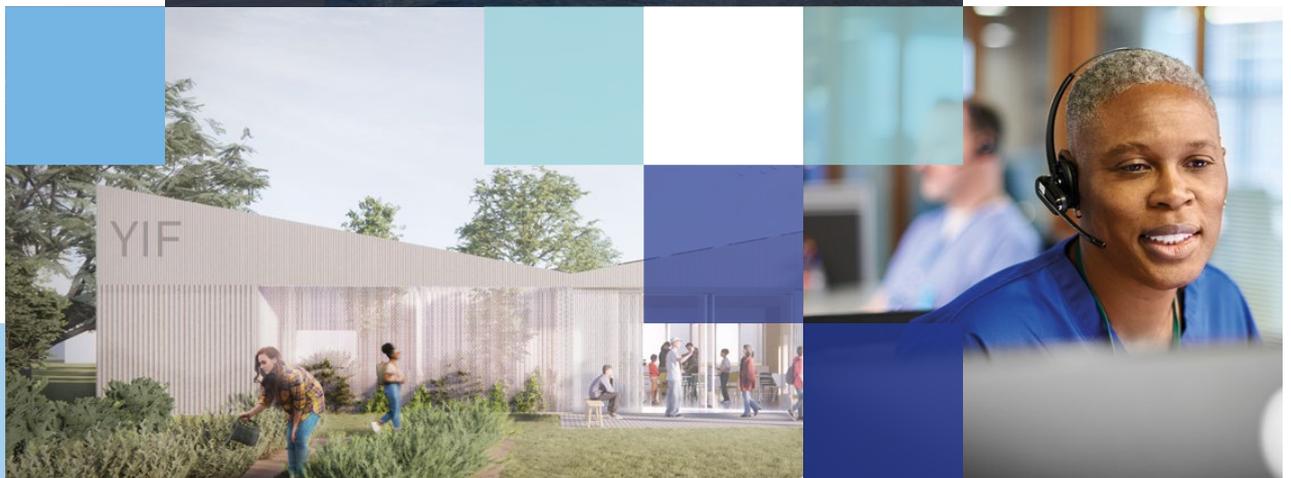




Infrastructure
and Projects
Authority

Annual Report on Major Projects 2022-23



Reporting to **Cabinet Office** and **HM Treasury**

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Ministerial foreword

In 2023, our major projects continue to be a key driver of fiscal stability, levelling up and innovation for the United Kingdom. They are an integral part of the Prime Minister's overall ambition to reduce national debt, halve inflation and grow the economy.

That is why the Spring Statement committed to infrastructure investment – the heart of our Government Major Projects Portfolio (GMPP). Major projects are critical to stabilising our economy and enabling it to flourish in the years to come. So I am pleased to see that we have an increased portfolio of projects on the 2022-23 GMPP, up from 235 to 244.

This ambitious, challenging and socially relevant spectrum of projects is being delivered by 21 departments across government. Among the most important examples are the Department for Transport's (DfT) Lower Thames Crossing and the Thames Tideway, which is the biggest investment in London's sewage system since Bazalgette – who established the system in the mid-19th century – built the Embankment.

Additionally, DfT's Rapid Charging Fund (RCF) aims to future-proof electrical capacity at motorway and major A road service areas to prepare the network for a fully electric car and van fleet. All of these projects demonstrate the vigour, and utilise the skills, of our engineering and construction industries.



Baroness Neville-Rolfe DBE CMG
Minister of State at the
Cabinet Office

Digital innovation is also vital to all of our projects and programmes, whether that be improving systems such as replacing the Police National Computer under the National Law Enforcement Data Programme (NLEDP), or factoring digital processes into infrastructure builds using modern methods of construction (MMC). An example of the latter is the Department for Digital, Culture, Media and Sport's (DCMS) £221m Natural History Museum Unlocked programme, which will create a science and digitisation centre at Reading. As part of this, collections will be digitally scanned and used as globally significant science resources.

While this is a positive future outlook, we acknowledge that the scale and impact of inflation has been significant on the construction sector and wider industries. It has undoubtedly brought about challenges in terms of delivering to plan and to budget, for both government and industry.

The difficult decisions taken on spending have been to maintain economic stability, support public services and lay the foundations for long-term growth. The GMPP plays a crucial role in making these factors a reality. So, we must collectively address the challenges head on and push ahead with delivering these life-changing public services for the greater good of our country.

CEO foreword

Over recent years, the Infrastructure and Projects Authority (IPA) has continued to support the delivery of world-class, innovative and life-changing projects and programmes, against the backdrop of an ever-evolving political, economic and societal landscape.

This year's GMPP snapshot comprises 244 projects with a total whole life cost of £805bn and £758bn of monetised benefits. Monetised benefits only represent a fraction of the overall benefits delivered by the GMPP portfolio. National security and justice administration are examples of domains where the benefit to UK society can not always be measured in monetary terms. This is notably the case for 50 MOD and 24 MOJ projects. Overall this is our biggest, high profile portfolio to date, but with that comes a responsibility to deliver more efficiently, taking into account the cost-saving measures currently placed on major projects.

A direct impact of the economic pressures we are experiencing is reflected in the Infrastructure and Construction (I&C) category of the GMPP. When cost is considered, I&C represents 70% of the GMPP's Red Delivery Confidence Assessment. This area has been most impacted by the COVID-19 pandemic and the war in Ukraine, which have caused high inflation, reduced affordability and bruised market confidence.

However, our increased portfolio is demonstrating clear success around our refocused approach to proactively intervene in and support GMPP's highest priority projects, as well as our commitment to 'front-end loading'. This means getting the fundamentals right from the outset, so that projects are less likely to experience issues at a later stage.

Since last year's report, 29 projects have left the GMPP – 26 of these with a green or amber delivery confidence assessment. This indicates positive performance and shows the improvements made over time. In fact, green and amber projects make up a large proportion of the GMPP with the Ministry of Justice (MOJ)'s Probation Programme, or Department for Business, Energy & Industrial Strategy (BEIS)'s Vaccines Task Force.



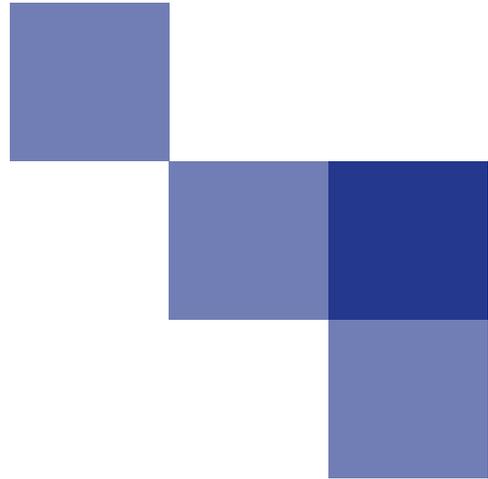
Our major projects are underpinned by our Transforming Infrastructure Performance (TIP) principles, which are changing how we deliver against our portfolio. I am pleased to see that more modern, green and digital measures are now being considered from the outset of a project; for example, the use of Building Information Modelling (BIM), which saved significant time and cost during the construction of Crossrail.

We need nothing less than highly skilled individuals across all of the professions collectively working on these major projects. That is why we have now fully launched the Assessment and Accreditation scheme for government professionals, as well as a suite of other learning tools and products.

We must maintain a strong delivery record that demonstrates real value through benefits realisation. So, it is essential that both government and industry are aligned to a shared vision. At a time of rising prices, particularly in construction, innovation is key to saving money in the long term, and part of the wider government ambition to drive economic recovery. I hope this report will give you a clear understanding of how we are building the public services of tomorrow.

Nick Smallwood
Chief Executive, IPA

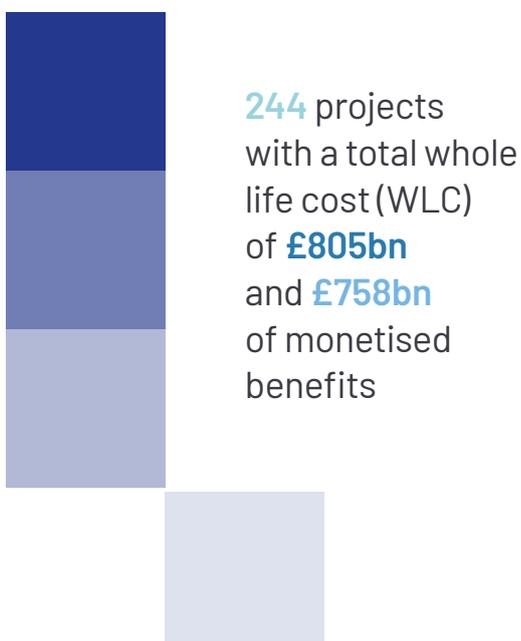
The Government Major Projects Portfolio



The Infrastructure and Projects Authority

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

Our purpose is to continuously improve the way the government delivers projects and programmes and to provide confidence that they will achieve their aims, improve public services and people's lives. Central to our role is the development of government's project delivery profession, ensuring we have the skills and expertise needed so that we continue to be recognised for world-class delivery.



The Government Major Projects Portfolio

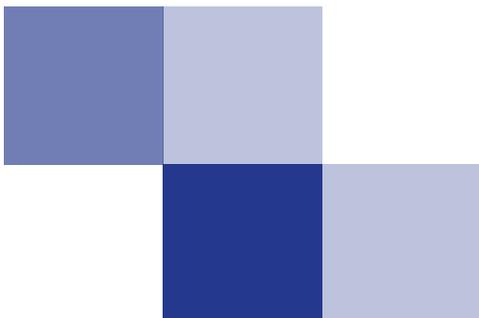
The Government Major Projects Portfolio (GMPP) ensures robust oversight of the government's most complex and strategically significant projects and programmes. The GMPP comprises the largest, most innovative and highest risk projects and programmes delivered by government. GMPP projects are typically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

Projects on the GMPP receive independent scrutiny and assurance from the IPA. Expert teams in the IPA also give specialist project delivery, commercial and financial advice, deploy practical tools and make specific recommendations to help improve the chance of successful delivery. Projects on the GMPP are required to provide quarterly data returns on delivery progress. This data is used alongside wider IPA market intelligence and information to monitor progress across the portfolio where risks and insights are shared with departments and the centre of government. This year's GMPP comprises **244** projects with a total whole life cost (WLC) of **£805bn** and **£758bn** of monetised benefits that are delivered by **21** departments and their arm's-length bodies.

The Government Major Projects Portfolio

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

- **Infrastructure and Construction** projects improving and maintaining the UK's energy, environment, transport, telecommunications, sewage and water systems, and constructing new public buildings. These high investment projects are essential to the nation's economic growth, development and prosperity and are prioritised accordingly across government. An example of this is Rapid Charging Fund, which supports the transition to zero emission vehicles and will help government meet its climate change obligations. This will improve air quality in our towns and cities and support economic growth.
- **Transformation and service delivery** projects changing ways of working and improving the relationship between government and the people of the UK, and harnessing new technology to improve public services and/or make government more efficient. This includes the Pensions Programme, which was set up to modernise the administration of pensions tax relief by enabling Pension Scheme Administrators to fulfil all of their pension tax obligations in one place.
- **Military capability** projects are vital to the effective operation of the Armed Forces. They deliver the integrated training, personnel, structures, equipment, infrastructure, ICT and logistic support needed to enable the Armed Forces to maintain our national security. One such example is the Fleet Solid Support, which aims to deliver three ships to supply ammunition and solid stores to ships at sea, thus underpinning the Royal Navy's ability to conduct sustained global operations as well as supporting key allies such as NATO partners.
- **Information and communication technology (ICT)** projects enabling the transition from old legacy systems to new digital solutions to equip government departments for the future, and delivering efficiencies and other benefits of advances in innovation and technology. One example of this is the National Law Enforcement Data Programme, which will replace the Police National Computer (PNC) as part of the critical national infrastructure supporting Policing.



The Government Major Projects Portfolio

2022-23 GMPP summary for projects reporting monetised benefits

Figure 1a: Summary of the 2022-23 GMPP*

	Government Major Projects Portfolio	115 projects	£345bn** Whole life cost	£758bn** Monetised benefits
This comprises:				
	Infrastructure and Construction	45 projects	£223bn Whole life cost	£348bn Monetised benefits
	Government Transformation and Service Delivery	48 projects	£95bn Whole life cost	£345bn Monetised benefits
	Military Capability	1 projects	£5bn Whole life cost	£5bn Monetised benefits
	Information and Communications Technology (ICT)	21 projects	£22bn Whole life cost	£59bn Monetised benefits

*Figures include exempted data **Figures may not add due to rounding

Not all GMPP projects report monetised benefits. Out of the 244 GMPP projects at the 2022-23 Annual report, 115 projects worth £345bn of whole life cost reported monetised benefits totalling £758bn. For the Infrastructure and construction category, there are 45 projects worth £223bn of whole life cost reporting £348bn of monetised benefits. For the Government Transformation and Service Delivery category, there are 48 projects worth £95bn of whole life cost reporting £345bn of monetised benefits. For the Military category, there is 1 project worth £5bn of whole life cost reporting £5bn of monetised benefits. For the ICT category, there are 21 projects worth £22bn of whole life cost reported reporting £59bn of monetised benefits.

Estimating benefits in monetary terms is complex. Unless a real or estimated market price exists to provide a first point of reference for assessing the value of benefits, non-market valuation techniques should be used.¹ GMPP projects aim to provide world-

class, innovative and life-changing benefits for which there is often no real or estimable market price. This requires these projects to rely on lengthy, and changing non-market valuation techniques in order to ascribe a monetary value to their benefits. For instance, the Green Book supplementary guidance on monetising Green House Gas emission – a theme that affects many of the GMPP projects supporting the net zero ministerial agenda – is complex and fast-changing.² This is why the IPA is redeveloping its guidance on effective benefits management³ and its Assurance Gate Workbooks in order to support GMPP project delivery teams articulate their project's benefits in monetary terms. But more than updates, IPA will actively work with departments to embed the new guidance's principles into the projects' ways of working, notably by providing benefit training to all reviewers taking part in future assurance reviews. Altogether, these actions should help a wider range of projects and ensure a consistent approach to the reporting of monetised benefits.

1 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1063330/Green_Book_2022.pdf – page 44, para 5.29

2 www.gov.uk/government/publications/valuation-of-energy-use-and-greenhouse-gas-emissions-for-appraisal

3 www.gov.uk/government/publications/guide-for-effective-benefits-management-in-major-projects

The Government Major Projects Portfolio

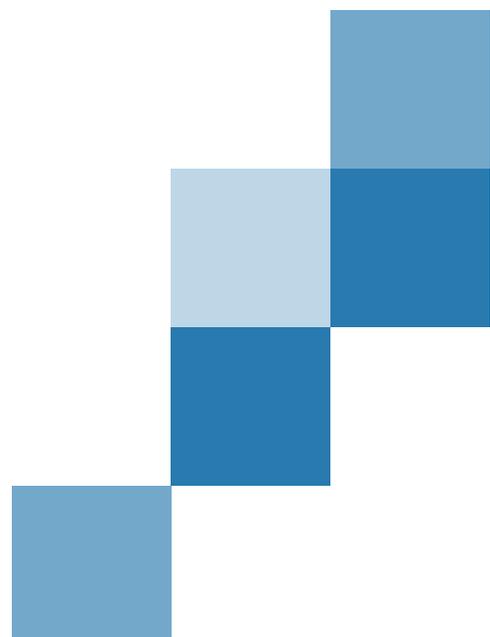
2022-23 GMPP summary for all GMPP projects

Figure 1b: Summary of the 2022-23 GMPP*

	Government Major Projects Portfolio	244 projects	£805bn** Whole life cost	£758bn** Monetised benefits
This comprises:				
	Infrastructure and Construction	76 projects	£403bn Whole life cost	£348bn Monetised benefits
	Government Transformation and Service Delivery	91 projects	£133bn Whole life cost	£345bn Monetised benefits
	Military Capability	45 projects	£231bn Whole life cost	£5bn Monetised benefits
	Information and Communications Technology (ICT)	32 projects	£39bn Whole life cost	£59bn Monetised benefits

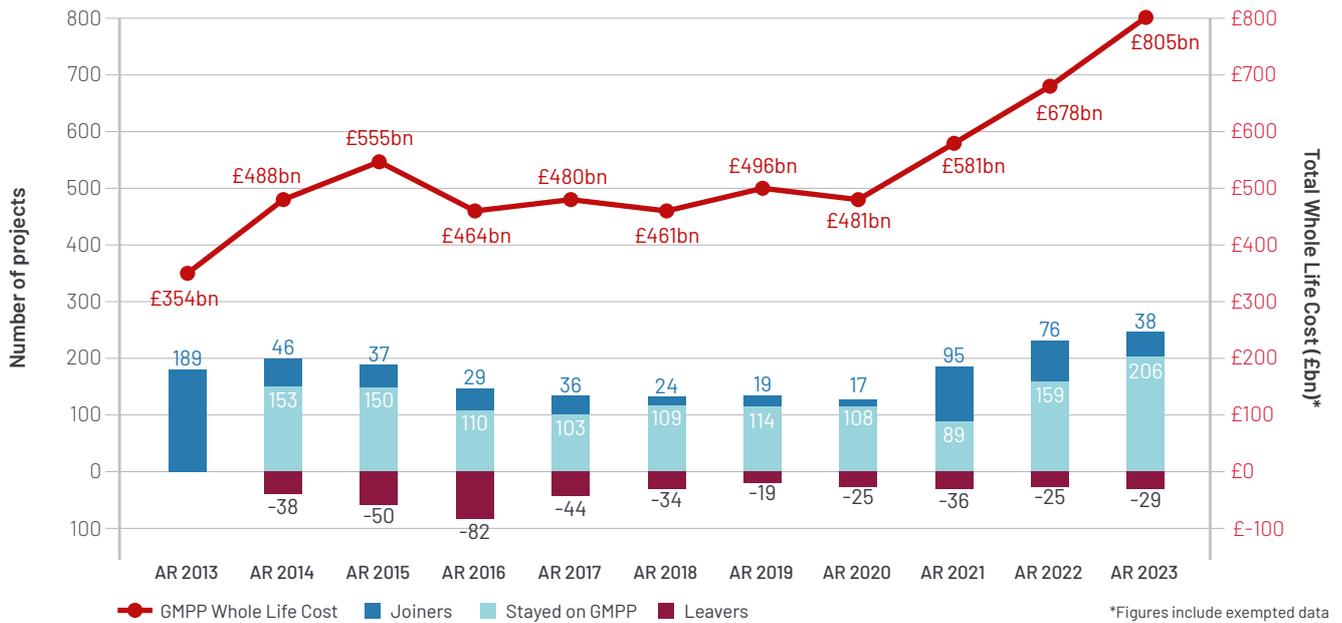
*Figures include exempted data **Figures may not add due to rounding

The GMPP is an evolving portfolio that shifts in size and shape as projects join and leave. Since the 2021-22 Annual Report, the GMPP portfolio has grown from 235 to 244 projects, where 38 projects have joined and 29 projects have left the GMPP. Compared to previous years, the number of projects on the GMPP portfolio has reached its largest size ever (see Figure 2). This influx of projects highlights both the government's ambition to foster growth in skilled and innovative parts of the UK economy, and the IPA's focus on front-end loading. The latter follows a review into major project governance and ensures that rigorous oversight of project management and delivery is applied to all eligible projects meeting GMPP criteria. As a result, the GMPP portfolio increased both in benefits and cost (see Figure 2).



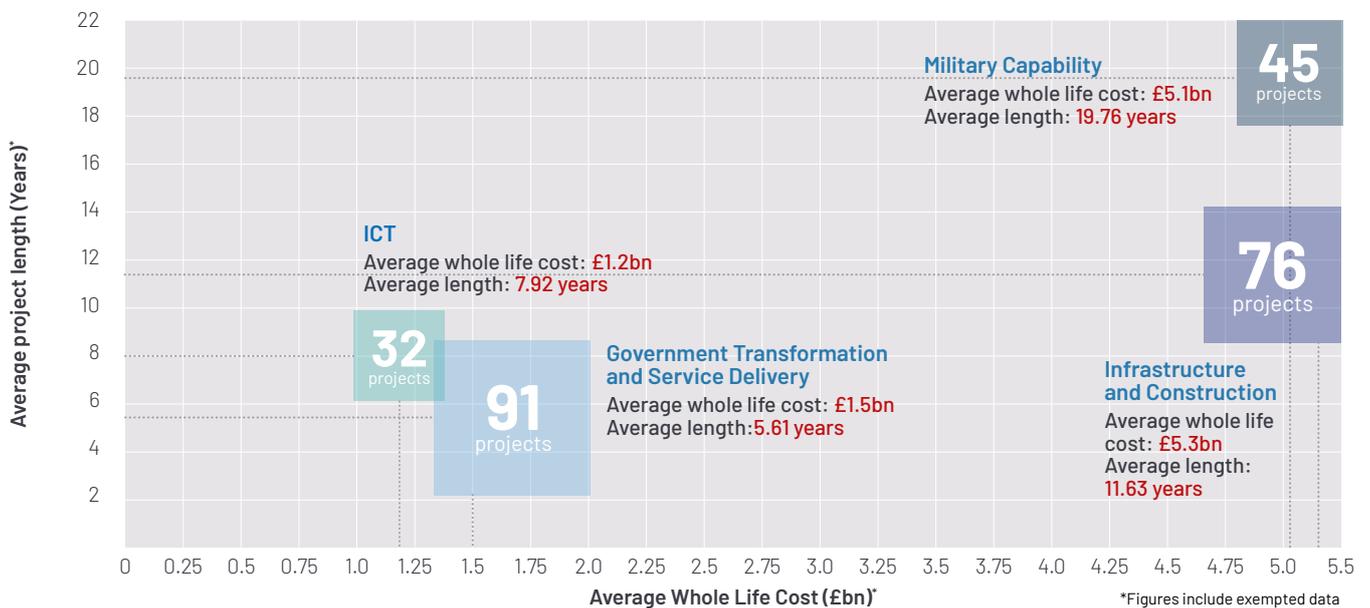
The Government Major Projects Portfolio

Figure 2: The GMPP over time



The current GMPP snapshot

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



The Government Major Projects Portfolio

Infrastructure and Construction (I&C) is the largest GMPP category in terms of 'whole life cost'. Currently there are 76 I&C projects in the portfolio, up from 70 last year, with a total 'whole life cost' of £403bn, and total monetised benefits of £348bn. As with military capability projects, these projects are typically lengthier than projects in other categories (with an average duration of 11 years). Rapid Charging Fund is an example of this.



The transition to zero emission vehicles will help us meet our climate change obligations. It will help enable the improvement of air quality in our towns and cities and support economic growth. Government is going further and faster to decarbonise transport by phasing out the sale of new petrol and diesel cars and vans by 2030. From 2035, all new cars and vans must be zero emissions at the tailpipe. Charge anxiety has been identified as a main concern from prospective electric vehicle (EV) drivers. A visible and functional long-distance charging network is vital for mass EV adoption.

The Rapid Charging Fund (RCF) aims to future-proof electrical capacity at motorway and major A road service areas to prepare the network for a fully electric car and van fleet.

As at March 2023, there were over 400 open access rapid (50kW) and ultra-rapid (150kW+) chargepoints at MSAs across England that can be used with any electric vehicle - over 200 of these are ultra-rapid chargepoints.

Government expects the private sector to deliver chargepoints where they are commercially viable but will intervene where there is a clear market failure. The RCF will fund a portion of the cost of upgrading the electricity grid at strategic locations where it is currently prohibitively expensive to do so. The RCF will ensure that the private sector can continue to expand the charging network and future-proof electricity network capacity a minimum of 10 years ahead, to approximately 2035.

The RCF is designed to accelerate industry's own investments in transport decarbonisation. Access to a comprehensive rapid chargepoint network will enable more consumers to confidently purchase EVs.

The Government Major Projects Portfolio

Transformation and Service Delivery is the largest category by project number, totalling 91 projects this year. This is an increase on last year when there were 89 projects on the GMPP in this category, with many leaving after successful delivery (see [IPA Annual Report on Major Projects 2022-23, page 20](#)). Projects in this category have the second lowest average whole life cost (£1.5bn) and as a result it is only the third largest category in terms of total whole life cost (at £133bn). On the other hand, these projects have the second largest amount of reported monetised benefits, totalling £345bn. They are often shorter (6 years) compared to the other categories. The Pensions Programme (below) is an example of this.



The Pensions Programme was formed in March 2021 to modernise the administration of pensions tax relief by replacing the legacy online service with the **Managing Pension Scheme service**. Pensions Tax relief is the second most expensive tax relief, after Capital Gains Tax relief on private homes, and cost an estimated £42.7 Billion in tax year 2020 to 2021. The Managing Pension Scheme service will enable all of the UK's Pension Scheme Administrators to fulfil all of their pension tax obligations in one place and provide additional functionality making it quicker and easier for them to self-serve and make claims (including Relief at Source claims). In addition, the Programme will deliver two government priorities for individuals pension tax relief by: (1) implementing top-up payments for disadvantaged customers in net pay arrangement pension schemes; (2) delivering IT services to support the McCloud compensation scheme.

The Pensions Programme entered the GMPP in April 2022 and the IPA has conducted two Gate 0 assurance reviews to date. These reviews have resulted in amber delivery confidence assessments, where the Review Team have identified areas of best practice and made recommendations to further improve programme delivery. These have strengthened the programme's governance approach, particularly in programme delivery plans, and the development of a concise vision.

"The Pensions Programme is making great progress to achieve its vision of a "digital pensions tax service fit for the future. IPA scrutiny has helped us strengthen our plans and customer understanding."

Claire McGuckin Income Tax Service Transformation and Pensions Director

Over the past year the Programme has delivered functionality that enables schemes to migrate from the legacy service to the Managing Pension Schemes service. To date, migration is on track with nearly a quarter of schemes having completed what they needed to do. We continue to work closely with industry and have established a Relief at Source Collaboration Forum to develop solutions together to achieve our programme vision. In addition, we have delivered enhancements to the Managing Pension Schemes service to allow Scheme Administrators to see their financial information and report tax adjustments related to the McCloud rectification.

The Government Major Projects Portfolio

Military Capability projects are some of the most complex and strategically important that the government delivers. Military Capability is the second largest category in terms of total whole life cost (£231bn) and, in line with their scale, these projects are often lengthier than other categories, with an average forecast duration of 20 years. These large and complex projects sometimes suffer temporary setbacks – in last year’s IPA Annual Report, Armoured Cavalry 2025 (also known as AJAX) received a red rating from the IPA – but thanks to combined IPA-MOD efforts, these barriers were soon lowered. In this year’s report, Armoured Cavalry 2025 received an amber rating. There are 45 projects in this category, the same as last year. Military capability projects are reporting the lowest amount of monetised benefits (£5bn). This is because the principal purpose of the projects is to promote national security, the benefits of which are often hard to articulate in financial terms. All military capability projects are delivered by the Ministry of Defence (MOD), but not all MOD projects are Military Capability projects. The Fleet Solid Support (FSS) illustrates this category of projects.



FLEET SOLID SUPPORT

FSS

The Fleet Solid Support (FSS) programme aims to deliver three ships to supply ammunition and solid stores, such as food and spare parts, to ships at sea. As a critical part of the naval supply chain, these ships will underpin the Royal Navy’s ability to conduct sustained global operations as well as supporting key allies such as NATO partners. The ambition is for FSS to be high impact from the outset, delivering multiple outcomes including driving investment in a modern UK shipbuilding industry and exploring pathways to incorporate novel green and sustainable technologies.

The Government Major Projects Portfolio



“Integral to this has been the support and use of the IPA’s skills and experience. IPA colleagues have maintained a close relationship fostering collaboration across the MoD, Cabinet Office and HM Treasury teams responsible for business case assurance and approvals, as well as supporting challenging aspects of programme delivery.”

Mike Gannon FSS Senior Responsible Owner

As with many major programmes, the early days were tough. A stopped competition resulted in a major re-think of the requirement, procurement strategy and an increasing focus on UK social value. New leadership quickly developed a plan to incorporate learning from the Type 31 Frigate and MARS Tanker procurements to re-build market confidence and explore mechanisms to allow a range of UK and international shipbuilders and designers to work together and innovate around both existing and new designs. This laid the foundations for a UK-focused build strategy. In January 2023, at the conclusion of an innovative and pacy competition phase, the Ministry of Defence awarded Team Resolute, comprising BMT, Harland & Wolff and Navantia UK, the manufacturing contract to build three ships. This £1.6bn contract will see around £100m investment into UK shipyards, including a combination of shipyard infrastructure, localising and developing shipbuilding skills, knowledge and technology transfer to UK companies. It will create 1,200 UK shipyard jobs, hundreds of graduate and apprentice opportunities, and an expected 800 further jobs across the UK supply chain.

Re-setting FSS and achieving a successful contract award in under three years, is a significant achievement for the Royal Navy and the wider Defence Enterprise.

Independent Assurance demonstrated increased confidence that the FSS programme was sufficiently mature to proceed through key decision points; these reviews also provided an invaluable source of insight to improve programmatic discipline and performance.

These will remain key tools for the SRO to use on the journey to a successful delivery of the wide range of project aims and the next generation of solid support ships that will be a key part of the UK’s Carrier-led Maritime Strike Group.

The Government Major Projects Portfolio

Information and Communications Technology (ICT) is the smallest category by number and value with 32 projects at a total whole life cost of £39bn, but it is still an important part of the portfolio with many projects in other categories having significant digital components. On average, these projects take 8 years to deliver. An example of this is the Home Office (HO)'s National Law Enforcement Data Programme (NLEDP).

NATIONAL LAW ENFORCEMENT DATA PROGRAMME HO

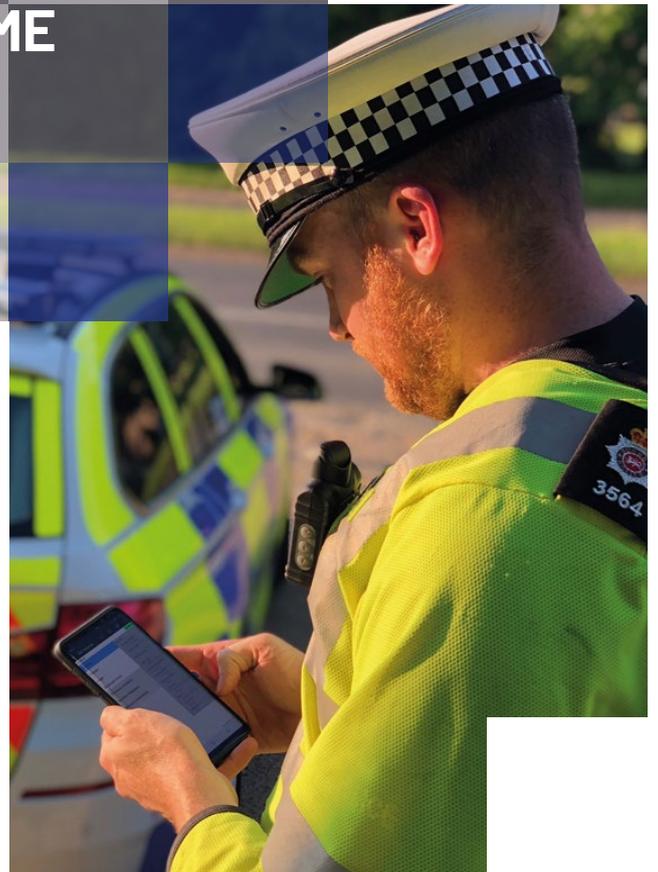
The National Law Enforcement Data Programme (NLEDP) was established in 2016 to replace the Police National Computer (PNC) – a key element of the critical national infrastructure supporting Policing.

NLEDP encountered significant challenges around scope, complexity and deliverability causing delays to the delivery timescales and resulting in loss of confidence from Policing and other stakeholders. These led to the programme being reset in December 2020.

Successfully exiting reset in July 2021, the programme created a significant momentum for change. Strengthened under new leadership, the programme has been completely redesigned, using a product-centric, agile delivery approach.

Now known as the Law Enforcement Data Service (LEDS), the programme has forged ever-closer partnerships with key stakeholders that see Policing at the heart of decision making.

As of May 2023, the programme remains a complex undertaking but has made significant progress and is visibly supported by real enthusiasm and commitment from Forces to embrace, deliver and exploit the new functionality being offered. The programme has so far successfully delivered its first 5 products to users and is on track to fully deliver the remaining products to enable the retirement of PNC by March 2026.



“The success of LEDS is wholly reliant on the partnership and co-operation with operational Policing and the endeavour and effort of our civil service, contractor and supplier teams to develop solutions for complex technical issues, all of which have built confidence and momentum.”

Mark Gilmartin NLEDP Senior Responsible Owner

The Government Major Projects Portfolio

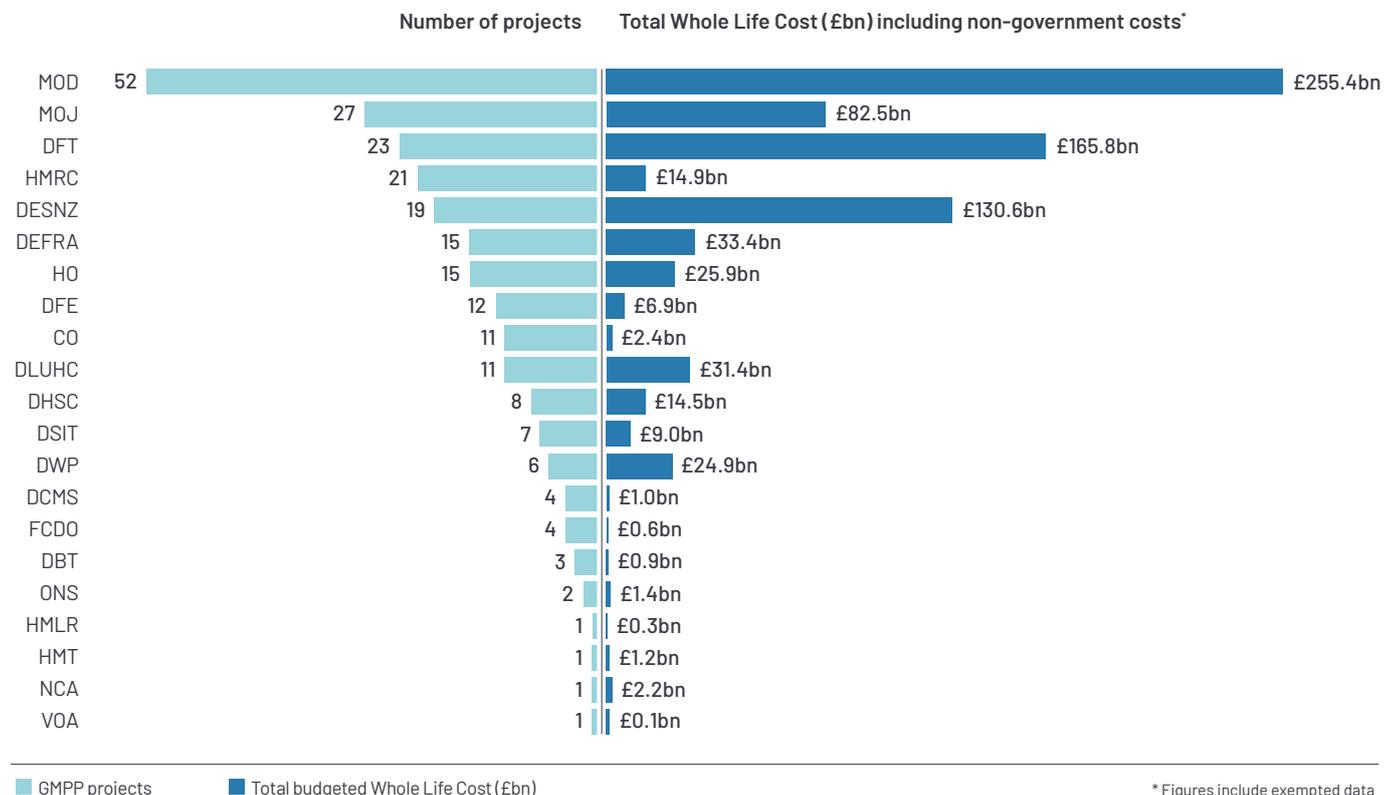
GMPP departmental overview

The GMPP consists of projects from 21 departments with varying portfolio sizes. The Ministry of Defence (MOD) and Department for Transport (DfT) – the two largest providers of GMPP projects – now only account for 40% of the GMPP portfolio’s whole life cost, compared to over 50% in previous years, which arguably reflects the increasing digitalization of the economy.

The GMPP consists of projects from 21 departments with varying portfolio sizes. The Ministry of Defence (MOD) and Department for Transport (DfT) – the two largest providers of GMPP projects – now only account for 40% of the GMPP portfolio’s whole life cost, compared to over 50% in previous years, which arguably reflects the increasing digitalization of the economy.

MOD has the largest portfolio and the highest whole life cost by department. This year, there are 52 MOD projects on the GMPP, which account for over a fifth of the portfolio by number. MOD delivers all of the 45 military capability projects, as well as 5 ICT projects and 2 I&C projects. As explained in the previous section, the principal purpose of MOD projects is to promote national security, the benefits of which are often hard to articulate in financial terms. This explains the relatively low amount of MOD monetised benefits.

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



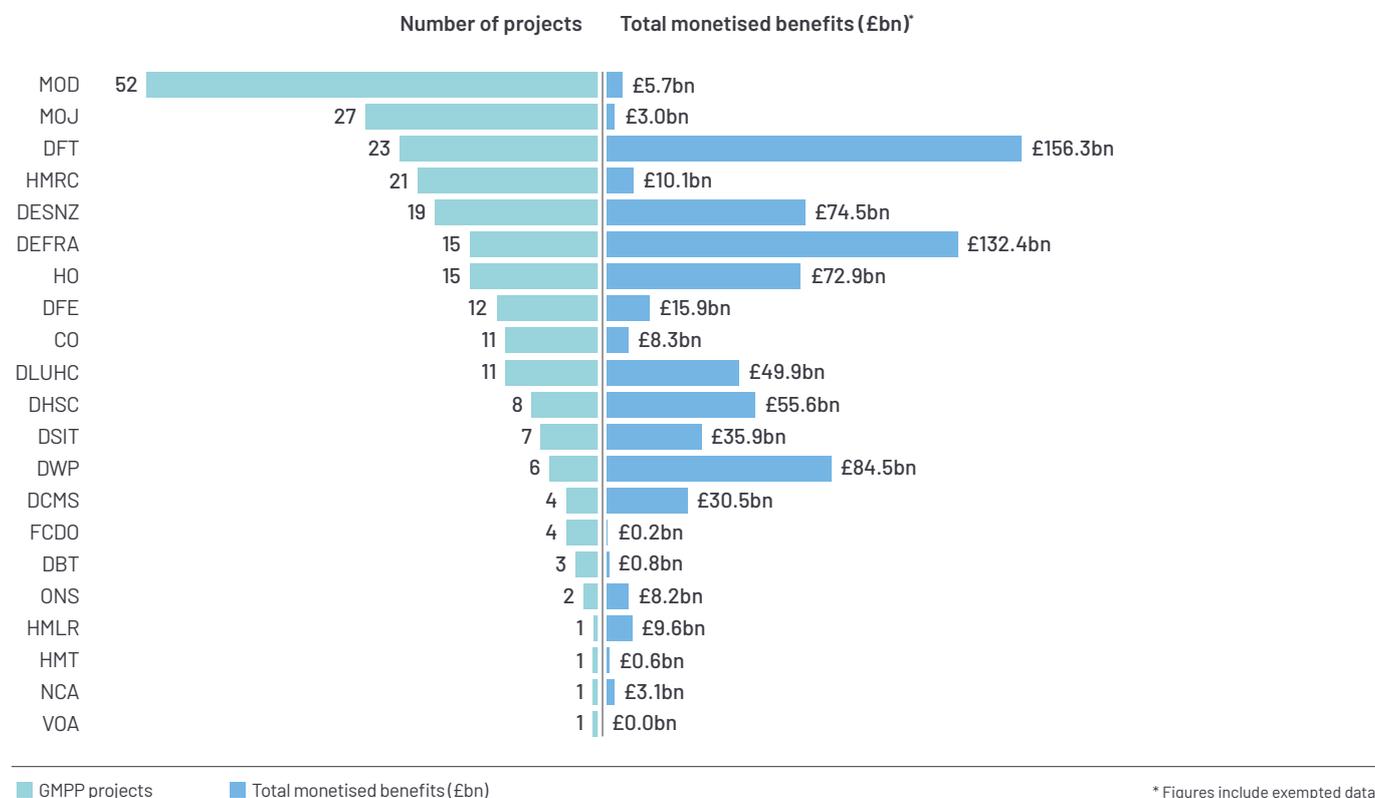
The Government Major Projects Portfolio

Ministry of Justice (MOJ) has the second largest portfolio, but it is only the fourth and final significant contributor to the GMPP’s whole life cost. Of the 27 projects that are led by MOJ, 8 are I&C projects, 13 are transformation and service delivery projects and 6 are ICT projects. The principal purpose of MOJ projects is to protect and advance the principles of justice, the benefits of which are often hard to articulate in financial terms. This explains the relatively low amount of MOJ monetised benefits.

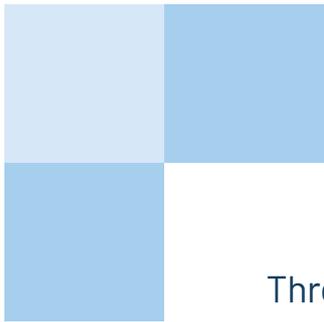
DfT has the third largest portfolio, the second highest whole life cost by department, and the largest monetised benefits by department. Of the 23 projects that are led by DfT, 20 are I&C projects, and 3 are transformation and service delivery projects.

The new Department for Energy Security and Net Zero (DESNZ) has a relatively small portfolio compared to MOD, DfT, or MOJ, but it has the third highest whole life cost by department. Of the 19 projects that are led by DESNZ, 14 are I&C projects, and 5 are transformation and service delivery projects.

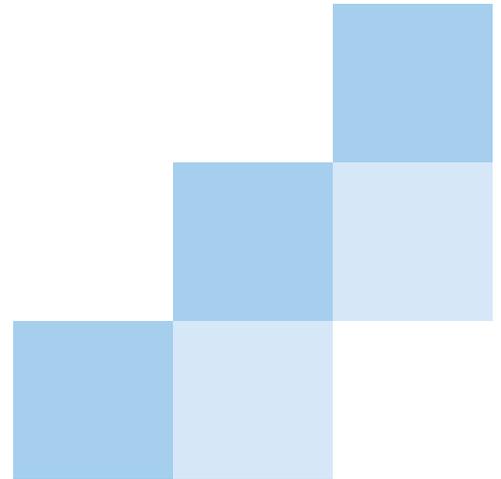
Figure 5: GMPP summary by department – project number and monetised benefits



The Government Major Projects Portfolio



Through a combination of tailored advice and support and the introduction of portfolio-level assurance tools, the IPA aims to help departments manage the totality of their major change, as well as delivering the individual projects successfully.



The Department for Environment, Food and Rural Affairs (DEFRA) has a relatively small portfolio compared to MOD, DFT or MOJ, but it has the second highest monetised benefits by department. Of the 15 projects that are led by DEFRA, 8 are I&C projects, and 7 are transformation and service delivery projects.

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

There are several departments with multiple GMPP projects that are actively managed as part of wider portfolios. This is in line with the Government Project Delivery Functional Standard, which identifies that 'a portfolio comprises part or all of an organisation's investment required to achieve its objectives... such as other portfolios, programmes, projects, other work and work packages'¹. The Government Project Delivery Functional Standard sets the expectation that all departments will adopt a portfolio management framework to manage their major projects and programmes.

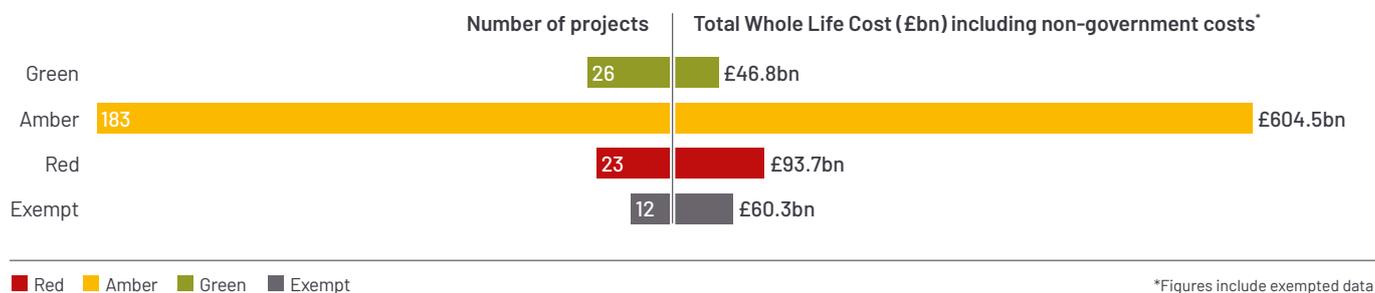
The maturity of portfolio management varies across departments. For example, His Majesty's Revenue and Customs (HMRC) has a well-developed central portfolio approach to govern major project investments, to actively manage resources and to adjust delivery priorities in response to changes in context. Other departments take a similar approach, with arrangements tailored to suit the nature of the portfolios and to dock with existing governance, accountabilities and responsibilities.

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

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1002673/1195-APS-CCS0521656700-001-Project-Delivery-standard_Web.pdf

The Government Major Projects Portfolio

Figure 6: Summary by DCA – project number and whole life cost



GMPP delivery confidence

GMPP summary by department – project number and whole life cost

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

Detailed definitions of each rating can be found in Annex A.

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

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

At this year’s snapshot (end of March 2023), 25 projects were rated green (10% of the GMPP) and 23 projects were assigned red (9%) while 183 projects (75%) were rated amber.

As illustrated in Figure 6, in the 2022-23 snapshot there were around £94bn of whole life costs associated with projects rated red. Amber projects make up a large majority of the portfolio by project number and total whole life cost. Green projects make up 6% of GMPP’s total whole life cost. To assess the overall health of the GMPP portfolio, the report uses the average DCA rating, which is calculated by attributing a mark from 1 (green) to 5 (red) and taking the average of these marks.¹

¹ Example:

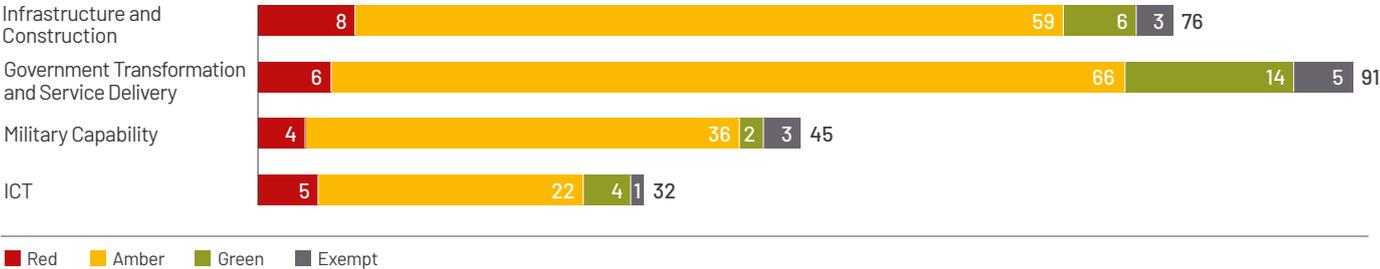
- Portfolio A has three projects with one that is red rated, one that is amber rated, and one that is green rated, the average portfolio rating is 3:

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

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

The Government Major Projects Portfolio

Figure 7: DCAs by project category



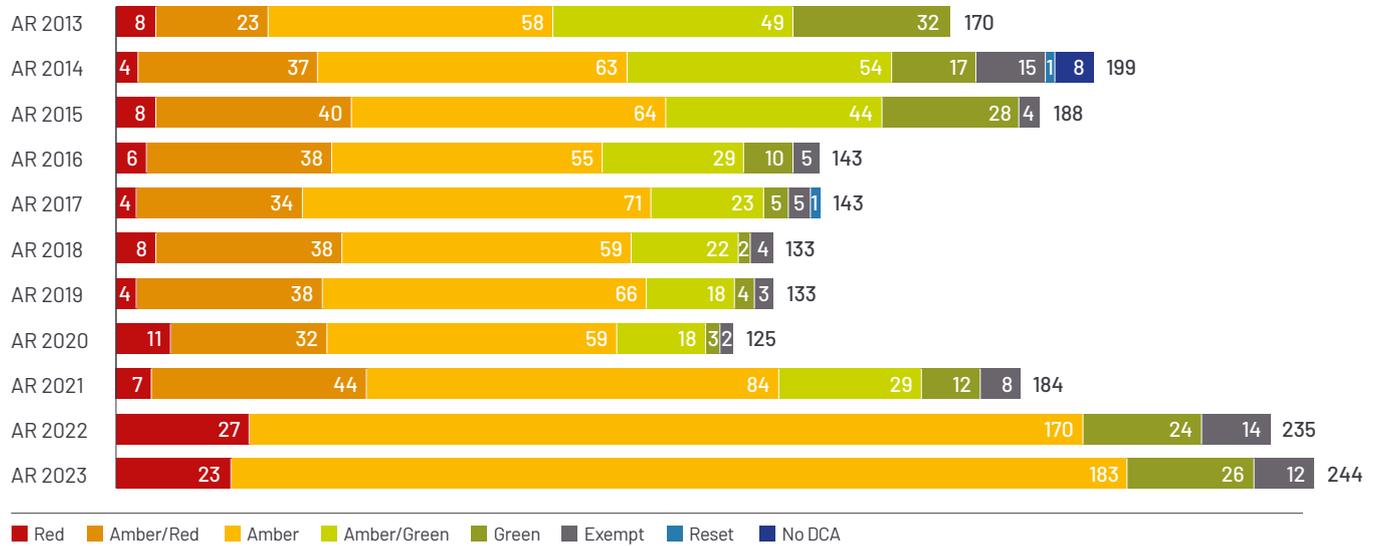
GMPP delivery confidence by category

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



The Government Major Projects Portfolio

Figure 8: DCA analysis 2013-2023



Changes in GMPP delivery confidence over time

Projects with a 'Red Delivery Confidence Assessment' are approximately evenly distributed across the 4 projects categories. But when their cost is considered, the Infrastructure and Construction category represents 70% of the GMPP's 'Red Delivery Confidence Assessment', reflecting a new challenging delivery environment, where the impacts of the COVID pandemic and war in Ukraine have caused high inflation, reduced affordability and bruised market confidence.

Projects in all the Annual Report categories receive similar DCA ratings, and there is no discernable trend between the categories over time.

GMPP projects present many distinct challenges and complexities, and these are highlighted by a dual trend in the pattern of delivery confidence (see Figure 8). In the first eight years there was a decrease in projects' health, where the average project rating worsened from amber/green on the 2013 Annual Report to amber on the 2020 Annual Report. Since then, projects' health is getting better, and the average project rating has improved over the past three years.



The Government Major Projects Portfolio

Figure 9: DCA changes between the 2021-22 and 2022-23 Annual Reports

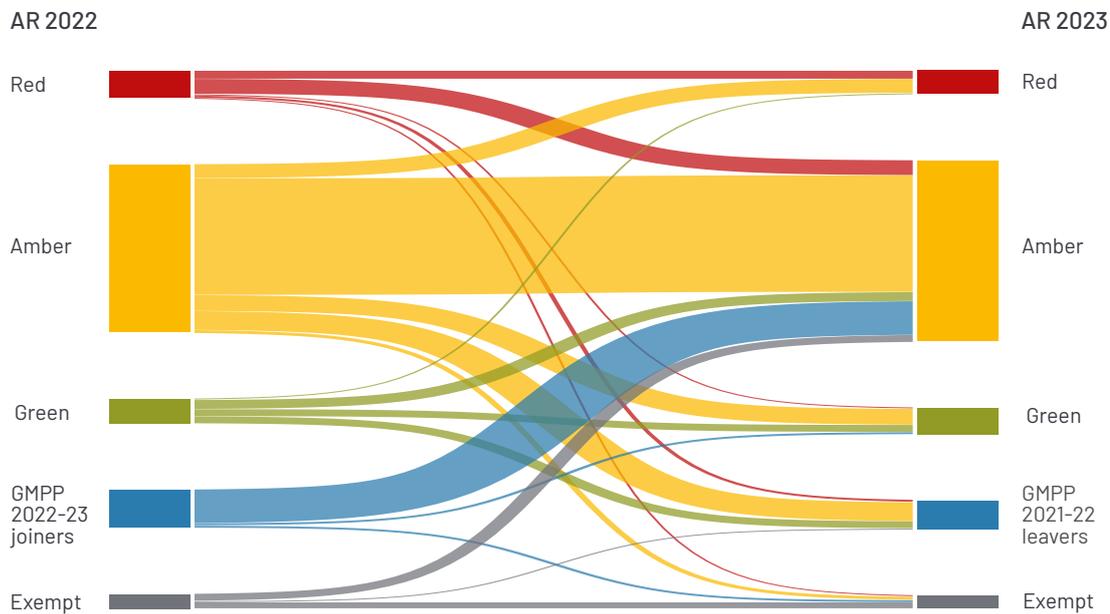


Figure 10: DCA changes between 2021-22 and 2022-23¹

		2022-23				2021-22 LEAVERS
		Red	Amber	Green	Exempt	
2021-22	Red	8	15	1	1	2
	Amber	14	118	16	3	19
	Green	1	9	7	0	7
	Exempt	0	7	0	6	1
2022-23 JOINERS		0	34	2	2	

Improved	32	13%
Stayed the same	133	55%
Worsened	24	10%
Exempt	17	7%
2022-23 JOINERS	38	16%

¹ Top table horizontal reading key: Out of the GMPP projects that received an Amber DCA in the IPA Annual report 2021-22, 14 projects have had their rating worsened to Red in the IPA Annual Report 2022-23; 118 projects have had their rating maintained at Amber; 16 projects have had their rating improved to Green; 3 projects have had their rating exempted from publication; and 19 projects have left the GMPP portfolio.

Top table vertical reading key: Out of the GMPP projects that received an Amber DCA in the IPA Annual report 2022-23, 15 projects have had their rating improved from Red in the IPA Annual Report 2021-22; 118 projects have had their rating maintained at Amber; 9 projects have had their rating worsened from Green; 7 projects had their DCA rating exempted from publication in the IPA Annual Report 2021-22; and 34 projects have joined the GMPP portfolio with an Amber DCA at the IPA Annual report 2022-23.

Bottom table reading key: 32 projects, or 14% of the GMPP portfolio, have seen their DCA rating improved since the IPA Annual Report 2021-22.

The Government Major Projects Portfolio

GMPP leavers 2021-22

Since last year’s report, 29 projects have left the GMPP. In most cases a project leaves the GMPP when it has been successfully delivered or no longer demands regular IPA support. For instance, where a project reaches a business-as-usual stage of delivery, readiness to leave is judged by the IPA alongside departments. Of the 29 projects that left the GMPP this year, 14 were on track to deliver against their objectives and expected benefits. Most of the remaining 15 projects only left the GMPP to be replaced by another GMPP project.

Other reasons for leaving the GMPP include where a project is merged with, or replaced by, other similar projects, or when it no longer meets the GMPP criteria. For example, the Bridgwater Barrier, Leeds Phase 2 Flood Scheme, the Oxford Flood Alleviation Scheme, and the River Thames Scheme were removed and rolled into a single programme ‘the Flood and Coastal Erosion Risk Management 6-year Capital Programme’, which is being delivered by DEFRA.

Projects join the GMPP at an early stage of their lifecycle and consequently with an uncertain delivery confidence. This is illustrated in the initial published DCAs for this year’s leavers cohort. Of the 29 projects that left the GMPP in the last year, 9 started with a red or amber/red DCA while 6 projects started with a green

or amber/green DCA. Over the course of their time on the GMPP, 7 projects left the GMPP with a green delivery confidence. The challenging delivery environment of these projects make them complex; therefore this is positive performance and shows improvements over time.

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

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

Figure 11: Reasons for leaving the GMPP 2021-22

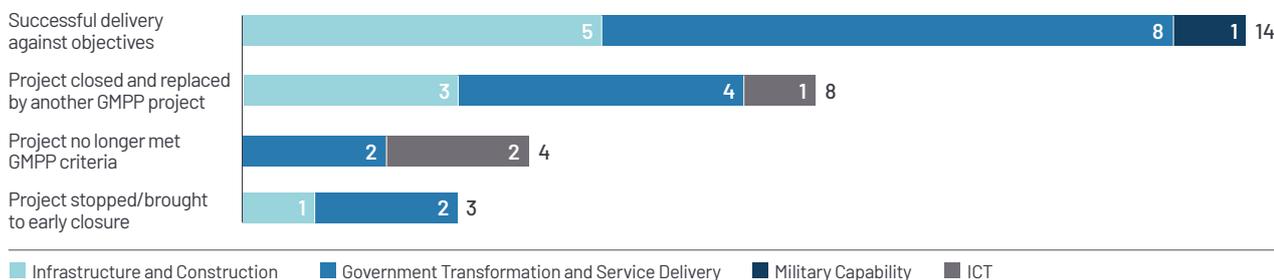
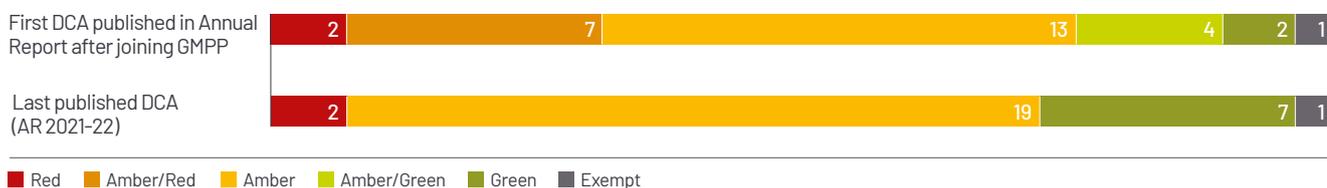


Figure 12: Delivery confidence of 2021-22 leavers – first Annual Report publication vs last Annual Report publication



The Government Major Projects Portfolio



Opened in February 2022, HMP Five Wells in Wellingborough is the first purpose-built category C resettlement prison, designed to help prisoners prepare for their return to the community. With a capacity of c.1,700, the prisoners at HMP Five Wells will be nearing the end of their sentences or on short sentences.

The project embraced a Design for Manufacture and Assembly (DfMA) approach and integrated digital tools to drive efficiencies in the design, construction and operation of the facility. Circa 80% of the design was standardised, leaving just 20% as site-specific design, and off-site manufacture saved 30% in on-site resource. The project, which was delivered 22% faster than traditional construction, involved 15,183 precast concrete components and approximately 60,000 sub-components. The project won multiple awards for Platform-DfMA, off-site manufacture, digital integration, collaboration and productivity. Effective use of the Construction Playbook supported HMP Five Wells in early supply chain engagement, harmonising, digitising and rationalising the design, embedding digital technologies and effective contracting.

The Government Major Projects Portfolio

Despite the challenges presented by the COVID-19 pandemic, our construction partner, Kier, continued to work safely throughout on this large project; with c.800 – 900 people working across the 36-acre site's 13 buildings each day.

Completing construction safely has not only supported the Ministry of Justice and HM Prison and Probation Service's commitment to delivering modern and decent prison places that can help change lives, but also had a significant impact on the wider economies of Wellingborough, Northamptonshire and beyond, including supporting local employment (37% of personnel lived within 25 miles of the site) and over £100m of the onsite spend was with small and medium enterprises, which were more likely to be vulnerable to the impacts of COVID-19.

Leader of North Northamptonshire Council said:

"As well as rehabilitating prisoners and keeping the public safer, the HMP Five Wells is a major boost to the local economy. Large construction projects such as this one give a huge injection to the local economy, creating hundreds of jobs during the building phase and then afterwards too. There are also spin-off effects so local businesses in the wider area also feel the benefit. I'm proud to have this wonderful new facility in North Northamptonshire."

Project SRO Robin Seaton, speaking to the project team said:

"Opening a prison not only in the month we said we would, but on the day we said we would, during a pandemic, is pretty extraordinary. You've achieved something really exceptional.

You know far better than I how hard you've worked, the great balance you've struck between supporting and challenging Kier, G4S and other suppliers, the excellent collaboration with people across HMPPS, MOJ, NHS and beyond, the rigour you've applied, and your relentless focus on the vision of delivering an excellent resettlement prison.

As we move through the coming period of pretty tight prison population pressure, knowing that we can rely on you to open prisons on time and well is invaluable."

In June 2022, the IPA said within their Gateway 5 report:

"As the first newly designed Resettlement Category C Prison, on which the design of at least 5 other similar establishments are in the pipeline, this project is leading the way and providing valuable learning for those prisons that follow.

The governance, commercial and contract management are well established and effective, with a strong collaborative approach and commitment to deliver the envisaged outcome and to share the learning this project has provided."

The Government Major Projects Portfolio



The Contact Engagement Programme (CEP) supported HMRC's ambition to improve and transform both the efficiency and effectiveness of its customer experience. A multi-supplier programme, CEP focused on refreshing older technology with modern 'best in breed' solutions, including a Digital Engagement Platform (DEP), Customer Relationship Management System (AUI), a new Telephony Platform, Voice Automation, Intelligent Routing, Call Recording & Analytics and improved system reporting to adapt, based on the latest data. It also laid the foundations for other transformational changes.

The digital engagement platform provides new capabilities and tools which allowed HMRC to expand its webchat and digital solution services at pace. These played a pivotal role in HMRC's response to handling the COVID pandemic. The telephony platform was simpler and easier to use, supporting both inbound and outbound call handling. AUI gathered data from legacy systems to provide a more complete picture of customer records, to support customers better and introduce consistent call handling processes. New management information and reporting tools provided a richer data set to operational business areas, and the programme successfully rolled out all changes to 26,000 colleagues across HMRC, VOA and The Adjudicators Office by late 2022.

"The CEP Programme delivered the technical foundations that will allow HMRC to drive a quantum shift in how we engage with our customers whilst also allowing us to recognise our digital ambition through the exploitation of the multiple platforms. The programme also benefited from independent IPA assessments throughout its lifecycle."

Sarah McMann SRO CEP

The programme implemented a robust business readiness approach to support migration and implementation activities. Engaging all business groups to champion changes, this included upskilling 500 super users and creating a 'one stop shop' knowledge hub. The programme worked collaboratively with key technical and business partners operating a 'one team' approach which contributed to successful delivery. Services were transitioned to business as usual, allowing the programme to close while business areas continue to embed and exploit the new CEP tools and capabilities. At closure the new platform had handled over 14.6 million calls.

Managing the GMPP

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

Management of project

Over the past three years, the IPA has continually sought to ensure that the GMPP contained all eligible projects and programmes and that they joined as early as practicable. As a result of this exercise, the number of projects on the GMPP increased from 125 (covered in the IPA's 2019-20 Annual Report) to 244 this year.

This 95% net increase in three years has allowed the IPA to apply appropriate levels of oversight, scrutiny and support to a wider scope of major projects and programmes delivered by government. This is delivered via the GMPP, primarily, but not exhaustively, through:

- 1 The data tracking of all GMPP projects.**
This provides trend analysis, comparison with other programmes, sectors and departments to support the continuous improvement of how the government collectively delivers projects. In addition, where the data suggests sustained poor performance, the Treasury and IPA can reallocate support for the projects to realise a change in the performance trajectory.
- 2 The IPA Assurance Gate Review process.**
These are required to take place prior to the formal HM Treasury approvals (Treasury Approval Points (TAPs) and Major Project Review Group (MPRG)). They are an essential part of the successful delivery of projects and provide support and constructive challenge to senior response owners.
- 3 Expert advice and support.** The IPA provides valuable advice and support on project delivery, commercial, financial and sector-specific aspects of major projects. This includes setting up projects for success and responding to assurance review recommendations.

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

Assurance and System Learning

In Assurance and System Learning (A&SL) we built on the achievements of 2021-22. We have delivered reviews, embedded processes, increased collaboration and extended our data-driven ways of working. This work has resulted in more effective and efficient delivery of our core services despite an increase in demand and activity. In 2022-23 a total of 282 assurance events were either delivered, prepared or planned.

Managing the GMPP

Delivery Confidence Assessment (DCA) embedding Stage Gate Assessments (SGA)

We delivered 204 Assurance Reviews (Stage Gate Assessments, AAPs and MPRG project assessment reviews) across 161 projects representing an increase of 6% on the previous year. Of these reviews, 32 (16%) returned a red result; 146 (72%) returned amber and 24 (12%) returned green. These results are broadly comparable to last year's return, noting a 5% increase in green rated projects.

In addition, 14 separate events were planned by A&SL: 7 case conferences, 3 Independent Peer Reviews and 4 portfolio reviews, bringing the collective number of events planned and delivered to 218.

Internal process reviews have identified additional assurance activities that are to date unreported. During the year, 21 Reviews were postponed and rearranged and 6 were cancelled. We recognise that aspects of this are unavoidable. However, by tracking these events, monitoring causes and addressing them in real time, we are actively seeking to improve the accuracy of assurance planning across the GMPP as well as reduce the burdens on A&SL, the wider IPA as well as departments and agencies.

Of the 204 Reviews above, 30 Red projects generated an Assurance of Action Plan (AAP) as part of the evolving 'Response to Red' process. In total 71% of AAPs returned an improved rating of either amber (19) or green (1). Whilst this is a reduction on last year's 89%, we believe the improved conversion of 7 in 10 projects demonstrates cross-government acceptance of the more targeted IPA assurance regime.

We continue to embed our 'Response to Red' procedures, to improve assurance informed decisions. Of the 10 AAPs that returned a red rating, 7 Case Conferences were arranged (an increase of 5 on last year). These Case Conferences addressed fundamental issues preventing successful delivery of GMPP projects. The events ensured appropriate IPA, HMT, wider government, departmental and programme leaders were brought together to address fundamental programme issues. Our use of 'consequential assurance' is being further developed as part of our implementation of the Response to Red process.

Demand for IPA assurance remains high and it is still valued as a core function of the organisation. Despite some temporary resource challenges, A&SL – working with the wider IPA – ensured the timely delivery of assurance for all of this year's reviews. With an increasing focus on quality and continuous improvement, we improved core aspects of our non review services.

Managing the GMPP

Developing approach and insights

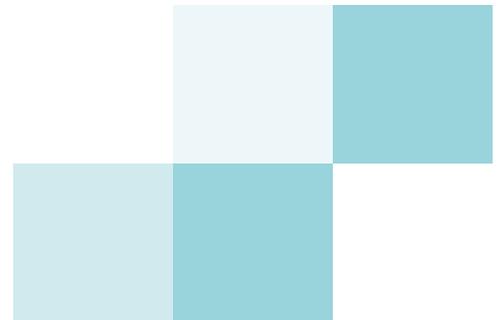
We made limited but critical assurance policy developments: Response to Red, Integrated Assurance and Approval Planning, Stage Gate 5 Assurance Planning and Portfolio Assurance Review activity.

In line with GPDF expectations, the four Portfolio Assurance Reviews undertaken this year were focused at the departmental ('enterprise') level rather than delivery level activity. Each Review returned a range of findings specific to the portfolio management of each department. We are now developing system insights 'Lessons Learned' to improve the review process, timings and outcomes.

We recognise collaboration is key to delivering "world-class project delivery". Throughout the year we met monthly with our review team leader community to ensure they are kept abreast of the latest developments across government. We refined our engagement with the departmental assurance community (DAC) and continue to work with these, and wider stakeholders (Communities of Practice, Devolved Authorities, Heads of Profession etc.). These collaborations have improved areas such as accreditation, planning, training and reporting. They have also ensured better engagement, improved visibility of upcoming assurance and audit interventions. We have also set the groundwork for the development of Assurance Hubs' and improved project insights.

Two thematic events were jointly hosted with NAO & GIAA. These events brought together the three organisations to focus on Benefits Realisation and Portfolio Reporting. This has resulted in a renewed effort to recognise benefits throughout GMPP project lifecycles. It has also contributed to the work undertaken by A&SL to better test the framing and use of Gate 5 Assurance Reviews. This latter work is also being embedded into related government and IPA procedures.

We recognise collaboration is key to delivering "world-class project delivery". Throughout the year we met monthly with our review team leader community to ensure they are kept abreast of the latest developments across government.



Assurance capacity and capability

Through the Reviewer Pool refresh we removed inactive reviewers. We now gather granular skills profiles. Reviewer onboarding is data and skills driven. Skills profiles exist for all active and incoming reviewers. Reviewer utilisation, diversity, supply, quality, accreditation and training are our focal points moving forward.

During the refresh we paused and considered our Reviewer accreditation and training processes. We have determined a more defined approach that considers Medium Risk (monthly) and High Risk (quarterly) accreditation separately to better service customer requirements. We are currently testing this and will review on an ongoing basis. Three strands of training were identified: basic, progressive and thematic. Sixteen basic sessions were delivered, training 345 assurance reviewers in total. Thus, we currently have 1,199 active high-risk reviewers. We will continue to deliver and improve our service, now prioritising our system insights development.

Managing the GMPP

Project futures

Transforming Infrastructure Performance (TIP) is the government's flagship programme to maximise the benefits of every pound invested in infrastructure, increasing productivity, reducing cost and radically improving the sustainability of projects. Since the publication of the [TIP Roadmap to 2030](#) in September 2021, the IPA Project Futures Team has been working on developing practical steps to implement the TIP themes into project delivery.

Project Futures is working across both government and industry to actively educate, encourage, incentivise and integrate the use of TIP enablers. Key examples include data collection and insight, project data analytics and AI, digitisation and collaborative contractual arrangements to drive productivity, sustainability and social value in every aspect of project delivery. The IPA's mission is that TIP becomes Business as Usual (BAU) by 2025 through the vision of value-led, data-driven project delivery.

Five themes form the cornerstones of implementation:

- **Data and Insight** – This core enabling theme pushes digital maturity, project data analytics, BIM and benchmarking. As an example of progress to date, IPA has launched a new [Benchmarking Hub](#) to unlock data and drive towards it being used across government. Further integration will provide for BIM to be used not just to plan, coordinate and prioritise in construction but also inform for a fully optimised operational phase. Project data analytics and AI will power the project delivery community. Government construction metrics, which link construction performance to priority policy areas (productivity, innovation, levelling up and net zero carbon), are being incorporated into frameworks and contracts.
- **Business and Delivery Models** – To make the [Construction Playbook](#) principles reality, IPA is using the TIP mandate to identify where changes in well-established processes such as business case production and approval, procurement and traditional methods of contracting are needed.

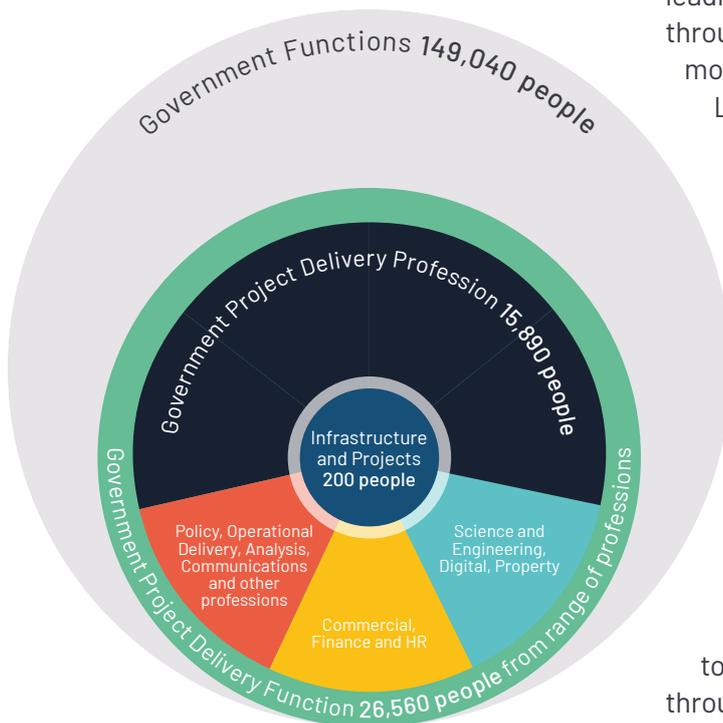
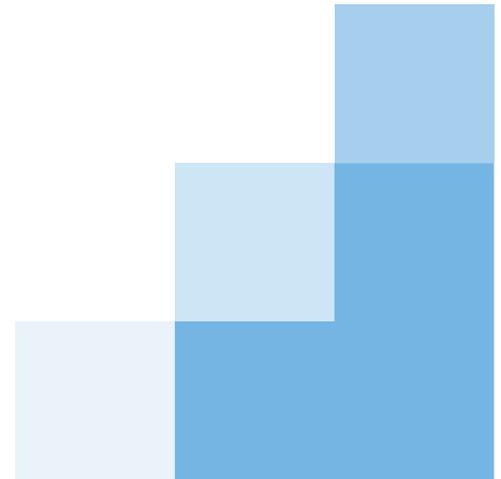
Implementing reform will help to move towards outcome-focused projects and will foster more effective collaboration between the public and private sectors, further supporting the Market Capacity and Productivity theme.

- **Market Capacity and Productivity** – IPA is committed to providing industry with a clear pipeline of infrastructure projects and programmes to enable investment in the right skills and technologies to drive higher productivity and sustainability in projects. The National Infrastructure and Construction Pipeline (NICP) is a key part of that, as is IPA's collaboration with the Department for Business and Trade (DBT), the Department for Education (DfE) and the Construction Leadership Council (CLC).
- **Environment and Sustainability** – TIP promotes whole life carbon assessments and standards and sustainability indicators and tools, which will be mandated for major projects, to drive informed decision making and enable outcomes-led delivery. Project success is expected to be rooted in delivery of benefits and outcomes for society and environment to accord and align with the [UN SDGs](#).
- **Building Expertise and Capability** – Driving change relies on highly skilled and connected project leaders supported by high performing teams. This theme focuses on upskilling in project data analytics and AI, creating the best team environments, and enabling better information sharing and accelerated learning across the project delivery community.

IPA champions best practice and user case studies from both private and public sector projects to showcase examples of innovation and good practice. The new IPA Digitalisation Infrastructure Guide, part of the Government Project Delivery Framework (GPDF), will help departments navigate their way in this new space as intelligent clients. TIP Live events will provide opportunities to further highlight successes in this area, the next one to be held in the autumn of 2023.

Capacity and capability

This year, which marks the 10-year anniversary of the establishment of the government Project Delivery Profession, we continue to see our investment in our people grow at pace. Approximately 16,000 civil servants identify as project delivery professionals and the number of people involved in delivering projects is 26,000. As the Centre of Expertise for project delivery, our role is to equip people with the skills and tools they need to deliver the UK's most complex and novel projects.

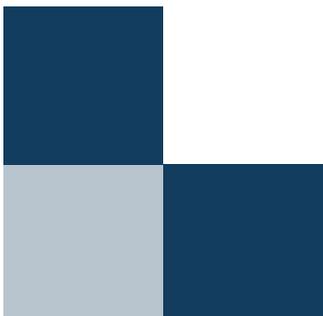


Skilled and valued people

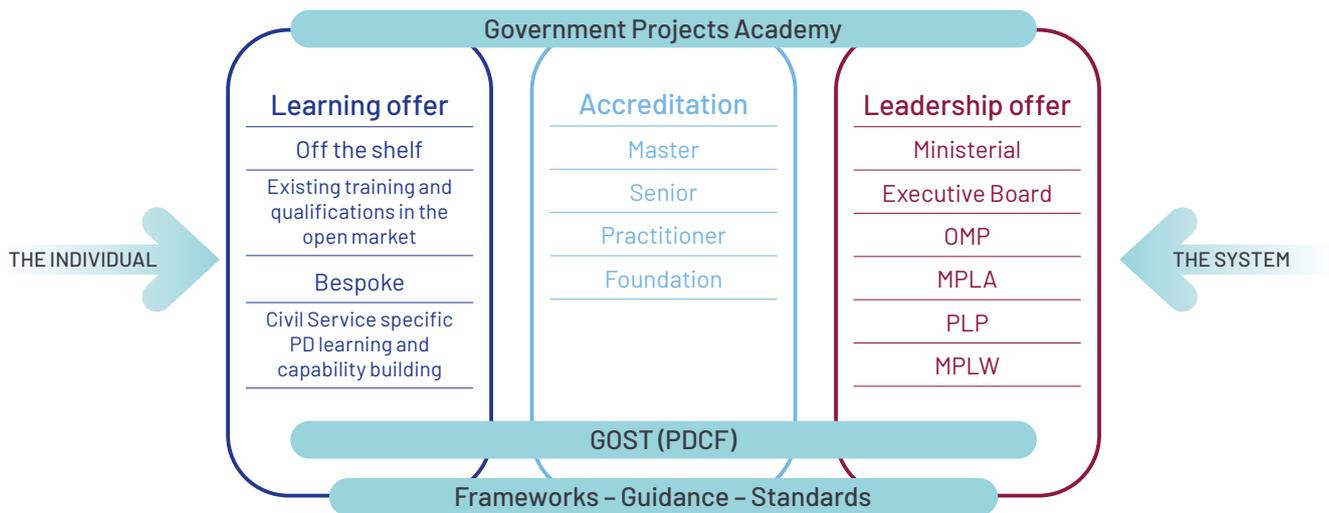
Our investment in our leaders continues to be world leading. This year marks over 1,000 people having gone through the Major Projects Leadership Academy and more than 2,000 people attended the Project Leadership Programme. During this year, in consultation with our profession, we have refreshed the content of these programmes to bring more focus to transformation delivery and delivering social value and through others.

In response to feedback, we have developed and piloted a programme for rising leaders, Managing Projects and Leading Workstreams. We have expanded the offer through the Government Projects Academy, including a SRO Fundamentals course and Transformation for Senior Leaders.

Enabling Project Delivery (PD) professionals to get credit for their skills and experience through a Government Project Delivery Profession accreditation scheme was piloted last year. Following some tweaks, this is now being rolled out across government and we are really pleased that over 400 people are now accredited at Foundation, Practitioner, Senior Practitioner or Master Practitioner level. The numbers are rising every week, giving us confidence that the government's skills to deliver are demonstrably improving. Our aim is to get to 2,000 people accredited within the next 18 months.



Capacity and capability



Our Fast Stream and direct entry scheme continues to be the third most popular fast stream scheme (behind the generalist and diplomatic schemes). During this year we have redesigned the scheme to simplify and shorten the scheme for future years and align it more closely to the accreditation scheme. We are embedding the principles of our diversity and inclusion strategy into our early years talent management.

Recognising that we need to understand and anticipate our current and future skills and capacity gaps better, we are currently piloting a strategic workforce planning tool that can be used at programme, department and government level, so that we can take swift and evidence-led action.

Alongside helping individuals improve their skills, the IPA has been considering how we can strengthen the overall delivery system. We have introduced the role of Chief Project Delivery Officers (CPDOs) in the biggest departments. Together the CPDOs form the Projects Council consider and address the system issues that challenge successful and efficient delivery. The Project Council has overseen the development of the Functional Strategy which sets out our collective ambition for the Function until 2025.

Making it easier to deliver

Giving people easy access to the full range of standards, guides and toolkits they need and the ability to deliver them with confidence has been a significant area of focus this year. Building on previous work to set the Functional Standards, we published the Government Project Delivery Framework, with a focus on infrastructure standards, as well as a set of Project Set Up tools to enable projects to be set up for success.

Acknowledging the importance of Portfolio Management in a volatile environment, we published refreshed guidance on portfolios, including assurance guidance and a maturity assessment.

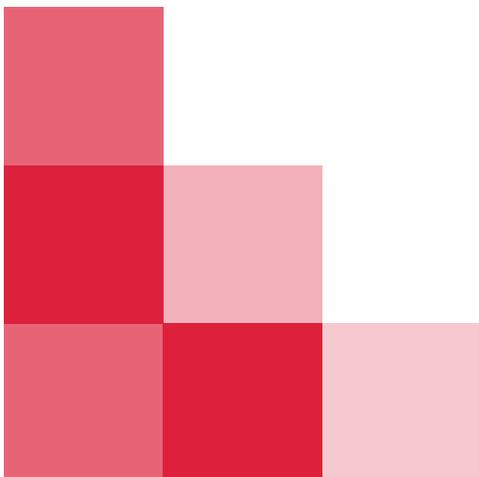
A tipping point has been the release of the Project Delivery Hub, which for the first time consolidates the standards, tools and guidance a government Project Delivery Professional might need to develop, deliver or assure a project or manage their career. This has been an instant success, with nearly 10,000 civil servants now registered to use the Hub. The Hub provides us with a framework to deliver our ambition to create a Government Body of Knowledge on a single online platform, making PD guidance accessible and understandable to all civil servants and wider public sector workers. This will help us to transform government delivery and increase productivity by giving our professionals the information they need to embed efficient and modern standards and practices.

Capacity and capability



The IPA has developed an integrated suite of tools to support project set-up:

- **Project/Programme Outcome Profile** – explores the contribution made by a project/programme to delivering government’s priority outcomes.
- **Opportunity Framing** – a facilitated workshop to agree what success looks like, define the target end state and establish a decision roadmap.
- **Project Routemap** – an approach to identify and develop practical actions to enhance capability, incorporating best practice from other major projects and programmes.



Building a thriving community

As government PD professionals we tackle the most risky, novel and complex delivery challenges across the nation. The resilience, innovation and problem-solving skills of our people is unparalleled, but also hidden in silos, within programmes and departments. This year we have invested to share stories and learn from each other, connect across boundaries and inspire each other to innovate.

We enjoyed celebrating the success of the colleagues who had achieved great things despite significant challenges at the Government Project Delivery Awards.

The Project Diaries webinars invite programme teams from varied backgrounds to share their stories and key takeaways for others to learn from.

The role models and accreditation campaigns are designed to help people see different ways of delivering and progressing through the accreditation scheme, whatever their career path.

Capacity and capability

Government Project
Delivery Awards 2023

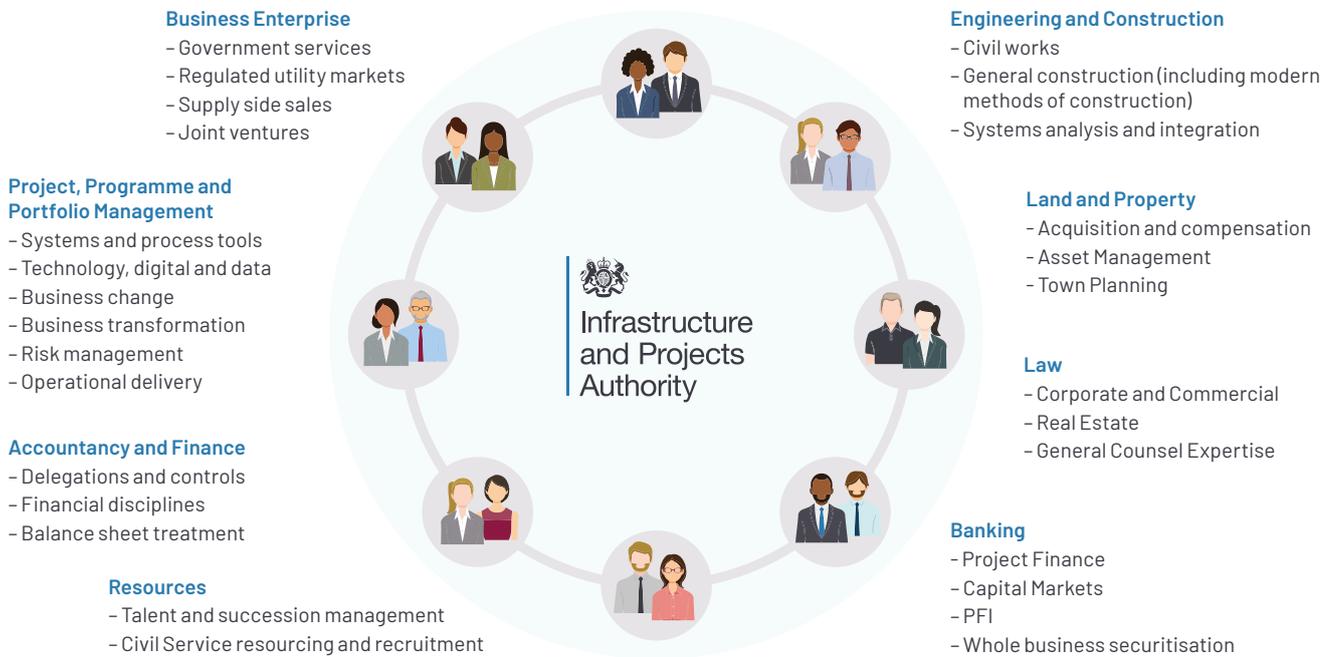
Our regular PDP newsletter goes to nearly 10,000 people every fortnight, with an open rate of 80%, up from 19% a year ago. The community of Heads of Profession from across all government departments has grown to over 80 and regularly engages, feeds back and steers us on key areas. They have been instrumental in helping us redesign our leadership programmes, the fast stream offer and test and refine our guides and tool kits.

We run several communities of practice for the function including on Project Controls and Monitoring, benefits realisation, risk management, governance, portfolios, project set-up and transformation.

Our engagement extends further than the government. Over this year we have worked closely with the professional bodies – APM, MPA and PMI – to share learning, innovation and create new products for the profession, especially the need for Psychological Safety in Programmes, the impact Chief Project Delivery Officers can have on an organisation and the progress that women have achieved within the project delivery profession over the past few decades.

This year has seen us consolidate and build on our capability and capacity, address gaps and start further work to assess skills gaps we need to address in the future.

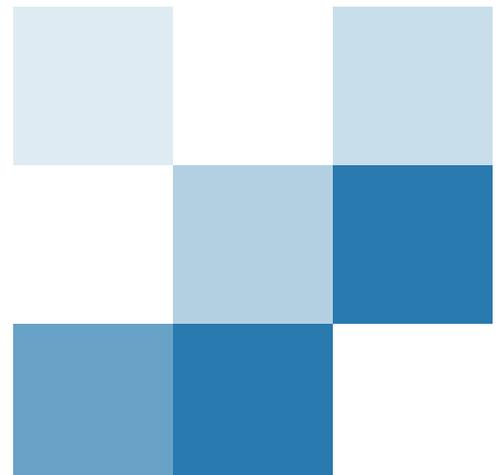
IPA expert advice offer



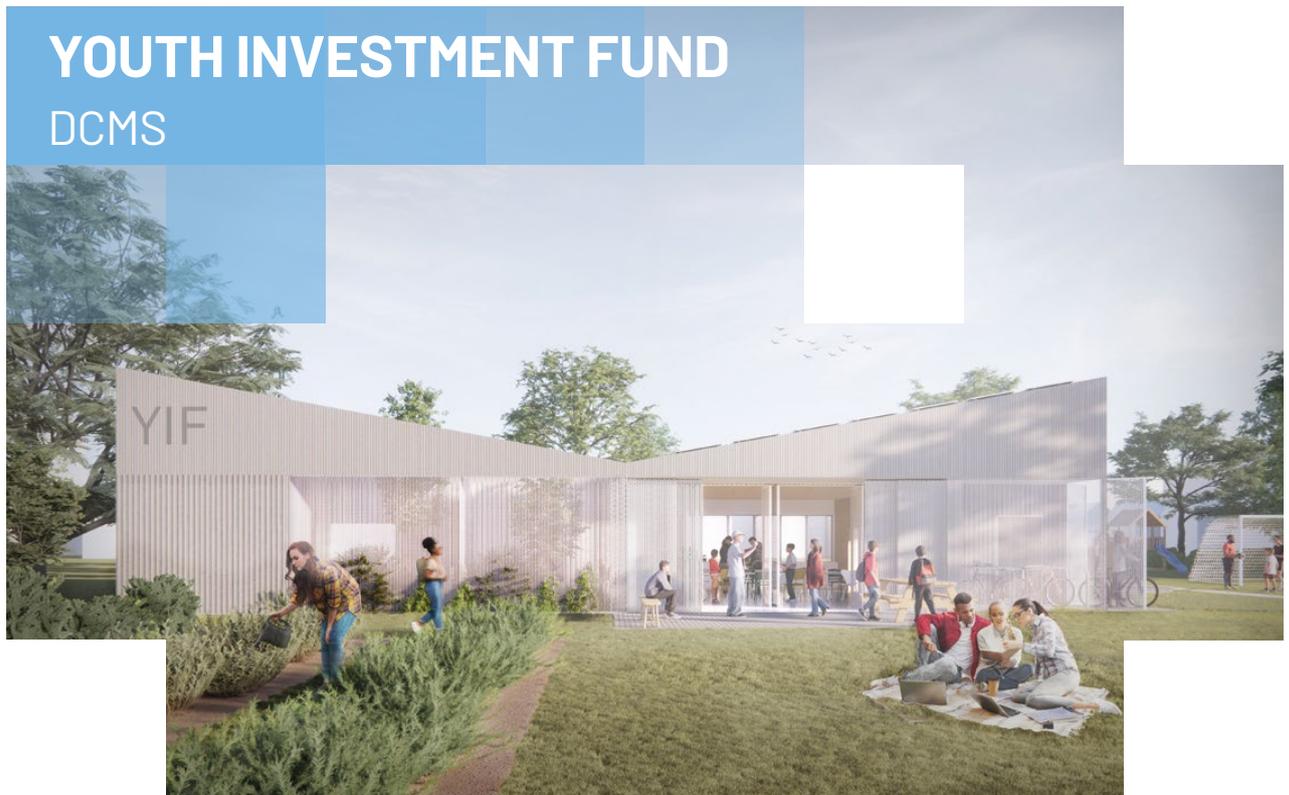
IPA maintains a cadre of expert advisers with deep experience in the areas of commercial, finance, construction, engineering, planning and development. Expert advisers are deployed:

- Within Departments and their agencies to support the set up and delivery of critical projects and programmes;
- Across government, to advise on the formulation of policy into delivery;
- To support IPA, HM Treasury and Cabinet Office colleagues on the process of business case assurance and approvals, and
- As a bridge between private sector markets and public projects to support mutual understanding of key issues.

The combination of market intelligence, GMPP data and deep sector experience enables IPA to provide evidence-based data and insight across the landscape of projects and programmes.



IPA expert advice offer



The Youth Investment Fund (YIF) is a DCMS-led GMPP programme that puts circa £330m of funding into replacing and upgrading the youth estate in England. As part of the initiative, funding is targeted towards modular Youth buildings created by off-site modular construction methods and that use a standard prototypical design.

The prototypical design uses a platform approach that allows many functional configurations to be generated from a kit of factory-made parts that are assembled on site.

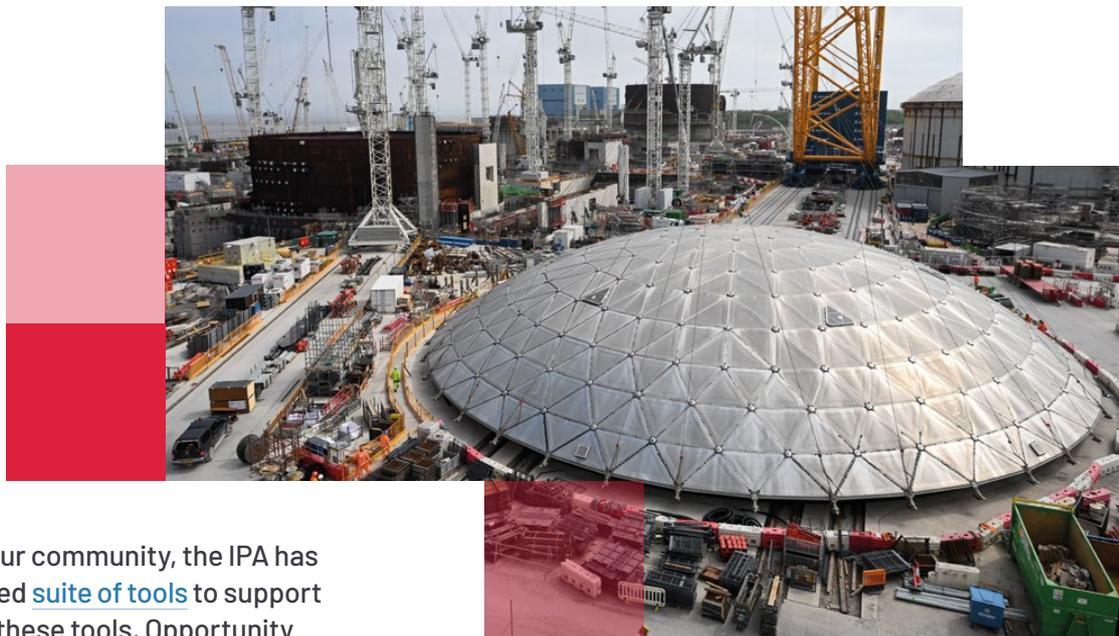
IPA has successfully provided advice on: the modular building strategic briefing and project set up through RIBA 0-4; the platform approach; the project resourcing and budgeting; and the planning and delivery set up for overall modular project development. IPA expertise has also steered and shaped a circa £3.5m pilot project that will create four modular buildings in YIF locations around England. Each pilot will be based on the prototypical design approach and will deliver benefits of faster construction, higher build quality, cheaper running costs, net zero sustainability and improved inclusive youth services matching a wide range of needs and settings.

Our work has embraced key IPA principles such as: creating success through early Intervention and correct project set up; Transforming Infrastructure Performance (TIP) through our landing of TIP principles into the project briefing and scoping; enhanced benefits gained through net zero and rapid construction; creating value for money for the public purse and responding to government industrial objectives by pushing for the use of modern methods of construction. So far the YIF modular building offer has attracted interest from around 70 youth groups.

“As part of the Youth Investment Fund, DCMS has explored off-site modular construction as a means of simplifying the processes for youth organisations to create new facilities with in-built energy efficiency, while potentially driving faster construction times.”

Hannah Malik and Beccy Morrison SRO YIF

IPA expert advice offer



In collaboration with our community, the IPA has developed an integrated [suite of tools](#) to support project set up. One of these tools, Opportunity Framing, helps to define and test the value of a potential project. It is a structured and facilitated workshop to agree what success looks like, define the target end state, and establish a decision roadmap.

In summer 2022, the IPA worked with the Department for Business, Energy & Industrial Strategy (BEIS) and other government departments to deliver an Opportunity Framing workshop for its new programme to establish a Great British Nuclear (GBN) vehicle.

A crucial part of the government's [Powering Up Britain](#) plan, GBN will be responsible for driving delivery of new nuclear projects and creating a long-term pipeline. It will co-fund the selected technologies through its development and work with successful bidders on ensuring the right financing and site arrangements are in place.

The aims of the workshop were to drive consensus among key stakeholders, accelerate strategic decision making and define actions around GBN's structure, scope and purpose. IPA facilitators led structured discussions with participants from the department, the Cabinet Office and the Treasury. Discussions began with a strategic focus on "Where we are" now and "Where we are going", before moving on to "How we get there", with a focus on key decisions, decision makers and enabling factors.

IPA OPPORTUNITY FRAMING WORKSHOP ON GBN

The Opportunity Framing workshop led to an agreed opportunity statement for GBN, a vision for its success, and an outcome-focused definition of this success in the short, medium and long term. These should in turn help inform the development of the outcomes and benefits set out in the business case. This IPA intervention also identified critical success factors, including the potential funding model and capability building, and aligned key stakeholders to a high-level decision roadmap. A number of risks and threats to the successful delivery of GBN, and its vision, were identified too.

"The opportunity framing workshop helped us to quickly set shared objectives across the department and Whitehall, and to build consensus on our broad approach. It achieved a level of agreement that would normally have taken months, and created a real sense of common cause behind the project." Chris Gray, former Deputy Director, Energy and Security, BEIS

By investing key stakeholders in the journey early on, the programme has been set up for success, ready to move forward in a joined-up way to achieve its vision.

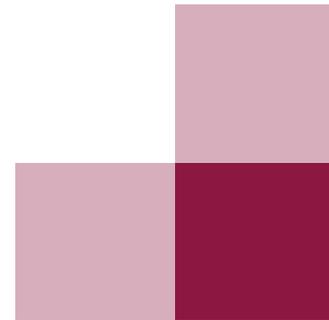
Infrastructure finance

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

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

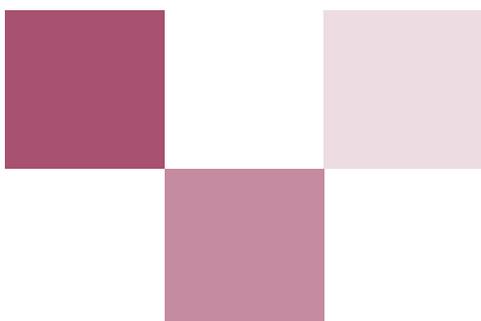
As was the case last year, the team's activities continue to have a particular focus on energy transition projects and programmes and net zero initiatives.

In the last year, the IPA has been providing commercial and financial advice and general support to the Department for Energy Security and Net Zero (DESNZ) and HMT on a range of areas of the Carbon Capture, Usage and Storage programme (CCUS). The team has supported the development of business models for various aspects of the programme including the transport and storage element of the clusters, as well as industrial carbon capture, power generation with carbon capture, and low carbon hydrogen production. The team has also supported DESNZ and HMT in their preparations for negotiations with the industry counterparties.



In relation to the Heat Networks Transformation Programme, the IPA has been supporting DESNZ for several years as part of the cross-government Project Board on its £320m capital grant Heat Network Investment Project and its more recent £288m capital grant Green Heat Network Fund. There have been multiple application rounds for the Green Heat Network Fund which opened in March 2022 to support the commercialisation and construction of new low and zero carbon heat networks as well as the retrofitting and expansion of existing heat networks.

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



PFI Centre of Excellence and Contract Management Programme

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

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

The programme comprises four projects:

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

IPA offers PFI projects within seven years of expiry an initial Expiry Health Check, with further reviews at five and three years. We identify key issues and action recommendations for an authority. The IPA offers follow-on support and advice, either directly or through its PFI expert associates. During 2022-23, IPA delivered over 50 expiry health checks and the next Expiry Health Check Learnings Report¹ will be published in the summer. These reports provide vital lessons for the public sector, particularly around the need to start preparing early for contract expiry and ensuring projects are set up for success with appropriate governance, leadership, planning and resources.

'Preparing for PFI contract expiry'², published in February 2022, has now been widely adopted, and

provides practical guidance to contracting authorities on managing the expiry of PFI contracts and the transition to future services provision. This guidance will be supplemented by further toolkits, to reflect the growing expiry experience and to provide a practical reference base. Asset condition guidance for PFI expiry will be published in the autumn.

Building capability continues to be a key priority. During the year we delivered 13 expiry training courses for contract managers. This training is complemented by a programme of six recently launched PFI contract management e-learning modules which are available free of charge to the wider public sector through the Government Commercial College³.

IPA now has more than 40 PFI Expert Associates. These associates provide access to a deeper pool of expertise, enabling IPA to provide additional support and advice to contracting authorities. Supporting local government continues to be a priority and this is enabled through the additional £6m funding secured from DLUHC for 2022-23 to 2024-25.

The programme continues to work closely with industry partners and joint working groups have been established on asset condition and decarbonisation. IPA also commissioned an independent report to explore "the status of behaviours, relationships and disputes across the PFI sector". The White Fraser report was published on 20 July 2023 and its findings include that "there are improvements that all parties involved in the operation of PFI contracts can make to their behaviours, particularly in the context of their approaches to contract management and associated disputes." IPA will engage with public and private sector stakeholders to identify a set of practical measures that will help improve the system and result in better outcomes for all parties.

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

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

3 www.govcommercialcollege.co.uk

International work

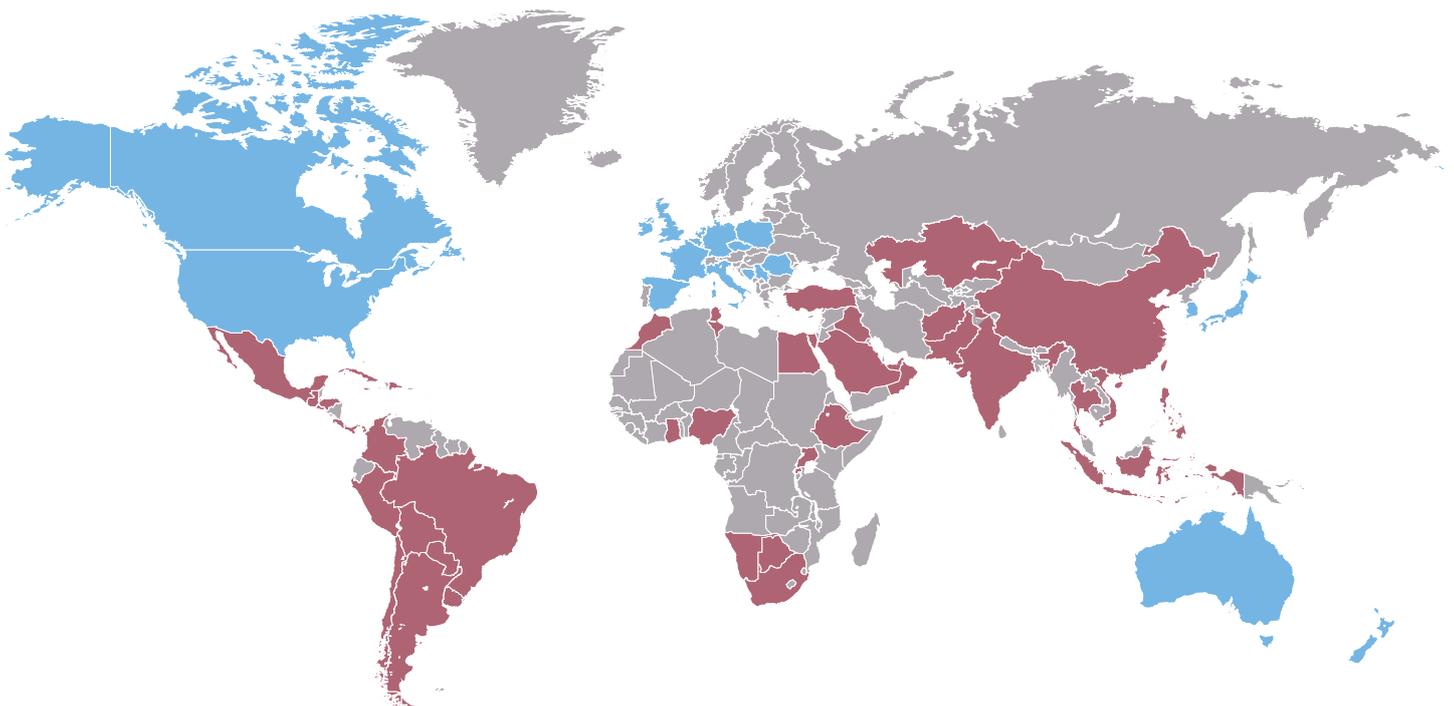
Our global coverage

The IPA International Team supports the UK and partner governments around the world to plan and deliver infrastructure using global best practices. We collaborate with governments, public sector authorities, regional development banks and multilateral organisations to exchange experience, knowledge and ideas, to build capacity and to promote sustainable infrastructure development.

The IPA International Unit Where we work

Map legend – Overseas stakeholders

- Capacity Building and Technical Support
- Knowledge exchange on infrastructure best practice



The IPA has a track record of successful programmes and well-established relationships in both Latin America and the Asia Pacific region.

Primary UK stakeholders

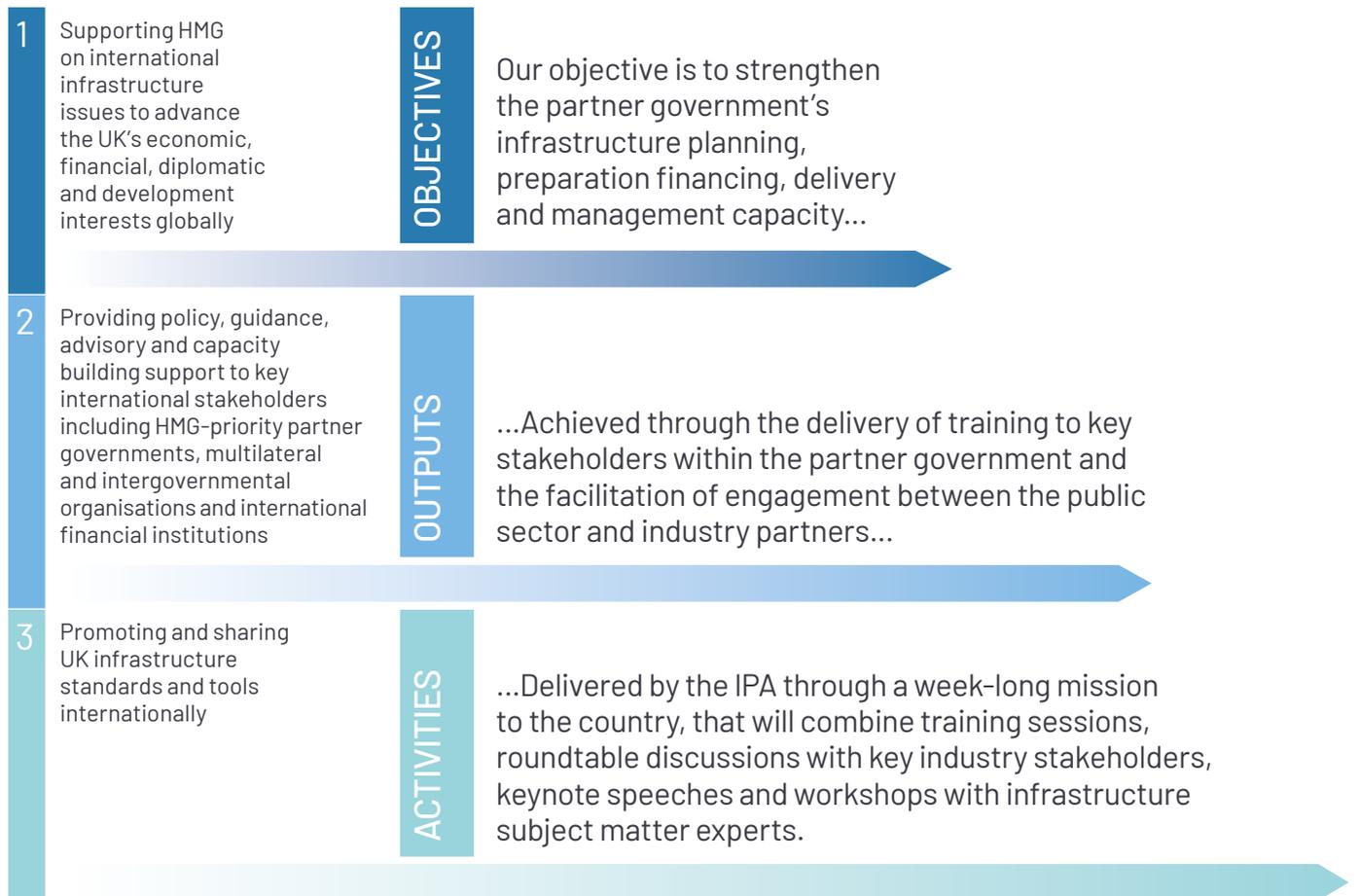
HM Treasury	Cabinet Office	Foreign, Commonwealth & Development Office
Department for Energy Security & Net Zero	Department for Business & Trade	Department for Transport
ice	RICS	Canning House
TheCityUK	BritishExpertise	LOCAL PARTNERSHIPS

Primary multilateral stakeholders

UNEP	UNEP	ADB	AIIB
OECD	UNEP	PPIAF	UNEP
THE WORLD BANK	IFC	CABEI	IDB
CAF	IDB	CAF	CAF

International work

We have three workstreams



Our team

We have a core team of 4 FTE but can draw on subject matter experts from across IPA using our matrix working model. We work closely with the FCDO and DIT, and our overseas visits are organised through the Embassy network.

International work

Some examples of our overseas activities 2022-23

Key activities with overseas governments include:

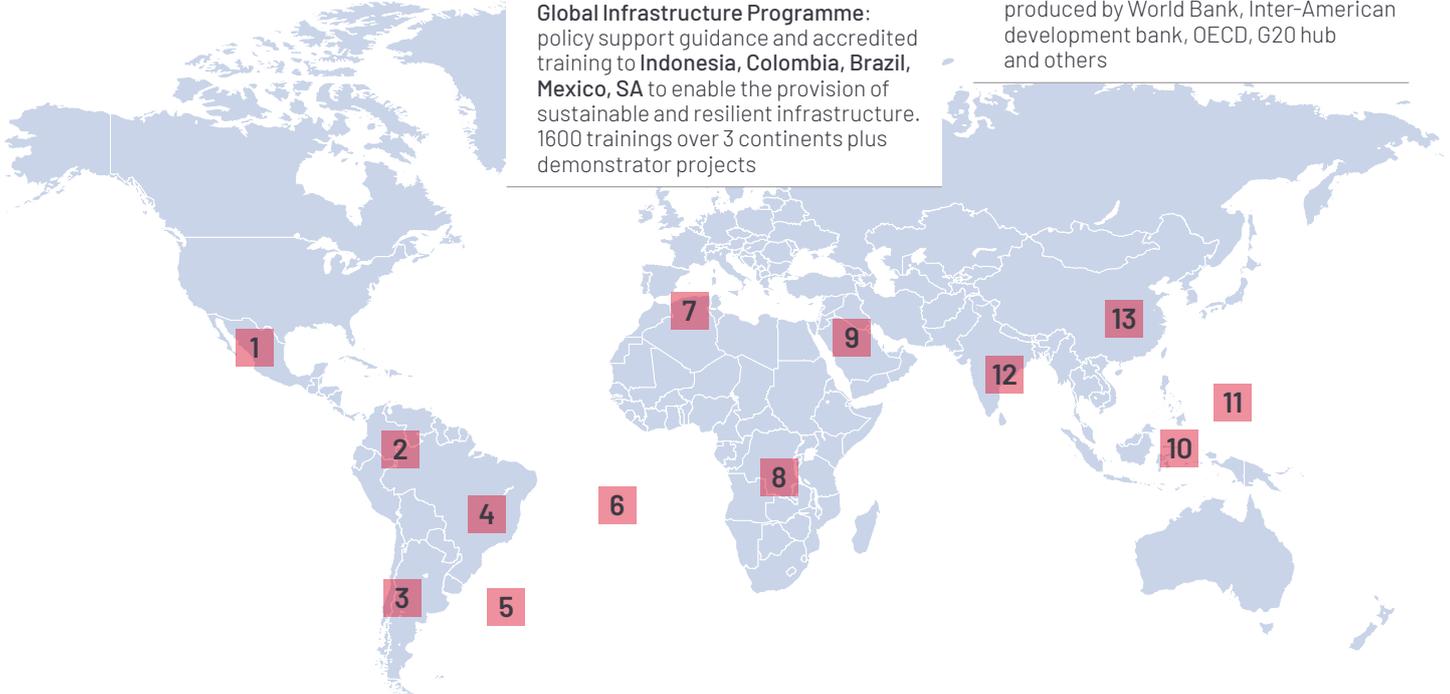
- Providing policy, guidance, advisory and capacity building **support to overseas Governments** of importance to the UK
- **Infrastructure training programmes** in London for overseas officials

Other activities include:

- Providing high level infrastructure related advice, information and contacts to HMT, FCDO and DIT
- Hosting incoming HMT overseas delegations and dealing with related enquiries and requests and
- As primary deliver partner on the **Global Infrastructure Programme**: policy support guidance and accredited training to **Indonesia, Colombia, Brazil, Mexico, SA** to enable the provision of sustainable and resilient infrastructure. 1600 trainings over 3 continents plus demonstrator projects

Adapting and exporting world-leading UK methodologies:

- Organising and participating in key **overseas events** that contribute to UK industry knowledge and reputation internationally;
- **Working with the MDBs** and providing UK input to guidance and practice produced by World Bank, Inter-American development bank, OECD, G20 hub and others



1

Support to **Mexico and Central America** by:

- Providing support to Mexican officials
- Providing advisory training and support to Central American countries

2

Support to:

- **Colombia** by promoting, adapting and helping adopt British standard for project development and delivery through our Global Infrastructure Programme (GIP)
- **Peru** in setting up their PPP Unit and infrastructure capacity building and port hurricane rebuild

3

Support to **Argentina** by:

- Advising the city of Buenos Aires on business case preparation, evaluation methodologies and contract development
- Helping Argentina shape the infrastructure agenda for their **presidency of the G20** in 2018 promoting guidance on project development

4

Support to **Brazil** by:

- Working across Whitehall establishing a **UK-Brazil Taskforce**
- Support HMT during Brazil **Economic and Financial Dialogue**
- Capacity building and policy reform to adopt 'the 5 case model' model for business case development and the Routemap

5

Supporting through: **Latin America** -wide infrastructure training courses

6

Support to UK Gov **British Overseas Territories**

7

Providing training and support to **Egypt, Morocco and Tunisia**

8

Support to:

- **South Africa** on setting up PPP Unit and capacity building
- **Uganda, Ethiopia, Kenya, Tanzania, Botswana** on infrastructure development

9

Support to **Gulf Region and Central Asia** by:

- Delivering seminars and conferences on various topics to **Bahrain, Saudi Arabia, Oman and Kuwait**
- **Gulf Cooperation Council**
- **Afghanistan**

10

Indonesia:

- Supporting road, light rail and energy programmes
- Investing in WB trust policy change achieving infrastructure policy changes
- Training over 600 officials

11

Supporting **ASEAN** through:

- ASEAN wide infrastructure training courses
- Supporting infrastructure units in **Thailand** and the **Philippines**

12

Support to **India** by:

- Supporting the set up of a PPP Unit
- Providing Infrastructure, business case and Routemap capacity building for officials
- Setting up the UK India infrastructure alliance

13

Support to **China** by:

- Supporting the UK-China Infrastructure Academy
- Providing PPP and infrastructure input for UK-China EFD and Infrastructure Alliance

Annex

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

Annex A: Explanation of DCA colour ratings

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

<p>■ Green</p>	<p>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.</p>	<p>■ Red</p>	<p>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.</p>
<p>■ Amber/Green*</p>	<p>Successful delivery appears probable; however, constant attention will be needed to ensure risks do not materialise into major issues threatening delivery. Since the 2012-22 Annual Report on major projects, this rating can no longer be given to projects.</p>	<p>■ Reset</p>	<p>A significant change to a project's baseline which involves a business case refresh or change.</p>
<p>■ Amber</p>	<p>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.</p>	<p>■ Exempt</p>	<p>Data can be exempt from publication under exceptional circumstances and in accordance with Freedom of Information requirements, e.g national security.</p>
<p>■ Amber/Red*</p>	<p>Successful delivery of the project is in doubt, with major risks or issues apparent in a number of key areas. Urgent action is needed to address these problems and/or assess whether resolution is feasible. Since the 2012-22 Annual Report on major projects, this rating can no longer be given to projects.</p>		

*These DCA ratings were not used in IPA Annual Report 2022-23, as the IPA moved from a 5-tier to a 3-tier DCA rating system in June 2021. Definitions have been included as the 5-tier DCA rating system is referenced for previous versions of the IPA Annual Report in Annex D.

Annex

Annex B: Key for department names

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

Annex C: Snapshot periods for Annual Report years

AR 2013	2012-13	Published in 2013 using data as at September 2012	AR 2019	2018-19	Published in 2019 using data as at September 2018
AR 2014	2013-14	Published in 2014 using data as at September 2013	AR 2020	2019-20	Published in 2020 using data as at September 2019
AR 2015	2014-15	Published in 2015 using data as at September 2014	AR 2021	2020-21	Published in 2021 using data as at March 2021
AR 2016	2015-16	Published in 2016 using data as at September 2015	AR 2022	2021-22	Published in 2022 using data as at March 2022
AR 2017	2016-17	Published in 2017 using data as at September 2016	AR 2023	2022-23	Published in 2023 using data as at March 2023
AR 2018	2017-18	Published in 2018 using data as at September 2017			

Annex D: List of projects with DCA history

The table below reflects DCAs of the 244 projects used in the Annual Report analysis, alongside their historic DCAs where they appeared in previous Annual Reports. DCAs and the supplementary data reflect the project status at the end of March or September in the relevant financial year (see Annex C).

Annual Report										Project Name	Dept	Description	
12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22				22/23
								Amber	Amber	Amber	Civil Service Pensions 2015 Remedy	CO	The 2015 Pensions Remedy Programme was created to end age discrimination within the Civil Service Pension Schemes and is also creating solutions to remediate any affected to historic members of the scheme.
						Amber/Red	Amber/Red	Amber	Amber	Amber	Commercial Capability Expansion Programme	CO	The original Commercial Capability Programme successfully established the Government Commercial Organisation (GCO) – a single central employer of several hundred Commercial Specialists (Grade 6 and above) for central government departments. The Civil Service Board endorsed proposals that commercial capability building interventions should be extended to Grade 7 commercial professionals within central government, Wider Government Bodies (WGBs) and training and accreditation developed and delivered to the Civil Service contract management community. The Commercial Capability Expansion Programme has been established to impact these new target populations deeper within the Civil Service and more broadly across the Public Sector.

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

Annex

Annual Report												Project Name	Dept	Description
12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23				
											 Falcon IT Platform Refresh and Migration	CO	Falcon is a business change programme that will fundamentally underpin the digital transformation of the Cabinet Office. The Transformation will be achieved through two key areas of investment. First we will update the OFFICIAL IT platforms within the Cabinet Office, which will contribute to reducing cyber-security risk, address legacy systems and automate underlying infrastructure. The second work stream the Cabinet Office we will invest in, will enable the implementation of the Central Digital Data Office (CDDO) interoperability policy standards and guidance through the migration of the department to Microsoft Office M365. This will enable better interoperability across government as we move both our people and data from Google Workspace to Microsoft 365. The Cabinet Office is at the heart of Government and a common productivity suite will enable more efficient and effective ways of working.	
											  Future Service Programme	CO	Future Services Programme is a series of procurement and transformation projects within the Pension directorate of GPG. Key projects within the programme include The Civil Service Pension Scheme (CSPS) and the Royal Mail Statutory Pension Scheme (RMSPS). Ministers have a legal requirement to deliver administration services for the CSPS. MyCSP Ltd currently administers the CSPS under a contract with the Cabinet Office that will expire on 31 December 2023, although transitional protection clauses in the contract means that the current service can continue until December 2025. RMSPS services expires in September 2023 however a year long extension has been although transitional protection clauses in the contract means that the current service can continue for 2 years.	
											  GOV.UK One Login	CO	GOV.UK One Login will provide a single account for people to log in, prove (and then reuse) their identity in order to access all central HMG services. The programme, delivered by GDS, will replace the current digital landscape of siloed and duplicative sign-in and identity-proofing methods, providing a front door for services that will continue to be delivered by government departments. In doing so GOV.UK One Login will provide a better user experience, more efficient use of government resources and strengthen the government’s ability to counter fraud. The system has been designed with inclusion at its core, so that it will work for everyone. One Login will raise the degree of confidence of identity verifications against internationally recognised GPG 45 standards and improve our ability to spot patterns and more sophisticated types of fraud.	
											 Government Hubs and Whitehall Campus Programme	CO	The Government Hubs and Whitehall Campus (WHC) programme is transformative, delivering the Government’s priorities: – Providing a smaller, better and greener public estate – Strengthening the UK’s economic recovery from Covid-19 – Levelling up economic opportunity, maximising productivity and improving value – Supporting the government’s ambition to reach net zero carbon emissions by 2050 – Strengthening the Union of the United Kingdom The programme supports the Places for Growth (PfG) initiative which encourages the movement and creation of jobs outside London and contributes to the levelling up agenda; as well as supporting pursuit of the Government’s Industrial Strategy and the transformation of the Civil Service.	

Annex

Annual Report												Project Name	Dept	Description
12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23				
									Amber	Amber		National Underground Asset Register	CO	NUAR will standardise, centralise and make available privately and publicly owned data from hundreds of organisations about the location of underground utilities assets A phased delivery programme includes a 'minimal viable product' (MVP) for North East England, Wales and London, which launched in Spring 2023 (on schedule). The MVP is a major milestone - delivering core functionality and containing data from 80+ public and private sector organisations, including all major energy and water providers. The platform will be iteratively enhanced and rolled out to the remaining areas of England and to Northern Ireland. Good progress is being made 'onboarding' asset owners outside the MVP regions. Once fully operational across England, Wales and Northern Ireland, NUAR will help improve efficiencies in construction and development, reduce disruption to the public and businesses, improve workers' safety and is envisaged to deliver at least £350 million economic growth per year.
										Green		Rosa Renewal Project	CO	The Rosa Renewal Project will ensure HMG continues to have available a pan-departmental secure IT shared service specifically designed for working at SECRET. Project outcomes will deliver much improved service resilience, a modest increase in capacity, new capabilities to meet emerging needs, improvements to usability and effective management of obsolescence. In so doing, it will ensure continued VfM from the original case that underpinned the delivery of Rosa and lay the foundations for future service growth at the point it is needed and affordable. This is the first quarterly report for this project.
										Amber		Transforming Public Procurement	CO	The Cabinet Office has started mobilisation of this programme in 2021/22 which will deliver: Introduction and delivery of a Procurement Reform Bill, delivery of the implementing secondary legislation and a new oversight unit to monitor compliance. A comprehensive training package to embed the new procurement procedures and national priorities for public procurement. New digital systems for commercial data that will bring commercial insight together across the £300bn pa public procurement spend. The Benefits from the programme are: Simpler, faster procurement procedures. A more streamline process backed up by relevant training for users. Greater transparency surrounding procurement procedures.
									Amber	Red	Red	Vetting Transformation Programme	CO	The Vetting Transformation Programme is building a workforce with the right skills, fully exploiting technology and implementing a new Vetting standard. The programme has the following aims: faster clearances, processing times will be reduced by implementing a new single joined-up process eliminating duplication, enabling individuals to be recruited into roles quicker. Provide a far better user experience, facilitated by frictionless HR, security data sharing and record management. Clearances will be portable and individuals will move seamlessly between departments. Ongoing assurance of our people through a cross functional approach to managing employee risk throughout the employee lifecycle, to better ensure the integrity of individuals with privileged access. Aligning to these outcomes will provide Government departments with a trusted Vetting service adhering to its customers needs and strengthening our international reputation.
									Amber	Amber	Amber	Workplace Services Transformation Programme	CO	The Workplace Services Transformation Programme seeks to build and run workplace services that can grow to meet demand and flex in response to governments' needs and the growth of the GPA property portfolio. The programme will promote productivity and optimise our use of space - delivering savings. A new workplace services model will achieve customer service excellence delivered through transformed workplace services, optimised for resilience and supported by enhanced commercial and customer service capability and performance.

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

Annex

Annual Report												Project Name	Dept	Description
12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23				
											 Automotive Transformation Fund	DBT	The Automotive Transformation Fund(ATF) is designed to support the creation of an internationally competitive zero emission vehicle supply chain in the UK. The ATF supports late stage R&D and capital investment across strategically important parts of the electric vehicle supply chain: batteries, motors and drives, power electronics, hydrogen fuel cells and storage tanks. Specific objectives relate to the creation and safeguarding of jobs, securing private investment, supporting the UK’s role in tackling climate change by reducing global emissions from the sector, and helping to build secure and resilient supply chains and supporting EV manufacturers to meet rules of origin requirements.	
											 Export Support Service Programme	DBT	Exports are crucial to the UK economy, to growth and improving productivity, and make up 30.5% of total GDP, supporting 6.8m jobs. That is why, in 2021, we published our Export Strategy Made in the UK, Sold to the World: Race to a Trillion, outlining ambitions to achieve £1T pa exports by 2030. The Export Support Service Programme (ESSP) was established to optimise the Department for Business and Trade’s (DBT’s) SME export services. Our aim is to improve services against the strategy, bringing these together into a single coherent ecosystem that costs less, works more efficiently, and provides an improved and integrated customer experience. ESSP is complex, requiring assessment, re-design, and refinement of existing services, which are at different lifecycle stages. We have made significant headway to deliver: in-housed the International Trade Advisor (ITA) Service;; established nine overseas hubs; launched the Export Support Service enquiry unit and developed the UK Export Academy covering the UK and maximising reach through a one-to-many model.	
											 Investment Transformation Programme	DBT	The Investment Transformation Programme’s objective is to make DBT the world’s most capable and respected Investment Promotion Agency (IPA), best placed to deliver high-value inward investment in support of HMG’s economic ambitions including science and technology, net zero and Levelling Up. We will transform our: service offer for investors, standard ways of working for DBT Staff and delivery of Strategic priorities for HMG and the Department. The Investment Transformation Programme’s scope was confirmed following two years of specialist research, which tested the target operating model in place at the time against an idealised model that reflected views across the investment landscape, and subsequently led to a Spending Review bid. The new target operating model seeks to better join up HMG’s offer to investors in a more coordinated way, targeted more strategically, and set against Government priorities.	
												4th National Lottery Licence Competition	DCMS	The 4th National Lottery Competition Programme is responsible for ensuring the continuation of the National Lottery on the current expiry of the current 3rd Licence at the end of January 2024. This involves designing a new licence fit for the future and selecting an operator via a competitive application process who is able to continue to develop the National Lottery as a public asset in order to maximise the returns to good causes whilst also ensuring the highest standards of propriety and player protection.
											Blythe House Programme	DCMS	The two main objectives of the Blythe House Programme are to ensure that: 1) Blythe House is put to its most efficient and effective use in order to deliver maximum value for money 2) The Blythe House museums are able to care for their collections in the most efficient and effective way.	

Annex

Annual Report												Project Name	Dept	Description
12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23				
								Amber	Amber/Red	Amber		Natural History Museum Unlocked	DCMS	NHM Unlocked is an ambitious programme to secure the future of our irreplaceable collection, accelerate scientific research and innovation, and enhance our public offer. Underpinned by a £201 million government investment, we are looking to: build a sustainable new centre at Thames Valley Science Park, equipped with purpose-built collections storage, laboratories and 160 Museum scientists; relocate 38 million natural history specimens, of which 28 million will be housed in the new centre; and capture digital specimen data for use by partners around the world. The programme will not only enhance the UK’s leading role in tackling urgent global challenges, but also unlock the redevelopment of our historic South Kensington site, transforming our public offer and mission to create advocates for the planet.
										Amber		Youth Investment Fund	DCMS	The Youth Investment Fund’s (YIF) objective is to create, expand and improve local youth facilities and their services, in order to drive positive outcomes for young people, including improved mental and physical wellbeing, and skills for life and work.
								Amber	Amber/Red	Amber		Bridgwater Barrier	DEFRA	The Environment Agency are working in partnership with Sedgemoor District Council to deliver this project located on the Parrett Estuary at Bridgwater, Somerset. The project will provide protection from tidal flooding to the town of Bridgwater and villages downstream.
									Red	Red		Collection and Packaging Reforms	DEFRA	The three projects included within the Collection and Packaging reforms programme: Extended Producer Responsibility for packaging (pEPR), Deposit Return Scheme for drinks containers (DRS) and Consistency in Recycling Collections (Consistency) - will deliver significant changes to the waste collection and recycling sector including bringing benefits such as the creation of green jobs and significant carbon savings, contributing to Net Zero and outcomes in Defra’s 25 Year Environment Plan.
									Amber	Amber		Defra Biosecurity, Borders and Trade Programme (BBTP)	DEFRA	The Defra Biosecurity, Borders and Trade Programme (BBTP) vision is to deliver world-class biosecurity capability which protects health, encourages prosperity and enables security for a global UK. The programme is delivering the key infrastructure, systems, services, operations, capabilities, and legislative changes required to enable the introduction of new controls for goods to and from the EU.
									Amber	Amber	Amber	Farming and Countryside Programme	DEFRA	By 2028, the Farming and Countryside Programme aims to deliver: 1) A renewed agricultural sector, producing healthy food for consumption at home and abroad, where farms can be profitable and economically sustainable without subsidy 2) Farming and the countryside contributing significantly to environmental goals including addressing climate change.
									Amber	Amber	Amber	Leeds Phase 2 Flood Scheme	DEFRA	LFAS2 will reduce the risk of flood across Leeds using a catchment wide approach. The aim of the scheme is to deliver a 1 in 200 year level of protection (plus climate change allowance) through the use of linear flood defences, a large flood storage area and a programme of natural flood management measures. The scheme will help stimulate economic growth and regeneration with the city as well as helping to address the current climate emergency.
									Amber	Amber	Red	Nature for Climate Fund	DEFRA	The Nature for Climate Fund Programme has been established to significantly increase tree planting, woodland creation and management, and peatland restoration in England to support the delivery of Net Zero and 25-Year Environment Plan commitments. The programme is also designed to deliver wider social, economic and environmental benefits.

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12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23				
									■	■	■	NO2 Programme	DEFRA	The NO2 reduction programme is a joint programme with the Department for Transport to deliver the 2017 UK Plan for Tackling Roadside Nitrogen Dioxide Concentrations. The Plan outlines how councils with NO2 levels exceeding legal limits must develop and implement local plans to deliver legal levels of NO2 in the shortest time possible.
									■	■		Northern Ireland Programme	DEFRA	The Defra Northern Ireland Programme was formed in January 2021 and is led by the NI Directorate. It aims to ensure an enduring, operable NI/GB boundary for all Defra stakeholders, and the ongoing integrity and efficacy of Defra’s regulatory regimes in the context of the Windsor Framework, working collaboratively with the devolved administrations. The high-level strategic objectives of the programme are to – Ensure compliance with the Windsor Framework – Mitigate the impacts of the WF implementation for businesses trading into and out of Northern Ireland – Minimise the impact of WF implementation on consumers.
									■	■	■	Oxford Flood Alleviation Scheme	DEFRA	We are working with 9 partners on a major new flood scheme for Oxford, which will reduce flood risk to homes, businesses and major transport routes into the city. Our scheme will provide a long term reduction to flood risk in Oxford, helping better protect the city as flood risk increases with climate change. The scheme will run through the existing floodplain west of Oxford. It will be formed of a new stream surrounded by a gently sloping floodplain of new wetland habitat and grazing meadow to create more space for water away from built-up areas.
									■			Pevensey and Eastbourne Coastal Management Scheme	DEFRA	The aim of this project is to deliver a scheme to manage flood and erosion risk to a large number of properties, infrastructure, cultural heritage and environmental designated sites as well as deliver wider benefits. The area for this scheme is Pevensey Bay to Eastbourne on the southeast coast of England. This is a partnership project between the Environment Agency and Eastbourne Borough Council.
									■	■	■	River Thames Scheme	DEFRA	The River Thames Scheme has 3 main goals: – Protecting our communities – we will create more resilient places and infrastructure for our communities by reducing the risk of flooding – Enhancing our Thames – we will increase the natural capital of the River Thames – Securing our economy – we will maximise social value of the scheme to promote green and sustainable growth How we’ll achieve this: – People – we value people and champion an inclusive culture – Sustainability – create a greener future by tackling causes of climate change and becoming carbon neutral – Value for money – maximise opportunities to innovate to deliver valuable outcomes.
									■	■	■	Science Capability in Animal Health Programme	DEFRA	The SCAH Programme sets out the Department for Environment, Food and Rural Affairs’ (Defra) plans for long-term investment in the Government’s main animal health science facility. The re-development of the site infrastructure and associated transformation programme will secure and safeguard the critical animal health science capability, protecting the nation from the impacts of animal diseases in a cost effective way.

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												 Terrestrial Natural Capital Ecosystem Assessment	DEFRA	The TNCEA programme establishes the first comprehensive understanding of the condition of natural capital assets across England drawn upon measurements data captured in the field. It puts in place sustainable capabilities to maintain and refresh the data baseline to keep it current in informing and supporting delivery of the 25YEP and related initiatives. The programme takes Defra's progress further towards becoming a data-driven, evidence-based organisation. The programme also incorporates development of systems modelling approaches in order to gain greater understanding of the complex relationships within the captured data, enabling it to be exploited for greater utility by customers for the data. The data generated will be used by a wide-range of stakeholder communities, including; core Defra and its Arms Length Bodies (ALBs), other Government departments, local government, national parks and authorities, utility providers and regulators, NGOs (local and national), private sector companies and academia.
												  UK Seafood Fund	DEFRA	The UK Seafood Fund aims to deliver the £100 million of funding to support the fishing sector, by ensuring better utilisation of our larger share of quota and supporting the industry to become more self-sustaining through increased product value and access to new markets. The fund supports the government priorities of levelling up coastal communities, strengthening the Union and increasing sustainability. The fund is divided into three key elements: Science and Innovation, Infrastructure and Skills and Training.
												  Workplace and Facilities Management	DEFRA	Workplace and Facilities Management services make it possible for Defra Group to operate its property portfolio (over 300 properties and the Weybridge Science Community) for 26,000 colleagues. These essential services include asset maintenance in line with Health and Safety requirements and bio-security regulations. Without these services, the estate (including offices, science laboratories, flood depots etc) would be unsafe and unable to operate, with severe consequences for the UK economy and environment given the frontline nature of much of Defra Group's activity. The project will transform workplace and facilities management services through unifying two separate operating models - utilising an integrated delivery model. This will enhance the working relationship between Defra and its delivery partners, improving the contractual risk apportionment and ensure the control of critical services sits within Defra. As a key enabler, the new services form an integral element of the wider Corporate Services Transformation Programme.
												  CCUS	DESNZ	CCUS is essential in meeting net zero targets and we have committed to supporting the deployment of CCUS in two industrial clusters by the mid-2020s and a further two clusters by 2030, as announced in the Prime Minister's Ten Point Plan. As set out in the Net Zero Strategy we have an ambition to capture 20-30 million tonnes of CO2 per annum and, as per the Energy Security Strategy, will enable 10 GW of low carbon hydrogen capacity by 2030 with at least half from electrolytic hydrogen, subject to affordability and value for money.
												 Energy Bills Support Scheme	DESNZ	The Energy Bills Support Scheme (EBSS) will provide a one-off £400 reduction to domestic energy bills for the significant majority of households in Great Britain and Northern Ireland. The programme is made up of three schemes: Great Britain (GB - c£11.7bn), Northern Ireland (NI - c£340m) and the Alternative Fund (AF - c£380m). EBSS GB is being delivered through six separate payments to applicants between October 2022-March 2023. EBSS NI will be delivered through a single payment to customers from January 2023 (combined with the £200 Alternative Fuel Payment NI scheme). The AF (GB and NI) scheme was launched in February 2023 to deliver a single payment to applicants up till 31 May 2023.

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	■	■	■	■	■	■	■	■	■	■	■	Geological Disposal Facility Programme (GDF)	DESNZ	The primary objective of the programme is to site and construct a permanent geological disposal facility (GDF) as the safe, secure and environmentally responsible solution to the long term management of higher activity radioactive waste in the UK excluding Scotland. A GDF is the internationally agreed and only viable permanent answer to the UK's existing legacy of Highly radioactive waste. As a nationally significant infrastructure programme a GDF will also provide an opportunity to sustainability boost the economy of the host region and local community to transform itself for many generations. The programme also supports the delivery of the UK's nuclear new build programme as the Government needs to be satisfied that effective arrangements exist or will exist to manage and dispose of the wastes they will produce before development consents for new nuclear power stations are granted.	
											■	Green Heat Network Fund	DESNZ	The Green Heat Network Fund (GHNF) is a 288 million capital grant fund that supports the following: (i) Commercialisation and construction of new low and zero-carbon heat networks (including the supply of cooling). (ii) The retrofitting and expansion of existing heat networks to make them low carbon. (iii) The development and growth of the heat network market, addressing some of the challenges of decarbonising the UK's heat sector.	
									■	■	■	Green Homes Grant: Local Authority Delivery (LAD)	DESNZ	BEIS has administered £500m funding to Local Authorities in England to support energy improvements to the worst quality homes by installing energy efficiency measures and low carbon heating.	
									■	■	■	Home Upgrade Grant (HUG) Phase 1	DESNZ	The Home Upgrade (HUG) Phase 1 is a £219.6m scheme providing energy efficiency upgrades and low-carbon heating to low-income household living off-gas grid in England to tackle fuel poverty and meet net zero commitments. Forecast expenditure is £195.3m further to midpoint review exercise. Delivery of the scheme started in January 2022 and is now scheduled to finish in September 2023 further to the addition of a Managed Closure period approved by Ministers in February.	
											■	Homes Upgrade Grant (HUG) Phase 2	DESNZ	The Home Upgrade Grant Phase 2 (HUG 2) is a £630m government-funded grant scheme that provides energy efficiency upgrades and low carbon heating to low-income households living in the worst quality, off-gas grid homes in England. To tackle fuel poverty and meet net zero commitments. The Delivery of the scheme will start in April 2023 and is scheduled to finish in March 2025.	
											■	■	Industrial Decarbonisation & Hydrogen Revenue Support	DESNZ	While CCUS and hydrogen production are technically proven and have been deployed successfully internationally, they have not been deployed at scale in the UK and remain pre-commercial. ICC and hydrogen are currently too expensive for industry to deliver alone. Carbon pricing may drive deployment in the longer term, but there is currently no market incentive for investors to take on additional cost and risk. Deployment is needed now to meet the UK's Carbon Budgets, and to capture market opportunities. For a market to grow, we need to put in place the right commercial frameworks and supportive policies to bring through private sector investment. Capital support is provided through the CCUS Infrastructure Fund (CIF) and Net Zero Hydrogen Fund (NZHF). IDHRS will cover lifetime costs for Industrial Carbon Capture (ICC) and hydrogen business models. The ICC Business Model will be government-funded. Funding for hydrogen projects will initially be provided by the government, before transitioning to levy funding.

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									■	■		Local Authority Delivery (LAD) Phase 3	DESNZ	The Local Authorities Delivery (LAD) Phase 3 is a £286.8m scheme that has been rescoped to £239.8m scheme that will continue to provide energy efficiency upgrades and low-carbon heating to low-income households living on-gas grid in England to tackle fuel poverty and meet net zero commitments. Delivery of the scheme started in January 2022 is now scheduled to finish in September 2023 following approval by ministers in February for a Managed Closure period.
									■	■		Low Cost Nuclear Programme (Rolls Royce SMRs Challenge)	DESNZ	The Low Cost Nuclear Programme Phase 2 is a £468m (£210m grant + £258 match industry funding) Research and Development (R&D) and innovation project aiming to further develop the UK small modular reactor power station concept, to enable the design to successfully pass the key regulatory milestone of Generic Assessment Design (GDA) Step 2 completion by 31/03/2025. The grant recipient, and lead on the project is Rolls Royce SMR Ltd. DESNZ is responsible for the project, and have contracted UKRI to act as delivery partner, providing programme management and assurance of the grant.
									■	■		NZHF	DESNZ	The Net Zero Hydrogen Fund is a £240m fund that will be delivered between 2022 to 2025 via 4 strands. The aim of the NZHF is to support the commercial deployment of new low carbon hydrogen production projects during the 2020s, ensuring the UK has a diverse and secure decarbonised energy system fit for meeting our ambition of 10GW low carbon hydrogen production by 2030, and commitment to reach net zero by 2050.
									■	■	■	Public Sector Decarbonisation Scheme (PSDS)	DESNZ	A capital funding programme for heat decarbonisation and energy efficiency improvements in public sector organisations. The PSDS has received funding for three phases. Phase 1 consisted of £1bn of funding which was delivered over 2020/21 and 2021/22. Phase 2 consisted of £75m of funding which was delivered over the 2021/22 financial year. Phase 3 consists of £1.425 billion funding to be delivered over three years between 2022/23 and 2024/25. Funding for further phases of the Scheme will be determined through the Spending Review process. Funding for Phases 1 and 2 of the Scheme ended on 31 March 2022.
									■	■	■	Replacement Analytical Project	DESNZ	The Replacement Analytical Project is a key component of the Analytical Services Programme, which provides essential services to operations on the Sellafield Site supporting multiple Programmes & Operational Facilities. The existing facility is 60 years old and cannot provide long-term capability so new analytical facilities need to be established. The Replacement Analytical Project has therefore been initiated to deliver future analytical capability to the Sellafield site, through a major modification of the National Nuclear Laboratory Central Laboratory. Key modifications are provision of standalone Highly Active (HA), Medium Active (MA) and Special Nuclear Material (SNM) analytical capability. A key part of the scope is the delivery of 135 Analytical Instruments which will perform the ongoing analysis required by facilities at Sellafield. Analytical Services remains essential to the delivery of high hazard reduction and remediation until the completion of the Sellafield Ltd mission.
									■	■	■	Sellafield Product and Residue Store Retreatment Plant	DESNZ	To provide a facility that will receive special nuclear material from existing stores on the Sellafield site and process into a form suitable for safe and secure storage until 2120.
									■	■	■	SIXEP Continuity Plant	DESNZ	SIXEP Continuity Plant (SCP) is required to deliver a continued site effluent capability in support of high hazard reduction projects and the overall NDA mission. It is a key enabler for the safe and reliable retrieval and treatment of legacy waste at Sellafield, in support of government and Nuclear Decommissioning Authority strategic objectives.

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

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									■	■		Sizewell C	DESNZ	The Sizewell C (SZC) project team will lead on negotiations with SZC and EDF (joint shareholder in the project with Government) and will have responsibility for designing a viable funding/financing model that delivers the Government objectives of value for money, fiscal responsibility, and decarbonisation. The Sizewell C project in Suffolk is considered the most advanced new nuclear project in the UK and is likely to be the only project capable of delivering the Energy White Paper objective for at least one large scale nuclear project to reach Final Investment Decision (FID) this Parliament.
■	■	■	■	■	■	■	■	■	■	■		Smart Metering Implementation Programme	DESNZ	The Programme aims to replace existing traditional gas and electricity meters across Great Britain with smart gas and electricity meters resulting in a cleaner, cheaper and more reliable energy system. Smart meters are a key enabler of technologies such as electric vehicles, smart tariffs and microgeneration to be efficiently integrated with renewable energy sources, underpinning the cost-effective delivery of Government’s net zero commitment.
									■	■	■	Social Housing Decarbonisation Fund	DESNZ	The 2019 Conservative Manifesto committed to a £3.8bn Social Housing Decarbonisation Fund over a 10-year period. SHDF will support the ambition set out in the Clean Growth Strategy, that as many homes as possible are improved to Energy Performance Certificate (EPC) band C by 2035, and for all fuel-poor homes to reach this target by 2030. SHDF will play a critical role in meeting legally binding fuel poverty targets as set out in the Fuel Poverty Strategy. Owing to the proposed length of the scheme, and the uncertainty in the decarbonisation environment (e.g., electrification/hydrogen decision), SHDF will be delivered in four waves. SHDF Wave 1 commitments will build on the findings of the SHDF Demonstrator project, scaling up supply chain capacity and knowledge as in advance of the larger, longer-term Wave 2 which has recently concluded its first and major competition phase, with successful bids under Wave 2.1 announced in March 2023.
									■			Spherical Tokamak for Energy Production	DESNZ	Spherical Tokamak for Energy Production (STEP) is a staged programme to design and build, by 2040, a prototype fusion energy plant capable of delivering net-energy to the grid. STEP will demonstrate the technical and commercial viability of fusion, through a design that would be cheaper than other approaches to fusion and through developing a supply chain for this embryonic technology. This will extend the existing UK lead in this field, and place the UK in pole position to design, manufacture and export the first fleet of low-carbon fusion energy plants into an international clean energy market potentially worth £Tns p.a.
									■	■	■	Evolve	DFE	The Evolve portfolio of change is an enterprise wide transformation which enables SLC’s corporate strategy. The strategy has 5 key objectives: An Outstanding Customer Experience; An Enabler of Opportunity; Leaner, Better, Doing more for less; A Great place to work; Trusted delivery partner. The portfolio contains a number of programmes that are designed to further enable and enhance how the SLC delivers its services. These programmes include; Customer Engagement Management, Apps and Portals, Data, Policy Commissioning, Accelerated Service Improvement, People, and Working Practices Transformation.
									■	■	■	FE Capital Transformation	DFE	The FE capital transformation will fund investment in FE colleges through: grants, 16 centrally delivered projects, and bidding rounds over five years. The programme will deliver on the government’s manifesto commitment to upgrade and transform the FE college estate. This will support the FE sector to deliver on its reform agenda and to support the levelling up of learner and labour market needs across the country, with greater emphasis on technical education and vocational training.

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

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12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23				
												 Higher Technical Education	DFE	The higher technical education reforms aim to raise the quality and uptake of level 4/5 technical courses, with Higher Technical Qualifications (HTQs) as a flagship offer and credible alternative to traditional 3-year degrees. The reforms are underpinned by the findings of the Independent Sainsbury Review and form part of a wider suite of technical education reforms, including T levels and apprenticeships.
												  Initial Teacher Training Market Review (ITT)	DFE	The government commissioned an Expert Advisory Group to review the Initial Teacher Training (ITT) market to address issues around quality and inconsistency. The review's recommendations, which the government has accepted, aim to increase the quality and consistency of ITT in a more effective market. The ITT Reform programme has been set up to implement the recommendations. The programme will ensure that ITT providers adopt a series of new 'Quality Requirements', which were assessed during a market-wide re-accreditation process starting in February 2022. This was followed by improvement support and readiness checks beginning in November 2022, with the aim of ensuring the market delivers reformed ITT to trainees from September 2024. The reform is also designed to complement ongoing reforms to improve teaching quality, including the new Core Content Framework, Early Career Framework and National Professional Qualifications. The programme is on track to deliver the reformed ITT from September 2024.
												   Institutes of Technology (IoT) 2	DFE	The Institutes of Technology programme is a manifesto Commitment to establish the second wave of high quality Institutes of Technology (IoT). The first 12 IoTs were selected through a government led competition and commenced Live delivery from September 2019, wave 1 has successfully deliver 12 IoTs across the country, Wave 2 utilised the same model as Wave 1 successfully delivering a further 9 IoTs, and are collaborations between further Education (FE) providers, universities and employers. IoTs specialise in delivering higher technical education (at levels 4 and 5) with a focus on STEM (Science, technology, engineering and Mathematics) subjects.
												 Lifelong Loan Entitlement	DFE	The Lifelong Loan Entitlement (LLE) is a programme within the Department for Education's Higher Education Reform Portfolio. The LLE proposes to introduce a new student finance system from 2025, co-designed with the Student Loans Company (SLC). The LLE will provide individuals with a loan entitlement to the equivalent of up to 4 years of post-18 education to use over their working lives. It will be available for both full years of study at higher technical and degree levels, as well as, for the first time, for modules of high-value courses, regardless of whether they are provided in colleges or universities. Under this flexible skills system, people will be able to space out their studies and learn at a pace that is right for them, including choosing to build up their qualifications over time, within both FE and HE providers. They will have a real choice in how and when they study to acquire new life-changing skills. The LLE also aims to create a more streamlined funding system and make it easier for students to navigate the options available. The Government wants to drive a transformative impact on post-18 study, bringing further and higher education closer together.

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									Red	Amber	Amber	National Tutoring programme	DFE	The NTP makes available subsidised tutoring to boost progress and support for those children most in need to catch up on education lost because of Covid-19. The programme offers three routes to subsidised tuition: Academic Mentors: employed to work as full-time, in-house staff members to provide intensive support to pupils who need it. Tuition Partners: external tutoring organisations, quality assured by DfE. School-Led Tutoring: offering flexibility for schools to use their own staff to provide tutoring, which may involve personnel they currently employ, or staff newly engaged for this purpose (which could include retired teachers, supply teachers, support staff or others) For academic year 2022/23, we are allocating all funding directly to schools. This has made the process simpler for schools and given them the flexibility to arrange tutoring to exactly meet the needs of their pupils.	
									Amber	Amber	Amber	School Rebuilding Programme	DFE	The School Rebuilding Programme (SRP) is undertaking major rebuilding and refurbishment projects targeted at school and sixth form college buildings in the worst condition across England. The programme was announced by the PM in June 2020. The number of projects in the programme was confirmed publicly in HMT SR 2020 documentation, with a commitment to announcing 50 new school rebuilding projects a year for ten years. An initial programme budget was agreed with HMT in May 2021 (HMT confirmation letter received in July 2021) as part of the programme's clearance through the Treasury Approval Process (TAP). The first 161 projects from Rounds 1-3 are in delivery and we achieved a significant programme milestone with the first SRP project handed over in February 2023. Additionally, 24 projects have now entered contract as of March 2023, 15 in the 22/23 financial year. We announced a further 239 schools into the programme in December 2022, from nominations received in 2022. These schools will enter into delivery at approximately 50 projects per year over the next 5 years.	
									Amber	Green	Amber	Schools Commercial	DFE	The Schools Buying Programme is designed to support schools in achieving value for money and directly contributes to delivery of both the efficiency and sustainability portfolios. Our Strategy is designed to support schools to achieve value for money on their non-staff spend, be more sustainable and change the behaviours of buyers in schools to ultimately achieve value for money and enable more spend to be focused on improving educational outcomes.	
									Amber	Amber	Amber	Skills Bootcamps and Free Courses for Jobs	DFE	The National Skills Fund (NSF) helps people retrain and upskill into better, more productive jobs through developing higher and intermediate skills, and aligned with Further Education. The project is comprised of two offers, Skills Bootcamps and Free Courses for Jobs.	
								Amber	Amber	Amber	Amber	Red	T Level Programme	DFE	To increase the economic value of skills being supplied by the post 16 system, increasing take-up of high quality qualifications to improve skills, increasing productivity and social mobility. To enable the sustainable delivery of new high quality T Levels for 16-19 year olds.

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								Amber	Amber	Amber	Teacher Development Reform Programme	DFE	The Teacher Development Reform(TDR) Programme is part of the wider reforms to Teacher Continual Professional Development (CPD) and the DfE Teacher Recruitment and Retention Strategy, referenced in the DfE White Paper published in March 2022, 'Opportunity for all: strong schools with great teachers for your child'. The TDR Programme includes, the Early Career Framework(ECF), National Professional Qualifications(NPQ)and National Institute of Teaching (IoT) projects. These exciting innovations are part of the investment in our teachers and leaders which include; a new two year induction for Early Career Teachers(ECT), with mentors trained and provided to support those new teachers and; new Specialist NPQs and reforms to our existing Leadership NPQs. Alongside this, the NIoT has launched and will be showcasing exemplary delivery of ITT, the ECF and NPQs, delivering evidence-based approaches to teacher training, leadership training and continued professional development, building on existing high-quality provision.
								Amber	Green	Green	2nd Generation UK Search and Rescue Aviation	DFT	The UK Search and Rescue Second Generation(UKSAR2G) programmes is the UK's replacement aviation Search and Rescue (SAR) and Aerial Surveillance and Verification (ASV) services that will continue to save lives, protect the UK's economic interests and maintain aeronautical compliance with International Conventions beyond 2024.
								Amber	Amber	Amber	A12 Chelmsford to A120 Widening	DFT	As announced in the Roads Investment Strategy 2, the scope includes: Widening the A12 to three lanes between junction 19 (north of Chelmsford)and junction 25 (A120 interchange).
				Red	Amber	Amber	Amber	Amber	Amber	Amber	A303 Amesbury to Berwick Down	DFT	This is a road upgrade scheme to construct a free-flowing dual carriageway replacing the current single lane on the A303 between Amesbury and Berwick Down including a twin bore tunnel under the majority of the World Heritage Site and a by-pass and viaduct to the north of Winterbourne Stoke.
								Amber	Amber	Green	A417 Air Balloon	DFT	As announced in the Roads Investment Strategy 2, the scope includes: A417 Air Balloon - connecting the two dual carriageway sections of the A417 near Birdlip in Gloucestershire, taking account of both the environmental sensitivity of the site and the importance of the route to the local economy.
					Amber	Amber	Amber	Amber	Amber	Amber	A428 Black Cat to Caxton Gibbet	DFT	The scheme provides a new off-line two lane dual carriageway between Black Cat roundabout on the A1 in Bedfordshire and Caxton Gibbet roundabout on the A428 in Cambridgeshire.
								Green	Amber	Amber	A66 Northern Trans-Pennine	DFT	Dualling of the remaining single-carriageway sections on the A66 between M6 J40 Penrith and AIM Scotch Corner, creating a continuous dual carriageway across the Pennines.
Amber	Amber	Amber	Amber	Amber	Amber	Red	Red	Amber	Amber	Green	Crossrail Programme	DFT	A new high-frequency rail service which will increase rail-based capacity in London by up to 10% and cut journey times across London and the South East.
								Amber	Amber	Amber	East Coast Digital Programme	DFT	The East Coast Digital Programme will introduce European Train Control System signalling technology to the East Coast Mainline southern section between Kings Cross & Stoke Tunnel just south of Grantham. This will involve the removal of conventional line-side traffic light signals and their replacement with digital signalling which will display safety information in the driver's cab. This is the first implementation of this technology on a UK mainline route, and will provide drivers with more information through the continuous communication between the train and track, allowing for greater safety and reliability.

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						■	■	■	■	■	East Coast Mainline Programme	DFT	The East Coast Main Line Enhancement Programme is a collection of track and power upgrade schemes between London King's Cross and Edinburgh to increase capacity and reduce journey times. The Programme has enabled the East Coast franchise to introduce a new fleet of Intercity Express trains.
								■	■	■	East West Rail Configuration State 1	DFT	The East West Rail (EWR) scheme will create a rail link from Oxford to Cambridge, and is a key part of the government's ambition for the Oxford to Cambridge Arc. EWR is being delivered as a single integrated programme, structured around the phased introduction of services (Connection Stages). East West Rail Connection Stage 1 (CS1) delivers services between Oxford and Bletchley/Milton Keynes. CS1 will re-construct and upgrade a partly disused railway between Bicester and Bletchley. This will allow for the introduction of new passenger services, improving connectivity and journey times along the corridor to support transport and economic growth needs.
								■	■		East West Rail Connection Stage 2 & 3	DFT	The East West Rail (EWR) scheme will create a rail link from Oxford to Cambridge. The project is structured around the phased introduction of services (Connection Stages). East West Rail Connection Stage 2 (CS2) predominantly upgrade existing infrastructure (between Bletchley and Bedford) to allow services between Oxford and Bedford. East West Rail CS3 involves building a new line, between Bedford and Cambridge, to extend the railway and facilitate services from Oxford to Cambridge.
								■	■		Further Electrification of Midland Main Line (MML3)	DFT	Electrification of the Midland Mainline from Wigston to Sheffield and Nottingham. The programme will enable the removal of diesel traction from the route (contributing to net carbon zero and air quality targets), and facilitates HS2 trains to serve the East Midlands and South Yorkshire.
								■	■	■	HS2 Phase 1	DFT	A new railway connecting the country's biggest cities and economic regions enabling rebalancing and regional growth in the Midlands Engine and Northern Powerhouse - through a high capacity, high speed and low carbon transport solution.
								■	■	■	HS2 Phase 2a	DFT	A new railway connecting the country's biggest cities and economic regions enabling rebalancing and regional growth in the Midlands Engine and Northern Powerhouse - through a high capacity, high speed and low carbon transport solution.
								■	■	■	HS2 Phase 2b Western Leg	DFT	A new railway connecting the country's biggest cities and economic regions enabling rebalancing and regional growth in the Midlands Engine and Northern Powerhouse - through a high capacity, high speed and low carbon transport solution.
		■	■	■	■	■	■	■	■	■	Lower Thames Crossing	DFT	The Lower Thames Crossing (LTC) is a proposed new expressway connecting Kent, Thurrock and Essex through twin-bored tunnels under the Thames. It will almost double the road capacity across the River Thames east of London and is the largest single road investment project in the UK since the M25 was completed more than 30 years ago. As a vital part of the UK's transport infrastructure, it will act as a catalyst for national and local economic growth. Building a reliable, modern new road that is fit for the future will help connect the nation's busiest ports to the distribution hubs in the North, Midlands and beyond. It will improve network resilience and the performance of the existing crossings at Dartford, transforming the regional and national road network. LTC will open up new markets for businesses and create tens of thousands of new jobs and hundreds of apprenticeships during its construction.

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				■	■	■	■	■	■	■		Midland Main Line Programme	DFT	The Midland Main Line (MML) Programme was a package of works to provide new track and electrification between Bedford, Kettering and Corby, along with journey time improvements across the MML. This package was completed for the May 2021 timetable. Further work to extend new electrification from Kettering to Wigston, enhance the existing electrification from London to Bedford and provide additional power supply to allow new hybrid trains to run electrically from London to Wigston inclusive is underway.
								■	■	■		Midlands Rail Hub	DFT	The Outline Business Case for Midlands Rail Hub’s West and Central scope was received in November 2022, and it is progressing through assurance and governance to support a Decision to Design. Following the IPA’s review in February 2023, we are working with Network Rail and Midlands Connect to ensure full separability of the programme’s scope.
										■		Northern Powerhouse Rail (NPR)	DFT	Northern Powerhouse Rail (NPR) is the Government’s vision to transform rail connectivity by providing faster and more frequent services between the Norths key economic centres. NPR is aligned to the government’s Integrated Rail Plan and, subject to ministerial agreement, will see route developments and upgrades between Liverpool to Manchester, Leeds, York, and Newcastle.
								■	■	■		Rail Passenger Services	DFT	To secure the provision of passenger rail services as set out under the Railways Act 1993 (as amended). The focus of this GMPP is the Passenger Services programme overall, centring on the transition to National Rail Contracts (NRCs). The NRCs are the precursor to the Passenger Services Contracts (PSCs), which will implement the vision in the Williams-Shapps rail reforms for the future relationship between the public and private sector. The GMPP return will also include relevant information on the PSC projects as these are set up.
									■	■		Rail Transformation Programme	DFT	In 2018, a deep-dive review into Britain’s railways was commissioned. The review found that the existing system is fragmented, complicated, and lacks a guiding focus on customers, coherent leadership, and strategic direction. In May 2021, the Government published the findings in the Plan for Rail White Paper and the Rail Transformation Programme was established. The Rail Transformation Programme will deliver a simpler and better railway for the people of Britain. Great British Railways (GBR) will be created, to bring track, train, and whole system finance under a single ‘guiding mind’ and tackle the fundamental inefficiency caused by the fragmentation of the railway system. It will re-energise the private sector to focus on reliability, performance, and efficiency, and create an environment for the private sector to play a bigger and better role in delivering innovation and efficiency. Fares, ticketing, and retail experience for the passenger will be modernised, and workforce reform will tackle outdated working practices.
									■	■		Rapid Charging Fund	DFT	Upgrading connections to the electricity grid along motorways and major A roads to enable private sector delivery of rapid chargepoints, both to alleviate range anxiety in the short term and support mass market uptake of electric vehicles in the long term.

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								■	■	■		Transpennine Route Upgrade	DFT	TRU is a major multi-billion-pound programme of railway improvements between Manchester, Huddersfield, Leeds and York. TRU will bring passengers more frequent, faster, greener trains, running on a better, cleaner, and more reliable railway. TRU will transform East-West travel across the North of England. It will include full electrification of the route, additional tracks, new digital signalling, and more capability to allow greater freight use. It is a key commitment in the government's £96bn integrated rail plan, published last year, which confirmed support for the TRU Programme.
								■	■	■		AI Labs	DHSC	The NHS AI Lab was set up as a research and development focused programme to accelerate the safe, ethical and effective adoption of AI in health and social care. Aiming towards the UK becoming a world leader for the development and use of AI-driven technologies to improve people's health and wellbeing, delivering the most impactful technology to support our health and care system.
										■		Digitising Social Care	DHSC	The Digitising Social Care Programme has the objective of 80% of CQC registered adult social care providers, and at least 80% of people in receipt of care, having a digital social care record by March 2024. The programme will also support local systems to test care technologies that address local priorities and will provide implementation and evaluation support to develop an evidence base to support the scaling of technologies where there are proven benefits.
										■	■	ESR Transformation Programme	DHSC	The Electronic Staff Record is a single workforce management tool for the NHS offering an end to end solution during NHS employment. ESR provides salary payments and other pay related remuneration to 1.8 million employees, circa 5% of the working population in England and Wales. The Programme will define and deliver the future transformation roadmap for the ESR service from August 2025 including technology, application and service design. The primary drivers are: - Expiry of the current contract for the provision of ESR in August 2025; - The end of premium support for the Oracle eBS software in 2033; - The need to transform the existing solution to provide a modernised digital service to end users coupled with the accurate and timely provision of workforce data.
										■	■	Frontline Digitisation	DHSC	Our vision is a digitised health and care system where the health service and its users have the digital services and access to information they need to effectively manage and improve health and wellbeing. We are levelling up healthcare systems and providers to a baseline level of core digital capability, as set out in 'What Good Looks Like', which enables frontline clinical staff to make best use of digital technology to deliver care efficiently, effectively and safely, reducing variations, and improving quality and outcomes.
								■	■	■	■	GP IT Futures Programme	DHSC	The GP IT Futures programme has delivered a new commercial model to replace the previous General Practice Systems of Choice procurement framework, with the development of a new GP IT Futures capabilities and standards model, Digital Care Services catalogue and underpinning frameworks. This has enabled the NHS to shift the market to provide more flexible, responsive, interoperable and value for money solutions; and helped practices, Primary Care Networks and Integrated Care Systems easily access and deploy the right combination of accredited products and services at whatever scale best meets their needs. This evolving model will continue to drive innovation, competition and value, so clinicians and the wider workforce have systems that improve patient outcomes, reduce burdens and support fully integrated care.

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									■	■	■	Integrated Single Financial Environment	DHSC	The objective of the project is to procure and implement the next generation of the NHSE England group Integrated Single Financial Environment (ISFE) and associated financial services. The procurement phase of the project is now complete and a contract is in place with NHS Shared Business Services (NHS SBS). Implementation is underway for the managed service provision to commence in April 2024.
									■	■	■	New Hospital Programme	DHSC	The Government confirmed that 40 new hospitals will be built by 2030 and released £3.7bn of initial capital funding to support activity between April 2021 and March 2025. This includes 8 previously announced schemes. In addition, the Prime Minister announced an open competition for 8 further schemes to be built by 2030. This will mean 48 hospitals delivered by the end of the decade.
■	■	■	■	■	■	■	■	■	■	■	■	PHE Science Hub	DHSC	The UK Health Security Agency Science Hub Programme aims to create a health security campus to provide the UK's leading science centre of excellence. Re-providing and enhancing ageing facilities at Porton and Colindale to bring together expertise from world-leading academic and commercial institutions to protect the public's health security and reduce health inequalities.
									■	■	■	18m+ Building Remediation Programme	DLUHC	The overarching aim of the high-rise remediation programme is to bring all affected 18 metre plus buildings in England, up to the minimum life-safety standard quickly, completely, proportionately, and consistently, while ensuring that residents are considered throughout the remediation process, delivering value for money and pursuing those responsible for the cost of remediation. In 2023, the 18 metre plus programme, Aluminium Composite Cladding (ACM) and the Building Safety Fund (BSF), will combine into a single remediation portfolio, including the 11 to 18 metre buildings.
											■	Affordable Homes Programme	DLUHC	The Affordable Homes Programme (AHP) is one of the primary vehicles used by Government for the delivery of affordable housing in England. It allocates grant funding to Local Authorities (LAs) and Housing Associations (HAs) to help support the capital costs of developing affordable housing for rent or sale. The AHP operates with a budget of £11.5bn, delivering tens of thousands of homes across England for both rent and sale. Delivery of the programme is delegated to our delivery partners, Homes England (HE) and the Greater London Authority (GLA). Our delivery partners have full delegated responsibility to make spending and allocation decisions in line with their targets, agreed assessment criteria, and within predetermined delegation limits.
											■	Digital Planning Programme	DLUHC	The planning system should deliver the things that communities need, making places liveable, sustainable, and beautiful. Communities should trust the planning system and have the ability to engage with what gets built, where. The system needs to be faster, more efficient and more certain, making it clearer to citizens, communities, and developers what the rules and permissions are, and enable a better conversation about the inherent trade-offs involved in deciding what land is allocated and what is built. The Digital Planning Programme will enable a modern and efficient 21st century planning system. The programme's four key interventions will shift a semi analogue system, based on documents, to one that is data-driven, standards based, and powered by modern user centred products and services.

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								Amber	Red	Amber		Electoral Integrity	DLUHC	The Electoral Integrity Programme is implementing changes arising from the Elections Act. The Elections Act makes changes to the administration and conduct of elections, including provision designed to strengthen the integrity of the electoral process. Areas where changes are made are: overseas electors; voting and candidacy rights of EU citizens; the designation of a strategy and policy statement for the Electoral Commission; the membership of the Speaker's Committee; the Electoral Commission's functions in relation to criminal proceedings; financial information to be provided by a political party on applying for registration; for preventing a person being registered as a political party and being a recognised non-party campaigner at the same time; regulation of expenditure for political purposes; disqualification of offenders of holding elective offices; and information to be included in electronic campaigning material.
									Amber	Amber		Freeports	DLUHC	In March 2021, the Chancellor announced 8 Freeport locations in England: East Midlands, Felixstowe & Harwich (Freeport East), Humber, Liverpool City Region, Plymouth & South Devon, Solent, Teesside and Thames. 7 of the 8 English Freeports have now received final government approvals and, subject to the delivery of agreed milestones, will receive a share of £200m over the coming years. This is in addition to a generous package of tax reliefs for businesses investing in Freeport areas, full local retention of business rates, and a range of support from government. Two Scottish Green Freeport locations were announced on 13/01/23 and two Welsh Freeport locations were announced on 22/03/23, following fair, open competitive processes as outlined in the bidding prospectuses. The Scottish and Welsh Freeports are now progressing through the business case process and are expected to move into the Delivery phase in summer 2024.
								Amber	Amber	Amber		Grenfell Site and Programme	DLUHC	The programme achieved a significant milestone when the Grenfell Tower Memorial Commission (GTMC) published their interim report in May 22. Safety works on the tower completed in Oct 22 (on time, to budget and scope). Active monitoring continues to track the rate of degradation within the tower. Secretary of State held a Town Hall event for Bereaved and Survivors in Mar 23 and a community event in May 23, achieving the highest level of engagement with the community so far. The GTMC are working towards producing a final report in Sep 23.
								Amber	Amber	Red		Housing Infrastructure Fund	DLUHC	The Housing Infrastructure Fund is a £4.2bn major government programme which provides funding for infrastructure projects, which once built, will unlock housing capacity in areas of high housing demand. Through funding 124 infrastructure schemes in all regions of England, HIF is expected to unlock the construction of up to 300,000 homes.
								Amber	Amber			Levelling Up Fund	DLUHC	The Fund is jointly managed by HM Treasury (HMT), the Department for Levelling Up, Housing and Communities (DLUHC) and the Department for Transport (DfT). At 2020 Spending Review, HM Government committed £4 billion for the Levelling Up Fund for England, subsequently increasing this to £4.8 billion across the whole of the UK with a minimum of £800 million for Scotland, Wales, and Northern Ireland. Round 1 of the Fund supported £1.7 billion of successful projects while HMG announced £2.1 billion to support successful Round 2 projects. The Fund will invest in local infrastructure that has a visible impact, improving everyday life for people. Accordingly, the Fund will focus on three themes: smaller transport projects that make a genuine difference to local areas; town centre and high street regeneration; and support for maintaining and expanding the cultural and heritage assets.

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												 Levelling Up Home Building Fund	DLUHC	The Levelling Up Home Building Fund will support small and medium sized housebuilders and residential development lenders to diversify and build resilience in the housing market, foster innovation including Modern Methods of Construction and leverage greater private investment into housebuilding. Funding is provided on a recoverable basis through loans or equity into partnership arrangements. This will help create an environment where prospective new entrants, including institutional investors, feel confident and supported to enter the residential sector and existing operators are able to increase their resilience and develop a trading record that will assist them in scaling up their businesses successfully.
												  Towns Fund	DLUHC	The £3.6bn Towns Fund is made up of the Town Deals programme and the Future High Streets Fund (FHSF) competition. The Town Deals programme aims to regenerate towns and deliver long-term economic and productivity growth. This is through investments in urban regeneration, digital and physical connectivity, skills, heritage and enterprise infrastructure. The Future High Streets Fund competition aims to renew and reshape town centres and high streets in a way that improves experience, drives growth and ensures future sustainability. 101 Towns were selected for Town Deals, with 72 places successful through the FHSF competition.
												   UK Holocaust Memorial and Learning Centre	DLUHC	The programme aims to build a striking new memorial to the Holocaust in Victoria Tower Gardens in Westminster to honour the six million Jewish men, women and children that were murdered during the Holocaust, as well as other victims of Nazi persecution. A Learning Centre will be located with the memorial to explore the British relationship to the Holocaust including the role of the British Parliament and democratic institutions.
												 Carbon Storage Research Facility (CSRF)	DSIT	In line with HMG Net Zero abatement targets and the need for effective and efficient mitigation as replacement technologies develop, Phase 1 of this project will provide an infrastructure option for an innovative, world-class, CO2 deep geological storage research facility in the UK that will improve scientific understanding, regulation, commercial performance and public awareness of this fast growing industry. There will be flexibility built in to allow future (phase 2) options to progress to further enhance, refine, inform and support process and technological innovation as the storage industry develops.
												 Matrix Cluster Transformation Programme	DSIT	The Matrix Programme seeks to implement the Government Shared Service Strategy for eight government departments by modernising and consolidating back-office systems and services. This will include delivery of a new shared business process service (BPS), a combined enterprise resource planning (ERP) system including ancillary technologies, and a change in ways of working for all users.
												   Met Office Supercomputing 2020+ Programme	DSIT	Delivering our future supercomputing capability through the procurement and installation of a replacement and increased supercomputing capacity. This includes storage, observation networks, post processing systems and services, tooling for data exploitation delivery and support resources throughout the investment lifetime, data centre hosting, networking security services and decommissioning.
												New Polar Research Vessel	DSIT	Royal Research Ship Sir David Attenborough will replace two existing polar research/supply vessels with one dual purpose ship which planned to save £102m over 30 years.

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												 Open Networks Programme	DSIT	The Open Networks Research and Development (R&D) Fund is the £250 million government supported programme to deliver upon the UK's 5G Supply Chain Diversification Strategy. The Open Networks R&D Fund aims to accelerate the development and deployment of open interface architectures, such as Open radio access network (RAN). Central to the Open Networks R&D Fund is our ambition to: accelerate open-interface products and solutions; ensuring they are truly interoperable, performant, and sustainable to support our long-term vision for a more open and innovative telecoms market. Incentivise and derisk accelerated deployment in the UK; to encourage and accelerate network operators to adopt and deploy open network solutions; develop an internationally recognised UK telecoms ecosystem; positioning the UK as a leading global market and focal point for research into open network technology.	
												Project Gigabit	DSIT	The UK Gigabit Programme (Project Gigabit) will deliver subsidised gigabit-capable broadband to hard to reach areas of the UK that would otherwise have been left behind by broadband network providers in their commercial rollout plans. There will be local, regional and cross-regional contracts available for broadband network providers of all sizes to bid for, managed through close working relationships with local authorities and the devolved administrations. This approach will be complemented by vouchers, hubs, gigabit-capable Superfast contracts and barrier busting measures to improve pace and flexibility of delivery.	
												Shared Rural Network	DSIT	The Shared Rural Network (SRN) programme is a £1 billion deal with the four Mobile Network Operators (MNOs) – EE, Three, Virgin Media O2, Vodafone – to deliver 4G coverage to 95% of UK landmass by the end of the programme, underpinned by spectrum obligations. The most significant coverage improvements will be in rural parts of Scotland, Northern Ireland and Wales, providing guaranteed coverage to 280,000 premises and 16,000 km of roads. The SRN programme is split between public and privately funded elements. In line with the six year capital funding period, the legally binding spectrum obligations for the SRN must be met by January 2027 and the programme will continue to deliver coverage improvements up to that point. The programme remains on track both the government and MNOs are confident that this combined coverage is expected to be delivered to 95% of UK geography by the end of 2025.	
												Building Safety Regulator	DWP	The Building Safety Regulator, under One HSE, will lead the regulatory regime to protect people and places in all forms of buildings. The Building Safety Regulator will have three key functions: a) leading the implementation of the new, more stringent regulatory regime for higher risk residential buildings in scope; b) promoting competence among industry professionals and regulators who have key roles in delivering safe, high-performing buildings; c) oversight of the building safety and performance system.	
													Health Transformation Programme	DWP	The Health Transformation Programme is a critical part of the department's disability strategy. It will procure new functional assessment service contracts, modernise our service and be a key enabler for reform proposals detailed in the The Health and Disability White Paper published 16/03/23. The Health Transformation Programme aims to deliver: A vastly improved claimant experience: including reduced journey times and improved claimant choice in terms of channel to claim. A more effective and efficient service for the taxpayer: reducing reliance on paper and integrating service delivery, reducing demand for health assessments by triaging. Greater capability to innovate and deliver change: including White Paper reform. All devolved benefits in Scotland, including Personal Independence Payment (PIP), are out of scope for the Health Transformation Programme.

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								Amber	Amber	Red	Pensions Dashboard Programme	DWP	Pensions dashboards will enable individuals to access their pensions information online, securely and all in one place, thereby supporting better planning for retirement and growing financial wellbeing. Dashboards will provide clear and simple information about an individual's multiple pension savings, including their State Pension. They will also help them to reconnect with any lost pots.
									Amber		Synergy Programme	DWP	The Department for Environment, Food and Rural Affairs (DEFRA), Department for Work and Pensions, Home Office (HO) and Ministry of Justice (MOJ) are collaborating together in a cluster to achieve the Government's Shared Services Strategy by transforming shared services to make them smarter, swifter and more streamlined. Synergy is a business transformation programme to replace the current services provided by Shared Services Connected Limited (SSCL) and focusing simplifying and aligning processes, data systems and services, to transform our users' experiences and drive interoperability between departments, resulting in increased productivity and value for money, provided through a single Software as a Service (SaaS) Enterprise Resource Planning (ERP) platform and business process service. The four departments have committed to working as a single cluster with departments responsible for their departmental transformations.
Amber	Reset	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Universal Credit Programme	DWP	Universal Credit replaces six separate benefits and tax credits for working age people, bringing together in and out of work systems into one, to make work pay. When fully rolled out it is expected that around 6.5 million households will benefit from Universal Credit. Legislated for in 2012-13, it has now entered delivery phase.
								Amber	Amber		Workplace Transformation	DWP	The Workplace Transformation Programme is a 10-year programme which focuses on how and where we will work, determining our future locations and working practices. This will deliver efficiencies and enable genuine modernisation and transformation within DWP. Alongside this there is a structured programme of essential works to ensure our ageing buildings remain safe and functional for claimants and colleagues delivered through our Estate function. Together they support the Government's Property Strategy to deliver a smaller, better, and greener estate and the Places for Growth objectives - making DWP a great place to work and improving the customer experience.
				Amber	Amber	Amber	Amber/Green	Green	Amber		Echo 2 Programme	FCDO	The ECHO 2 Programme is the next generation communication and connectivity bearer for both the FCDO and British Council evolving from the current ECHO 1 network. The ECHO 1 contract delivers the FCDO and British Council global telecommunication and connectivity network through a single supplier. Transitioning to ECHO 2 will improve global communication resilience and provide run cost saving by contracting a network service organisation to manage connectivity while enabling the FCDO and British Council to procure internet connectivity for its sites.
								Red	Green		FCDO Integration	FCDO	FCDO Integration is the portfolio of the essential activities that are required to merge the two legacy departments (FCO/DFID) to fully form the FCDO, and to enable it to operate effectively and efficiently as a single organisation. The Integration Portfolio will be the core focus of internal change for the FCDO until Summer 2023 and will include activities such as delivering key technology, removing duplication in systems, aligning local Country-Based Staff (CBS) pay scales where this has not yet happened, introducing a single aligned pay structure for UK-Based staff and bringing new entrants in on single Terms and Conditions. The successful delivery of the Integration Portfolio will lay the foundations for One FCDO.

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						■	■	■	■	■	Hera Programme	FCDO	The Hera programme has delivered a single integrated Finance and HR system (using the Oracle Cloud platform) for the Foreign, Commonwealth and Development Office following the merger of DFID and the FCO. It was built on the former Atlas programme in the FCO but was substantially reshaped incorporating the requirements of the new department. Hera is an essential platform for wider FCDO Transformation and will enable the new department's finances and structures to be fully integrated in line with Ministers' objectives. Hera will be a platform to deliver government strategy for providing shared services in the UK and overseas for Partners across Government.
						■	■	■	■	■	Washington Embassy Refurbishment	FCDO	Refurbishment and upgrading of key buildings on our Washington, USA, compound. These buildings currently fail to fully meet health and safety requirements. Further investment in modernising these buildings will future proof our ability to deliver effective diplomatic and operational solutions in our most important global post.
		■	■	■	■	■	■	■	■	■	Local Land Charges (LLC) Programme	HMLR	Deliver a digital national Local Land Charges Register and service that covers all of England and Wales, thereby improving home buying through the digital service, with spatial data at its core. In-house delivered migrations are doing well and operating to plan, with the overall pace of delivery doubling year on year. The delivery plan has been refined, taking into account the successful onboarding of two Migration Service Delivery Partners.
		■	■	■	■	■	■	■	■	■	Building Our Future Locations Programme	HMRC	HMRC's Locations Strategy, announced in 2015, is key to enabling its wider transformation. The Locations Strategy is delivering the Phase One Government Hubs and supports the Government's Places for Growth Programme by creating opportunities and career paths in towns and cities across the UK. HMRC's new estate provides safe, modern and inclusive workspaces with high-speed digital infrastructure enabling improved collaboration, smarter working and enabling a culture where everyone feels valued. These incorporate flexible layouts that will meet future changing demands and priorities.
								■	■	■	Contact Engagement Programme	HMRC	The Customer Engagement Programme, CEP, has replaced HMRC's telephony and digital platforms. It has also replaced the customer contact interface for advisers and delivered credible management information solutions across the new telephony and digital platforms to improve experience for customers and colleagues. Over time, this will allow HMRC to transform the way we interact with customers; becoming a more effective and efficient organisation, driving digital take up where appropriate and providing improved tools to support our colleagues to resolve customer contact effectively through a 'once and done' approach.
									■	■	Critical Platform Transformation CPT	HMRC	Through applied industry standard identification, the programme has delivered several software, hardware, and component upgrades, whilst reducing HMRC's legacy IT estate. The programme has supported several internal programmes enabling HMRC's transformation activities to mature, supporting legislative, ministerial and policy driven change. This has increased our stability and resilience offering, to create a more modern IT and working environment. The programme will continue to deliver against the strategic aim to create further modern platforms, products fit for 21st century.
									■	■	Data Protection Remediation Programme	HMRC	The Programme (DPRP) will deliver remediation activity to ensure HMRC regulatory compliance linked to its legal obligations under UK General Data Protection Regulation (UKGDPR) and the Data Protection Act 2018 (DPA 2018).

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									■	■		Debt Respite Programme	HMRC	The Debt Respite Scheme(DRS) is a government policy supporting vulnerable customers in problem debt. DRS legislation applies to all creditors (including HMRC) and offers debtors legal protection from creditor action on qualifying debts, for example recovery and enforcement action stops, and interest fees and charges are paused. DRS covers England and Wales and is administered by the Insolvency Service who notify creditors when customers enter/exit DRS. There were two scheme elements: Breathing Space (BS) implemented on 4th May 2021 and Statutory Debt Repayment Plan, to be introduced in August 2024 but that was de-scoped following HM Treasury led consultation in August 2022. The Programme completed closure activity March 2023. There were two programme phases for Breathing Space: Phase 1: To meet the legislative deadline using a medium-term part auto/part manual solution was implemented on 4th May 2021 Phase 2: The long-term fully automated IT solution, implemented in February 2023, removed manual interventions reducing the administrative burden on HMRC.
									■	■		Debt Transformation	HMRC	Debt Transformation is a five year programme to provide a new functional and future proofed debt management system to replace the current system, and manage an incremental transition to new services, sequencing the on-boarding of tax regimes whilst decommissioning legacy information technology (IT) enabling a single view of a customers' total indebtedness and allowing for a customer-centric approach to debt collection. The programme will reduce business system failure risk therefore protecting revenues and provide the opportunity to realise key efficiencies and revenue benefits to HMRC. It will help reduce debt balance and contribute towards our strategic objectives; making it easy to get tax right and hard to bend or break the rules, collect the right tax and pay out the right financial support. In addition, it will support wider government economic aims through a resilient agile tax administration system.
									■	■		Enterprise Security Programme ESP	HMRC	The Enterprise Security Programme will improve the security of HMRC's systems and processes by further strengthening our cyber security; build an increased level of resilience to emergency situations; improve our security culture and capability; and to increase digital inclusion.
									■			HMRC Northern Ireland Programme	HMRC	The NI Delivery Programme is managing changes to HMRC Customs and Indirect Tax systems to enable HMRC and traders to operate, within the terms of the Northern Ireland Protocol, now replaced by the Windsor Framework. Also, for the UK to remain aligned with other EU customs legislation for Northern Ireland.
									■	■	■	Infrastructure Programme	HMRC	The Infrastructure Programme was established to support and enable the Government priority of maintaining the flow of trade following the end of the EU Transition period and to ensure full border controls were in place by the end of the staged customs controls timeline. The programme has delivered Inland Border Facilities (IBFs), via the Short Straits and Holyhead, where the ports did not have the ability to complete the checks themselves. On 31st December 2020, we opened 11 temporary IBFs, the next phase brought facilities up to full operating capacity and migrated the temporary facilities to provide two enduring sites. Following completion of the two phases, the Programme are now decommissioning and reinstating the temporary facilities. The Programme is on track to complete all temporary site closure activity by summer 23 and move towards formal closure of the programme and transfer of the ongoing operations of Sevington and Holyhead into HMRC business as usual.

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				■	■	■	■	■	■	■		Making Tax Digital	HMRC	Making Tax Digital aims to improve business record keeping providing businesses with a modern digital experience, encouraging compliant behaviour and acting as a building block to HMRC’s transformation plans.
									■	■		Payments	HMRC	HMRC has inconsistent payment rules, methods and processes, and we do not use the payment mechanisms our customers now expect. Customers frequently make mistakes in paying us and risk being pursued for debts they do not owe. In addition, the UK’s Banking Industry is approaching the biggest changes in infrastructure and processes it has for generations. HMRC must be able to respond to these mandatory changes in order to continue to receive and make payments. This proposition is all about improving the processes which support this critical function and as such delivers HMRC’s payments strategy and supports all four HMRC’s strategic objectives. The Payments Programme will support HMRC’s new vision HMRC to be a trusted, modern tax and customs department. HMRC has a vital purpose: we collect the money that pays for the UK’s public services and help families and individuals with targeted financial support. Through this programme we will make it easier for customers to pay, and be paid by, HMRC. To support this we are improving and building digital services.
										■		Pensions Programme	HMRC	The Pensions Programme will modernise the administration of Pensions Tax Relief by replacing the legacy online service with the Pensions Online Digital Service (PODS)(called “Managing Pension Schemes” on Gov.uk). PODS functionality will make it quicker and easier for Pension Scheme Administrators to self-serve, make claims (including Relief at Source claims) and fulfil all their pensions tax obligations. Modernisation will: - help Pension Scheme Administrators (PSAs) and their Practitioners get it right first time, while increasing HMRC’s ability to spot activity that bends or breaks the rules - minimise manual processes for HMRC, PSAs and Practitioners, saving time and money - provide quality and more timely data for compliance, delivering increased tax yield. The Programme will help deliver two government priorities for individuals and Pension Tax Relief by: - implementing top-up payments for disadvantaged customers in net pay arrangement pensions - developing IT services to support the McCloud compensation scheme.
									■	■	■	Protect Connect	HMRC	The Protect Connect Programme aims to safeguard the operation of HMRC’s most critical repayment risking services, future-proofing them by hosting them in the Cloud and laying the essential foundation for development of future strategic risking capabilities. This aligns both the HMRC Compliance and IT strategies, enhancing the understanding of customers and developing increased insight using a single data and analytics platform.
								■	■	■	■	Securing our Technical Future	HMRC	The Securing our Technical Future programme has been established to “stabilise” HMRC’s current IT estate which is aged and exiting HMRC Business Services from the three legacy data centres to new destination platforms, Cloud and Crown Hosting (for physical assets) by December 2023. The objectives of the programme underpins HMRC’s strategic objectives for April 2021 to 2025, to provide a more resilient and modern IT estate with stable services that are more flexible, ultimately enabling HMRC to run an effective tax/benefits system for internal and external customers.

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Annual Report												Project Name	Dept	Description			
12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23							
										■	■	Single Customer Account	HMRC	The Single Customer Account (SCA) Programme will deliver the digital transformation expected by our customers, required for the department, and defined in the tax administration strategy by developing a task based, personalised and intuitive multi-channel digital experience. It will consider the end-to-end customer journeys in order to drive adoption and make digital channels the first choice for our customers. In doing so, we will increase voluntary compliance through automation across digital channels and increase customer satisfaction.			
												■	Single Customs Platform	HMRC	The Single Customs Platform Programme is building on the successful delivery of Customs Declaration Services live service programme. The 2022/23 financial year scope continues to give greater focus to the end-to-end customer journeys and places an even greater emphasis on the role of the customer, that will improve live service and system stability/resilience. There are 3 key areas of scope that must be delivered in order to achieve this are: 1) Single Customs Platform IT delivery. Delivery of Customs Declaration Services functional and non-functional delivery requirements, data and reporting. 2) Customs Declaration Services Migration. Migrate traders using the Customs Handling of Imports, Exports & Freight system onto Customs Declaration Services 3) CHIEF Decommissioning Completion of Customs Handling of Imports, Exports & Freight system closure activity for both the service and all the systems that it supports		
												■	■	Single Trade Window Programme	HMRC	The UK Single Trade Window (STW) will provide a seamless customer experience by delivering a digital gateway that serves as a single point of interaction between users and all UK border processes and systems and ensures that available data, information and events provide greatest value to traders and Government. The UK STW strategic objectives support the Government’s ambition to have the world’s most effective border by 2025; one that creates prosperity, enhances security, improves the flow of goods and engenders industry innovation. Delivering the service will be a crucial step in encouraging legitimate trade for businesses and bringing together the Government’s collection, assurance and use of border data. A customer-centric design and regular engagement with industry representatives across a broad range of sectors are key to this benefits-driven service.	
												■	■	■	Technology Sourcing Programme	HMRC	The programme is an essential component of the HMRC strategic programme to modernise and transform our IT estate and the services delivered to citizens and colleagues. At the end of March 2023, the programme achieved its next milestone by delivering an initial interim operating model. HMRC will work through to 2025 to implement critical enterprise skills, practices, standards and tools needed to run and change our IT services. This will enable HMRC to deliver IT, utilise technology and work more effectively as an organisation.
												■	■	■	Trader Support Service	HMRC	The Northern Ireland Trader Support Service TSS was established to provide a free-to-use service to support traders to meet their obligations under the Northern Ireland Protocol (NIP) following the end of the EU transition period on 31/12/20. The TSS helps traders move goods between Great Britain and Northern Ireland or bring goods into Northern Ireland from outside the UK.

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12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23				
									■	■		Unique Customer Record	HMRC	The Unique Customer Record Programme will deliver a single consolidated dataset relating to our customers (and their relationships to other customers) that will bring customers information and tax affairs together and linking them to historic contact information. It underpins the transformation of our end-to-end customer service, enabling customers to view all of their affairs through the single customer account and making it more straightforward for them to meet their obligations.
									■	■		Unity Programme	HMRC	The shared service strategy for government launched in March 2021 setting out the vision to transform Shared Services across the Civil Service improving end users experience. To achieve this 5 clusters have been formed across the civil service. HM Revenue & Customs (HMRC), Department for Transport (DfT) and Department for Levelling Up, Housing and Communities (DLUHC) collectively make up the Unity Programme. The Unity Vision is to transform HR, Finance and Procurement across HMRC, DfT and DLUHC groups, creating a unified shared service which is user centric, swift and cost effective. Our colleagues will be empowered through intuitive, streamlined and automated processes, improving their experience and enabling everyone to spend more time delivering essential services for the public.
									■	■	■	NS&I Rainbow	HMT	The aims of the programme are to: 1. Measurably reduce the costs of running the business and growing revenue 2. Become a self-service digital business with support for the vulnerable and excluded 3. Deliver more nimbly, reduce risk and enhance scalability
									■	■	■	Cerberus	HO	Border Force is making a transformative change to its analytics and targeting capabilities, better securing the border with improved operational outcomes, driving operational efficiencies, and therefore achieving considerable cashable savings through the decommissioning of expensive legacy systems.
		■	■	■	■	■	■	■	■	■	■	Digital Services at the Border (DSAB)	HO	To deliver digital services that will provide systems capable of transforming the way that Border Force (BF) and its partners operate.
	■	■	■	■	■	■	■	■	■	■	■	Emergency Services Mobile Communications Programme (ESMCP)	HO	Emergency Services Mobile Communications Programme (ESMCP) is a cross government programme to deliver the new Emergency Services Network (ESN) critical communications system; replacing the current technology Airwave. ESN will transform emergency services' communications, by moving away from the largely 'voice only' proprietary and legacy Airwave radio system to a new combined voice and data service that leverages off-the-shelf technology and reuses commercial mobile telephone networks. Enhancements exist to prioritise emergency service calls above regular commercial traffic on the mobile network.
									■	■		Fraud And Cyber Crime Reporting and Analysis Service	HO	The Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) is a £150m transformation programme that will replace the existing system and services for reporting and analysis of fraud and cybercrime through Action Fraud and NFIB (National Fraud Intelligence Bureau). Action Fraud and NFIB are run through the City of London Police (CoLP) and are national services because fraud and cybercrime span beyond geographical boundaries and so local force responses are ill-suited to tackle these crimes. These services are jointly funded by the Home Office (majority funder) and the City of London Corporation. The objectives Government have identified for the programme to deliver are: improved victim experience and satisfaction, lead to better criminal justice outcomes, prevent crime and reduce harm, contribute to an improved understanding of the threat from serious and organised crime and improve systems inter-operability and align with national programmes.

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Annual Report												Project Name	Dept	Description
12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23				
								Amber	Amber	Amber		Future Border and Immigration System Programme	HO	The United Kingdom exited the European Union on 31 January 2020. From 1 January 2021, free movement ended and was replaced by a new points based immigration system. The Future Border and Immigration System will enable the United Kingdom to take back control of our border, it will simplify, enable and digitise our systems to put customers at the heart of a firmer, fairer and easier to navigate border and immigration system.
								Amber	Amber	Amber		Future Suppliers Services	HO	Future Supplier Services (FSS) aims to re-procure UK Visas and Immigration's (UKVI) United Kingdom and overseas front-end customer services to primarily provide biometric information to support their visa application and, in certain circumstances attend interviews. These services are currently outsourced under the Front-End Services United Kingdom and Next Generation of Outsourced Visas contracts and the project is procuring equivalent services to maintain visa services; while maximising value and efficiency, which is a critical enabler for building and sustaining the United Kingdom's growth and prosperity.
								Amber	Red	Amber		HMPO Transformation	HO	His Majesty's Passport Office (HMPO) Transformation Programme aims to modernise the passport business by digitising the end to end process and by automating much of the application assessment work. This will provide His Majesty's Passport Office cashable savings and improve the customer experience.
		Amber	Amber/Green	Amber/Green	Amber/Green	Amber	Amber	Amber	Amber	Amber		Home Office Biometrics (HOB) Programme	HO	Home Office wide convergence programme for biometrics within Home Office, covering border security, law enforcement and intelligence.
									Amber	Amber		I-LEAP	HO	The I-LEAP programme will provide new alerting digital platform capabilities to police and border officers in the UK, and to their equivalents in partner countries, enabling increased opportunities at the national border or within country to identify persons and objects of interest to law enforcement agencies. It will do so by first enhancing the UK's connectivity with INTERPOL by providing law enforcement agencies with a real-time connection to INTERPOL datasets (Phase 1). In the longer-term (Phase 2), I-LEAP will also enable real-time alert exchange with key international partners who share the UK's interest in further strengthening alert-sharing capabilities.
	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Red	Amber		Immigration Platform Technologies (IPT)	HO	The Immigration Platform Technologies (IPT) Programme is delivering the technology and information systems to support the immigration service through delivery of three integrated modern technology services that are cheaper to operate than those they replace. IPT will achieve operational efficiencies, optimise use of data and provide a more modern and streamlined customer journey.
			Amber	Amber	Amber	Amber	Amber	Red	Amber	Amber		National Law Enforcement Data Programme (NLEDP)	HO	With the expansion of the National Law Enforcement Data Portfolio (NLEDP) we are now known as the Law Enforcement Data Service (LEDS) programme. The LEDS Programme is delivering a replacement to the current Police National Computer (PNC) service which will facilitate a range of future transformational capability and functionality that will be at the heart of protecting the public for years to come, aiming to replace the current PNC to enable retirement on PNC by March 2026.
									Exempt	Exempt		Nuclear Security Portfolio	HO	Nuclear Security Portfolio has been established to maintain and improve the UK's defences from radiological and nuclear terrorism, and its preparedness for such a risk.

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								Amber	Amber	Green		Police Uplift Programme	HO	In July 2019 the government committed to recruit 20,000 additional police officers in England and Wales by March 2023. As a result, the Police Uplift Programme was established to support the 43 police forces across England and Wales in the recruitment of the additional officers. The programme is a collaboration between the Home Office, the National Police Chiefs' Council and the College of Policing, reflecting the nature of policing.
									Amber	Amber		Sovereign Borders	HO	Delivering a fair but firm immigration and asylum system cracking down on abuse of the system and supporting those needing the UK's protection through fundamental end-to-end system reform; a new system differentiating those genuinely in need of our protection from others; judicial reforms; and effective returns.
									Amber	Amber	Green	Suspicious Activity Reports (SARs) Reform	HO	The Economic Crime Plan, jointly published by Home Office, His Majesty's Treasury and UK Finance in July 2019, includes commitments to Suspicious Activity Reports (SARs) reform, recognising the regime as the cornerstone of our whole response to economic crime. Through a whole system approach to economic crime, SARs Reform Programme is addressing 3 out of the 52 actions in the Economic Crime Plan to enable higher levels of detection, prevention, and enforcement (nationally and internationally) – Action 30: SARs IT transformation and a design for the SARs regime target operating model. Action 31 – Greater feedback and engagement on SARs. Action 32 – Ensuring the confidentiality of SARs.
Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	A400M	MOD	To deliver into Service a worldwide, protected Tactical Air Transport capability able to rapidly project, sustain and recover Air and Joint Forces, to meet UK standing commitments and support enduring and contingent operations in the most demanding timescales.
								Amber	Amber	Amber	Amber	Armed Forces Recruiting Programme	MOD	The Armed Forces Recruiting Programme is the Tri-Service programme responsible for delivering a single; common Tri-Service Recruiting Operating Model for the Armed Forces. The Programme seeks to bring the three single Service recruiting activities together under one future recruiting service with a commercial partner and a single digital platform.
			Amber	Armour MBT 2025	MOD	The Armour Main Battle Tank Programme will deliver the Challenger 3 capability. Challenger 3 will be Defence's only guaranteed, 24 hour, all weather, mobile anti-tank capability. This programme will modernise and improve the British Army's Main Battle Tanks to the standard needed on today's battlefield. Upgrades include enhanced survivability; greater lethality, improved surveillance and target acquisition as well as removing obsolescence.								
		Amber	Red	Amber	Armoured Cavalry 2025	MOD	The Armoured Cavalry programme is central to the Army's Integrated Review and Future Soldier. It will deliver a multi-role Ground Mounted Reconnaissance capability, centred on the Ajax family of vehicles and their training and support systems, into service with the British Army. The six Ajax variants deliver a step change in capabilities compared to current in-service vehicles in the areas of Intelligence, Surveillance, Target Acquisition and Reconnaissance sensors, multi-domain integration, lethality, protection, and mobility. Ajax will equip units in both Armour and Deep Reconnaissance Strike Brigade Combat Teams in 3rd (United Kingdom) Division. 589 vehicles will be delivered through a firm-price contract with General Dynamics Land Systems (United Kingdom).							
Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Astute Boats 1-7	MOD	To deliver the seven Boat Astute Class within approved performance, cost and time parameters, while actively contributing to the sustainment of the UK submarine design and manufacturing capability.

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12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23					
										■	■	AURORA	MOD	Project Aurora will deliver the plutonium component manufacturing capability required to support the UK's enduring nuclear warhead programme. It is current in early design.	
										■	■	Brimstone 3	MOD	Brimstone 3 sustains the precise, low-collateral air-to-surface Brimstone capability on the Typhoon platform, and is planned to be integrated onto the Protector platform.	
										■	■	CHINOOK CAPABILITY SUSTAINMENT PROGRAMME (CSP)	MOD	Chinook Capability Sustainment Programme Tranche 1 will provide a modern and cost effective transformational change to the UK Special User's vertical heavy lift capability with the procurement of 14 new-build Chinook aircraft. The aircraft will be able to operate and survive in a multitude of environments, conducting high-tempo missions with minimal logistics footprint and high-levels of interoperability with key allies, to beyond 2050.	
						■	■	■	■	■	■	Clyde Infrastructure	MOD	The Clyde Infrastructure Programme has been established to manage the design, delivery and transition into operational use of new build and updated infrastructure facilities at HMNB Clyde in order to enable the continued safe and secure operation of submarines, support the arrival of the next generation 'Successor' Ballistic Missile Submarines, and create a single submarine centre of specialisation.	
										■	■	■	Collective Training Transformation Programme	MOD	The Collective Training Transformation Programme will deliver the Future Collective Training System to transform collective training for the Army. Through a long-term, collaborative relationship with industry the Future Collective Training System will deliver increased training system flexibility to allow the Army to train when, where and how it needs in order to meet Defence outputs. Through improved access to data analytics and a more flexible blend of live, virtual, and constructive training, the Future Collective Training System will improve the training enterprise and experience for soldiers and commanders at all levels.
■	■	■	■	■	■	■	■	■	■	■	■	Core Production Capability	MOD	The Core Production Capability (CPC) delivers safe nuclear reactor cores to meet the Royal Navy's submarine programme; now and for the long term. At programme closure; CPC will have provided the Royal Navy with the means to propel a renewed Deterrent submarine fleet; and will have provided the UK with a modern; safe; and Sovereign capability to manufacture further cores for a fleet of flexible and adaptable attack submarines.	
	■	■	■	■	■	■	■	■	■	■	■	Crowsnest Programme	MOD	The Crowsnest programme aims to deliver an organic Airborne Surveillance and Control capability as role fit to the Merlin Mark 2 helicopter. By delivering concurrent Land, Sea and Air surveillance and control for Carrier Strike, Littoral Manoeuvre and Land, it will provide force protection, intelligence and support to strike assets. It is part of the Carrier Enabled Power Projection programme with Queen Elizabeth Class Carriers and the F-35B Lightning II.	
					■	■	■	■	■	■	■	Defence Estate Optimisation	MOD	Defence Estate Optimisation Portfolio is a long-term investment of £5.1bn to modernise the defence estate. It is an ambitious portfolio of construction activity; unit and personnel moves; and site disposals that will deliver a better structured; modern; and more sustainable estate to support military capability.	

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		■	■	■	■	■	■	■	■	■		DREADNOUGHT	MOD	The Dreadnought Programme will maintain the UK's sovereign ability to deliver a deterrent effect by means of a submarine-launched; inter-continental ballistic missile nuclear weapon capability. The programme will achieve this by replacing in-service the current Vanguard Class SSBNs with four Dreadnought Class SSBNs. The programme requirement was detailed in the Government White Paper 2006: The Future of the UK's Nuclear Deterrent; and subsequently endorsed in both the 2015 Strategic Defence and Security Review and the 2021 Integrated Review of Security; Defence; Development and Foreign Policy.
								■	■	■		E7 Wedgetail	MOD	The E-7 Wedgetail programme will provide a 5th generation Airborne Early Warning and Control capability, with a Multi-role Electronically Scanned Array radar that is interoperable and interchangeable with key allies to an anticipated Out-of-Service date of at least 2042.
									■	■		European Common Radar System Mk2	MOD	The Phase 4 Enhancement (P4E) to the Typhoon aircraft includes upgrades to mission management systems, GPS resilience and navigational precision. It also provides the vehicle for the integration of the European Common Radar System Mk2 onto the aircraft. The radar is being developed to enable the aircraft to simultaneously detect, identify and track various targets on land and in the air and is vital to maintain Typhoon's control of the air. It also provides a new Electronic Warfare capability and sustains Typhoon capability to operate in contested and congested Electromagnetic environments. The programme is being delivered via multiple interdependent contracts. Radar development is being led nationally by the UK; whereas the wider P4E changes to the aircraft systems are being developed with the other Typhoon Partner Nations as part of the international Eurofighter Programme.
				■	■	■	■	■	■	■		Fleet Solid Support	MOD	Auxiliary Shipping to provide stores, ammunition and food sustainment to Naval Forces at Sea.
								■	■	■		Future Combat Air System	MOD	The Future Combat Air System Acquisition Programme will identify the combat air system to replace Typhoon. The Future Combat Air System will be primarily responsible for delivering Control of the Air, and contribute to Attack and Information, Surveillance and Reconnaissance. It will be able to operate inside a multi-domain information environment or in isolation. The system will exploit open mission architectures to allow freedom of modification and rapid technology insertion. It will be enabled through a combination of crewed and uncrewed platforms and complex weapons with the optimal force mix to be determined during the Concept and Assessment Phase. An international programme by design, the UK is working with several international partners to define the longer-term partnership construct for the Enterprise.
									■	■		Future Cruise Anti Ship Weapon (FCASW)	MOD	The Future Cruise Anti Ship Weapon programme aims to deliver a next generation complex weapon to meet the UK's Selective Precision Effect At Range Capability 5 (SPEAR 5) and Future Offensive Surface Warfare (FOSuW) requirements. In doing so it is the cornerstone of UK/Fr bilateral cooperation as part of the 'Lancaster House Treaty' and supports UK Freedom of Action, prosperity and critical UK industrial capability.
									■	■		Future Defence Infrastructure Services (FDIS)	MOD	The Future Defence Infrastructure Services Programme aims to deliver arrangements for the future delivery of Facilities Management services across the UK Defence estate. The first tranche of the programme will replace the existing suite of predominantly Hard Facilities Management Next Generation Estates Contracts. The second tranche of the programme will replace the existing Soft Facilities Management 'HESTIA' Contracts.

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									Amber	Amber		Ground Based Air Defence (GBAD)	MOD	The Land Ground Based Air Defence programme will modernise the Army's air defence capabilities in the face of rapidly developing threats and is a very high priority for the Army. This includes the development of an integrated layered air defence system comprising Small Air Targets and Short and Medium Range Air Defence, and technology that allows engagement of targets at optimum range and early air raid warning.
					Exempt	Exempt	Exempt	Exempt	Exempt	Exempt		Joint Crypt Key Programme	MOD	Exempt under Section 26 of Freedom of Information Act 2000 (Defence).
				Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Land Environment Tactical Communication and Information Systems	MOD	The Land Environment Tactical Communication and Information Systems programme is a capability and business change programme that will deliver the Land Domain's deployed digital backbone through the sustainment, evolution or replacement of Communication and Information Systems and associated applications to underpin the transition to a Single Information Environment.
										Amber	Amber	Land Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR)	MOD	The Land Intelligence, Surveillance, Target Acquisition and Reconnaissance Programme will deliver an adaptable, robust and agile system that will enable the Army to find the enemy at range in all operational environments. The bedrock of the system will be an open system architecture, designed to be fully integrated with current and future communications and information systems to enable digital integration across the Army, wider Defence, and our primary allies. This will enable a fully networked Intelligence, Surveillance, Target Acquisition and Reconnaissance system consisting of multiple sensors, that can be centrally commanded and coordinated. Automation will be used to speed up decision-making and reduce electronic emissions between component parts. The architecture, platforms and sensors required for the system will be developed and acquired separately, with a series of common standards ensuring that they remain compatible with the network.
Amber/Green	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Lightning Programme	MOD	F-35B Lightning is a key element of Combat Air - a 5th Generation combat air vehicle with advanced sensors, mission systems and low observable technology. The F-35B provides real strategic opportunity, and its impressive capability has already been demonstrated and is recognised. It is jointly operated by the RAF and Royal Navy from both land and sea, with a main operating base at RAF Marham which currently houses 617 Squadron and 207 Squadron, the Operational Conversion Unit. The Lightning Force growth through delivering the second squadron, 809 NAS, at RAF Marham is a key dependency for the successful delivery of a critical Defence milestone of Carrier Strike capability.
										Amber	Amber	Maritime Electronic Warfare Programme	MOD	The Maritime Electronic Warfare Programme consists of two main projects: Maritime Electronic Warfare System Integrated Capability and Electronic Warfare Countermeasures. The Maritime Electronic Warfare Programme will provide a Maritime Electronic Warfare capability enabled by openness, with the potential to keep pace with developments in anti-ship missile technology, contribute to the development of shared situational awareness and provide Force Protection through automated coordination of response to missile attack. Force Protection/Self Defence will be provided at an individual unit level or as part of a wider Task Group of ships. The programme will deliver improved operational effectiveness and reduced through life cost of surface ship Electronic Warfare capabilities.
				Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Maritime Patrol Aircraft	MOD	To deliver a Maritime Patrol Aircraft to provide persistent, responsive, effective and adaptive military capabilities in the Under Water, Above Water, Littoral and Land environments.

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												MARSHALL	MOD	Marshall enables military terminal air traffic management services in the UK and abroad.
												Martlett	MOD	Future Anti-Surface Guided Weapons is required to enable Wildcat helicopter to deliver kinetic effect against and defeat difficult targets in the complex littoral and maritime environments; that lie outside the capabilities of other anti-ship weapon systems.
												Mechanised Infantry Programme	MOD	The Mechanised Infantry Programme will deliver modern wheeled Armoured Personnel Carriers that can perform a range of roles to support the Infantry, Combat Support, and Combat Service Support elements across new Brigade Combat Teams - a new concept emerging from the Integrated Review. The vehicles will be a significant contribution to enabling a highly deployable, networked force to operate differently from conventional industrial age combat forces, offering unique competitive advantage whether fighting, peacekeeping or delivering humanitarian aid.
												MENSA	MOD	Mensa is the replacement capability for assembly and disassembly of current and future nuclear warheads in support of HMG's strategic deterrent.
												Meteor	MOD	To sustain a world beating Beyond Visual Range Air to Air Missile capability with our Meteor Partners (France; Germany; Spain; Italy and Sweden) to share cost and reap the benefits from competing in the global Beyond Visual Range Air to Air Missile export market.
												Mine Hunting Capability	MOD	The Mine Hunting Programme will provide an agile, interoperable, and survivable capability using emerging Maritime Autonomous Systems that enables strategic, operational and tactical freedom of manoeuvre and exploitation of the battle space, in order to assure and sustain the delivery of Maritime Force Projection and Maritime Security capabilities, at the time and place of the UK's choosing across the range of Standing Commitments and Operations, by defeating static underwater threats. The aim of the Mine Hunting Capability programme is to deliver a managed transition from current Mine Counter Measures Vessels to future Maritime Autonomous Systems capabilities whilst sustaining and, where possible, improving capability delivery to provide military effect in accordance with extant Policy assumptions.
												MODnet Evolve	MOD	MODNet Evolve will sustain the essential base Information and Communications Technology infrastructure needed by the Ministry of Defence on exit from the current contracted service.
												Naval Support Integrated Global Network (NSIGN)	MOD	The Naval Support Integrated Global Network is the re-provision of the services contracted through Future Maritime Support Programme. Whilst Naval Support Integrated Global Network will continue to develop the market facing transformation (a combination of single source and competition) it will also utilise Defence frameworks wherever possible, expand the scope for Ships to align the complex and non-complex, provide choice for how the Royal Navy will operate in the future, and look at scope boundaries/opportunities where Naval Support Integrated Global Network could deliver more effectively.
												New Medium Helicopter	MOD	The New Medium Helicopter programme intends to rationalise five rotary wing requirements through the procurement of one new medium lift helicopter-type. This approach will maximise commonality allowing improvements in efficiency and operational flexibility.

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			Amber	Amber	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Red	Amber	New Style of Information Technology (Base)	MOD	The New Style of IT Base programme was established to renegotiate the continuation of Defence IT systems. The intent is to transform the delivery of information and communication technology across the majority of Defence users in offices, headquarters and bases, providing a new IT system that exploits the power of cloud computing, along with Microsoft Office 365 software, new modern Win10 laptops, that securely deliver greater agility and mobility to service personnel wherever they may be.
				Exempt	Amber/Red	Amber	Amber		Exempt	Exempt	Amber	New Style of Information Technology Deployed	MOD	The Programme aims to deliver an MOD-owned; highly secure; technologically advanced and evolutionary communications and information service that connects war-fighters and enables information advantage across the operational landscape.
									Amber/Red	Amber	Amber	Next Generation (fixed) Communication Network	MOD	The intent of the Next Generation (fixed) Communications Network Programme is to develop a secure; singular; modern enterprise network which connects sensors; effectors; and deciders across military and business domains.
									Exempt	Amber		PEGASUS	MOD	Pegasus is the replacement capability for uranium storage and component manufacture to support current and future nuclear warheads in support of HMG's strategic deterrent.
									Exempt	Exempt	Exempt	Project Bramley	MOD	Exempt under Section 24 of the Freedom of Information Act 2000 (National security).
			Amber	Red	Amber/Red	Amber	Amber	Amber	Amber	Amber	Amber	PROTECTOR	MOD	Protector will provide a certified remotely piloted air system with enhanced capabilities (to 2038) over those currently provided by the in-service Reaper air system. Protector will provide an armed, long range, persistent wide area surveillance with various sensors and be based at RAF Waddington in Lincolnshire.
									Red	Amber		Sea Venom	MOD	Future Anti-Surface Guided Weapon (FASGW) is required to enable Wildcat Helicopter to deliver kinetic effect against, and defeat difficult targets in the complex littoral and maritime environments, that lie outside the capabilities of other anti-ship weapon systems.
			Amber	Amber	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber	Skynet 6 (aka FBLOS)	MOD	SKYNET 6 programme the MOD will deliver and manage military Core Satellite Communications (SATCOM) services from September 22. This will include a new Service Delivery contract to take on existing core services and procurement of the next generation of space-based SATCOM capability.
									Amber	Red		Spearcap 3	MOD	Spear Cap 3 will deliver the principal air-to-air ground weapon for UK F-35 and is critical to the aircraft's Attack and Control of the Air capabilities in contested environments.
	Exempt	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Red	Amber	Amber	Amber	Amber	Spearfish Upgrade Programme	MOD	To deliver in-service an upgraded submarine launched heavy-weight Torpedo that is safe, sustainable and capable of defeating modern Anti-Submarine Warfare and Anti-Surface Warfare threats in order to retain the UK's dominance of the Underwater Battlespace.
									Amber	Amber		Submarine Dismantling Project	MOD	The Submarine Dismantling Project mandate covers preparation and execution to safely and securely dismantle the first defueled and decommissioned Royal Navy submarine in Rosyth by 2026.
									Amber	Amber		Submarine Waterfront Infrastructure Future	MOD	The Submarine Waterfront Infrastructure Future project is investing in infrastructure at Devonport to support the maintenance of the Royal Navy's Astute Class nuclear-powered submarines. The facilities being provided include a new non-tidal maintenance berth, a refurbished dry dock and supporting buildings and services.

Green Amber/Green Amber Amber/Red Red Reset Exempt

Annex

Annual Report												Project Name	Dept	Description
12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23				
											■	Submersible Ship Nuclear AUKUS	MOD	In March 2021 the UK Government committed to funding of this next generation of submarines, with the programme becoming known as Ship Submersible Nuclear (Replacement). The programmes aim is to deliver the next generation of Royal Navy submarines. The initial design work will inform a future decision to define the replacement for the Astute Class submarines – the nuclear-powered fleet of submarines currently in service with the Royal Navy.
											■ ■	TEUTATES	MOD	As part of the 2010 Lancaster House Agreements; a Treaty was established on a joint radiographic/hydrodynamics capability with France known as Teutates. The trials will be in a jointly operated facility but conducted on a national basis and are needed to underwrite the safety and performance of our nuclear weapon stockpile. Teutates covers the joint construction; funding; and operation of a new hydrodynamics facility in France; at Epure; near Dijon; and a technology development centre and interim firing point in the UK at the Atomic Weapons Establishment; at Aldermaston. The Teutates facilities will enable each country to undertake hydrodynamic experiments in a secure environment. The hydrodynamic facilities use radiography to measure the performance of materials at extremes of temperature and pressure. This enables us to model the performance and safety of the nuclear weapons in our current stockpile without undertaking nuclear explosive tests; and will make an important contribution to assuring the performance; safety and reliability of our next generation of nuclear weapons.
	■	■	■	■	■	■	■	■	■	■	■	Type 26 Global Combat Ship Programme	MOD	Type 26 Global Combat Ship Programme will procure 8 x Anti Submarine Warfare ships and associated support. The ships will deliver an interoperable, survivable, available and adaptable capability that is operable globally within the maritime battle space to contribute to sea control for the Joint Force and contribute to maritime force projection and Joint Force command and control with the flexibility to operate across and within the range and scale of Contingent and non-Contingent operations. This 8 ship programme will deliver Anti-Submarine Warfare capability to protect strategic assets, sustain national shipbuilding capability and increase resilience of the Naval Service.
					■	■	■	■	■	■		Type 31e	MOD	The Type 31 general purpose frigate programme is designed to deliver a general-purpose frigate capability and act as the pathfinder programme for the National Shipbuilding Strategy. From the mid-2020s, Type 31 will be at the heart of the Royal Navy's surface fleet, deterring aggression and maintaining the security of the UK's interests. They will work alongside our Allies to deliver a credible UK warship presence across the globe. Flexible and adaptable by design, Type 31 frigates will undertake missions such as interception and disruption of those using the sea for unlawful purposes, collecting intelligence, conducting defence engagement and assisting those in need.
									■	■	■	10k Additional Prison Places - New Build	MOJ	The New Build project supports our 20,000 additional prison places commitment; its scope is to build four new prisons.
											■	10K Additional Prison Places Estate Expansion Category D	MOJ	The Programme's scope is to deliver 1,320 places across the Category D estate.

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

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Annual Report												Project Name	Dept	Description
12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23				
												 10k additional prison places Estate Expansion Houseblocks and Refurbishments	MOJ	This programme will deliver around 1,785 additional prison places in the closed male category B and C estate. This includes modern, purpose-built houseblocks which will provide improved living space for prisoners and a safer working environment for staff.
												 10K additional Prison places Women's Estate Expansions	MOJ	The programme will deliver additional capacity to the women's prison estate.
												   Accelerated Houseblocks	MOJ	The Accelerated Houseblock Programme aims to deliver around 2,400 places as part of the wider Prison Capacity Portfolio Programme.
												   Approved Premises Expansion	MOJ	The Approved Premise Expansion Programme (APEX) has increased capacity within Approved Premises. Approved Premises are residential units in the community which house and monitor offenders following release from prison. They protect the public and rehabilitate offenders. The Programme has delivered 169 additional bed spaces for both men and women across 33 sites.
												  Community Accommodation Service - Tier 2	MOJ	This is a critical service for HMPPS, providing suitable accommodation and support for low and medium risk offenders, primarily on Bail and Home Detention Curfew who would otherwise be held in custody, and thereby eases pressure on the prison population. The new contract commenced on 1st October 2022.
												 Community Accommodation Services - Tier 3	MOJ	Community Accommodation Services Tier 3 provides prison leavers, who would otherwise be homeless up to 84 nights of transitional accommodation on release from prison, or when moving on from CAS1 (Approved Premises) and CAS2 (Home Detention Curfew or Bail Accommodation) provisions.
												  Decommission and Legacy Risk Mitigation (DLRM)	MOJ	The Decommission and Legacy Risk Mitigation (DLRM) Programme has been established to mitigate the risks presented by HMCTS' legacy technology. The DLRM Programme will retire aged and unused applications where possible and for those applications still required it will update the application and migrate it to supported hosting environments.
												  Drug Testing Services	MOJ	The project objective is to successfully procure and implement a service for the drug testing of offenders in prisons and under supervision in the community. It aims to procure services that are future-proof and support delivery of the drug testing strategy. Two contracts are to be procured 1) urine and oral fluid based laboratory analysis services, and (2) oral fluid point of care drug testing kits.
												  Electronic Monitoring Expansion	MOJ	The Electronic Monitoring Expansion Programme seeks to expand the impact, use and efficiency of electronic monitoring as a tool for the management of offenders in the community, helping reduce re-offending and protecting the public. The programme's aims include - effectively retendering the current service, increasing the scope and reach of electronic monitoring, building a more comprehensive evidence base, and more closely embedding the electronic monitoring service within the Probation service.

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Annual Report												Project Name	Dept	Description	
12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23					
												■	Evolve: End User Computer Service	MOJ	Ensure the continuation of critical End User Compute Services (EUCS) used by MoJ staff every day, and Implement an EUCS Future State model, which is crucial to achieving the strategic objective of a single technology ecosystem to all 110k MoJ users by 2025. In order to achieve the future state, there are 3 EUCS streams 1) The management of 3 re-procurements of EUCS suitable for the current and future needs of the Authority covering EUCS Platform & Legacy services, Hardware Sourcing and Hardware Support Services, 2) EUCS Insourcing to bring certain capabilities in-house, 3) Converge & Accelerate focuses on the migrating users on the legacy FITS services to the organisation's service MoJ.
												■ ■	Evolve: Voice & Video	MOJ	Re-procurement of Voice and Video Services suitable for the current and future needs of the Authority, to replace the existing FITS Voice and Video contracts. The project includes requirements gathering, ITT/Procurement preparation, competitive procurement and an increase in internal capability followed by the transition of services and exit of the existing contracts.
												■ ■	Evolve: WAN/LAN (Networks)	MOJ	Re-procurement of WAN and LAN Services suitable for the current and future needs of the Authority, to replace the existing FITS WAN/LAN. The project includes requirements gathering, ITT/Procurement preparation, competitive procurement followed by the transition of services and exit of the existing contracts.
							■	■	■	■		■ ■	Glen Parva New Build Prison	MOJ	The new prison at Glen Parva, HMP Fosse Way, is a resettlement prison, creating 1,715 Category C resettlement places. It will house prisoners nearing the end of their sentence or on short custodial sentences.
■	■	■	■	■	■	■	■	■	■	■	■	■ ■	HMCTS Reform	MOJ	The HMCTS Reform Programme was launched in 2016 to modernise the justice system by reducing complexity and providing new ways for people to engage and access justice. The £1.3bn change programme is centred on the principle that the system should be designed around its users and be cheaper to run. Following agreement for Ministers and the Senior Judiciary, timelines have been revised to extend the programme by 3 months to 31 March 2024 with an additional year to March 2025 for some elements of the Crime Programme.
												■ ■ ■	PFI Prison Expiry and Transfer Tranche 1	MOJ	The aim of this project is to carry out the exit and transfer of services at HMP Parc, Altcourse and Lowdham Grange in a safe, effective and efficient manner following the expiry of their PFI contracts between Q4 2022 and Q2 2023. HMPPS is undertaking essential work to ensure it is able to manage the expiry of the Project Agreements and transfer the service, while maintaining regime continuity and to ensure opportunities to modernise the sites and align service provision to future needs are fully considered.
												■	PFI Prison Expiry and Transfer Tranche 2	MOJ	The aim of this project is to carry out the exit and transfer of services at HMP Ashfield, Forest Bank and Rye Hill in a safe, effective and efficient manner following the expiry of their PFI contracts between Q3 2023 and Q4 2025. HMPPS is undertaking essential work to ensure it is able to manage the expiry of the Project Agreements and transfer the service, while maintaining regime continuity and to ensure opportunities to modernise the sites and align service provision to future needs are fully considered.
												■ ■ ■	Print Recompete	MOJ	This project is renewing the department's print contract; establishing an open framework competition to ensure value for money and the delivery of a high-quality service. The new print contract will deliver an improved contract and new devices across the MoJ estate.

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

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Annual Report												Project Name	Dept	Description
12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23				
								Amber/Red	Amber	Exempt		Prison Retail	MOJ	Re-competition of the Prison Retail contract, which delivers a service to all public sector prisons and 4 private prisons in England and Wales. This service is a critical operational function within the prison estate, providing prisoners with the opportunity for choice and contributes to a more safe, decent and secure environment within prisons. The service also supports rehabilitation by providing prisoner employment positions; prisoners have an opportunity to learn vocational skills and gain real-world experience and prepare and secure employment on release.
								Amber/Red	Amber	Amber	Amber	Prison Technology Transformation Programme (PTTP)	MOJ	PTTP is delivering new end user technology for HM Prison Service (HMPS) and its Headquarters, to replace the existing Quantum IT system. This includes designing and delivering a new infrastructure build and service support solution, and providing staff with a modern working 'MoJ Official' device using Microsoft Office 365 operating on Windows 10 in the Cloud. The new platform and devices are being deployed to around 60,000 HMPS technology users spread across over 160 public and private prisons and HQ sites.
									Amber			Prisoner Education Services	MOJ	The Prisoner Education Service is part of the Reducing Reoffending Portfolio within His Majesty's Prison and Probation Service. The programme has three main objectives: 1. Improve the numeracy and literacy of all prisoners who need it 2. Incentivise prisoners to improve their qualifications and skills to increase prospects of finding work/ integrating back into society 3. Ensure Governors and their teams have the knowledge, tools and support they need to lead this work.
									Amber	Amber		Probation Workforce Reform	MOJ	The aim is to build a strengthened, innovative and professional Probation workforce which leads the criminal justice system, protects the public and reduces re-offending now and in the future. The Programme aims to create a modernised, diverse and open workforce culture that enables our people to be their best. This will ultimately reduce reoffending, protect the public and deliver change in a way which achieves value for money.
								Amber/Red	Amber			Rapid Deployment Cells Project	MOJ	Rapid Deployment Cells offers a flexible capacity solution across the prison estate. The project is designed to provide a significant number of spaces at pre-determined sites.
									Amber			Small Secure Houseblocks	MOJ	Small Secure Houseblock units will provide secure, permanent accommodation within the closed estate. The project provides a new style of accommodation for deployment in existing prison sites. Small Secure Houseblock units meet the technical needs and security standards required for Category C prisons.
								Amber/Red	Amber	Amber/Red		YOI Education Services Retender	MOJ	There is a legal duty on HM Government to provide education to all children of school age; equally, access to education is every child's right and a key part of delivering both the statutory aims of Youth Justice and realising the strategic objectives of Youth Custody Service. These include to reduce re-offending, protecting the public from harm and ensuring that our prisons are decent, safe and productive places to live. The previous contracts for education services in public sector Young Offender Institutions (YOIs) in England ended between September and December 2022. A replacement education service has now been delivered by the YOI Education Services Retender project, which sought to transform the quality of learning in YOIs in order to support better outcomes for young people in our care including in terms of transition and resettlement, and to help promote positive identity shift.

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12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23			
						■	■	■	■	■	Youth Justice Reform Programme	MOJ	The Youth Justice Reform Programme has two aims: to make youth custody a place of safety both for children and those who work there, and to improve the life chances of children in custody.
		■	■	■	■	■	■	■	■	■	NCA Transformation Portfolio	NCA	The NCA's Transformation Portfolio will enable the NCA to become an intelligence led and digitally driven organisation. Our current capabilities and operating model limit our ability to relentlessly disrupt the changing threats, especially internet and digitally related threats. The NCA's Transformation Portfolio will deliver the culture, capability and capacity to enable the NCA to be a world-class law enforcement agency, leading the work to cut serious and organised crime.
■	■	■	■	■	■	■	■	■	■	■	Census & Data Collection Transformation Programme	ONS	Delivering a successful 2021 Census, researching how to make it the last of its kind and transforming the work of ONS in how we collect, process and analyse data.
								■	■	■	Integrated Data Programme	ONS	The Integrated Data Programme is a radical and transformative proposal to bring together ready to use data and enable faster and wider collaborative analysis for the public good. The service delivers a secure and trusted Cloud hosted integrated data service enabling end to end collaborative analysis and dissemination of statistical and analytical outputs. The service will significantly simplify, increase and expedite access to data while balancing legal, security, data protection and ethics and enhances data ready for use after applying assured methodology and data management practices. The service will enable accredited analysts and researchers from government, wider public services and research organisations to produce faster and deeper analytical outputs of targeted public policy questions and more effective social, health, economic and environmental outcomes. Policy focused analysis conducted across government will demonstrate value of integrated data and the additional evidence and insight that is generated from it.
										■	VOA Non - Domestic Rating Reforms Programme	VOA	The Non - Domestic Rating (NDR) Reforms Programme is a multi-year programme to deliver key commitments from the Governments 2021 Review of Business Rates. These include changes to the non-domestic rating system to enable a sustainable move to three- yearly revaluations, measures to provide greater transparency to ratepayers, and the implementation of new reliefs.





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