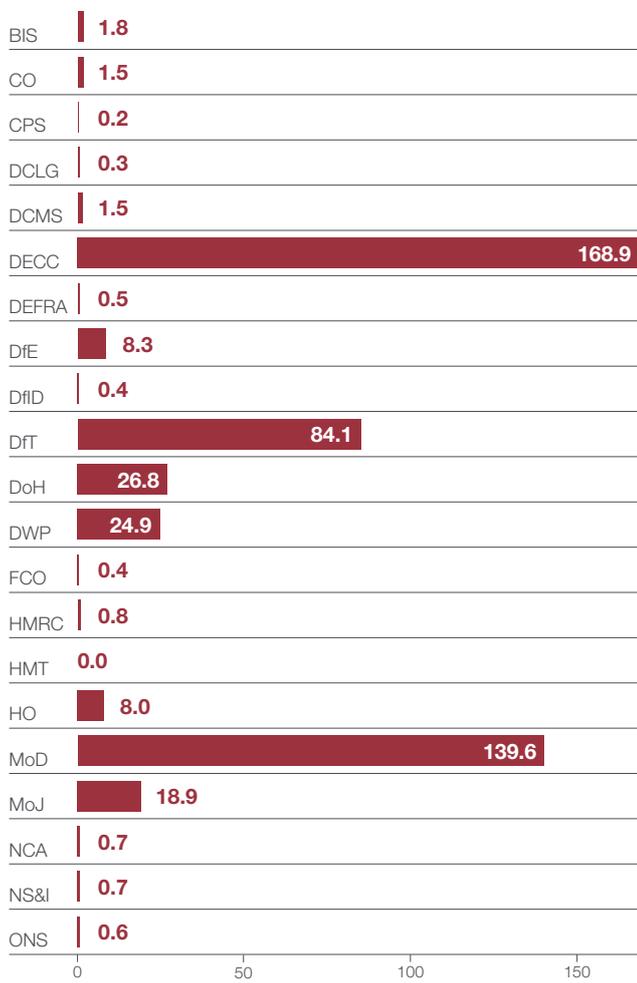
BIS	1.8
CO	1.5
CPS	0.2
DCLG	0.3
DCMS	1.5
DECC	168.9
DEFRA	0.5
DfE	8.3
DfID	0.4
DfT	84.1
DoH	26.8
DWP	24.9
FCO	0.4
HMRC	0.8
HMT	0.0
HO	8.0
MoD	139.6
MoJ	18.9
NCA	0.7
NS&I	0.7
ONS	0.6

Figure 4 Total whole life costs of major projects by department[1], September 2014 (£bn)
Detailed numbers are provided in Annex A.

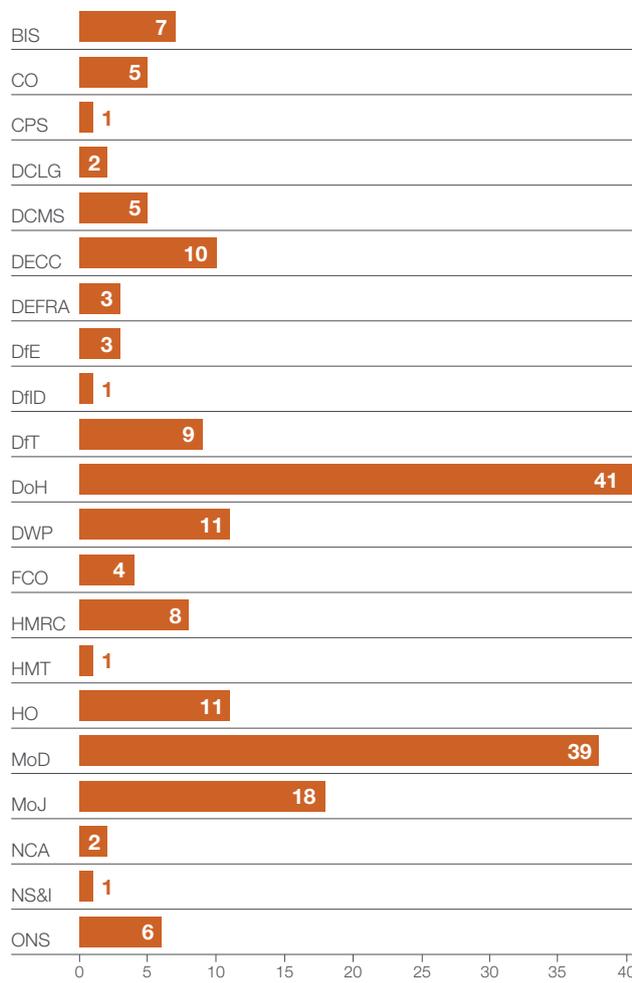|	
BIS	7
CO	5
CPS	1
DCLG	2
DCMS	5
DECC	10
DEFRA	3
DfE	3
DfID	1
DfT	9
DoH	41
DWP	11
FCO	4
HMRC	8
HMT	1
HO	11
MoD	39
MoJ	18
NCA	2
NS&I	1
ONS	6

Figure 5 Number of major projects by department, September 2014
Detailed numbers are provided in Annex A.

The number and cost of projects in the portfolio

The projects on the portfolio vary greatly in cost and duration. Over 80% of the whole life cost of the projects on the portfolio are being delivered by just three departments: the Ministry of Defence, with projects valued at £140bn; the Department of Energy and Climate Change, with projects valued at £169bn; and, the Department for Transport with projects valued at £84bn. This reflects the high capital cost of innovative defence equipment, of new energy infrastructure that will tackle climate change, and of modernising the UK's transport infrastructure. Since these are large capital projects, these departments have many of the projects with the longest duration, for example, the Department for Transport's High Speed Rail Programme which will provide Britain's railway network with new capacity and better connectivity, and the Ministry of Defence's Successor Submarines which will carry the UK's future strategic nuclear deterrent.

The majority of the projects on the GMPP cost less than £500m each. Many of these are government transformation and service delivery or ICT projects, which can have significant impacts on public service delivery despite their relatively lower total cost.

Two departments account for over 40% of the projects on the portfolio: the Department of Health (22%) and the Ministry of Defence (21%).
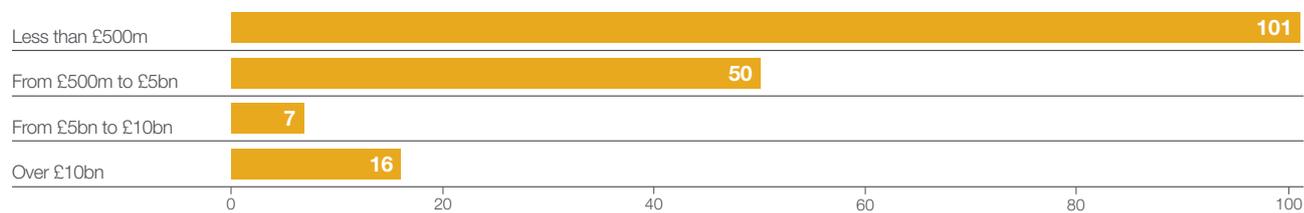
1 See page 28 for key of department names.

Whole life cost	Number
Less than £500m	101
From £500m to £5bn	50
From £5bn to £10bn	7
Over £10bn	16

Figure 6   **Distribution of projects by whole life cost, September 2014**

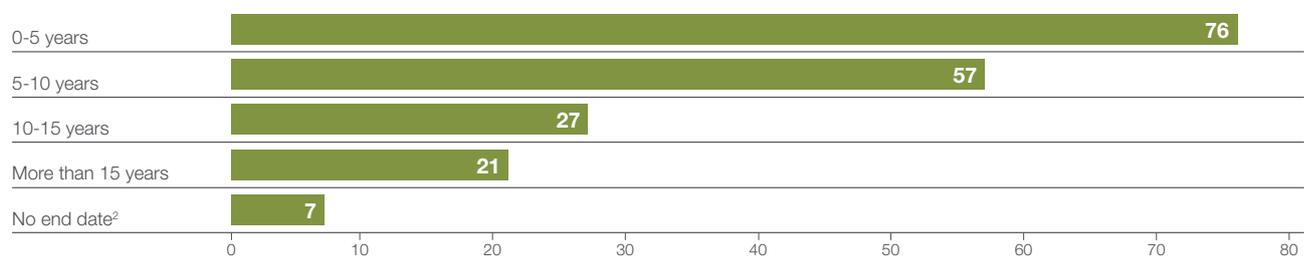| Duration	Number
0-5 years	76
5-10 years	57
10-15 years	27
More than 15 years	21
No end date[2]	7

Figure 7   **Distribution of projects by duration**

One quarter of the projects are in the Ministry of Justice, the Home Office, the Department for Work and Pensions and the Department of Energy and Climate Change. As last year, these six departments together are responsible for over two-thirds of the projects in the portfolio.

Of the 38 new projects that joined the GMPP this year, 14 are Department of Health projects. Some of these are larger programmes reorganised into smaller, more manageable ones. Others are new policy initiatives such as the Genomics Programme that aims to sequence 100,000 genomes by 2017, keeping the UK at the forefront of global advances in modern medicine, and new health IT programmes, such as the Nursing Technology Fund, that will use IT to allow nurses, midwives, and health visitors to spend less time on paperwork and more time with patients.

Forty-nine projects worth £47bn in total left the GMPP in the last year. In many cases this is because projects were completed as planned, and are delivering benefits. In other cases, existing projects have been restructured into separate constituent projects, or a number of projects have been brought together into a single project. For example, the Department of Work and Pensions' State Pension Reform programme left the GMPP when it was split into two component programmes, one focused on urgent operational delivery and one on long-term transformation.

Projects over 15 years in duration represent long-term investment in military capability, transport, energy and environmental infrastructure.

2   This is the case for example where a project on the GMPP is composed of a number of on-going sub-projects which are managed together.

The challenge of hosting London 2012 allowed the UK to develop outstanding practices in designing and delivering major infrastructure projects. They are a great legacy of the Games and have proved essential in transforming major projects on a similar scale, particularly Crossrail.

From improving journey times across London, to easing congestion and offering better connections, Crossrail will change the way people travel around the capital. It is Europe's largest infrastructure project, and will run over 100km from Reading and Heathrow in the west, through new tunnels under central London, to Shenfield and Abbey Wood in the east. It will open fully to the public in December 2019.

The project's £14.7bn budget was designed to strike a fair balance between all those who will benefit, being split roughly three ways between taxpayers, businesses and future Crossrail fare payers. Work on Crossrail began in 2009, and the project is currently on track to deliver on time and on budget.

What's behind its success? According to senior delivery leaders at the Department for Transport, there are two key reasons.

Redesigning major projects while they're being delivered is a major cause of delay and costs overrunning, so first of all, the Crossrail team conducted an extended and rigorous upfront planning process. This delivered a clear scope and plan before construction started, which has resulted in very little redesign. It also meant that realistic cost estimates could be made before construction started.

Key to the success of Crossrail has been a clear upfront plan, and the development of a capable, well-resourced, publicly-owned delivery authority.

Second, the project team set up a capable delivery body with clearly established roles and responsibilities for the many parties involved. Crossrail Ltd was established as a 50/50 joint venture between Transport for London (TfL) and the Department for Transport (DfT) until December 2008 when it became a fully-owned subsidiary of TfL, which is now responsible for delivering the project. Crossrail Ltd has been overseen by a Joint Sponsor Board representing DfT and TfL, with private sector skills brought in to support delivery capability. The arrangements have been determined by a series of detailed agreements setting out roles and responsibilities.

The success of capable, publicly-owned delivery organisations in overseeing the delivery of Crossrail and London 2012 is a model now being brought in for other government major projects, for example HS2.

Progress in delivering major projects this year

Many of the government's most challenging projects have improved their performance and prospects for successful delivery. A substantial number of projects have been completed and are delivering benefits to the public.

Projects that were completed successfully over the last year and are already delivering benefits include:

– The establishment of the National Crime Agency which will allow the UK to tackle more effectively serious and organised crime such as money laundering, cyber-crime and human trafficking. It is a UK-wide agency that will improve responses to serious and organised crime in a more co-ordinated way.

– Department for Work and Pensions' Child Maintenance Scheme, which has introduced a simpler and more effective set of processes to help parents work together to agree child maintenance payments and ensure that these are paid.

– The Ministry of Defence's Type 45 Destroyers, the most advanced warships ever built for the Royal Navy, which are now deployed around the world 365 days a year hunting pirates, drug runners or submarines, defending the Fleet from air attack, and providing humanitarian aid after natural disasters.

Turning around the projects facing the most significant challenges

Being open about the challenges facing major projects is essential to successful delivery. The MPA uses the data from the GMPP to focus our efforts on the projects that are facing the most significant challenges, supporting projects to address and resolve these challenges.

To enable this, the MPA maintains a delivery confidence assessment (DCA) of each project in the portfolio. The DCA provides a summary of a project's status, and is reported as a traffic light system ranging from green for the projects judged as being the most likely to succeed, to red for those projects facing the most serious challenges.[3] Under the government's transparency policy, the MPA's DCA for each project at 30 September is published every year alongside the Annual Report.

The level of complexity and challenge associated with government major projects means that it is inevitable that some will, at times, be assessed as amber/red or red. These assessments signal to ministers and officials that urgent action is needed to make sure that the project will deliver its intended benefits. Moreover, the very largest and most complex projects, such as HS2 or Successor, typically face significant challenges in the early stages of planning as solutions are developed and put in place.

The delivery confidence data on major projects published by departments over the last three years illustrates the positive progress teams have made in improving many projects facing a red or amber/red assessment. The work on many of these projects has been supported by the MPA. In the most

September 2012 (red)	8
September 2013	1 1 2 3 1
September 2014	1 1 3 1 2

September 2012 (amber/red)	23
September 2013	1 2 1 1 5 4 8 1
September 2014	7 2 4 3 7

Figure 8 **Improvement in DCA in 2013 and 2014 of those projects rated red or amber/red in September 2012**

No DCA[4] Left[5] Reset[6] Exempt[7] Green Amber/green Amber Amber/red Red

significant cases, it has has also been subject to scrutiny by the Major Projects Review Group, run jointly between the Cabinet Office and HM Treasury, which reviews the delivery plans of the most important projects in government.

Progress over the last two years

In 2012, we rated 31 projects as amber/red or red. Many of these projects improved considerably last year, and have continued to do so this year. Fourteen have now improved to green, amber/green or amber. None are now assessed as red, and only nine are assessed at amber/red.

Of the eight projects assessed as red in 2012, four have shown particularly marked progress: the Office for National Statistics' Web Data Access Project has shown most change and is now rated green. The Home Office's Transforming the Customer Experience, the Ministry of Defence's Watchkeeper, and the Office for National Statistics' European Systems of Accounting are now assessed as amber/green.

Two examples of the highest profile and most significant projects being delivered by the

government illustrate successful progress in addressing the challenges that they faced in 2012. The Department for Transport's Rail Franchise Programme has made significant progress since its re-launch in 2013. The Rail Franchise Programme is reported as a single programme for the first time this year, having been represented by individual franchises in the previous two publications. The programme is now assessed as amber, reflecting the good progress made with a number of franchises now successfully let (Thameslink, Southern & Great Northern, Essex Thameside and East Coast). In response to the Laidlaw, Brown and McPherson Reviews, the Department has developed strong systems and processes (for example clear reporting lines, improved governance regimes, and multifaceted assurance mechanisms) which are now actively incorporated in the daily management of the programme. The programme has gained the support and collaboration of the rail industry because of its transparency and recognition of industry and market needs and opportunities.

The Queen Elizabeth Class Aircraft Carrier programme is the only project that was rated red in the first year of the transparency data, and remained

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4 Eight of the projects in the DoH's portfolio in 2013 consisted of the construction or upgrading of hospitals and health facilities being delivered not by DoH but by NHS Trusts and Foundation Trusts, and not therefore given a DCA by the MPA.
5 Leavers are those projects that have exited the GMPP, due either to completing, moving into business as usual delivery, or being re-scoped.
6 The 'reset' category was applied to the Universal Credit project in the 2013-14 Annual Report. This reflected the significant work undertaken at that point to develop a 'reset plan' to place the roll-out of Universal Credit on a more secure footing.
7 This refers to data not published by departments, in accordance with the agreed transparency policy.
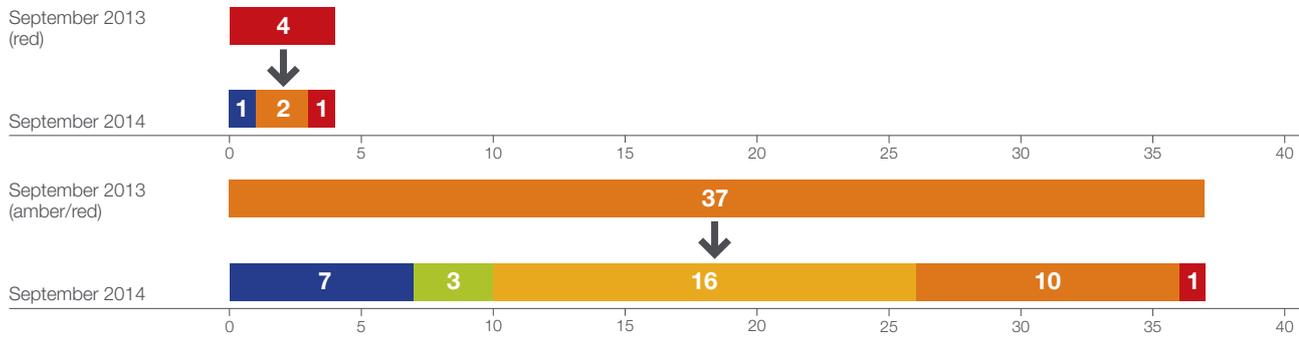
| September 2013 (red) | | |
| September 2014 | | |

| September 2013 (amber/red) | | |
| September 2014 | | |

Figure 9　　　　Improvement in DCA of projects rated red or amber/red in September 2013

red last year. This year it improved to amber/red, following better commercial terms being agreed between the Ministry of Defence and the Aircraft Carrier Alliance in the autumn of 2013, which have resulted in the pace of production on the carriers improving over the course of the last year. In July 2014, The Queen led the naming ceremony of HMS Queen Elizabeth, and this was followed by the floating of the ship out from the dry dock. Meanwhile the construction of the second carrier, HMS Prince of Wales, is progressing more quickly. If this improved delivery can be sustained, the project can expect further improvements in its delivery confidence assessment in 2015. The Carrier programme is a good example of the need for sustained effort and support over a long period of time to achieve progress in the most complex government projects.

Progress since 2013

We assessed 41 projects as either amber/red or red in 2013, a number of which had also been assessed as red or amber/red in 2012. A positive picture of progress can be told this year across these 41 projects. Whilst eight left the GMPP, over half (21) improved their ratings; again, being open about the challenges along with the determined effort of the project teams to address those challenges has put these projects back on a firmer footing.

Examples of the many projects that improved included the Home Office's Emergency Services Mobile Communications Programme. This cross-departmental programme, led by the Home Office, will deliver a critical mobile voice and broadband data communications solution to the police, fire and ambulance services, resulting in cheaper, smarter and better services. It will become operational between 2017 and 2020 as existing local Airwave contracts expire and services transition on to the new Emergency Service Network. The programme has kept pace with a challenging procurement timescale and has attracted a broad range of bidders across its three main procurement lots. There is now more confidence in the costs and deliverability, partially helped by the speed of the rollout of 4G.

Of the four projects that we rated red in September 2013, only one was still rated red in September 2014, the Public Services Network for Health programme, which, following a strategic review of the programme was re-named the Health and Social Care Network (HSCN) in July 2014. The programme will establish new providers for the existing telephone and data network services, the largest private network in the country. It plans to improve value for money of the delivered service whilst maintaining information security. It has been challenging to agree a comprehensive system across the many different organisations in the NHS and wider social care communities. In recognition of these challenges, the programme has developed a stronger centralised management team, and brought in additional specialist skills to help to support delivery. An agreement on the future solution for the services will be sought over the summer of 2015 which will provide increased confidence in successful delivery. The programme is scheduled to be operational by July 2017.

During the same period, one project – Future Reserves 2020 – went from amber/red to red. The
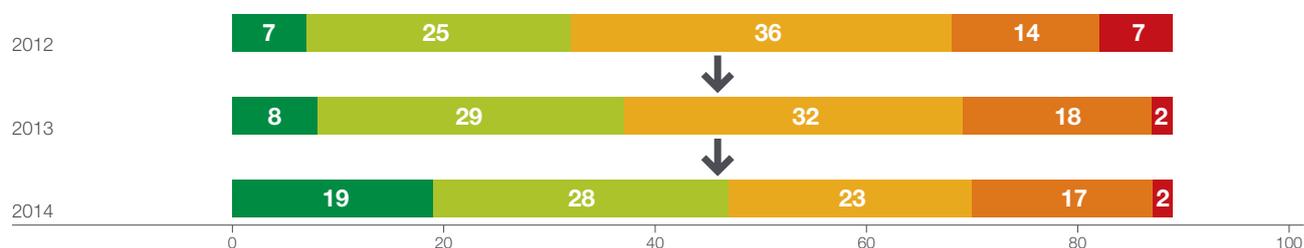
Figure 10   **Improvement in average DCA of the projects on the GMPP over the last three years**
The trends in overall DCA of 89 projects are shown in figure 10. Whilst 114 projects have remained on the GMPP throughout this period, 25 projects are not shown in figure 10 because their DCA has been exempt for one or more years.
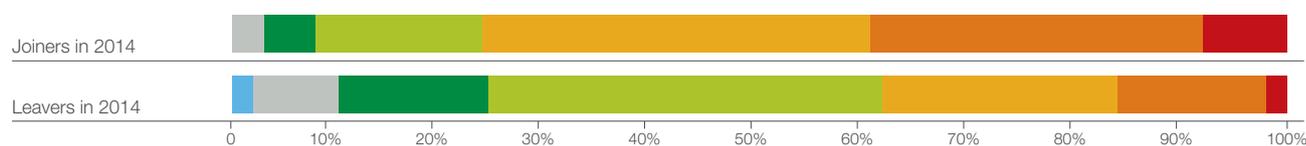

Figure 11   **Comparison of DCAs of projects that exited the GMPP in the year to September 2014 with the DCAs of projects that joined the GMPP in the same year**

purpose of this project has been to increase the UK's Reserve forces in line with the commitments set out in the 2010 Strategic Defence and Security Review, however the project has not, thus far, met its published recruitment targets, in particular for Army Reserves.

The delivery confidence of the Army Basing Programme also declined to red this year. There have been delays in putting in place the plans for some of the new and refurbished basing and accommodation to meet the Army's future needs, but this will not delay the return of troops from Germany. Clearer plans are now in place and progressing into delivery, including for a major redevelopment of the Salisbury Plain facilities.

An overview of progress across the portfolio

Because some projects exit the portfolio and some are reconstituted in a different form, the composition of the GMPP changes each quarter. This means that making comparisons of progress between years is not straightforward. However, looking at those projects that have remained on the portfolio over time, we can see that overall there has been good progress since we first published data in 2012. Only 89 projects have been part of the GMPP and have published data for all three years. Of these, 38 projects have improved,

19 have declined and 32 have remained stable. Of the 131 projects that have been part of the GMPP for the last two years, 53 have improved, 25 have declined, and 53 have remained stable.

Whilst the rating of many of those projects that have remained on the portfolio has shown steady improvements in this period, the overall distribution of delivery confidence for all projects on the portfolio has been consistent across the three years that data has been published. This apparent paradox is because the delivery confidence of new projects joining the GMPP is on average lower than those projects that exit. This reflects in part the greater inherent uncertainties and risks associated with projects at these earlier stages of delivery. However, setting up major projects remains challenging for many organisations, and the data published under the transparency policy suggests that the government needs to continue to improve its performance in this respect. As an example of the steps being taken to address this, the MPA continues to focus assurance reviews early in the project life-cycle to establish whether or not projects are ready to begin implementation. This is designed to identify and address issues early, rather than once problems start to occur.

Case study: The British Business Bank – investing in the right skills to establish a new organisation

BRITISH BUSINESS BANK

When the government announced the establishment of a new British Business Bank in late 2012, it set off a major multi-workstream project that was completed, on schedule, almost exactly two years later.

The successful launch of the Bank in the autumn of 2014 illustrates that seeing the initiative through from ministerial announcement to the stage at which it has started to deliver benefits for business required investing in the right capabilities to deliver a complex set-up process.

Above: Innovative recycling company Enval received investment from the British Business Bank, helping them to build facilities for recovering aluminium from waste packaging.

The British Business Bank is 100% government-owned, but independently managed, and is tasked with making finance markets work better for small businesses. In practice this means managing more than £4bn of investments and liabilities on behalf of the government.

Setting up the British Business Bank required a project organised around key workstreams – Governance & Legal, Risk, Finance, People, IT, Premises, State Aid, Planning and Product Development, Asset Transfer and Communications. At its height, the project involved around 100 people from a diverse range of backgrounds: financial services, legal, accountancy, human resources, the Civil Service, and project management. Ian Mason, project co-ordinator, explains: "While it may sound simple, key to success were core project management principles, for example keeping track of the delivery of 1,000 tasks. Weekly updates, fortnightly project Board meetings, and monthly Board meetings helped keep the project co-ordinated, and meant internal and external stakeholders were kept informed about developments, issues and progress."

One of the big challenges in any major project which involves transferring resources out of government into another legal entity is that it requires European Commission state aid approval. Careful planning meant that this was granted in exactly the week targeted at the first meeting of the Project Board two years previously. Andrew van der Lem, now Managing Director for Communications in the Bank, led the state aid negotiations. "EU state aid approval is a process that requires so much care and attention that it can be almost all-consuming," he says. "But what we had to remember was that it created significant interdependences across the project. It was not necessary for everyone in the project to understand the intricacies of the negotiations. But they did need to understand the implications

While it may sound simple, key to success were core project management principles, for example keeping track of the delivery of 1,000 tasks.

for the timetable, asset transfer, HR, legal, governance and communications work."

For example, to fulfil the agreement brokered with Brussels, new subsidiaries had to be set up to handle many of the bank's functions – a mini project in itself. The British Business Bank's Legal Counsel and Company Secretary, Shanika Amarasekara, explains: "State aid approval triggered a domino effect of governance and legal changes. When it was granted we suddenly had confirmation of our entire corporate structure, how subsidiaries had to work, where assets needed to sit legally and even how to structure our employment contracts. In two weeks we had over 300 legal documents which needed checking and then finalising. If we hadn't planned well in advance, we'd never have been able to work at the pace required."

The culmination of the project was the transition, on 1 November 2014, of all the resources, assets and people from the government to the Bank on time and on budget. As a direct result of this work, UK small- and medium-sized firms already have £3bn of loans and investments on their balance sheets – and it's increasing every month, allowing these firms the capital they need to generate new jobs and growth in the UK economy.

Strengthening the delivery capability of government

Since the MPA was established in 2011, the Government's ability to deliver major projects successfully has increased significantly, not least because of the recognition of the importance of having highly skilled people at the helm of these projects.

Project delivery is one of the 10 key functions[8] of the functional leadership model designed to lead improvements in government delivery set out by John Manzoni in his new role as the first Chief Executive of the Civil Service. The central leadership of each function will be responsible for developing the capability of departments across Whitehall. Building on its work since 2011, the MPA will lead the project delivery function.

Last year, we set out the four key areas on which we need to focus to help the government improve its ability to deliver major projects, and these will continue to be our priorities as we take on leadership of the project delivery function: outstanding leadership; empowering leaders through accountability and responsibility; rigorous planning and assurance; and a culture of openness and transparency.

Developing people with the right skills and creating the right culture take time. Nonetheless, we have made good progress in each area during the last year, as set out below, and will continue to build on these efforts over the year ahead.

Developing project leaders across government

Major projects require outstanding leaders who have the skills and experience to deliver challenging objectives. Enhancing the project delivery function therefore requires government to attract and develop individuals with those skills and that experience.

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8 The 10 functional areas are Commercial, Communications, Corporate Finance, Digital/Technology, Finance, HR, Internal Audit, Legal, Project Delivery, and Property.

Major projects require outstanding leaders who have the skills and experience to meet challenging objectives. Enhancing the project delivery function requires government to attract and develop individuals with these skills and experience.

Establishing a formal project delivery profession

There are many civil servants across government who are project delivery experts, but until now, they have not been recognised as a group. By establishing a formal project delivery profession, we are recognising this as an important career path for civil servants – and, a key mechanism through which we will enhance the capabilities of project leaders across government.

Building on the success of our Major Projects Leadership Academy (MPLA), we will develop the profession by creating a clear career path for project delivery professionals, supported by an understanding of the skills and training required at each stage. This will help individual departments develop their cadre of skilled delivery professionals, while allowing the best project leaders to move between departments so that the right people are on the right projects at the right time.

In addition to the work led by the MPA, a senior individual has been appointed as head of the project delivery profession in every department, with the responsibility to lead the development of the required skills within their departments.

In 2015, we will be launching a Project Delivery fast stream and Project Delivery apprenticeship, with the first recruits starting in 2016.

The Major Projects Leadership Academy

The MPA established the award-winning MPLA three years ago. Run out of the Saïd Business School in the University of Oxford, the purpose of the MPLA is to provide intensive, world-class training for senior project leaders in government. By the end of 2014, more than 320 project leaders had enrolled on the MPLA, of whom over 120 have successfully completed the programme and graduated, with the remainder currently still taking part in the programme. In so doing, we have met the commitment that we made in the 2012 Civil Service Reform Plan that all eligible leaders of major projects should be enrolled on the MPLA by the end of 2014.

With the new focus on project delivery as a profession, the work of the MPLA will continue, so that all new project leaders continue to receive the same level of support. The curriculum remains under constant review to ensure that it is relevant to current challenges and addresses departmental needs. For example, a review this year refreshed how the programme covers the latest thinking in the commercial and digital aspects of project delivery.

The success of the MPLA is attracting attention around the world, and other governments are emulating its model of training for their leaders of major projects. In 2014 the MPLA received a Silver Award from the European Foundation for Management Development (EFMD) in their Excellence in Practice Awards.

Project Leadership Programme

The Project Leadership Programme (PLP) is an important new initiative we are launching in 2015, bringing the MPLA's established leadership principles to a wider group – 300 leaders of other government projects. While these projects do not fall into the category of major projects, they are nonetheless highly significant, complex, and costly, and need excellent leadership. Since some of these leaders will in time move on to run major projects, the PLP will make a contribution to the long-term success of GMPP projects as well.

The PLP will be delivered by the consortium Cranfield Management Development Ltd, bringing further diversity into our project leadership development to complement the MPLA. Taken together, the MPLA and PLP are the main development programmes that will support the newly-established project delivery profession.

Clear accountability

For project leaders to succeed in their roles, they must be properly empowered, with clear accountability and responsibility for delivering their projects.

During the last year the government has increased the clarity and accountability of the role of leaders of major projects, with the publication of revisions to the 'Osmotherly Rules', a set of guidelines that define the accountability of senior civil servants. Project leaders will now be personally accountable to Parliament for the implementation of their projects. In addition, from March 2015, the leaders (Senior Responsible Owners, or SROs) in charge of all major projects are being issued with letters of accountability by the relevant government department. These letters explain what they are required to deliver, by when, and the resources and powers available to them to deliver their project. These appointment letters are being published by departments on GOV.UK.

The revised Osmotherly Rules also change the way project leaders are appointed, with the Chief Executive of the MPA involved in the appointment of the leaders of the most significant projects.

Rigorous upfront planning and assurance

The MPA's assurance review process is an important source of challenge and advice to projects, enabling teams and industry experts to identify and address the challenges facing their major projects. Assurance reviews are run by the MPA, in discussion with departments, but delivered by independent teams of senior civil servants and delivery experts. Over the last year, the MPA has delivered over 200 independent reviews at key decision points in projects' life-cycles, identifying how projects are progressing, and providing practical recommendations to support their delivery.

The Major Projects Review Group (MPRG) plays an important part in the government's process of assurance and approval. The MPRG is composed of senior leaders in the Cabinet Office and HM Treasury, supplemented by an independent pool of experts. The MPRG assesses the deliverability, affordability and value for money of major projects at key stages in their planning, prior to approval being given for them to move into implementation.

In addition to these approval points, departments must also apply to the Cabinet Office for approval to spend money on certain categories of project expenditure, such as consultancy spending.

The publication of the data on major projects is a central part of the government's culture of openness. For the third year running, there has been a decline in the amount of data exempt from publication under the transparency policy.

Alongside the application of these category controls, the Cabinet Office and HM Treasury are considering options to ensure that the centre of government has input into decision-making on major projects in the most effective and co-ordinated way possible.

Finding new ways to support projects

Alongside our assurance work, the MPA is developing a number of new ways to help departments and project teams to deliver projects successfully. These include acting as a critical friend to projects, supporting projects through processes to develop robust implementation plans, and helping departments to source the right kind of delivery expertise.

The Ministry of Justice's Transforming Rehabilitation programme is one example where the MPA has worked in close collaboration with the department for successful implementation. The programme had the objective of reducing rehabilitation rates by opening up the provision of rehabilitation services to a more diverse range of organisations, encouraging innovation by introducing payment by results, extending rehabilitation and support services, and creating a new National Probation Service responsible for managing high-risk offenders. On 1 February 2015, 21 Community Rehabilitation Companies transitioned to new owners, and statutory supervision was extended to offenders who are released from short prison sentences.

The MPA worked on an on-going basis with the programme leadership to ensure that programme delivery arrangements were designed and set up for success, and took the lead in ensuring that engagement from across HM Treasury and the Cabinet Office was co-ordinated and supportive.

Developing a culture of openness and transparency

Being open about the challenges remains fundamental to successful project delivery. The improvement in the DCA of many of those major projects that have been on the GMPP for the last three years illustrates what can be achieved when sufficient attention is focused on developing the right solutions.

The publication of the MPA's third Annual Report alongside the major projects transparency data is a central part of a culture of openness. For the third year running, there has been a decline in the amount of data exempt from publication under the transparency policy. Building on this record of transparency, the government has also committed for the first time to publishing every quarter a full list of the leaders of major projects.

Annex A
The data on the Government Major Projects Portfolio

Under the government's commitment to transparency, the data that is recorded by departments for projects in the GMPP is published by departments annually at the same time as the publication of the MPA's Annual Report. This is the third year for which the data has been published.

This data comprises: the MPA's DCA; financial data; schedule data; and the departmental commentary on each of these. The data published this year was submitted to the MPA in September 2014. Exemptions to the publication of data are permitted only under exceptional circumstances and in line with Freedom of Information requirements. In a small number of the most sensitive projects, these exemptions are made on grounds of national security. The majority of exemptions are made for projects that are undertaking commercial procurement exercises, where publication of data would harm the ability to secure value for money for the taxpayer. Fewer pieces of data have been exempted from publication this year than at the time of our last Annual Report. Only 6% of projects have had one or more pieces of data exempted this year, compared with 12% in 2014, and 21% in 2013, and in only four projects has the delivery confidence been exempted, compared to 21 in the first year of publication.

Interpreting the published data

Some care is required in making direct comparisons between the major project data published each year. First, the projects in the GMPP change from year to year. Since last year's report, 49 projects have left the GMPP – typically because they have been completed or have moved into their business-as-usual phase, because they have been halted, or because they have been strategically organised into larger programmes containing a number of similar projects associated by their common aim. An extra 38 projects have joined the GMPP in the same period. These include both newly initiated projects and existing projects that have been escalated in scope or strategic priority. As a consequence, comparison of September 2014 data with September 2013 and September 2012 data is a comparison between groups of projects with significant differences in composition. Of the 188 projects reporting on the GMPP in September 2014, only 114 were included in the GMPP in September 2012, and 150 in September 2013.

Second, changes can also occur within projects over the course of a year. For example, the scope of a project may be significantly increased and, as a consequence, the forecast cost may increase. The increase in budget year-on-year in this case does not therefore represent an increase in costs for the achievement of the same objectives.
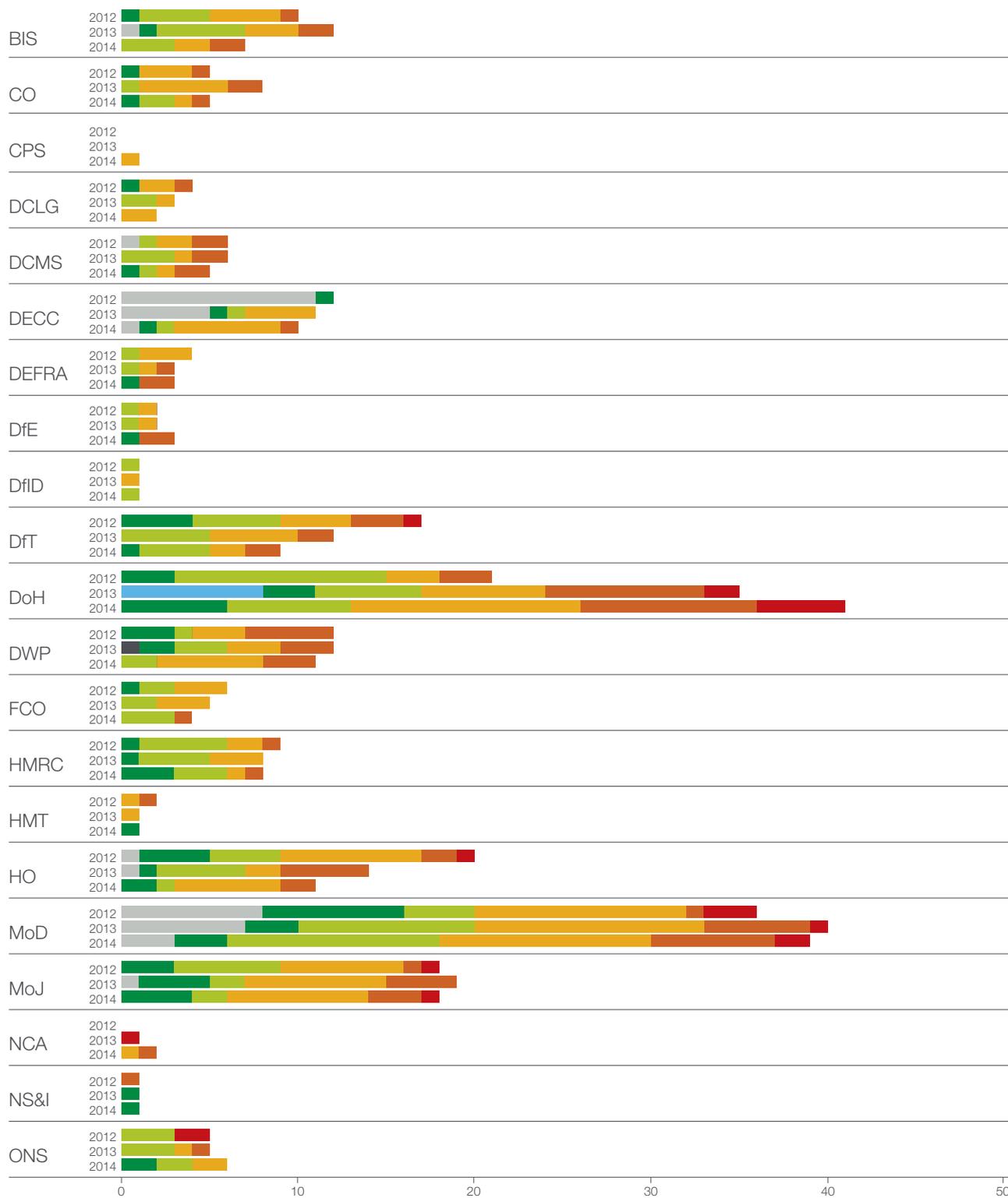
Figure 12   DCA of projects by department

Legend: No DCA[9] | Left[10] | Reset[11] | Exempt[12] | Green | Amber/green | Amber | Amber/red | Red

9   Eight of the projects in the DoH's portfolio in 2013 consisted of the construction or upgrading of hospitals and health facilities being delivered not by DoH but by NHS Trusts and Foundation Trusts, and not therefore given a DCA by the MPA.
10 Leavers are those projects that have exited the GMPP, due either to completing, moving into business as usual delivery, or being re-scoped.
11 The 'reset' category was applied to the Universal Credit project in the 2013-14 Annual Report. This reflected the significant work undertaken at that point to develop a 'reset plan' to place the roll-out of Universal Credit on a more secure footing.
12 This refers to data not published by departments, in accordance with the agreed transparency policy.

Delivery confidence

The data in figure 12 on the previous page shows the number of projects in each department and their DCAs over three years. The overall data on delivery confidence across all departments is included in the table on page 25, and figure 13 below. As noted in the main text of the Report, this shows that the overall distribution of delivery confidence across the portfolio remains largely the same as last year.

There have been significant year-on-year decreases in the number of projects in two departments. In the Department for Transport, three Rail Franchising projects now report as one overarching programme. In the Home Office, a number of projects have been

delivered: over the last year, this has included the National Crime Agency, which brought together a single strategic intelligence picture, equipping the whole law enforcement community to better identify and respond to threats and vulnerabilities; the Immigration and Asylum Biometric System which built a central biometric capability to replace the Immigration and Asylum Fingerprint System; and the Commercial and Operating Managers Procuring Asylum Support Services which has provided value for money for ongoing provision of accommodation and transport services to eligible asylum applicants throughout the UK.
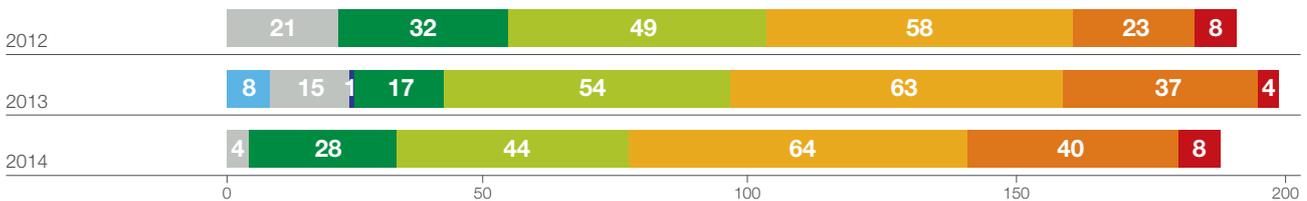

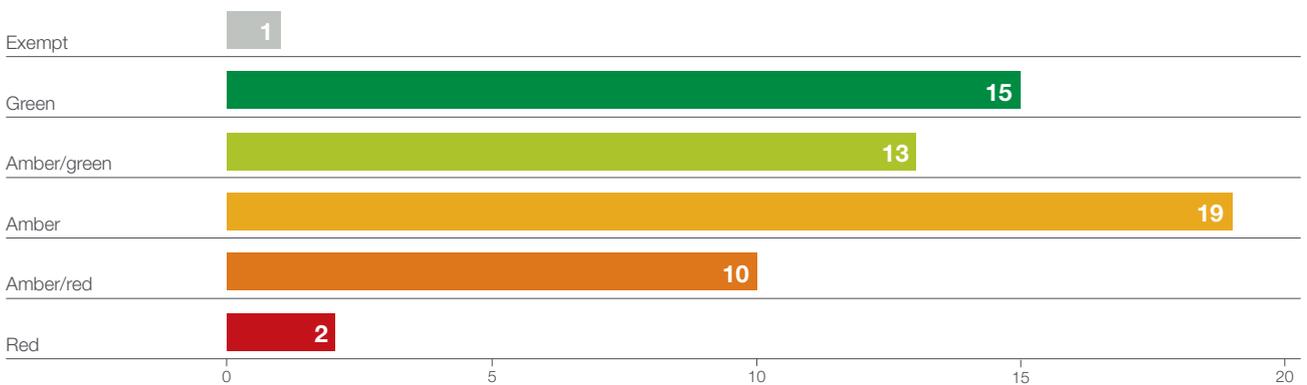| Figure 13 | Distribution of projects by delivery confidence in 2012, 2013 and 2014 |

| Figure 14 | DCA in September 2014 of projects scheduled to complete by September 2015 |

Departmental data

Department	Number of major projects			Whole life cost excluding exempt data (£m)	
	Sept 2012	Sept 2013	Sept 2014	Sept 2013	Sept 2014
BIS	10	12	7	14,374	1,770
CO	5	8	5	1,412	1,515
CPS	0	0	1	0	184
DCLG	4	3	2	281	273
DCMS	6	6	5	1,431	1,452
DECC	12	11	10	94,794	168,901
DEFRA	4	3	3	4,691	473
DfE	2	2	3	10,192	8,306
DfID	1	1	1	445	445
DfT	17	12	9	83,808	84,119
DoH	21	35	41	24,536	26,844
DWP	12	12	11	13,422	24,852
FCO	6	5	4	577	409
HMRC	9	8	8	1,382	835
HMT	2	1	1	0	0
HO	20	14	11	4,976	7,951
MoD	36	40	39	135,767	139,617
MoJ	18	19	18	4,796	18,923
NCA	0	1	2	399	695
NS&I	1	1	1	678	722
ONS	5	5	6	647	634
Total	**191**	**199**	**188**	**398,607**	**488,921**

Cost, completion date and leadership turnover

The total whole life cost of those projects on the GMPP reporting cost data this year is £489bn. Figure 15 shows whole life cost by department, which has remained consistent over three years for the majority of departments. There are two exceptions. The reported whole life cost of the projects in the Department for Energy and Climate Change has increased by £74bn between 2013 and 2014. This is because of changes to the way in which costs in the department have been reported, so that these now include levy-funded support costs through the Levy Control Framework.[13] The total whole life cost of projects in the Ministry of Defence has also increased as existing projects have finalised budgets.

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13 In 2011 the government introduced the Levy Control Framework, which helps to control the bill impacts of the government's policies for low-carbon electricity. The Levy Control Framework sets annual limits on the overall costs of all DECC's low-carbon electricity levy-funded policies until 2020/21. Since last year DECC has revised the methodology used to calculate the whole-life cost of major projects so that these now include costs funded through the Levy Control Framework and levy-funded expenditure, even though this is not public expenditure through taxation. These changes apply to the Carbon Capture & Storage Commercialisation Programme; Final Investment Decision Enabling Renewables; Final Investment Decision Hinkley Point C; and Electricity Market Reform, and has led to a significant increase in the calculated whole-life cost for these projects this year.

Figure 15   Total whole life cost of major projects by department, September 2012 to September 2014 (£bn)

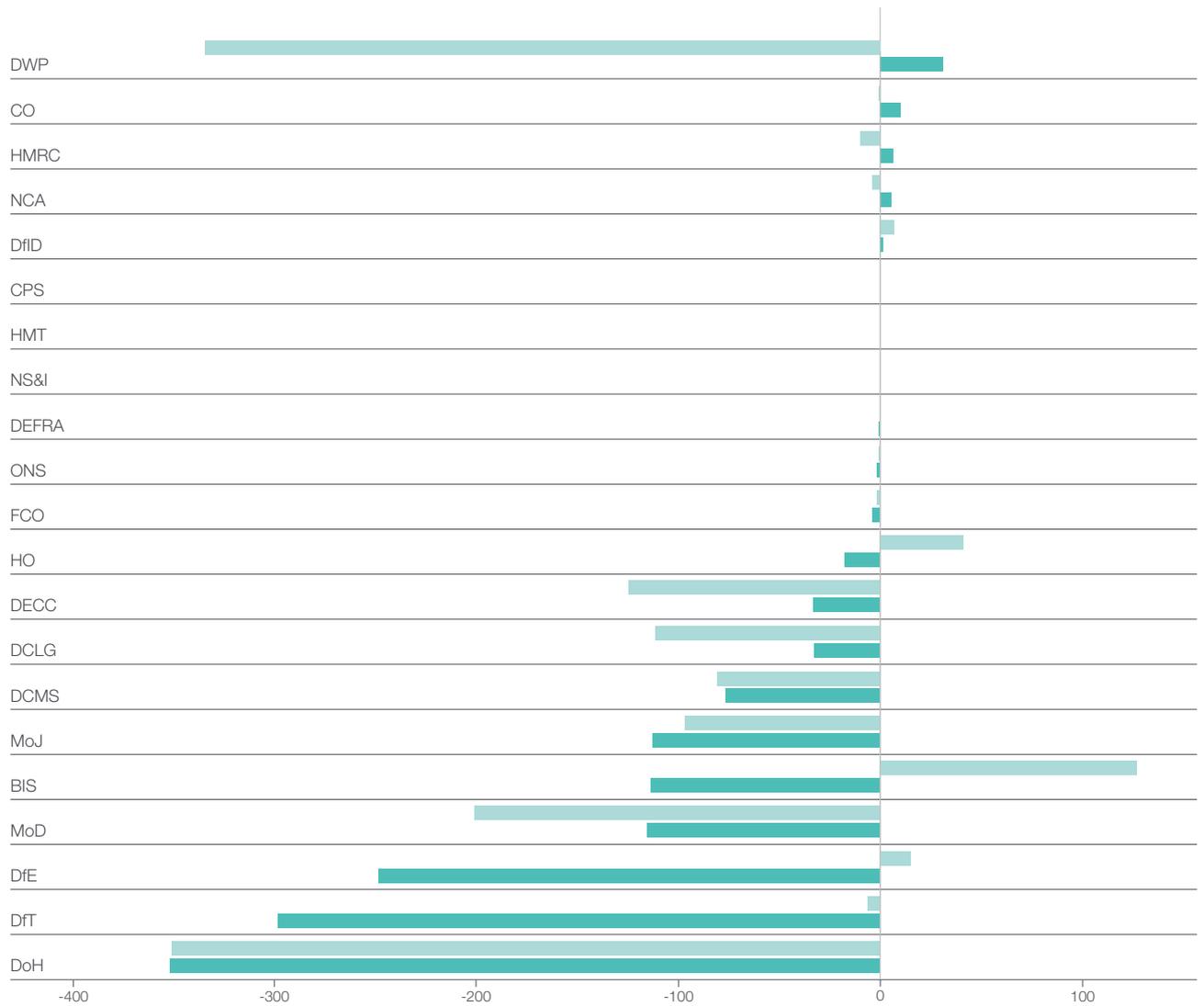September 2012   September 2013   September 2014

Figure 16 **Difference by department between annual budget and annual forecast spend as estimated in September 2013 and September 2014 (£m)**

September 2013   September 2014

Figure 17 **Turnover in Project Senior Responsible Owners and Project Directors across GMPP projects at each quarter.** The MPA collects information on project leader turnover as part of discussions with departments on project leadership capability and planning.

— Project Directors   — Senior Responsible Owners

Description of delivery confidence assessment (DCA) ratings

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 ensure these are addressed, and 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.

Key of department names

BIS	Department for Business, Innovation and Skills
CO	Cabinet Office
CPS	Crown Prosecution Service
DCLG	Department for Communities and Local Government
DCMS	Department for Culture, Media and Sport
DECC	Department of Energy and Climate Change
DEFRA	Department for Environment, Food, and Rural Affairs
DfE	Department for Education
DfID	Department for International Development
DfT	Department for Transport
DoH	Department of Health
DWP	Department for Work and Pensions
FCO	Foreign and Commonwealth Office
HMRC	Her Majesty's Revenue and Customs
HMT	Her Majesty's Treasury
HO	Home Office
MoD	Ministry of Defence
MoJ	Ministry of Justice
NCA	National Crime Agency
NS&I	National Savings and Investment
ONS	Office for National Statistics

Annex B
The projects on the Government Major Projects Portfolio

Annex B includes a brief summary of each of the projects on the Government Major Projects Portfolio in September 2014. More detailed descriptions of each of the projects are included with the transparency data published by departments at the same time as the MPA Annual Report. This can be found on GOV.UK.

Project	Department	Description
BIS	BIS Shared Services	A shared service solution for the BIS network to deliver simpler integrated systems and processes to deliver savings.
BIS	Business Bank Project	Will address long-standing structural gaps in the supply of finance to Small Medium Enterprises and mid-sized corporates.
BIS	Further Education 24+ Learning Loans Programme	To provide loans for those aged 24 and over undertaking level 3 or higher further education from 2013/14.
BIS	ICR Monetisation	To sell part of the pre-Browne Income Contingent Repayment (ICR) student loan book.
BIS	Project Eagle (formerly Urenco Future Options)	To sell the government's one-third shareholding in Urenco, a uranium enrichment company.
BIS	SLC Transformation Programme	To provide a modern, integrated and flexible digital system for the Student Loans Company to enable the safe delivery of Higher Education reform.
BIS	The Francis Crick Institute (formerly UKCMRI)	A new research institution sustaining the UK's position as a leader in biomedical research.
CO	Electoral Registration Transformation Programme	To speed up implementation of the Individual Electoral Registration, to tackle electoral fraud, and improve the integrity of the electoral register.
CO	National Citizen Service	To provide 16 and 17-year-olds the chance to learn new skills and get involved in their communities.
CO	National Cyber Security Programme	To give the UK a strategic advantage in cyber security and resilience.
CO	New Civil Service 2015 Pension Scheme Implementation	To manage the successful delivery of the new Civil Service pension arrangements against published timetables.
CO	Next Generation Shared Services	To deliver standardised transactional services for finance, human resource, payroll and procurement.
CPS	ICT Procurement Programme	To provide continuity of operations for ICT services for the Crown Prosecution Service beyond Nov 15.
DCLG	Enterprise Zones Programme	To provide 24 Enterprise Zones that offer businesses financial incentives, fast track planning, and superfast broadband to support the creation of new jobs and businesses.
DCLG	The Future of Local Audit	To disband the Audit Commission and refocus local audit on helping local people to hold councils and local public bodies to account for their spending decisions.
DCMS	Broadband Delivery Programme	To provide superfast broadband to 95 per cent of premises in the UK and to provide universal access to standard broadband with a speed of at least 2Mbps.
DCMS	Mobile Infrastructure Project	To provide economic growth through the extension of mobile voice coverage where existing mobile network coverage is poor or non-existent.

DCMS	The Tate Modern Project	To provide a unique public space for a rich collection of international art, combined with educational initiatives for diverse audience groups.
DCMS	Urban Broadband Fund – Super-Connected City Initiative	Will invest £150m in up to 50 UK cities to provide them with the digital infrastructure capability they need to remain internationally competitive and attractive places to invest, visit and do business.
DCMS	World Conservation and Exhibitions Centre	To provide 17,000 square metres of space within the British Museum for exhibitions, conservation, scientific research, logistics and storage.
DECC	Carbon Capture and Storage Commercialisation Programme	To support practical experience in the design, construction and operation of commercial-scale Carbon Capture Storage power generation.
DECC	Dounreay Parent Body Organisation (PBO) – Delivery Phase	To secure a reduction in the cost and time to take the site to its interim end state by securing a new Parent Body Organisation for the Site Licence Company at Dounreay, Dounreay Site Restoration Limited.
DECC	Electricity Market Reform (EMR) Programme	To ensure the UK can attract the investment in electricity generation needed to have a secure, affordable supply of electricity towards the end of this decade and in the longer term, and to meet its decarbonisation and renewables targets in the most cost-effective way.
DECC	FID Enabling for Hinkley Point C	To enable EDF to reach a Final Investment Decision to build a new nuclear power station at Hinkley Point.
DECC	FID Enabling for Renewables	To avert an investment hiatus in the deployment of renewable electricity generation caused by the announced reform of the electricity market, in the period between the publication of the Electricity Market Reform White Paper and the full implementation of the Electricity Market Reform Contracts for Difference.
DECC	Geological Disposal Facility Programme	To site and construct a permanent geological disposal facility as the safe, secure and environmentally responsible solution to the long-term management of higher-activity radioactive waste in the UK, excluding Scotland.
DECC	Household Energy Efficiency	Will improve the energy efficiency of domestic housing in the UK.
DECC	Magnox & RSRL Parent Body Organisation Competition	To secure a reduction in the cost and time to deliver the outcomes of the Magnox Optimised Decommissioning Plan and the Optimised RSRL baseline by securing a new Parent Body Organisation for the Magnox and RSRL Site Licence Companies.
DECC	Renewable Heat Incentive	To increase the deployment of renewable heat technologies in order to keep the UK on track to meet the 2020 European Union target on renewable energy and contribute to the UK's carbon plan of achieving an 80% reduction by 2050.
DECC	Smart Meters Implementation Programme	To provide every home in the UK with a smart electricity and gas meter by 2020.
DEFRA	CAP Delivery Programme	To procure a solution for the processing, payment and accounting of claims for funding from all schemes as part of CAP2013.
DEFRA	Thames Estuary Programme Phase 1 (TEP1)	Provides a strategy for protecting London and the Thames Estuary from tidal flooding to the year 2100 and beyond.
DEFRA	Thames Tideway Tunnel	A project involving government, Ofwat and Thames Water to secure the construction of a new super sewer for London by 2023.
DfE	Building Schools for the Future (BSF)	A secondary school investment programme. The programme was brought to an end in 2010 but schemes already contracted were allowed to continue and these are now almost all operational.
DfE	Priority School Building Programme – Private Finance	To rebuild or refurbish the 260 schools in the worst condition across England. 46 schools are being funded through private finance and 214 schools through capital grant funding.
DfE	Priority School Building Programme – Capital	To rebuild or refurbish the 260 schools in the worst condition across England. 46 schools are being funded through private finance and 214 schools through capital grant funding.
DfID	St Helena Airport	To establish sustainable air services to St Helena to promote economic development and increased financial self-sufficiency, leading eventually to graduation from UK budgetary support.

DfT	A14 Cambridge to Huntingdon Improvement Scheme	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.
DfT	Crossrail	A new high-frequency rail service which will increase rail based capacity in London by 10% and cut journey times across London and the South East.
DfT	High Speed Rail Programme	A new, fully integrated, high speed North-South railway.
DfT	Intercity Express Programme (IEP)	Intercity Express Programme serves London to Bristol, Cardiff, Swansea, Cheltenham and Worcester and London to Leeds, Edinburgh and Aberdeen. It offers through-trains from non-electrified lines without the need to change or attach a locomotive.
DfT	Periodic Review 2013 (Rail Investment Strategy – HLOS & SOFA)	A High Level Output Specification (HLOS) setting out information about what the Secretary of State wants to be achieved by railway activities during Railway Control Period 5 (1 April 2014 to 31 March 2019); and a Statement of Funds available (SoFA), setting out the public funds that are or are likely to become available to secure delivery of the HLOS.
DfT	Rail Franchising Programme	To secure the provision of passenger rail services as set out under the Railways Act 1993 (as amended) by letting Rail Franchises.
DfT	Search and Rescue Helicopters (SARH)	To manage the delivery of a Search and Rescue Helicopter contract for the provision of search and rescue helicopter services for the UK.
DfT	Shared Services Implementation Programme	To centralise transactional functions for Finance, Human Resources, Payroll and Procurement into two Independent Shared Service Centres.
DfT	Thameslink	To provide faster and more reliable journeys for people and businesses and improved accessibility and capacity, from and through the heart of London.
DoH	Better Care Fund	To accelerate the local integration of health and care services to deliver better outcomes for patients and service users.
DoH	Brighton & Sussex University Hospitals NHS Trust	To replace the Barry Building at the Royal Sussex County Hospital.
DoH	Broadmoor Redevelopment Programme	To redevelop Broadmoor High Secure Hospital to replace Victorian accommodation which presents high levels of inherent risk to the safety of patients and staff.
DoH	BT Local Service Provider (London)	To support IT enabled transformation in the NHS in the South to create a more efficient, joined-up and patient-led health service. This will be achieved by delivering modern IT systems and services to the NHS in a flexible, efficient and effective way to enable trusts to tailor solutions to support local needs and priorities.
DoH	BT Local Service Provider (South)	To support IT enabled transformation in the NHS in the South to create a more efficient, joined-up and patient-led health service. This will be achieved by delivering modern IT systems and services to the NHS in a flexible, efficient and effective way to enable trusts to tailor solutions to support local needs and priorities.
DoH	care.data	Will ensure that there is more rounded information available to citizens, patients, clinicians, researchers and the people that plan health and care services.
DoH	Care and Support Implementation Programme	A major change programme across 152 local authorities to deliver the White Paper commitments and implementation of the Care Act.
DoH	Childhood Flu Immunisation Programme	To extend the current flu programme to children aged two to less than 17 years as part of DoH legal obligations, under the 2010 NHS Constitution.
DoH	CSC Local Service Provider Delivery Programme	To assure the investment cases of NHS trusts investing in CSC's electronic patient record system, Lorenzo, and to provide support to broker the relationship between Trusts and CSC during the deployment to ensure the contract is tightly managed and the investment sound.
DoH	Death Certification	To introduce medical examiners in the process of death certification in England and Wales to provide independent scrutiny of all deaths not investigated by a coroner.
DoH	E&N Herts NHS Trust – Lister Hospital ('Our Changing Hospitals' Phase 4 Programme)	To enable full consolidation of all acute services onto the Lister site in Autumn 2014.

DoH	Electronic Prescription Service Release 2	To deliver the Electronic Prescription Service, which is a national service that has its origins in a number of government policy initiatives from 1998.
DoH	Francis and Compassionate Care programme	To address the specific recommendations of the public inquiry into Mid Staffs NHS Trust and respond to patient, public and parliamentary concerns about whether care in the NHS, and to an extent in social care, is sufficiently consistent in the provision of safe, effective, respectful and compassionate care.
DoH	General Practice System of Choice Replacement	To establish commercial and management arrangements for General Practitioners IT; develop new IT functionality that responds to the evolving needs of patients, practices and commissioners and the wider NHS; Improve security of patient data.
DoH	Genomics Programme	To deliver the Prime Minister's commitment to sequence 100,000 whole human genome samples by December 2017.
DoH	Health & Social Care Network (formerly PSNH)	The Health & Social Care Network is the programme set up, on behalf of health and social care, to deliver a successor service when the current N3 service ends.
DoH	Health Visitor Programme	To expand the health visiting service is intended to: improve health and wellbeing outcomes for under-fives; reduce health inequalities; improve access to services; improve the experience of children and families.
DoH	Liaison and Diversion Programme	Investing in Liaison and Diversion services to screen, assess and refer offenders at the earliest possible point of the criminal justice system into relevant treatment and support, with information from assessments subsequently fed into the criminal justice process and can be used to inform decisions about justice outcomes, charging, prosecution and sentencing.
DoH	Mersey Care NHS LIFT scheme (TIME – To Improve Mental Health Environments)	A multi-phased project to deliver 285 mental health beds in four or five sites across North Merseyside.
DoH	National Pandemic Flu Service	To re-procure the National Pandemic Flu Service to ensure that a complementary service to primary care remains ready to be mobilised to enable the rapid distribution of antivirals to symptomatic patients.
DoH	National Proton Beam Therapy (PBT) Service Development Programme	To develop a full Proton Beam Therapy service in England.
DoH	NHS Choices	To improve the NHS Choices national digital service to deliver further savings through development of a replacement digital service using open source and commodity technologies, re-using and sharing code with GOV.UK and tightly focusing the new service on user needs.
DoH	NHS e-Referral Service	The provision, development and implementation of a new NHS e-Referral Service to succeed the existing Choose and Book service.
DoH	NHS Electronic Staff Record Re-procurement Project	The NHS Electronic Staff Record (ESR) provides payroll and HR services to all NHS organisations in England and Wales, apart from two English NHS Trusts. The NHS ESR Re-procurement Project has been established to replace the expiring McKesson UK contract to provide this service.
DoH	NHS Pension Re-let Project	To replace the NHS pension contract that is to expire, ensuring there is no break in the Secretary of State's ability to meet statutory requirements to offer the NHS Pension scheme.
DoH	NHS Procurement Efficiency Programme	Will support the NHS to harness its purchasing power, reduce variations in prices paid for products of the same quality, share best procurement practice, and improve its procurement capacity.
DoH	NHSmail2	NHSmail provides a secure email, calendar, directory, fax and SMS service provided for the NHS in England and Scotland to over 900,000 registered users. Further, NHSmail provides a national relay service which enables NHS organisations in England, Scotland and Wales to communicate.
DoH	North Tees & Hartlepool Foundation Trust – New Hospital Development	A new hospital development at Wynyard, Teesside.
DoH	Nursing Technology Fund	To reduce the burden of bureaucracy on nurses by encouraging innovation through the use of new technology.

DoH	Papworth Foundation Trust – New Papworth Hospital	To relocate Papworth Hospital to the Cambridge Biomedical Campus.
DoH	PHE Science Hub	The establishment of a new science hub including laboratories at Harlow as the national source of advice and expert science on protecting and improving the public's health.
DoH	Pre-Pandemic Vaccine	To consult with subject matter experts on the feasibility of pre-pandemic vaccine (stockpile) and its effectiveness and, dependent on the outcome, procure further pre-pandemic vaccine to replace the existing stock that will expire in July 2015.
DoH	Rotavirus Immunisation Programme	The overarching objective of the rotavirus immunisation programme is the reduction of rotavirus-induced gastroenteritis in England.
DoH	Royal Liverpool & Broadgreen ('World Class Hospitals; World Class Services – Renewing the Royal Liverpool University Hospital')	A new Royal Liverpool University Hospital procured under the Private Finance Initiative.
DoH	Royal National Orthopaedic Hospital (RNOH) NHS Trust PFI Project	Upgrading and development of existing facilities to improve therapy and in-patient service areas.
DoH	Sandwell and West Birmingham Hospitals NHS Trust – The Midland Metropolitan Hospital Project	The development of a new acute hospital on a brownfield site in the Grove Lane area of Smethwick to replace the current Sandwell General and City Hospitals.
DoH	Shingles Immunisation Programme	The overarching objective of introducing shingles vaccination is the reduction of shingles and associated sequelae in England.
DoH	South Acute Programme	The South Acute Programme was established in autumn 2011 to deliver clinical systems for acute providers in the South of England. The systems, procured locally by providers through this programme, will replace outdated legacy systems and manual processes for the capture of clinical information.
DoH	Spine 2	The Spine is a critical national data infrastructure service providing functionality and high-volume transactional handling which other vital NHS applications depend. The Spine 2 programme covers the work required to develop replacement Spine services.
DoH	Summary Care Record (SCR)	Supports patient care by providing healthcare staff in urgent and emergency care settings with the essential medical information they need to support safe treatment.
DoH	Secondary Uses Service (SUS) Transition	This project comprises the ICT systems, services and staffing required to complete the 're-platforming' of SUS and thereafter provide a live operational service until June 2016, when the payment of hospital activity will be taken over by a new strategic National Tariff System.
DWP	Automatic Enrolment Programme (originally called Enabling Retirement Savings Programme)	This programme was set up to implement the government's workplace pension reforms. The overarching aim of the reforms is to get more people saving more for their retirement.
DWP	Child Maintenance Group Change	Delivers two critical changes to the policy and regulations which both simplify the approach to child maintenance calculations and provide a new IT platform on which to administer it.
DWP	Conditionality Package	This project comprises a number of measures increasing what is required of claimants in exchange for benefits and strengthening how the Department monitors compliance with that conditionality.
DWP	Estates Programme	The programme supports tactical building closures to meet the efficiency challenge in Spending Review 2010 and Spending Review 2013. It also carries out work to replace the 20 year contract for DWP buildings, which expires in March 2018.
DWP	Fraud, Error and Debt Programme	The programme aims to deliver the means to prevent fraud and error; detect and correct fraud and error; deliver tough punishments for those who defraud the system; and deter those who would try to abuse the system in future.
DWP	Fit for Work (previously Health & Work Service)	Will deliver a supportive Occupational Health assessment and general health and work advice to employers and General Practitioners whilst abolishing the Percentage Threshold Scheme and Statuary Sick Pay record keeping requirements.

DWP	Help to Work Package	This project delivers a package of measures for jobseekers that remain on Jobseeker's Allowance or Universal Credit requiring them to do more to look for and secure suitable employment.
DWP	IT Transformation Programme	This programme will transform the Department's major commercial vehicles for delivering IT services, as they come to an end between 2014 and 2016.
DWP	Personal Independence Payment Implementation	The programme introduces the Personal Independence Payment which replaces Disability Living Allowance for people aged 16-64. It is aimed at those disabled people who face the greatest challenge to remaining independent and participating in society.
DWP	New State Pension Project	This project, working with HMRC, will introduce the new single state pension, and end both Savings Credit and the contracting-out from defined benefit pension schemes.
DWP	Universal Credit	The programme will merge six separate benefits and tax credits for working age people bringing together in and out of work systems into one system that attempts to make work pay for everyone.
FCO	Abuja: New Office and Residence	To provide fit for purpose and secure offices for the British High Commission in Abuja, Nigeria.
FCO	ICT Re-procurement	To maintain continuity of business critical ICT services as the existing contract expires by procuring new contract(s).
FCO	Overseas Healthcare Provision	To ensure the continuation of healthcare to NHS standards from 1 April 2015 for government staff posted overseas and their dependants and for staff based in the UK who travel overseas on official business.
FCO	UKERP	To maximise the efficiency of the FCO's London estate by consolidating its core activities into the main building on King Charles Street.
HMRC	Debt Staff Reinvestment	Increases the resource deployed on debt collection by 909 Full Time Equivalents over the proposed Spending Review 2010 reduced resource baseline.
HMRC	Digital Solutions Portfolio	Will deliver new and enhanced online services for individuals, business customers and the agent community.
HMRC	Expanding the use of Debt Collection Agencies	Investment to extend the use of debt collection agencies.
HMRC	One Click	One Click brings many Tax services (CT, ITSA, VAT and PAYE) that businesses need together in one place, online.
HMRC	Organised Crime	Will deploy approximately 500 Full Time Equivalents across a range of new and established interventions to target organised criminals including; joint working with the Border Force, the Crown Prosecution Service and expanding the Fiscal Crime Liaison Officer Network to increase cooperation with foreign administrations.
HMRC	Real Time Information	Will deliver a series of projects to implement measures designed to improve the efficiency and effectiveness of the PAYE system.
HMRC	Tax-Free Childcare	Will provide 20 per cent of working families' childcare costs, subject to an annual limit of £2,000 contribution from the Government for each child.
HMRC	Volume Crime	To significantly increase the resources deployed to criminal investigation to reduce the volume of crime, and increase their productivity.
HMT	Equitable Life Payment Scheme	To make fair and transparent payments to Equitable Life policy-holders, through an independent payment scheme, for their relative loss as a consequence of regulatory failure.
HO	Adelphi Modernisation Project	To update the current Adelphi system and transactional processes, plus this is now part of the Cabinet Office Shared Services Programme to improve transactional services to offer benefits in term of cash savings through economies of scale, whilst improving user experience.
HO	Communications Capabilities Development Programme	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.
HO	Digital Services at the Border	To deliver digital services that will provide systems capable of transforming the way that Border Force operates.

HO	Disclosure and Barring Service Programme	To deliver a phased deployment of a single modernisation of Disclosure and Barring for access to employment records from April 2015 onwards.
HO	Emergency Services Mobile Communications Programme	To replace the mobile communications service used by police, fire and ambulance emergency services in England, Scotland and Wales and other public safety users with an Emergency Services Network provided on a commercial mobile network enhanced to meet the public safety requirements for coverage, functionality, availability and security.
HO	Harmondsworth and Colnbrook Retender (P110)	To continue to provide secure accommodation for detained persons and reduce costs by amalgamating contracts at Colnbrook and Harmondsworth.
HO	Immigration Platform Technologies (IPT)	IPT is the primary response to the Home Secretary's commission for a plan to modernise immigration IT.
HO	Next Generation Outsourced Visa Services Contract	To ensure that UK Visa and Immigration has contracted commercial partners to deliver Visa Application Centres and linked services including biometric enrolment, interviewing facilities and courier services to support the end-to-end visa process from 1 April 2014.
HO	Technology Reset Programme	To replace the existing IT service provision for the core Home Office.
HO	SIS II Programme	Schengen Information Systems 2 (SIS2) will exchange information on persons and objects wanted for law enforcement purposes.
HO	Transforming the Customer Experience (formerly A&E)	To improve customer service and reduce cost of operations; replace outdated infrastructure for increased resilience; and to replace the existing passport application management system with a new system for processing passport applications, to minimise support costs.
MOD	A400M	A versatile airlifter able to perform two types of duty: tactical missions directly to the point of need, and long range strategic/logistic missions.
MOD	Airseeker	To sustain the UK's airborne electronic surveillance capability previously provided by the Nimrod R1 aircraft.
MOD	Army 2020	To transform the British Army by the end of the decade in accordance with the structural design and operational concepts devised by the Army 2020 Study Team.
MOD	Army Basing Programme	To enable delivery of the Army 2020 force structure, including support to Service personnel and their families and the provision of required accommodation and infrastructure in the UK, achieving the policy commitment to withdraw the Army from Germany by 2020.
MOD	Astute Boats 1-7	The design, development and manufacture of up to seven Astute class submarines.
MOD	BORONA	To examine and implement the most effective way of closing Rhine Garrison and Munster Station in Germany and returning the units and personnel serving at these locations to the UK.
MOD	Carrier Enabled Power Projection (CEPP)	Delivery of a Carrier Strike capability.
MOD	CHINOOK (incl Project Julius)	To deliver the mandated Chinook capability, within allocated resources, to enable Chinook to be generated, operated and sustained, primarily for operations, beyond 2040.
MOD	Complex Weapons	To realise an improved, affordable and dynamically adaptable military complex weapons capability which protects sovereignty and assures Operational Advantage.
MOD	Core Production Capability	The phased regeneration of the current nuclear core production facilities on the Rolls-Royce Site at Raynesway in Derby, the sustainment of the Core Production Capability and the production, development and manufacture of the nuclear reactor cores to meet Pressurised Water Reactor 2 and Successor technical specifications.
MOD	Corporate Services Systems Convergence Programme	To provide a simplified Shared Services architecture for the MOD providing access to quality cross-functional Management Information whilst reduced operating costs and delivering cash benefits through the exploitation of End to End e-procurement.
MOD	Crowsnest Programme	Equips 10 Merlin Mk2 helicopters with an advanced airborne surveillance system to meet the requirement for early threat warning and co-ordination of aircraft.
MOD	Cryptographic Enabling Services	The focus of initial activity is to address the more immediate Defence cryptographic capability gaps, which include: maintenance of security (addressing Last Year of Use of End Crypto Units), interoperability and key distribution.

MOD	Defence Core Network Services (DCNS)	Will deliver the effective, agile and integrated end-to-end Information Communication Technology capabilities the MOD needs, at best value for money. These services range from satellites to desktop PCs and mobile phones.
MOD	Defence Information Infrastructure	To deliver to Defence a secure and coherent information infrastructure at best value for money and to approved cost.
MOD	Future Reserves 2020	Enablement and implementation of a Reserve Force that is an integral element of the Whole Force; is optimised to deliver capability across all military tasks; harnesses for Defence the widest pool of talent in the UK; and upholds the volunteer ethos. The Future Reserves' programme has now been split into four parts and only Army Reserves Development Programme remains on the GMPP.
MOD	Head Office and Customer Design	To design, orchestrate and implement change in Head Office and the Commands in order to improve the efficiency and effectiveness of the Defence Acquisition System.
MOD	Lightning II Programme	To deliver a multi-role, carrier-capable aircraft, to be operated jointly by the Royal Air Force and Royal Navy.
MOD	Logistics Commodities Services Transformation	The Logistics, Commodities and Services (LCS) Operating Centre in the MOD provides commodity procurement, storage and distribution services for the armed forces. This programme is designed to undertake a major reform of the LCS, developing a service of the right size for current military requirements and reducing cost through upgrades to both the inadequate current facilities, and the modernisation of the processes in operation.
MOD	Maritime Sustainment Programme	The Military Afloat Reach and Sustainability (MARS) Tankers will replace the current single hulled tankers operated by the Royal Fleet Auxiliary.
MOD	MARSHALL	To provide a Terminal Air Traffic Management capability for Defence that will ensure that core air traffic functions continue to be provided, obsolete equipment is replaced, and new regulatory conditions are met.
MOD	Merlin Programme	Updates 30 Merlin Mk1 aircraft to overcome existing and forecast obsolescence to ensure sustainment of the required capability until the planned out of service date.
MOD	Mounted Close Combat	To deliver appropriate, integrated capability in order for the User to generate and sustain Mounted Close Combat capabilities, within current allocated resources, for operations from the 2025 timeframe.
MOD	Next Generation Estates Contracts	The replacement of the existing MoD estate maintenance contracts across the UK as they expire.
MOD	Nuclear Warhead Capability Sustainment Programme	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, including transition to Mk4A and future possible warhead provision.
MOD	Operating Model Rollout	To implement a single integrated Defence Infrastructure Organisation (DIO) Infrastructure Management System (IMS) that supports DIO's core operations.
MOD	Puma Helicopter Life Extension Programme	To enable Puma to be generated, operated and sustained out to 2025.
MOD	Queen Elizabeth Programme	To deliver two Queen Elizabeth Class aircraft carriers.
MOD	Spearfish Upgrade Programme	To update the UK's submarine heavyweight torpedo. Safety improvements are required to ensure residual risks remain as low as reasonably practicable and improved performance is required against increasingly capable threats.
MOD	Strategic Business Partner Implementation Programme (SBPIP)	Set up to engage a Strategic Business Partner to lead the Defence Infrastructure Organisation and realise departmental savings on a gain share basis while protecting service delivery.
MOD	Submarine Enterprise Performance Programme (SEPP)	A joint MoD/Industry business transformation programme focused on improving the delivery and management of the Submarine Enterprise to enable an affordable, cost effective and optimised nuclear submarine build, support and disposal enterprise.
MOD	Successor SSBN	The design, development and manufacture of four Successor SSBN Class submarines.

MOD	The Materiel Strategy	To design, orchestrate and implement transformational change within Defence Equipment and Support, in order that it can operate more effectively and efficiently within a simplified and improved Acquisition System.
MOD	Type 26 Global Combat Ship Programme	To deliver an interoperable, survivable, available and adaptable capability that is operable globally within the maritime battle space to contribute to sea control for the Joint Force and contribute to maritime force protection with the flexibility to operate across and within the range and scale of operations.
MOD	Typhoon	To deliver an agile multi-role fighter under Future Force 2020.
MOD	Wildcat	To meet the requirements for a dedicated small reconnaissance/attack helicopter for deployment in the maritime, littoral and land environments.
MOD	WATCHKEEPER	An unmanned aerial vehicle platform that will provide battlefield surveillance and reconnaissance capabilities to the land tactical commander within the Joint Operations environment.
MOD	Whole Fleet Management	To deliver the concepts, policy, processes and facilities to manage the ground-based defence vehicle fleet and its associated equipment.
MOJ	Court Estates Reform	To deliver a step change in financial efficiency in the provision of court-based services by disposing of surplus buildings and making more efficient use of retained buildings.
MOJ	CJS Efficiency Programme Phase 2	To introduce digital working throughout the Criminal Justice System, in particular to deliver the 'digital courtroom'.
MOJ	Common Platform	To support business transformation across Crown Prosecution Service and HMCTS.
MOJ	Crime Change Programme	Aims to process all criminal legal aid in a paperless and electronic environment.
MOJ	Electronic Monitoring	A contractual re-competition that will stimulate the market and increase competition in the provision of electronic tagging systems that exploit the latest technology.
MOJ	Future IT Sourcing Programme (FITS)	Aims to deliver a c£110m pa reduction in MoJ ICT operating costs through the design and implementation of a new ICT Operating Model.
MOJ	HM Courts and Tribunal Service (HMCTS) Compliance & Enforcement Services Project	Aims to fully deliver the Criminal Compliance & Enforcement Blueprint and reform the compliance and enforcement activity within HMCTS.
MOJ	HM Courts and Tribunals Service (HMCTS) Reform	The aim of the HMCTS Reform Programme is to: secure the revenue and investment necessary to modernise the infrastructure and deliver a better and more flexible service to court users; modernise and transform courts and tribunal services to increase efficiency, improve service quality and reduce the cost to the taxpayer.
MOJ	Integrated Delivery Programme	To improve financial control and replace an ageing case management system, plus improve service for providers and clients by increasing online working and support more efficient ways of working
MOJ	Legal Aid Reform Implementation	Aims to radically reshaping the legal aid system in an attempt to scale back the involvement of the State in the provision of legal aid to individuals.
MOJ	Legal Aid Transformation	To examine the possibilities of further savings, including the concept of tendering for the opportunity to be a criminal legal aid provider, whilst ensuring public confidence in the system.
MOJ	MoJ Shared Services	To deliver a transformation in the approach to the provision of back office services in the MoJ.
MOJ	New Prison -Wales	To build a new prison in Wrexham (N. Wales) that will be operational by 2017.
MOJ	NOMS ICTS Services (NIS) Programme (formally part of Quantum Re-compete Project)	To address the provision of ICT Services under the Quantum contract which expired at the end of 2012. The new ICT Services contract will sustain the National Offender Management Service until the forthcoming Future IT Sourcing contracts are in place and are ready for applicable services to be transitioned.
MOJ	Prison Competitions Phase 2	To ensure that the organisation engages in effective and efficient commissioning practices that include the stimulation of market activity to assure best value is obtained through its delegated resources.

MOJ	Prison Unit Cost Programme	To maximise the delivery of savings from public sector prisons over the three years (2013-2016).
MOJ	Rehabilitation Programme	To open up rehabilitation services to a more diverse market of private and voluntary sector providers, and introduce payment by results to reward providers for their success in reducing re-offending.
MOJ	Transforming Youth Custody	To transform youth custody through development of a new delivery model which lowers cost, improves resettlement, focuses on education and seeks to reduce reoffending.
NCA	NCA ICT Modernisation Programme (was SOCA ISOT)	The Programme has replaced multiple legacy ICT contracts with one contract in January 2011 with Logica (now CGI), which enables modernising to an effective, efficient, managed ICT delivery capability.
NCA	Novo Programme	To enable the NCA to embrace and keep pace with rapidly evolving digital technologies, capabilities and methods and to exploit the increasing dependency of organised criminals on internet related information.
NS&I	YODA Project (Outsourced Services Retender Project)	To ensure that the government has continued access to cost-effective retail finance compared with raising funds on the wholesale market beyond the expiry of NS&I's service contract with Atos on 31 March 2014.
ONS	2011 Census	To design, build and deliver the 2011 Census and disseminate statistical outputs
ONS	Beyond 2011 Programme	To investigate and assess options for producing population and small area socio-demographic data in the future.
ONS	Consumer Price Index (CPI) / Retail Prices Index (RPI) Reengineering	To build a new production system for the new CPI and RPI.
ONS	Electronic Data Collection (EDC)	To develop systems, methods and processes to improve the collection, integration, processing and analysis of business survey data.
ONS	ESA10/BPM6 Programme (European Systems of Accounting 2010)	To meet current and new international legal requirements for National Accounts through a series of stepped improvements.
ONS	Web Data Access (WDA) Project	To build on the ONS website and deliver new services and functionality to continue to implement the ONS web strategy.