



Infrastructure
and Projects
Authority



Annual Report on Major Projects 2023-24



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

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Ministerial foreword

Delivery of our major national infrastructure is vital to this government's missions and to kick-start economic growth.

We stood on a manifesto that pledged to speed up and improve the delivery of major national infrastructure, ensuring Britain has the roads, railways, reservoirs, and other things it needs, to forge ahead.

There are 227 projects on this year's Government Major Project Portfolio (GMPP). This comprises 68 infrastructure and construction projects, many of which are focussing on improving and maintaining the UK's energy, environment, transport, telecommunications, sewage and water systems, and constructing new public buildings. Elsewhere in the portfolio, we have 89 government transformation and service delivery projects, 44 military projects to bolster defence capability, and 26 information and communications technology projects that aim to transition old legacy systems to new digital solutions, equip government departments for the future, and deliver efficiencies to advance innovation and technology.

Therefore, it goes without saying that we are ultimately delivering some of the biggest public services across the globe. These projects are a catalyst to discovering new and innovative ways to meet our wider targets and commitments, such as achieving net zero, being leaders in technology and creating opportunities for all regions to prosper.

To do this, we need to get the policy right and deliver nothing less than excellence in a challenging landscape. That is why IPA has worked to collectively transform our project delivery professionals' skills across government, through providing a robust accreditation scheme and powerful guidance and tools to allow projects to thrive.

As part of driving forward our pledge to improve the delivery of our major projects, the 2024 King's Speech announced a new planning and infrastructure bill. This will play a key role in unlocking more housing and infrastructure across the country and allowing the UK to prosper.



Georgia Gould OBE MP
Parliamentary Secretary for the Cabinet Office

As set out by Chief Secretary to the Treasury, Darren Jones MP, this government will publish a 10-year national infrastructure strategy this spring. This will set out our approach to core economic infrastructure like transport and energy, and for the first time will profile our social infrastructure plans for the schools and hospitals which underpin a successful modern economy.

In October, the Chief Secretary also confirmed the set up of a new National Infrastructure and Service Transformation Authority (NISTA) - bringing together the functions of the Infrastructure and Projects Authority and National Infrastructure Commission. Alongside existing assurance mechanisms, it will have an enhanced role in supporting major projects, bringing oversight of strategy and delivery into one organisation, developing and implementing our 10-year national infrastructure strategy, and driving more effective delivery of infrastructure across the country.

A big part of rebuilding Britain is modernising our transport infrastructure and making sure it is delivered on time. We now need to embrace new ways of doing things and to seize the opportunities that come with a digital revolution. At a time of rising prices, particularly in construction, data analytics and AI are important tools to deliver value for money for the taxpayer. I am pleased to see the progress made by the IPA in this space, allowing us to modernise and keep up with the fast moving technological landscape.

We are committed to a long-term vision that will support economic growth and public services that make a difference in people's lives.

This report is using data accurate as of **31 March 2024**, taken under the Sunak Conservative government.



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The Government Major Projects Portfolio

The Infrastructure and Projects Authority

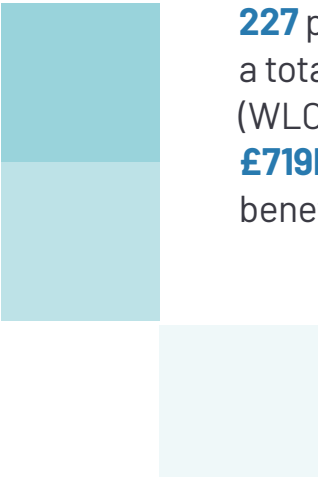
The Infrastructure and Projects Authority (IPA) is the government's centre of expertise for infrastructure and major projects. It sits at the heart of government, reporting to the Cabinet Office and HM Treasury (HMT). The IPA works across government to support the successful delivery of all types of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

The IPA's purpose is to continuously improve the way government delivers projects and programmes and to provide confidence that they will achieve their aims, improve public services and people's lives. Central to this is the ongoing development of project delivery professionals across government, ensuring government has the skills and expertise it needs to continue 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 criteria for 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, with most departments having further projects and programmes within their portfolios that do not meet the above GMPP criteria.






Some projects on the GMPP receive independent scrutiny and assurance from the IPA. The Expert Advisory Team in the IPA provides 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 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 227 projects with a total whole life cost (WLC) of £834 billion and £719 billion of monetised benefits that are delivered by 21 departments and their arm's-length bodies.



227 projects with
a total whole life cost
(WLC) of **£834bn** and
£719bn of monetised
benefits

The Government Major Projects Portfolio

Figure 1a: 2023-24 GMPP summary for all GMPP projects

 Government Major Projects Portfolio	227 projects	£834bn* Whole life cost
This comprises:		
 Infrastructure and Construction	68	£374bn
 Government Transformation and Service Delivery	89	£135bn
 Military Capability	44	£298bn
 Information and Communications Technology (ICT)	26	£26bn






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

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.
- **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.
- **Military capability projects:** 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 the UK's national security.
- **Information and communication technology (ICT):** projects enabling the transition from old legacy systems to new digital solutions, equipping government departments for the future, and delivering efficiencies and other benefits of advances in innovation and technology.

The Government Major Projects Portfolio

Figure 1b: 2023-24 GMPP summary for projects reporting monetised benefits

 Government Major Projects Portfolio	104 projects	£307bn* Whole life cost	£719bn* Monetised benefits
This comprises:			
 Infrastructure and Construction	41	£208bn	£319bn
 Government Transformation and Service Delivery	48	£83bn	£322bn
 Military Capability	1	£5bn	£18bn
 Information and Communications Technology (ICT)	14	£12bn	£61bn

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

GMPP projects aim to provide innovative and meaningful benefits to the UK, many of which have no real or estimated market price. For example, out of the 44 military capability projects worth a combined £298bn, only 1 reported benefits this year due to the inherent complexity in monetising national security benefits.

The difficulty in accurately monetising the benefits of public goods and projects delivering public value extends beyond defence to other areas including justice, health and life sciences. But progress can and has been made in articulating these benefits, and departments continue to build on their benefits capabilities (with IPA and HMT's support) to give a more rounded picture of value for money. The IPA and departments are working to improve the number and type of projects that report benefits by sharing best practice, developing new guidance, and sharing examples between departments.

As shown in figure 2, the whole life cost of the GMPP portfolio continues to rise despite the reduction in the overall number of projects. This reflects several new large high-cost projects joining like DFT's Northern Powerhouse Rail (NPR) and smaller projects successfully leaving the GMPP like MOJ's Approved Premises Expansion.

The GMPP remainers from last year have increased their whole life cost by an average of 20%, influenced by high rates of inflation.

The Government Major Projects Portfolio

Figure 2: The GMPP over time

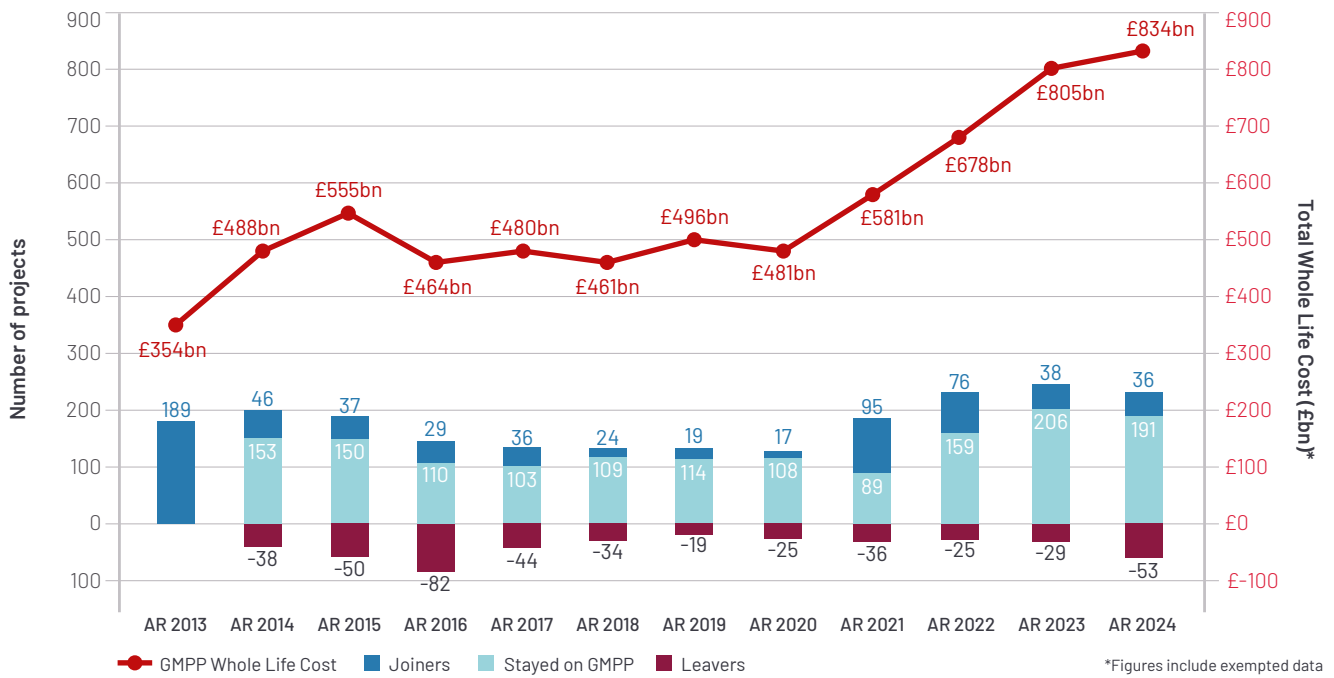
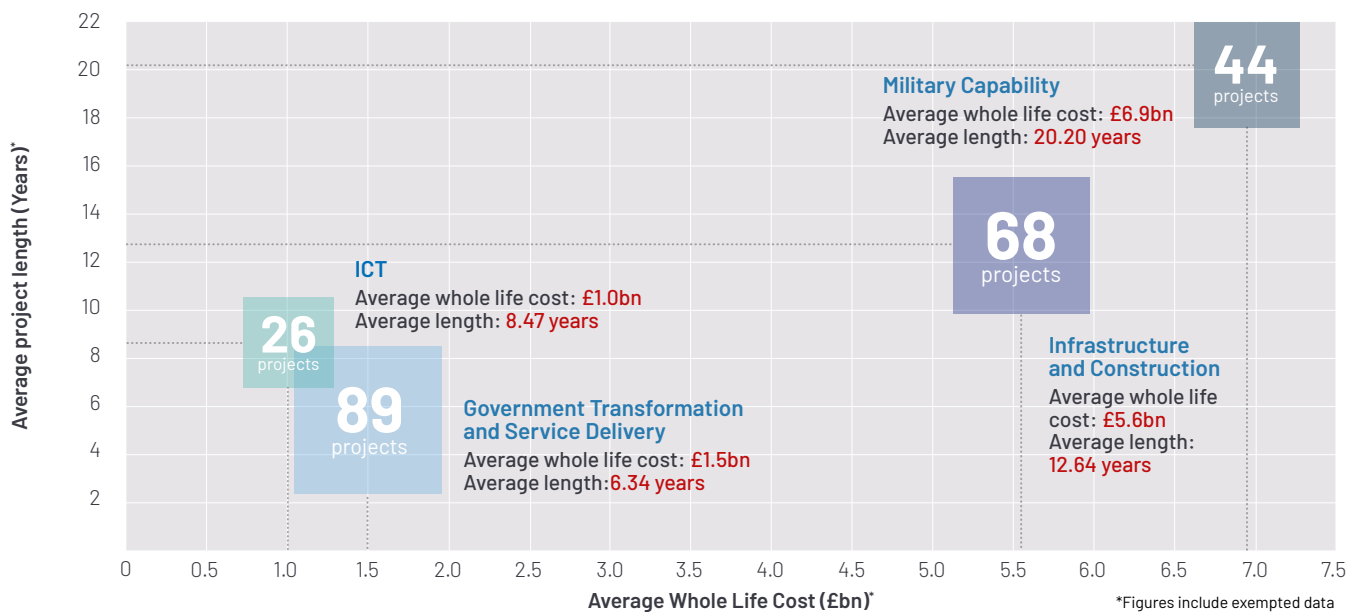


Figure 3: GMPP categories – number of projects, average project length and average whole life cost



The Government Major Projects Portfolio

Infrastructure and Construction

Infrastructure and Construction is the largest GMPP category in terms of 'whole life cost'. Currently there are 68 projects in the portfolio, down from 76 last year, with a total 'whole life cost' of £374bn, and total monetised benefits of £317bn. As with Military Capability projects, these projects are typically lengthier than projects in other categories (with an average duration of 12.5 years).

Transformation and Service Delivery

Transformation and Service Delivery is the largest category by project number, totalling 89 projects this year. This is a decrease on last year when there were 91 projects on the GMPP in this category, with many leaving after successful delivery¹. 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 £135bn). On the other hand, these projects have the largest amount of reported monetised benefits, totalling £322bn. They are often shorter (six years on average) compared to the other categories.

Military Capability

Military Capability is the second largest category in terms of total whole life cost (£298bn) and, in line with their scale, these projects are often lengthier than other categories, with an average forecast duration of 20 years. There are 44 projects in this category, one less than last year. Military Capability projects are reporting the lowest amount of monetised benefits (£18bn). All Military Capability projects are delivered by the Ministry of Defence (MOD).

Information and Communications Technology (ICT)

Information and Communications Technology (ICT) is the smallest category by number and value with 26 projects at a total whole life cost of £26bn, but it is still an important part of the portfolio with many projects in other categories having significant digital components. ICT capability projects are reporting monetised benefits of £61bn. On average, these projects take 8.5 years to deliver.



¹ <https://assets.publishing.service.gov.uk/media/64c91eaed8b1a71e86b05df3/IPA-Annual-report-2022-2023.pdf.pdf#page=9>

The Government Major Projects Portfolio

GMPP departmental overview

The GMPP consists of projects from 21 departments with varying portfolio sizes.

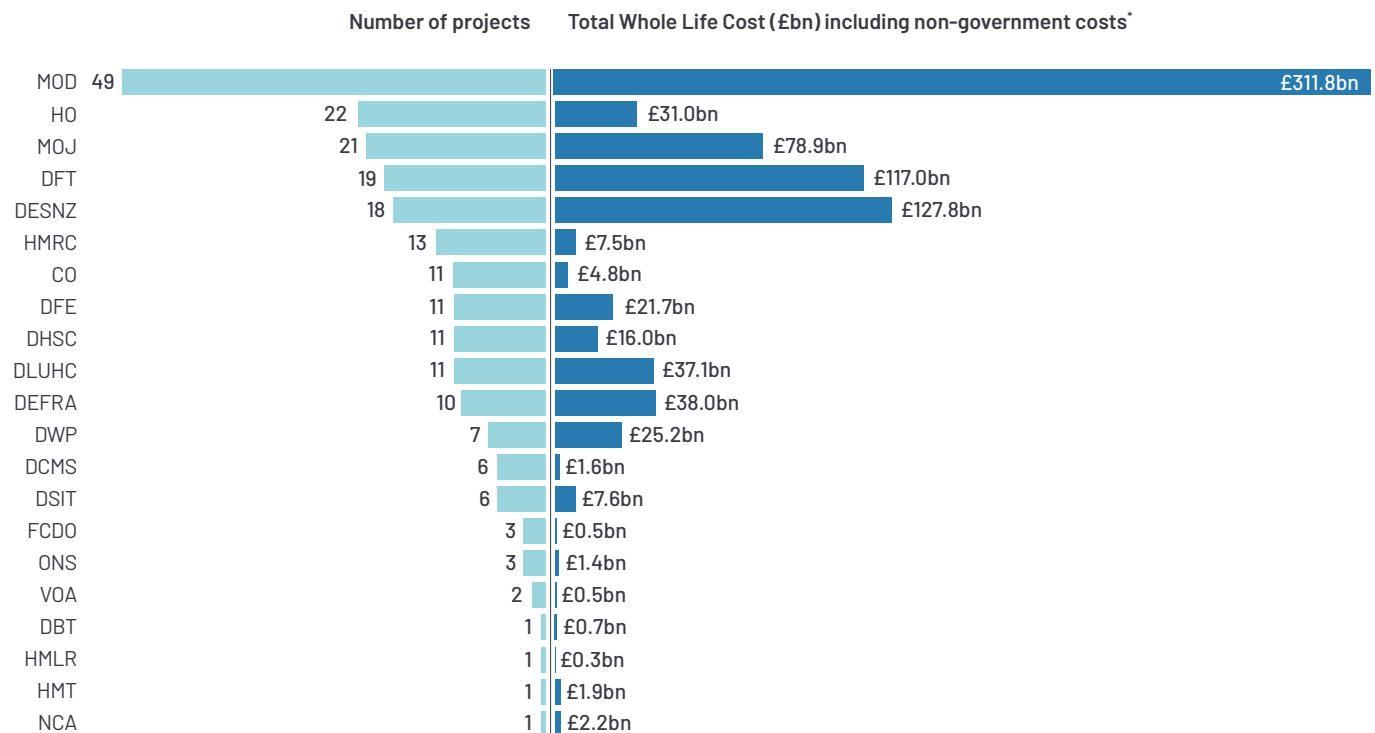
MOD has the largest portfolio and the highest whole life cost by department. This year, there are 49 MOD projects on the GMPP, which account for over a fifth of the portfolio by number. MOD delivers all of the 44 Military Capability projects, as well as four ICT projects and one infrastructure and construction projects.

The Home Office (HO) has the second largest portfolio. Of the 22 projects that are led by HO, 16 are transformation and service delivery projects, five are ICT projects, and one is an infrastructure and construction project.

The Ministry of Justice (MOJ) has the third largest portfolio in terms of number of projects, but is the fourth most significant contributor to the GMPP's whole life cost. Of the 21 projects that are led by MOJ, eight are infrastructure and construction projects, ten are transformation and service delivery projects and five are ICT projects.

The Department for Energy Security and Net Zero (DESNZ) has the second highest whole life cost by department. Of the 18 projects that are led by DESNZ, 16 are infrastructure and construction projects, and two are transformation and service delivery projects.

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



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

* Figures include exempted data

The Government Major Projects Portfolio

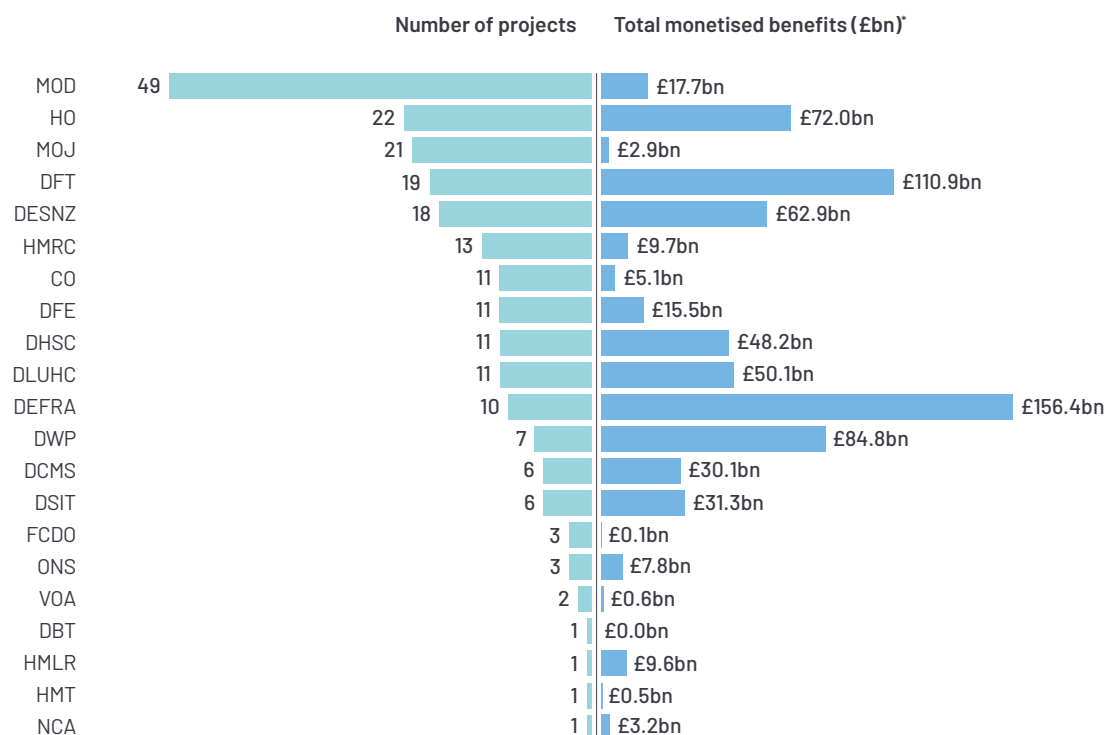
There are several departments with multiple GMPP projects that are actively managed as part of wider portfolios. This is in line with the Government Project Delivery Functional Standard (GPDFS)², which identifies that 'a portfolio comprises part or all of an organisation's investment required to achieve its objectives, such as other portfolios, programmes, projects, other work and work packages'. The GPDFS 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, HM 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. Through a combination of tailored advice and support and the introduction of portfolio-level assurance tools, the IPA aims to help departments deliver their individual projects successfully.

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



■ GMPP projects ■ Total monetised benefits (£bn)

* Figures include exempted data

2 www.gov.uk/government/publications/project-delivery-functional-standard

The Government Major Projects Portfolio

GMPP delivery confidence

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

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

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

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

At this year's snapshot (end of March 2024), 25 projects were rated green (11% of the GMPP), 27 projects were assigned Red (12%), 163 projects (72%) were rated Amber and 12 were exempt (5%).

As illustrated in Figure 6, there were around £96.8bn of whole life costs associated with projects rated Red, which is up from last year's £93.7 billion. Amber projects make up a large majority of the portfolio by project number and total whole life cost.

GMPP delivery confidence by category

It is important to note 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.

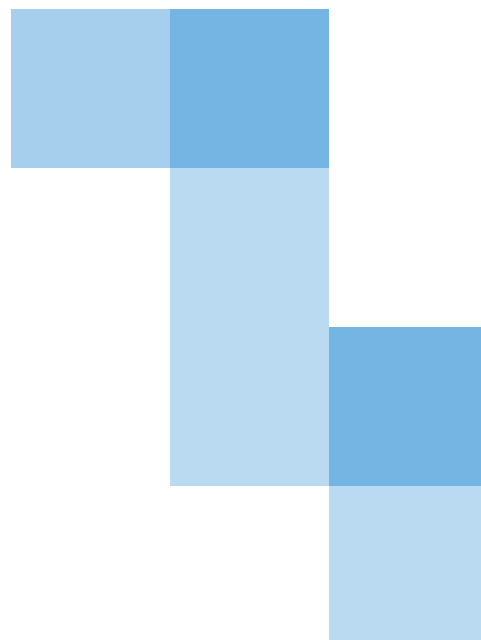
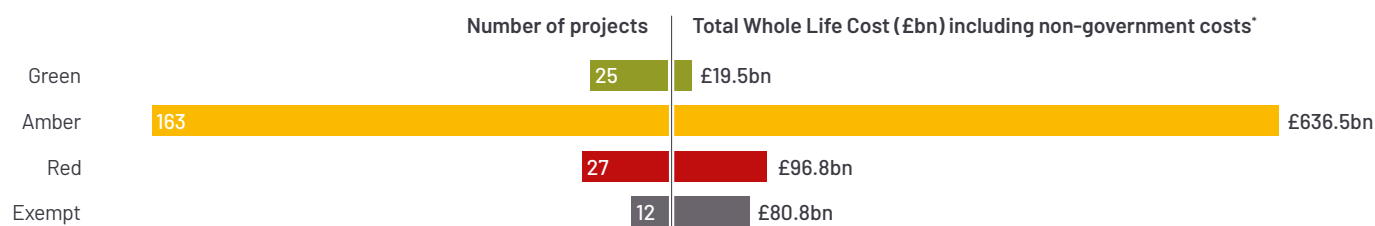


Figure 6: Summary by DCA – project number and Whole Life Cost



■ Red ■ Amber ■ Green ■ Exempt

*Figures include exempted data

The Government Major Projects Portfolio

GMPP delivery confidence by delivery phase

It is not unusual for projects to be rated as Red earlier in their lifecycle, when scope, benefits, costs and delivery methods are still being explored. The IPA's five stage gate approach promotes the identification of potential issues early and the interventions needed to achieve successful delivery. A changing DCA can reflect that project risks are both being identified and mitigated.

Not all Red rated projects are at the same lifecycle phase: some projects are in pre-delivery when others are in delivery, (delivery meaning that the majority of a programme's components have had its final business cases approved). Of the 27 current Red rated projects, 12 of these are in the pre-delivery phase (with a whole life cost of £31bn). The IPA's Expert Advisory Team actively supports those projects and programmes to ensure they are set up for success and with focus of guiding them from a Red to Amber or Green Delivery Confidence Assessment.

Projects with a Red DCA are approximately evenly distributed across the four project categories. But when their cost is considered, the Infrastructure and Construction category represents 63% of the GMPP's 'Red Delivery Confidence Assessment'.

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

The increase in the number of Red rated projects this year is due to two main factors. A number of programmes that have joined the GMPP are rated Red. A number of programmes in delivery are now Red due to unprecedented issues over recent years such as high inflation, challenging net zero targets, global demand and skills shortages. 12% of programmes have been rated Red, making up 12% of the value (£96.8 billion) of the GMPP.

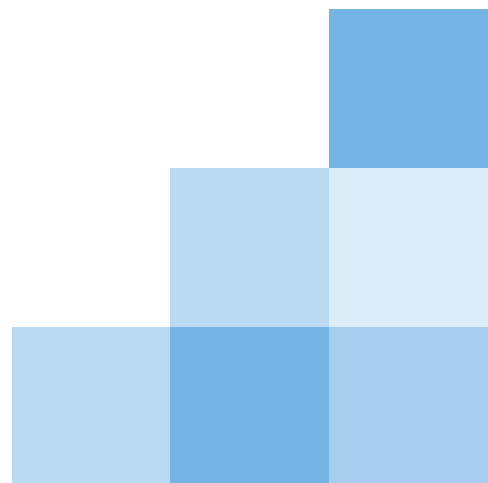
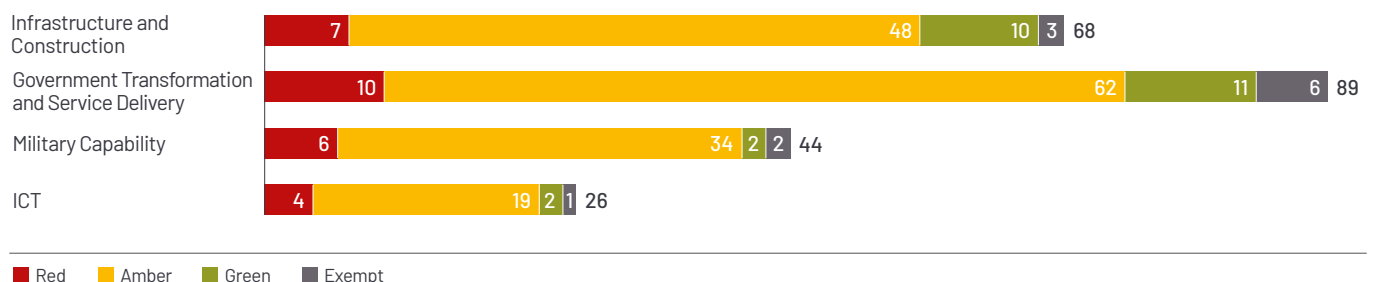


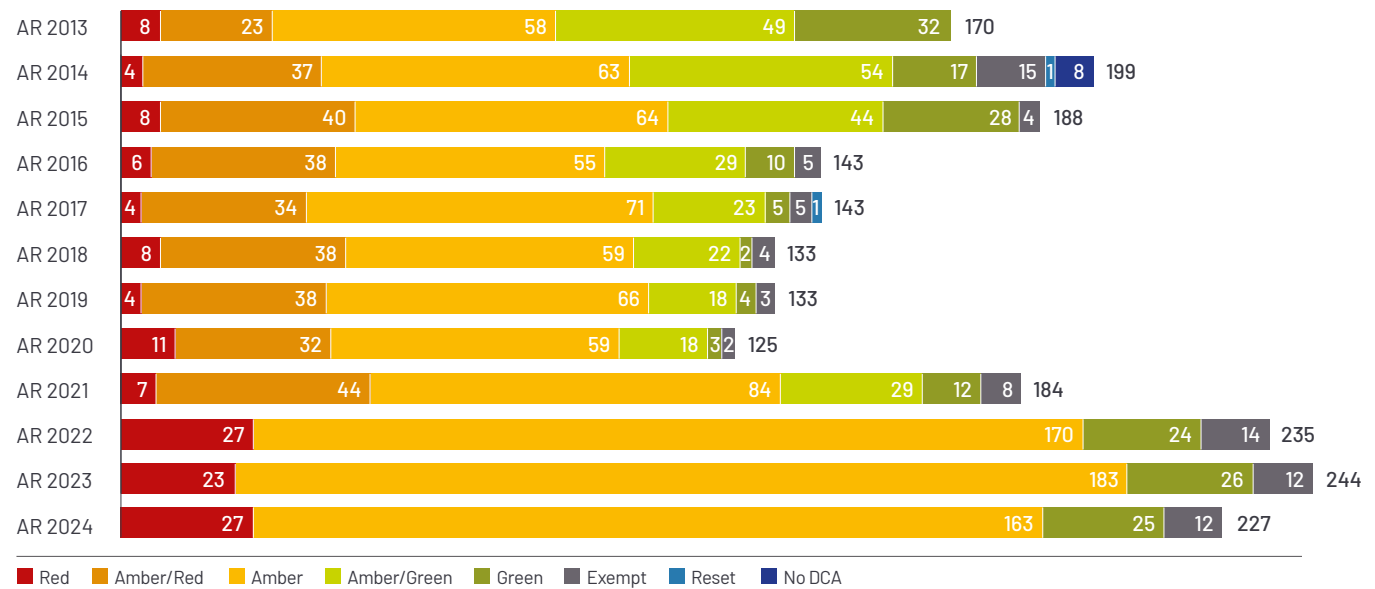
Figure 7: DCAs by project category



The Government Major Projects Portfolio

GMPP delivery confidence over time

Figure 8: DCA analysis 2013-2024



GMPP projects present many distinct challenges and complexities that are complicated to summarise over the long term. To describe overall health of the GMPP portfolio over time, 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 marks³. 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 has plateaued, and the average project rating has remained similar over the past four years.

This year the majority of projects (72%) are Amber rated meaning the project’s delivery appears feasible but significant issues exist, requiring management attention. These projects appear resolvable at this

stage and, if addressed promptly, should not present a cost/schedule overrun. Many of these projects are working through assurance action plans but some still continue to have inherent complexities due to the innovative nature of these projects.

All projects require skilled people and that is why the IPA has focused on building capability. The number of SROs undertaking or having already completed Major Projects Leadership Academy (MPLA) has increased from 66% to 76% in the last year. The IPA is also embedding its front-end loading principles with the average Senior Responsible Owner (SRO) now spending 60% of their time on projects in pre-delivery compared to 42% three years ago. The IPA is also building that project delivery capability and the Project Leadership Programme (PLP) has been successful, with 2,500 participants and 1,800 graduates.

³ Example:

- Portfolio A has three projects with one that is red rated, one that is amber rated, and one that is Green rated, the average portfolio rating is 3: $\frac{5(\text{Red}) + 3(\text{Amber}) + 1(\text{Green})}{3(\text{number of projects})} = 3$
- Portfolio B of three projects with one that is red rated, and two that are amber rated, the average portfolio rating is 3.7: $\frac{5(\text{Red}) + 3(\text{Amber}) + 3(\text{Amber})}{3(\text{number of projects})} = 3.7$
- Based on their respective average rating, Portfolio A, whose average rating is 3, is about 20% healthier than Portfolio B, whose average rating is 3.7 (3 is about 20% smaller than 3.7).

The Government Major Projects Portfolio

Changes between 2022-23 and 2023-24⁴

Figure 9 illustrates the flow of projects between 2022-23 and this year’s annual report. It highlights a significant shift in last year’s amber DCA rated projects leaving the GMPP with many successfully achieving their objectives or becoming part of another GMPP or falling outside of GMPP criteria. There are a number of complex projects that have remained Red for a number of years which can be expected given the nature and scale of them. These projects receive the highest level of assurance and support from the IPA.

Figure 9: DCA changes between the 2022-23 and 2023-24 Annual Reports

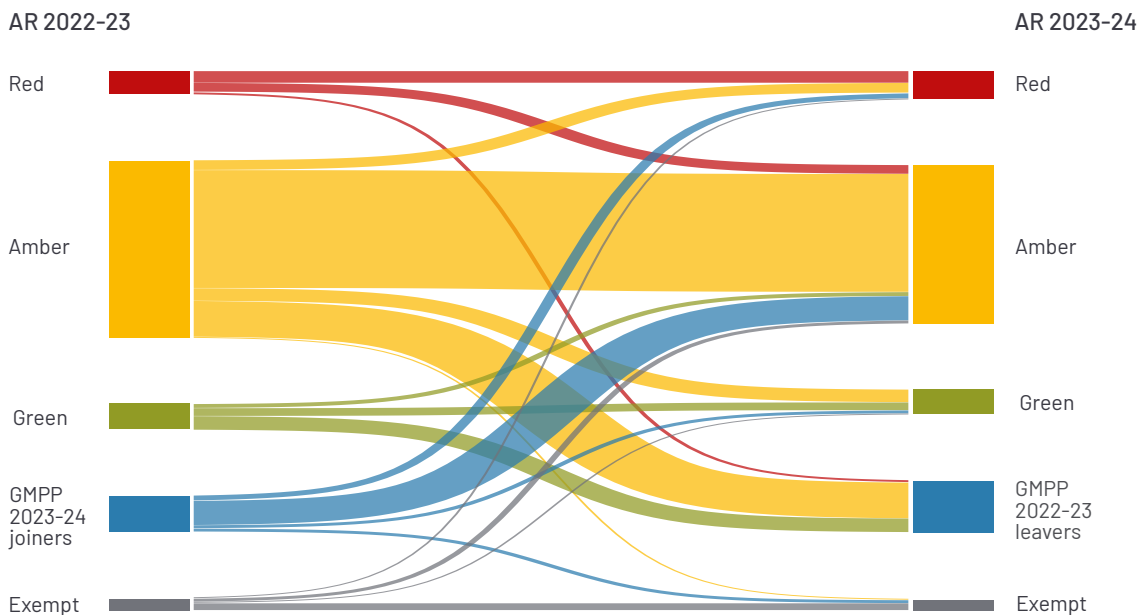


Figure 10: DCA changes between 2022-23 and 2023-24

		AR 2023-24				AR 2022/23 LEAVERS
		Red	Amber	Green	Exempt	
AR 22-23	Red	12	9	0	0	2
	Amber	10	122	13	1	37
	Green	0	4	8	0	14
	Exempt	1	3	1	7	0
AR 2023/24 Joiners		4	25	3	4	

Improved	22	10%
Stayed the same	142	64%
Worsened	14	6%
Exempt	8	4%
AR 2023/24 Joiners	36	16%

⁴ Top table horizontal reading key: Out of the GMPP projects that received an amber DCA in the IPA Annual report 2022-23, 10 projects have had their rating worsened from amber to red in the IPA Annual Report 2023-24; 122 projects have had their rating maintained at amber; 13 projects have had their rating improved from amber to green; 1 project has had their rating changed from amber to exempted from publication; and 37 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 2023-24, 9 projects have had their rating improved from red to amber; 122 projects have had their rating maintained at amber; 4 projects have had their rating worsened from Green to amber; 3 projects who had their DCA rating exempted from publication in the IPA Annual Report 2021-22 moved to amber; and 25 projects have joined the GMPP portfolio with an amber DCA at the IPA Annual report 2023-24. Bottom table reading key: 22 projects, or 10% of the GMPP portfolio, have seen their DCA rating improved since the IPA Annual Report 2022-23.

The Government Major Projects Portfolio

GMPP leavers 2023-24

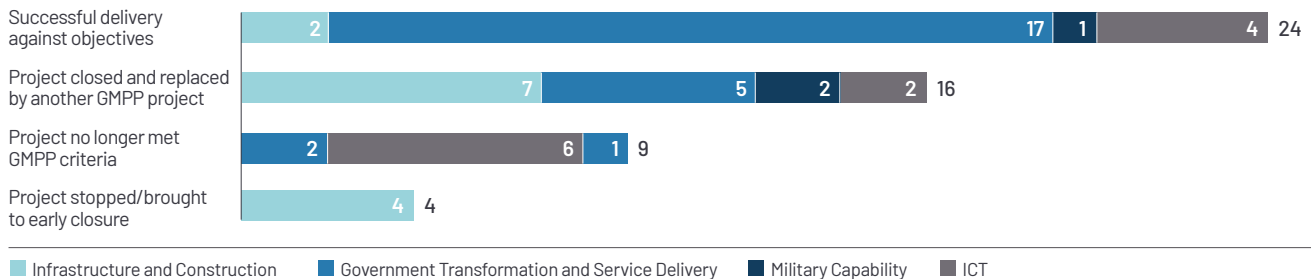
Since last year’s report, 53 projects have left the GMPP. In most cases a project leaves the GMPP when it has been successfully delivered or no longer demands regular IPA support. For instance, when a project reaches a business-as-usual stage of delivery, readiness to leave is judged by the IPA alongside departments. Of the 53 projects that left the GMPP this year, 24 reported delivery against their objectives; 16 left to be replaced by another GMPP project; nine left the GMPP because they no longer met GMPP reporting criteria; and four were brought to early closure.

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

DCA’s for this year’s leavers cohort. Of the 53 projects that left the GMPP in the last year, nine started with a Red or Amber/Red DCA while ten projects started with a Green or Amber/Green DCA. Over the course of their time on the GMPP, 14 projects left the GMPP with a Green delivery confidence.

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 (NAO) 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.

Figure 11: Reasons for leaving the GMPP 2022-23










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 12th 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 2024. 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.

 Green	Successful delivery of the project on time, budget and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.	 Red	Successful delivery of the project appears to be unachievable. There are major issues with project definition, schedule, budget, quality and/or benefits delivery, which at this stage do not appear to be manageable or resolvable. The project may need re-scoping and/or its overall viability reassessed.
 Amber/ Green*	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.	 Reset	A significant change to a project's baseline which involves a business case refresh or change.
 Amber	Successful delivery appears feasible but significant issues already exist, requiring management attention. These appear resolvable at this stage and, if addressed promptly, should not present a cost/schedule overrun.	 Exempt	Data can be exempt from publication under exceptional circumstances and in accordance with Freedom of Information requirements, i.e national security.
 Amber/ Red*	Successful delivery of the project is in doubt, with major risks or issues apparent in a number of key areas. Urgent action is needed to address these problems and/or assess whether resolution is feasible. Since the 2012-22 Annual Report on major projects, this rating can no longer be given to projects.		

*Amber/Red and Amber/Green DCA ratings have not been used since IPA Annual Report 2020/21, when the IPA moved from a five-tier to a three-tier DCA rating system in June 2021. Definitions have been included as the five-tier DCA rating system is referenced for previous versions of the IPA Annual Report in Annex D.

Annex

Annex B: Key names for departments

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

The Annual Report 2023/24 is using data from 31 March 2024. As a result, machinery of government changes after this date were not reflected in the report, notably the renaming of Department for Levelling Up, Housing and Communities to Ministry for Housing, Communities and Local Government.

Annex C: Snapshot periods for Annual Report years

AR 2013	2012-13	Published in 2013 using data as at September 2012
AR 2014	2013-14	Published in 2014 using data as at September 2013
AR 2015	2014-15	Published in 2015 using data as at September 2014
AR 2016	2015-16	Published in 2016 using data as at September 2015
AR 2017	2016-17	Published in 2017 using data as at September 2016
AR 2018	2017-18	Published in 2018 using data as at September 2017
AR 2019	2018-19	Published in 2019 using data as at September 2018
AR 2020	2019-20	Published in 2020 using data as at September 2019
AR 2021	2020-21	Published in 2021 using data as at March 2021
AR 2022	2021-22	Published in 2022 using data as at March 2022
AR 2023	2022-23	Published in 2023 using data as at March 2023
AR 2024	2023-24	Published in 2024 using data as at March 2024

Annex

**Annex D:
List of projects with DCA history**

The table below reflects DCAs of the 227 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	23/24						
												■	ATS Replacement	CO	The ATS Replacement programme will replace the existing CS Jobs recruitment platform with a new system that can drive increased efficiencies, reduce overall costs of recruitment and improve the service through the potential standardisation of services and having consistent approaches to vacancies.		
									■	■	■	■	■	Civil Service Pensions 2015 Remedy	CO	The 2015 Remedy Programme was created to end discrimination within the Civil Service Pension Schemes and also creating solutions to remediate any affected members.	
												■	■	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	End of Year position – CSPS contract awarded 17/11/23. Transition commenced 08/12/23. RMSPS – going through approvals process. Contract expected to be awarded end of May 2024.	
												■	■	■	GOV.UK One Login	CO	The programme has continued to scale-up; 30 government services are now live, including the HM Armed Forces Veteran Card; we remain on track to onboard 145 services by the end of 2024/25. More than 4.1 million people have so far proven their identity through One Login, with over 5 million downloads of the One Login identity checking app. One Login’s phased onboarding of HMRC users began, as planned, on 29 February; since then, internal users have successfully been testing the end-to-end journey. Other key developments include: *New data sharing legislation under the Digital Economy Act 2017 came into force on 8 February 2024, enabling One Login to access a wider range of data held by departments, and thus improve its identity verification options. *The programme has developed an additional identity checking route for users without photographic documentation *The Chief Secretary to HMT approved One Login’s Full Business Case.

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										■	■		Government Hubs and Whitehall Campus Programme	CO	The Government Hubs and Whitehall Campus (WHC) programme is transformative, delivering the Government’s priorities: <ul style="list-style-type: none"> - Providing a smaller, better value 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.
											■		Learning Frameworks 2.0	CO	Learning Frameworks 2.0 is the project to identify replacement centralised training services when current arrangements end in October 2025.
											■	■	Rosa Renewal Project	CO	The Rosa Renewal Project will ensure that HMG continues to provide a pan-departmental secure IT 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 doing so it will ensure continued VFM from the original case that underpinned the delivery of Rosa and lay foundations for future service growth.
											■	■	Transforming Public Procurement	CO	The cabinet office started mobilisation of the 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. 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 Public procurement spend With the benefits from the programme being: Simpler, faster procurement procedure. Streamlined process back up by relevant training for user. Greater transparency surrounding procurement procedures
									■	■	■	■	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.

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								■	■	■	■	Workplace Services Transformation Programme	CO	The Workplace Services Transformation Programme has been established to realise the ambition of a transformed workplace experience for all Government Property Agency (GPA) customers (end users) and to ensure better value for our clients (Departments). The IPA Gate 0-4 Review in Nov 23 provided the SRO with five key recommendations. Work has commenced to deliver on all of these and is being tracked with IPA and COPO. An IPA Gate 0-5 Review is being scheduled for Nov 24.
										■	■	Automotive Transformation Fund	DBT	The Automotive Transformation Fund (ATF) aims to support the creation of an internationally competitive electric vehicle supply chain in the UK. It provides support to late-stage R&D and capital investments in strategically important technologies. This includes unlocking strategic investments in gigafactories, motors and drives, power electronics, and fuel cell systems.
								■	■	■	■	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.
										■		British Museum Energy Centre Programme (ECP)	DCMS	Develop a coherent, site-wide approach to infrastructure, powered by a new state of the art energy transition hub with the objectives to: 1) Reduce carbon emissions, 2) To reduce and mitigate critical risks of harm to people, buildings and collection, and of service failure leading to localised or complete closure of the Museum, 3) To enable future phases of the masterplan, e.g. by unlocking planning permission, creating essential space and enabling access.
										■		Euro 2028	DCMS	On 10 October, UEFA officially announced the UK and Ireland as the hosts of the 2028 men's European Championships. It will be the biggest sporting event the UK and Ireland have jointly hosted. The UEFA European Championships (EUROs) are globally the second largest football tournament. It is held every four years and was last fully hosted in the UK (England) in 1996.
								■	■	■	■	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.

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										■	■		Youth Investment Fund	DCMS	We are investing over £300 million to provide youth facilities, including small community youth spaces, youth centres and activity centres in some of the most underprivileged areas across the country. This comprises £288 million capital funding (CDEL) and £80 million revenue funding (RDEL). Our spending objectives are to: - Build/preserve youth facilities that are fit for purpose - Develop environmentally sustainable youth facilities - Drive improvements in youth sector capability - Improve access, participation and short-term wellbeing of young people - Improve the evidence base for the youth sector.
									■	■	■		Collection and Packaging Reforms	DEFRA	CPR is a programme of five projects included within the Collection and Packaging reforms programme - Extended Producer Responsibility for packaging (EPR), Deposit Return Scheme for Drinks Containers (DRS), Simpler Recycling, Waste Tracking, and Disposable Cups that 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.
										■	■	■	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.
									■	■	■	■	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.
											■		Flood and Coastal Erosion Risk Management 6-year Capital Programme	DEFRA	A comprehensive flood and coastal resilience investment programme to upgrade and revitalise England's flood defence infrastructure. The programme aims to reduce the harm and damage caused by flooding, protect peoples' lives and minimise disruption to livelihoods. This is a strategic programme comprising several thousand individual flood and coastal defence projects delivered by the Environment Agency and other Risk Management Authorities.
									■	■	■	■	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.
									■	■	■	■	NO ₂ Programme	DEFRA	The NO ₂ 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 NO ₂ levels exceeding legal limits must develop and implement local plans to deliver legal levels of NO ₂ in the shortest time possible.

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										■	■	■	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.
										■	■	■	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.
										■	■		Terrestrial Natural Capital Ecosystem Assessment	DEFRA	The tNCEA programme delivers a nationwide survey of our terrestrial, freshwater and coastal environments, providing the location, extent and condition of all natural capital assets to the same timescale, the same quality and, where possible, the same spatial scale. Through comprehensive monitoring, innovative measurement and the development of tools and guidance, tNCEA will help deliver cross-government priorities, including: the 25 Year Environment Plan, Biodiversity Net Gain, Environmental Land Management schemes, Local Nature Recovery Schemes and Net Zero commitments. The programme also incorporates development of systems modelling approaches to efficiently and reliably quantify how assets and flows of natural capital inter-relate, depend on ecosystem health, and how that health is altered by pressures and interventions, and will transform decision making in England. The outputs will be used by a wide range of public and private sector organisations, including those interested in biodiversity, nature positive development, and green finance.
										■	■	■	Workplace and Facilities Management	DEFRA	Not provided
											■		BEPPS2	DESNZ	The Box Encapsulation Plant Product Store (BEPPS2) is a critical enabler for Sellafield Ltd to allow high hazard retrieval operations from Magnox Swarf Storage Silo (MSSS) and Pile Fuel Cladding Silo (PFCS). The BEPPS2 project will provide the capacity to store 7470 packages of legacy Intermediate Level Waste (ILW), safely and securely in a modern facility with a design life of 100 years.
										■	■	■	CCUS	DESNZ	CCUS is essential in meeting net zero target and we have committed to supporting the deployment of CCUS in two industrial clusters by the mid-2020s and a further two clusters by 2030, as announced in the Prime Minister's Ten Point Plan. As set out in the Net Zero Strategy we have an ambition to capture 20-30 million tonnes of CO ₂ per annum and, as per the Energy Security Strategy, will enable 10 GW of low carbon hydrogen capacity by 2030 with at least half from electrolytic hydrogen, subject to affordability and value for money.

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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 sustainably boost the economy of the host region and local community to transform itself for many generations. The programme also supports the delivery of the UK's nuclear new build programme as the Government needs to be satisfied that effective arrangements exist or will exist to manage and dispose of the wastes they will produce before development consents for new nuclear power stations are granted.
												■	Great British Nuclear	DESNZ	Great British Nuclear (GBN) was set-up as HMG's new nuclear delivery body. GBN's first mandate is to take forward the SMR programme, launched in July 2023. The PBC is forecast to be approved in 2024. The SMR Programme is building block to support the wider nuclear programme – up to 24GW by 2050. The first phase of the SMR Programme focuses on enabling projects, which will be initiated through the following workstreams; Technology Selection: To run a competitive tender and down select to one or more potential technology partners – OBC approved in Feb 2024. Siting: To identify and secure access to sites for the allocation of selected technologies. SMR Programme Development: To set up GBN as an intelligent customer to oversee the management and delivery of the SMR Programme, including procurement and establishment of Devcos.
												■ ■	Green Heat Network Fund	DESNZ	The vision for the GHN scheme is to incentivise the transition of the heat network market to low-carbon heat sources via targeted financial support, that will help stimulate the increased deployment of low-carbon technologies at scale to support governments Net Zero agenda. The GHN objectives are as follows: (i) Achieve carbon savings and decreases in carbon intensity of heat supplied. (ii) Increase the total amount of low-carbon heat utilisation in heat networks (both retrofitted and new heat networks). (iii) Contribute towards market transformations across the investment landscape and supply chain that will better prepare the heat network sector for further decarbonisation.
												■	Home Upgrade Grant and Local Authority Delivery (HULA) schemes	DESNZ	HULA aims to deliver progress towards the fuel poverty target to improve as many D, E, F or G rated fuel poor homes as practicable to a minimum energy efficiency rating of C by end 2030. HULA also aims to deliver progress towards the UK's statutory target for net zero by 2050 and enable the delivery of the wider policy package to phase out high-carbon home heating by growing supply chains and ensuring policies do not negatively affect fuel poor households. HULA comprises Home Upgrade Grant (HUG) and Local Authority Delivery Scheme (LAD). HUG provides energy efficiency upgrades and low-carbon heating measures to low-income households in the worst-performing, off-gas-grid homes in England and is due to complete by March 2025. LAD (which completed in 2023) provided energy efficiency upgrades and low-carbon heating to low-income households in the worst-performing homes in England whilst supporting economic resilience and a green recovery.

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												■	Hydrogen Allocation Round 1 (HAR1)	DESNZ	The first joint electrolytic hydrogen allocation round (HAR1) offers both Hydrogen Production Business Model (HPBM) and Net Zero Hydrogen Fund (NZHF) support to first-of-a-kind electrolytic hydrogen projects. The HPBM is designed to provide a subsidy to low carbon hydrogen producers, helping them to overcome the operating cost gap between low carbon hydrogen and high carbon fossil fuels otherwise consumed. HAR1 is the first opportunity for Government to demonstrate that it is delivering on the ambition for up to 10GW of hydrogen production capacity by 2030. If the UK loses this opportunity to signal support to the hydrogen economy, it will be difficult to meet the investment levels needed to reach our deployment ambitions and build a UK supply chain of skills and components ready for global export.
										■	■	■	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 (NZHF) is a £240m fund that was announced in Government's Ten Point Plan; it will be delivered between 2022 and 2026. 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 up to 10GW low carbon hydrogen production in construction or operation by 2030, and our commitment to reach net zero by 2050.
										■	■	■	Public Sector Decarbonisation Scheme (PSDS)	DESNZ	The Public Sector Decarbonisation Scheme has been running since September 2020. It provides capital funding for heat decarbonisation and energy efficiency projects in public sector buildings in England. The PSDS's primary objective is to reduce direct carbon emissions from the public sector. These non-traded emissions savings will contribute to Carbon Budgets 4, 5 and 6, and will help the UK meet its Net Zero targets. Funding for phases 1 and 2 of the scheme ended on 31 March 2022. Phase 3 is currently in delivery and funding for Phase 4 has been secured following the government's announcement of 6bn for energy efficiency policies making available funding for public sector decarbonisation for 25/26 to 27/28. Phase 4 is subject to business case approval.

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								■	■	■	■	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.
												Review of Electricity Market Arrangements (REMA)	DESNZ	Reforming electricity markets through the Review of Electricity Market Arrangements (REMA) programme is vital to the delivery of the government’s plan to deliver a fully decarbonised electricity system by 2035, subject to security of supply. The aim of the Programme is to identify and implement the necessary reforms for electricity market arrangements. This is aimed at driving the required investment and ensuring the efficient operation of a secure, low-carbon electricity system by 2035.
								■	■	■	■	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.
								■	■	■		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. Please note that Sizewell C Project has requested an exemption due to commercial interests.
■	■	■	■	■	■	■	■	■	■	■	■	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.

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								■	■	■	■	Social Housing Decarbonisation Fund	DESNZ	The programme originates from a £3.8bn pledge in the 2019 Manifesto to help decarbonise social housing in England over the period to 2030. SHDF intends to raise up to £900k of the circa 1.4m social homes below EPC band C to that level of energy efficiency, as a positive step on the pathway to the achievement of Net Zero for all 4m social homes by 2050. The Programme is to be delivered over a series of Waves, providing the necessary flexibility of scheme design and delivery method over a decade of unpredictable policy and regulation. A £60m Demonstrator Project has been delivered over FYs 21/22 and 22/23, with the £179m Wave 1 being delivered over FY22/23 and into 23/24. Following the SR21 settlement, a further £800m up to FY24/25 has been secured for Wave 2, with future Waves subject to funding being allocated in future fiscal events. On Wave 2, £778m of funding was announced on 22/03/23 to fund 107 projects under 'Wave 2.1', with a further £1.1bn committed as match funding. Wave 2.2 was announced in October 2023, with successful projects awarded funding in March 2024.
										■	■	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.
												Early Years Childcare Reform Programme	DFE	The Programme comprises of four overarching projects; Families, Providers, Local Authorities and Wraparound, led by SCS SROs and supported by a dedicated Project Manager and PMO resource who collaborate with the central PMO. The aim of the programme is to increase parental employment and progression of earnings by increasing childcare access for eligible working parents. We have had the programme business case agreed and signed off by InvestCo.
								■	■	■	■	FE Capital Transformation	DFE	The FE capital transformation fund was launched in 2020 to upgrade and transform college estates and create modern, fit-for-purpose spaces that meet the needs of students and communities they serve which was part of the government's manifesto commitment. Delivery was split into three phases: phase 1 gave grant allocations to all eligible FE colleges for urgent repairs and improvements; phase 2 is a DfE centrally delivered rebuilding programme to tackle 16 of the sites in worst condition; phase 3 uses grant funding to support colleges procuring rebuilding and improvement works on their existing estates. The scope of building works across the projects delivered varies greatly, some requiring full rebuilds and some smaller projects carrying out much needed refurbishments and renewal of life-expired building components. Some projects are integral to wider local regeneration initiatives.
										■	■	Higher Technical Education	DFE	The Higher Technical Education reform programme 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 three-year degrees. These 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.

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									■	■	■		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 that started 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	IoT’s are collaborations between FE providers, HE providers and employers, harnessing the strengths of each to help boost productivity and economic growth and widen participation from learners of all backgrounds. The focus is the delivery of higher-level technical skills with a focus on subjects such as STEM (e.g., Science, Technology, Engineering, Mathematics) at levels 4 and 5 and extending to level 6+, tailored to the skills needs of their local areas. IoT’s will anticipate future workplace skills needs and effectively leverage research and innovation bases, in both the provider base and industry. There were two waves of IoT’s, the competition was in 2018, with the first IoT’s licenced in academic year 2019/20. The second wave competition was launched in 2020 and the first wave 2 IoT’s opened in September 2023.
									■	■			Lifelong Learning Entitlement	DFE	The Lifelong Learning Entitlement (LLE) proposed 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 4 years of post-18 education to use over their working lives (e.g. 37,000 in today’s fees) up until the age of 60. 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
									■	■	■	■	National Tutoring 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 10-year programme was confirmed at SR 2020, with a commitment to 500 projects (50 per year). An initial programme budget was agreed with HMT in May 2021 (HMT confirmation letter was received in July 2021) as part of the programme’s clearance through the Treasury Approval Process (TAP), with funding up to FY2024-25 confirmed at SR21.

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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	23/24
								■	■	■	■	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 10-year programme was confirmed at SR 2020, with a commitment to 500 projects (50 per year). An initial programme budget was agreed with HMT in May 2021 (HMT confirmation letter was received in July 2021) as part of the programme's clearance through the Treasury Approval Process (TAP), with funding up to FY2024-25 confirmed at SR21.
								■	■	■	■	Skills Bootcamps	DFE	Skills Bootcamps are free training courses for adults typically lasting up to 16 weeks, available across a range of sectors. They help people develop priority skills that are in demand at both local and national level. They are developed by training providers in partnership with employers. Significant investment has been committed by the government to scale up Skills Bootcamps from 2022 to 2025.
						■	■	■	■	■	■	T Level Programme	DFE	The current IPA Delivery Confidence Assessment for the T Level programme is AMBER, following the Gate 0 review of the programme in March 2024. The review team was impressed with the leadership and management of the T Levels programme, while noting that challenges remain in terms of growing the programme. To address these challenges and to support the programme to scale up, the programme team will: - continue to review and revise its approach to supporting the growing number and variety of providers - continue to focus on increasing employer awareness and engagement with T Levels - ensure a clear route from T Levels to the Advanced British Standard.
								■	■	■	■	Teacher Development Reform Programme	DFE	The Teacher Development Reform (TDR) Programme is part of 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 National Institute of Teaching (NIoT) has started delivery of ITT, the ECF and NPQs and is making strong progress in the delivery of its research and best practice programme.
								■	■	■	■	2nd Generation UK Search and Rescue Aviation	DFT	The UK Search and Rescue Second Generation (ULSAR2G) programme is the UK's replacement aviation Search & Rescue (SAR) and Ariel Surveillance (ASV) services that will continue to save lives, protect the UK's economic interests and maintain aeronautical compliance with International Conventions beyond 2024.
								■	■	■	■	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)
				■	■	■	■	■	■	■	■	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 bypass and viaduct to the north of Winterbourne Stoke.

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								■	■	■	■	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 local economy.
						■	■	■	■	■	■	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.
								■	■	■	■	A66 Northern Trans-Pennine	DFT	Upgrading the remaining six single carriageway sections of the A66 between the A1(M) at Scotch Corner and the M6 at Penrith, creating a continuous dual carriageway across the Pennines, including key junction upgrades
								■	■	■	■	East Coast Digital Programme	DFT	The East Coast Digital Programme will introduce European Train Control System signalling technology, also known as digital signalling, 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. As well as being cheaper on a whole-life basis, implementing the technology will provide a number of additional benefits unavailable under convention signals such as improved safety and efficiency as it provides drivers with more information through the continuous communication between the train and track. This is the first implementation of this technology on a UK mainline route and as well as being a significant engineering challenge, it will also involve a major change in working practices for industry.
						■	■	■	■	■	■	East Coast Mainline Programme	DFT	The East Coast Main Line Enhancements 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 Main Line from Wigston to Sheffield and Nottingham that will enable the replacement of diesel traction with electric or bimode electric trains delivering environmental improvements and operational cost savings.

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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	23/24			
								Amber/Red	Amber/Red	Red	Red	HS2 Phase 1	DFT	A new high-capacity, high-speed railway connecting London and the West Midlands with onward services to other cities, via the existing West Coast Main Line.
			Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Lower Thames Crossing	DFT	The Lower Thames Crossing (LTC) is a proposed new expressway connecting Kent, Thurrock and Essex through twin-bored tunnels under the Thames. It will almost double the road capacity across the River Thames east of London and is the largest single road investment project in the UK since the M25 was completed more than 30 years ago. As a vital part of the UK's transport infrastructure, it will act as a catalyst for national and local economic growth. Building a reliable, modern new road that is fit for the future will help connect the nation's busiest ports to the distribution hubs in the North, Midlands and beyond. It will improve network resilience and the performance of the existing crossings at Dartford, transforming the regional and national road network. LTC will open up new markets for businesses and create tens of thousands of new jobs and hundreds of apprenticeships during its construction.
			Amber	Amber	Amber	Amber	Amber	Amber	Green	Green	Green	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 and enhance the existing electrification from London to Bedford and provide additional power to allow new hybrid trains to run electrically from London to Wigston inclusive is underway.
								Amber	Amber	Amber	Amber	Midlands Rail Hub	DFT	The Midlands Rail Hub programme will improve connectivity between South Wales, the South-west of England, the West and East Midlands, by delivering additional rail capacity into central Birmingham, to promote growth in the regional Midlands economies. At its heart is the provision of new connections into Moor Street station and relieving the congested New Street station. The programme will be progressed in multiple phases, with the first (the West and Central scope, for improved services between Birmingham, Bristol, Cardiff, and Worcester) currently in detailed design, and later phases (between the West and East Midlands, and extending Worcester services to Hereford) in earlier stages of development.
									Amber	Amber		Northern Powerhouse Rail (NPR)	DFT	Northern Powerhouse Rail (NPR) is the government's vision to transform east - west rail connectivity in the North of England by providing faster and more frequent services between its key economic centres. The scope of NPR is set out in Network North and the Integrated Rail Plan. It will deliver improvements to rail capacity and journey times via fully electrified, upgraded, and new railway lines between Liverpool, Manchester, Bradford, Leeds, Sheffield, Rotherham, York, Hull, and Newcastle.
								Amber	Amber	Exempt		Rail Transformation Programme	DFT	NULL
								Amber	Amber	Amber		Rapid Charging Fund	DFT	The Rapid Charging Fund will upgrade power capacity on the Strategic Road Network where it is not commercially viable to do so, in order to allow the private sector to expand ultra rapid electric vehicle charging ahead of need.

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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. To date, 6.9bn has been committed to the programme, against an Anticipated Final Cost of 10.4bn-11.6bn.		
								■	■	■	■		AI Labs	DHSC	The NHS AI Lab was set up as a research and development focused programme to accelerate the adoption of AI in health and social care. Aiming towards the UK becoming a world leader for the development of technologies to improve people’s health and wellbeing, delivering the most impactful technology to support our health and care system.		
												■	Data for Research and Development (R&D)	DHSC	The Programme’s vision is to by 2025, have a world leading NHS-wide health data research infrastructure that enhances patient care, sustains the NHS and supports innovation, while benefiting the economy through attracting life sciences to work in the UK.		
												■	Digital Transformation of Screening	DHSC	The Digital Transformation of Screening Programme (DToS), covers work required to design, develop and deliver new shared screening services and supporting digital products and assisted digital support, and the associated change delivery. Our vision aims to implement key recommendations in Professor Sir Mike Richards 2019 review which set out the need to improve IT systems to support the safe and effective delivery of screening services.		
												■	■	Digitising Social Care	DHSC	The Digitising Social Care Programme has the objective of 80% of adult social care providers, and 80% of people receiving adult social care services, having a digital social care record by March 2025 – rebaselined from March 2024. The programme is also supporting the testing of other types of care technologies that can improve the quality, safety and efficiency of care delivery to build a clearer evidence base for their 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 Spring 2026 including technology, application and service design. The primary drivers are: - Expiry of the current contract for the provision of ESR in August 2026 (extension from August 2025 – August 2026 to facilitate an appropriate transition window; enabling the safe take on of the existing service by the supplier of the new agreement); - The end of premium support for the Oracle eBS software in 2034; - 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.
													■	Federated Data Platform	DHSC	The NHS Federated Data Platform (FDP) is software that will sit across NHS trusts and integrated care systems enabling NHS organisations to bring together operational data – currently stored in separate systems – to support staff to access the information they need in one safe and secure environment.	

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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	23/24				
									Amber	Red	Amber	Frontline Digitisation	DHSC	Our vision is a digitally-enabled health and care system, where the health service and its users have the digital services and access to the data they need to effectively manage and improve health and wellbeing. The Frontline Digitisation programme is supporting this vision by levelling up ICSs and providers to a baseline level of digital capability, set out in our Digital Capability Framework, which enables frontline clinical and operational staff to make the best use of digital technology to deliver care efficiently, effectively and safely, reducing variations and improving quality and outcomes. The EPR programme is focussed on Coverage, ensuring all trusts have an EPR, Capability, ensuring that trusts with an EPR meet our standard and Convergence, making decisions about coverage and capability with the aim of having fewer more integrated EPRs serving larger populations.	
									Red	Amber	Amber	Red	Integrated Single Financial Environment	DHSC	The objective of the project is to procure and implement the next generation of the NHS England Group Integrated Single Financial Environment (ISFE) and associated financial services. Due to the expiry of the existing service provision contract. The procurement is for a managed service provision which must include a Financial and Accounting system as part of the service. The service is for the NHS England Group of organisations which consists of 42 Integrated Care Boards (ICBs) 4 Commissioning Support Units (CSUs), NHS England and a provider organisation. The annual funding for NHS England Group is £170 billion. This funding is managed through the financial and accounting system resulting in payments being made between the NHS England Group to Provider organisation (Trusts & FTs), commercial suppliers, General Practitioners (GPs), Opticians, Dentists, Pharmacists, Public Health, as well as the general running costs of an organisation e.g. payroll payments.
												Exempt	Moderna Strategic Partnership Programme	DHSC	Moderna/UK Strategic Partnership (MSP) is a short-medium term GMPP change programme, with the aim of creating the conditions for success across HM Government in which the 10-year partnership with Moderna can deliver benefits across the UK. This Moderna/UK Strategic Partnership enables: 1) Moderna's build of a UK mRNA manufacturing facility to supply mRNA vaccines. 2) managing the UK health ecosystem to enable and maximise Moderna's investment in Research & Development. 3) provision of greater vaccine resilience for the UK in the event of a pandemic or UK health emergency.
									Amber	Amber	Exempt	Red	New Hospital Programme	DHSC	In May 2023, the Government confirmed that the New Hospital Programme was expected to be backed by over £20 billion of investment in hospital infrastructure to transform how critical national health infrastructure is delivered. This included a commitment to rebuilding five additional NHS hospitals constructed mostly using Reinforced Autoclaved Aerated Concrete and a future rolling programme of capital investment in hospital infrastructure to secure the building of new hospitals beyond 2030.
Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Red	Red	Red	PHE Science Hub	DHSC	The UKHSA Health Security Campus Programme aims to create the UK's leading science centre of excellence. It will replace the ageing facilities at Porton and Colindale and bring together expertise from world-leading academic and commercial institutions to protect the public's health security and reduce health inequalities.
									Amber	Amber			Affordable Homes Programme	DLUHC	The Affordable Homes Programme (AHP) allocates grant funding to Local Authorities and Housing Associations to help support the capital costs of developing affordable housing for rent or sale.

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										■	■		Digital Planning Programme	DLUHC	The Digital Planning Programme will enable a modern and efficient 21st century planning system.
									■	■	■	■	Electoral Integrity	DLUHC	The Electoral Integrity Programme (EIP) seeks to implement the changes arising from the Elections Act 2022, which sets the provisions for the administration and conduct of elections.
										■	■	■	Freeports	DLUHC	This programme supports economic growth through the creation of new Freeports across the UK.
										■	■	■	Grenfell Site and Programme	DLUHC	The Grenfell Site and Programme aims to deliver the vision of the Grenfell Tower Memorial Commission for a fitting memorial to be built on the Grenfell Tower site and working towards a Ministerial decision on the future of the Tower.
										■	■	■	Housing Infrastructure Fund	DLUHC	The Housing Infrastructure Fund (HIF) provides funding for infrastructure projects, which once built, will unlock housing capacity in areas of high demand. The programme is expected to unlock the construction of circa 260k homes.
										■	■	■	Levelling Up Fund	DLUHC	The Levelling Up Fund (LUF) brings together the Department for Transport, the Department for Levelling Up, Housing and Communities, and HMT to allocate funding in local infrastructure projects across the three investment themes of transport; town centre regeneration; and culture.
										■	■		Levelling Up Home Building Fund	DLUHC	The Levelling Up Home Building Fund allocates funding to small and medium sized housebuilders and residential development lenders to diversify and build resilience in the housing market as well as foster innovation including Modern Methods of Construction.
										■			Remediation Portfolio	DLUHC	The overarching aim of the portfolio is to oversee the remediation of residential buildings 11 metres and over in height with unsafe external wall systems through five building safety programmes, and to bring them up to the minimum life-safety standard.
										■	■	■	Towns Fund	DLUHC	The Towns Fund aims to regenerate towns and high streets through long-term economic and productivity growth. This investment focuses on urban regeneration, digital and physical connectivity, skills, heritage, and enterprise infrastructure.
									■	■	■	■	UK Holocaust Memorial and Learning Centre	DLUHC	The objective of the UK Holocaust Memorial and Learning Centre programme is to build a 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. A learning centre will also be located with the memorial to explore the British relationship to the Holocaust, including the role of the British Parliament and democratic institutions.
										■	■		Matrix Cluster Transformation Programme	DSIT	Not provided
										■	■	■	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.

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									■	■	■	National Underground Asset Register	DSIT	NUAR is a new digital map of the pipes and cables beneath our feet. The service will improve the efficiency and safety of works, delivering an expected £5bn of economic growth over 10 years. The NUAR MVP is now live across England and Wales and provides access to data from 192 organisations, including all major energy and water providers, such as Welsh Water, Cadent Gas and UK Power Networks, several major telecommunications companies, including CityFibre and Virgin Media O2, as well as smaller providers of these services, transport organisations and local authorities. The programme remains on track to roll out the MVP across Northern Ireland by spring 2024, and be fully operational by the end of 2025. The legislative updates required to achieve the benefits of NUAR – giving users the data they need, when they need it – are being progressed through the Data Protection & Digital Information Bill.
										■	■	Open Networks Programme	DSIT	The Open Networks Research & Development (R&D) fund is the 325 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 de-risk 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 focus 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 licence obligations. The most significant coverage improvements will be in rural parts of Scotland and Wales. Uplifts in coverage during the programme will provide coverage to 280,000 premises and 16,000km 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. Whilst the programme has faced challenges and some delays, it remains on track, and 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.

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									■	■	■		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 forthcoming White Paper. 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.
								■	■	■	■		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.
										■			Service Modernisation Programme	DWP	The Service Modernisation Programme (SMP) is a bold, cross-cutting transformation programme that supports DWP's policy and delivery aims by: - modernising key products making them digital with a human touch - joining up our services based on customer need, and - creating services that don't stand still by investing in our colleagues to unlock a culture of continuous transformation. By modernising in this way we will deliver better, cost effective services that our customers can rely on. Over 20 million customers rely on our services every day, at some of the most difficult and important times. The Programme will transform 11 service areas end to end whilst implementing improvements across DWP to common service areas such as telephony. Using this work we will create a future design for how we deliver services, bringing organisational change and digital transformation to create modern services fit for the future.

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										■	■	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.
■	■	■	■	■	■	■	■	■	■	■	■	Universal Credit Programme	DWP	Universal Credit replaces six separate benefits and tax credits for working age people, bringing together in and out of work systems into one, to make work pay. When fully rolled out it is expected that around £6.5 million households will benefit from Universal Credit. Legislated for in 2012-13, it has now entered delivery phase.
										■	■	Workplace Transformation	DWP	The Workplace Transformation Programme (WTP) is a 10-year programme focusing on future locations and working practices. Investment will deliver flexible, affordable and inclusive workplaces through a smaller, better and greener estate, delivering efficiencies and enabling genuine modernisation and transformation within DWP. WTP sits alongside a schedule of essential works delivered through our Estates function ensuring our ageing buildings remain safe and functional for claimants and colleagues. This supports the Government’s Property Strategy and Places for Growth objectives - making DWP a great place to work. WTP will also invest in our ways of working, changing the way our people use buildings and delivering on the Department’s obligations to embed Smarter Working and PAS 3000 standards. WTP requires significant capital investment but delivers significant financial savings as well as wider social benefits each following year, consolidating and improving our workplace with a direct positive impact on customer experience and outcomes.
				■	■	■	■	■	■	■	■	Echo 2 Programme	FCDO	The Echo 2 Programme is delivering the next generation global communication network for the FCDO, British Council and Partners across Government and replaces the current Echo 1 Service. Transitioning to the Echo 2 Service will enhance users global connectivity, deliver greater resilience and improved security. In addition, Echo 2 provides run cost savings for all users by using regional providers to provide the network of internet connections, with a network service organisation managing the Service.
										■		Tokyo Compound	FCDO	The Tokyo project will refurbish and upgrade key buildings on the British Embassy compound. It is of strategic and political importance to the UK’s foreign policy objectives that these buildings function in the most efficient and cost-effective manner. The buildings currently fail to fully meet health and safety requirements and the need for essential repairs has become urgent. Part of the work will prevent further deterioration and the increasing danger of structural damage to the historic building fabric of both the Residence and Chancery buildings. This significant investment will deliver a fit for purpose and sustainable 21st century working environment and future proof our ability to deliver diplomatic and operational solutions in one of our most important global posts.

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						■	■	■	■	■	■	■	Washington Embassy Refurbishment	FCDO	Repair and refurbishment of key buildings in Washington (USA) compound. Buildings failed health & safety requirements.	
			■	■	■	■	■	■	■	■	■	■	Local Land Charges (LLC) Programme	HMLR	The LLC Programme continues to deliver a digital national Local Land Charges Register, with spatial data at its core. The service covers all of England and Wales, contributing to improving the home buying and selling process, with almost 100 Local Authorities live. The programme has completed a third of the data digitisation and transformation work and is on track to deliver in line with future expectations, which have been refined based on experiences to date.	
			■	■	■	■	■	■	■	■	■	■	Building Our Future Locations Programme	HMRC	HMRC's locations strategy, announced in 2015, is key to enabling a more highly skilled tax and customs authority within a Modern Civil Service. It continues to deliver modern, inclusive and strategically located offices, supporting the Government's Places for Growth Programme by creating opportunities, career paths and enabling vibrant cross government professional communities and in towns and cities across the UK. HMRC's new, award winning, offices provide safe, modern and inclusive workspaces with the digital infrastructure enabling improved collaboration, smarter working and a culture where everyone feels valued. HMRC's offices incorporate flexible layouts that will meet future changing demands and priorities.	
												■	Enterprise Tax Management Platform (ETMP)	HMRC	The Enterprise Tax Management Platform (ETMP) Regeneration is a multi-year programme, established to lead HMRC's response to the announced end of mainstream support for the software product that underpins ETMP. Its secondary objective is to address key challenges identified with the current platform. The programme will modernise and protect ETMP, the backbone of the HMRC tax accounting and payment capability. It will exploit new technology to enable better performance, improved user experience and innovation of our business processes to reduce cost and increase compliance and revenue. The programme will regenerate ETMP, focusing on how the platform can deliver better business value through migration to a modern software product in the long term and through continuous improvement to the functionality of the current platform in the short term.	
												■	■	HMRC Northern Ireland Programme	HMRC	The Northern Ireland Delivery Programme (NIDP) was established as part of HMRC's 2021 Spending Review settlement to continue delivery of HMRC policy and legislative commitments for Northern Ireland, following the United Kingdom's exit from the European Union. It includes delivery of the changes to HMRC systems to enable HMRC and businesses to operate initially within the terms of the Northern Ireland Protocol, and more recently in 2023, within the terms of the Windsor Framework.
			■	■	■	■	■	■	■	■	■	■	Making Tax Digital	HMRC	Making Tax Digital aims to support UK businesses and landlords to get their VAT and Income Tax right by mandating them to keep up-to-date business records, using business accounting software that produces the VAT return or Self Assessment update to HMRC.	

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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	23/24					
										■	■		Pensions Programme	HMRC	The Pensions Programme will modernise the administration of Pensions Tax Relief by replacing the Pensions Scheme Online Service with the Managing Pension Schemes service. This will provide additional functionality making it quicker and easier for Pension Scheme Administrators to self-serve, make claims, and fulfil all their pensions tax obligations. This modernisation of Pensions Tax Relief will: help Pension Scheme Administrators (and 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, Pensions Scheme Administrators and their Practitioners, saving time and money, provide quality and timely data for compliance, helping to deliver £243m increased yield. The Pensions Programme will also help deliver two government priorities relating to individuals and Pension Tax Relief: by implementing top-up payments for disadvantaged customers in net pay arrangement pensions and developing IT services to support the McCloud compensation scheme (implemented October 2023).	
										■	■	■	■	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.
										■	■	■		Single Customer Account	HMRC	The programme is a strategic digital transformation programme that is the cornerstone of the government's vision of a trusted and modern tax authority. The SCA programme is creating the digital account through which individual taxpayers will interact with HMRC online. Customers will be able to see all their information in one place and manage their tax online and will be much less likely to need to call us. The programme is digitising paper based processes to create modern, digital services which will reduce telephone contact and post and provide an improved customer experience.
										■	■			Single Customs Platform	HMRC	HMRC is in the process of replacing the legacy 'Customs Handling of Imports Exports and Freight' (CHIEF) customs system with the new Customs Declaration Service (CDS). Developed over several years in consultation with the border industry, CDS has already successfully processed 105 million declarations since 2018 and has the flexibility and capacity to grow in line with the Government's ambitious trade plans. We have successfully moved all import declarations to CDS in January 2024 and are now focussing on moving export declarations to CDS by June 2024. Once that is done, we intend to decommission the old CHIEF system saving money for the taxpayer and reducing complexity for traders.

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									■	■	■	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. Customer-centric design involving regular engagement with industry representatives across a broad range of sectors will be key to realising the benefits of the service.
									■	■	■	Technical Health Programme	HMRC	The programme will improve the resilience of HMRC’s technology by building a secure and robust technical estate for the future. It will achieve this by remediating high priority vulnerabilities on critical national infrastructure systems, decommissioning services with an end-of-life status and deploying technologies to improve monitoring, performance and availability of live services. The programme will deliver remediation activities encompassing 5 pillars of technical health: technical security, performance & availability, resilience, technical architecture and data.
									■	■	■	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 (now Windsor Framework) following the end of the EU transition period on 31/12/20. The TSS helps traders move goods between Great Britain and Northern Ireland or bring goods into Northern Ireland from outside the UK.
									■	■	■	Unique Customer Record	HMRC	The Unique Customer Record Programme will deliver a single consolidated dataset relating to our customers 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	NULL
									■	■	■	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.
											■	Anti-Money Laundering and Asset Recovery (AMLAR)	HO	Monetary gain sits at the heart of most criminality. To benefit, criminals need to launder their ill-gotten gains. Tackling money laundering requires a co-ordinated, cross system response in order to disrupt and dismantle criminal business models that cause significant harm to victims and undermines our democracy and economy. The AMLAR Programme builds on the Economic Crime Plan (HM Treasury and Home Office, 2019), Asset Recovery Action Plan (Home Office, 2019), and UK Anti-Corruption Strategy. It will deliver actions in Economic Crime Plan 2 (2023) to uplift strategic communications, intelligence and investigative capability and new technology, to improve the prevention, detection and disruption of money laundering and increase the recovery of criminal assets.

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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	23/24				
												■	ASRA Accommodation Programme (Non Detained)(AAPND)	HO	The ASRA Accommodation Programme (Non Detained) was initially set up as one of a range of responses within the Migration and Borders command in the Home Office to tackle a growing demand for asylum accommodation and to reduce reliance on costly contingency options such as hotels - which is a Prime Ministerial priority as highlighted in point 5 of the Ten Point Plan to tackle illegal migration. Following a Programme re-set, a change to the name and scope of programme has recently been approved; it will now be referred to as the ASRA Accommodation Programme (Non-detained). The programme aims to find and set up fit-for-purpose accommodation for non-detained Asylum Seekers (covering single adult males, single adult females and family cohorts) establishing a flexible accommodation landscape of both short-term and long-term facilities.
												■	Asylum & Protection Transformation Programme	HO	The Asylum Transformation Programme is transforming people capabilities, process and technology underpinning asylum casework and asylum support and accommodation. The four strategic objectives of the programme are: 1. A flexible, sustainable and efficient system. 2. A transparent and outcome focused customer journey. 3. Strong partner and public trust. 4. Improved colleague experience. The role of the Asylum Transformation Programme is to enhance the processing capabilities, societal value and cost-effectiveness of the Asylum System, enabling it ever-increasingly, to better meet the interests and concerns of the many stakeholders in UK asylum, now and in the future.
									■	■	■	■	Cerberus	HO	Border Force is making a transformative change to it's analytics and targeting capabilities better securing the border within 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	The Programme aims to replace the mobile communications service used by the 3 Emergency Services and other public safety users. This will be achieved through the introduction of a new service called the 'Emergency Services Network' (ESN), operating over a 4G LTE commercial mobile network enhanced to meet the public safety requirements for coverage, functionality, availability and security.
										■	■	■	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 Cyber Crime 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 interoperability and align with national programmes.

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													Fraud Reform	HO	The Fraud Strategy (published by the Home Office, May 2023) commits His Majesty's Government to 52 actions, aimed at cutting fraud by 10% from 2019 (pre-pandemic) levels. For two successive quarters, crime data for England and Wales show a fall in the number of incidents of fraud, exceeding the 10% target set within the Fraud Strategy. 23 of 52 actions have been completed, including: - Launched a new National Fraud Squad and set fraud as a priority for police forces through the Strategic Policing Requirement; - Delivered the first Global Fraud Summit, hosted by the Home Secretary, with partners from 5 Eyes, G7, the Republic of Korea and Singapore. - Appointed an Anti-Fraud Champion and agreed a new voluntary charter with the technology sector; - Delivered a national anti-fraud communications campaign and rolled out key anti-fraud and cyber security skills to schools, by equipping teachers to deliver new anti-fraud lessons.
										Amber/Red	Amber/Red	Amber/Red	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/Red	Amber/Red	Amber/Red	Future Suppliers Services	HO	Future Supplier Services (FSS) aims to re-procure UK Visa and Immigration's (UKVI) United Kingdom and overseas front-end customer services to primarily provide biometric information to support their visa application alongside passport application services for overseas British citizens on behalf of HMPO 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/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Home Office Biometrics (HOB) Programme	HO	Home Office wide convergence programme for biometrics within Home Office, covering border security, law enforcement and intelligence.
	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Amber/Red	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.
													Immigration Removal Centre (IRC) Expansion Programme	HO	Immigration Enforcement's Detention Services have been tasked to deliver an additional 1,000 detained bed spaces to support increases in detention to deliver government priorities, including Illegal Migration Act removals, increasing demand on the estate due to pressures from the prison estate, increasing 'Business as Usual' removals as activity returns to pre-pandemic levels, and to manage the estate/maintain capacity while wider estate facilities are refurbished. IRCEP is the DS vehicle to deliver these 1,000 bed spaces - through the renovation, and expansion of two previously decommissioned IRCs - Campsfield, and Haslar.

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				■	■	■	■	■	■	■	■	Law Enforcement Data Service	HO	The Law Enforcement Data Service (LEDS) Programme is delivering a replacement to the current Police National Computer (PNC) service, which will facilitate a range of future transformation capability and functionality that will be at the heart of protecting the public for years to come, to enable retirement of PNC by March 2026.	
												■	Manston Transformation Programme	HO	To build a safe, secure and legally compliant processing centre at Manston that meets the needs of all users, safeguards vulnerability and enables arrivals to be processed in a safe and timely manner.
												■	Maritime Capabilities Replacement Programme	HO	The Maritime Capabilities Replacement Programme (MCRP) will coordinate the delivery into service of a new fleet of Cutters and Coastal Patrol Vessels (CPVs), with the appropriate capabilities and supporting infrastructure to deliver Home Office and wider UK government maritime security goals and to ensure that the vessels remain 'fit for purpose' for the duration of their operational lifetime.
												■	National Strategic Automatic Number Plate Recognition Platform (NSAP)	HO	The National Automatic Number Plate Recognition Service (NAS) is a police critical national system enabling policing and Law Enforcement Agencies to have the right information on time for intelligence on vehicle activity across the country and to effectively use it to protect the public, prevent crime in some instances and use the evidence for convictions in court. This intelligence also supports National Counter Terrorism, County Lines, and Serious and Organised Crime investigations. NAS are in the early stages of setting up a new programme to deliver a new solution to replace the legacy system and enabling continuation of the NAS service.
									■	■	■	■	New Plan for Immigration	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.
									■	■	■	■	Passport Transformation Programme	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.
												■	Police National Database (PND)	HO	The Police National Database (PND) provides an aggregation of Crime, Intelligence, Custody, Child Protection, and Domestic Violence data held on local police systems. Information is held as a single national POLE store (People, Objects, Locations, Events), algorithms on the PND match people, vehicles and phone numbers and present a consolidated view. The PND holds information on Organised Crime Groups, modern slavery, and county lines and provides national capability for searching police custody images. The PND is essential for operational policing in safeguarding children and vulnerable people, countering terrorism, crime prevention, and tackling serious and organised crime. It is deemed Critical National Infrastructure; without the PND risk to public safety would increase as intelligence would not be accessed nationally by Police Forces. The PND programme is delivering a transformed service to better meet policing needs, replace, or upgrade obsolescent technology, move to Cloud, and secure service continuity to the 10yr+ horizon.

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										■	■	■	Radiological and Nuclear Change Programme (RNCP)	HO	Nuclear Change Portfolio has been established to maintain and improve the UK's defences from radiological and nuclear terrorism and it's preparedness for such a risk.
												■	Targeted Interception Services Programme	HO	The Targeted Interception Services Programme (TISP) has been established to replace AFFIRM with a new TI Operations Management (TIOM) Solution that will better meet the urgent operational needs of Law Enforcement Agencies (LEAs). Targeted Interception (TI) is a covert intelligence gathering tactic governed under the Investigatory Powers Act (IPA) 2016 used to support the majority of investigations into terrorism and serious crime. Of the Law Enforcement Agencies (LEAs), only five (the National Crime Agency (NCA), HM Revenue & Customs (HMRC), Metropolitan Police Services (MPS) S015, Police Service of Northern Ireland (PSNI) and Police Scotland) are the sole users of the AFFIRM system used in TI, and therefore within scope of this programme.
■	■	■	■	■	■	■	■	■	■	■	■	■	A400M	MOD	To deliver into RAF Service a worldwide, protected Tactical Air Transport capability that is able to rapidly project, sustain and recover Air and Joint Forces, in order to meet UK standing commitments and support enduring and contingent operations in the most demanding timescales. A400M refers to the overarching programme, the aircraft operated by the RAF is named the 'Atlas'.
									■	■	■	■	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.
			■	■	■	■	■	■	■	■	■	■	Armour MBT	MOD	The Armour Main Battle Tank (MBT) Programme will deliver the Challenger 3 (CR3) capability. Challenger 3 will be Defence's only guaranteed, 24 hr, all weather, mobile anti-tank capability. This programme will modernise and improve the British Army's MBTs to the standard needed on today's battlefield. Key elements include enhanced survivability, greater lethality, improved surveillance and target acquisition as well as removing obsolescence. The currently forecasted out of service date is 2040.
		■	■	■	■	■	■	■	■	■	■	■	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 will 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).
■	■	■	■	■	■	■	■	■	■	■	■	■	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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									Amber	Red	Amber		Brimstone 3	MOD	Brimstone 3 (B3) sustains the precise, low-collateral air-to-surface Brimstone capability on the Typhoon platform, it is also planned to be integrated onto the Protector platform.
									Green	Amber	Amber		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 Extended Range Chinook aircraft (H-47(ER)). 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.
						Amber	Amber	Amber	Red	Reset	Amber		Clyde Infrastructure	MOD	The HMNB 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 Dreadnought SSBNs, and create a single submarine centre of specialisation. With an estimated budget of £1.8Bn, it is a programme of strategic national importance that is critical to sustaining Continuous At Sea Deterrence (CASD), and the safe, sustainable and cost effective operation of the Submarine Force. The end state of the programme will be "An integrated submarine operating base at Clyde, supporting a Submarine Force that is safe, secure, sustainable, resilient and ready to excel in operations out to 2067."
									Amber	Amber	Amber	Red	Collective Training Transformation Programme	MOD	The Collective Training Transformation Programme (CTTP) will deliver the Future Collective Training System (FCTS) to transform collective training for the Army. Through a long-term, collaborative relationship with industry the FCTS 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 FCTS will improve the training enterprise and experience for soldiers and commanders at all levels.
Green	Green	Amber	Amber	Red	Red	Amber	Amber	Amber	Red	Red	Red	Red	Core Production Capability	MOD	The Core Production Capability programme delivers safe nuclear reactor cores to meet the Royal Navy's submarine programme, now and for the long term. At closure, the programme 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 delivered under the AUKUS agreement.
	Reset	Green	Amber	Amber	Amber	Red	Red	Red	Amber	Amber			Crowsnest Programme	MOD	The CROWSNEST programme is a firm price contract 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.
					Amber	Amber	Amber	Amber	Amber	Amber	Amber		Defence Estate Optimisation	MOD	Defence Estate Optimisation (DEO) 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 (AEW and C) 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 (ECRS) 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, which will retire from service from the mid-2030s. FCAS will be primarily responsible for delivering Control of the Air, and contribute to Attack and Information, Surveillance and Reconnaissance. Military advantage in Combat Air will require a System of highly adaptable and networked capabilities, that together deliver military effects greater than the sum of the parts. 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. The System will be enabled through a combination of core platforms, uncrewed additives 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	This programme aims to achieve delivery of a next generation complex weapon for the UK to meet the RAF’s Selective Precision Effect At Range Capability 5 (SPEAR 5) and the Navy’s Future Offensive Surface Warfare requirements. In doing so it is the cornerstone of UK / French bilateral cooperation as part of the ‘Lancaster House Treaty’ and supports UK Freedom of Action, Operational Advantage, prosperity and critical UK industrial capability in the complex weapons arena.

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											Amber		Future Materials Campus	MOD	The Future Materials Campus (FMC) programme will renew existing facilities for the manufacture and storage of nuclear materials, improve science and analysis capabilities, and invest in renewed capability for material recovery.			
										Amber	Amber	Amber	Ground Based Air Defence (GBAD)	MOD	The Land Ground Based Air Defence programme is striving to modernise Defence's ground based air defence capabilities in the face of rapidly developing threats, and is very high priority for the Army. This includes the development of an integrated layered air defence system comprising countering Small Air Targets, Short and Medium Range Air Defence.			
					Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Joint Crypt Key Programme	MOD	Exempt under Section 26 of Freedom of Information Act 2000 (Exempt under Section 26 of the Freedom of Information Act 2000 (Defence)).			
			Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Land Environment Tactical Communication and Information Systems	MOD	The LETacCIS programme consists of multiple projects with the aim of delivering the next generation of tactical military communications in the Land Environment, and providing the means to make informed and timely decisions, enabled by agile Communication Information Systems (CIS). The LETacCIS programme is delivered by a partnership of Army Headquarters and Defence Digital's Tactical Systems (TacSys) Service Executive, working as one team in collaboration with key industry partners.			
												Amber	Amber	Amber	Land Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR)	MOD	The Land Intelligence, Surveillance, Target Acquisition and Reconnaissance (ISTAR) 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 ISTAR 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	Amber	Amber	Amber	Amber	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 RN 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 (OCU). 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.

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								■	■	■	■		Maritime Electronic Warfare Programme	MOD	Maritime Electronic Warfare Programme consists of two projects, the Maritime Electronic Warfare System Integrated Capability and the Electronic Warfare Countermeasures project. The Maritime Electronic Warfare System Integrated Capability will deliver a digital system able to detect, locate and identify Radio Frequency emitters and assist in decision making at the accelerated speeds that modern Anti-Ship Missiles defence requires. The Electronic Warfare Countermeasures project will deliver a trainable decoy launcher and an off-board decoy which, when combined with the existing suite of Electronic Warfare Countermeasures, will deliver a system fit for the modern era to defend individual Royal Navy surface ships and Task Groups against Anti-Ship Missiles threats likely to be encountered out to 2040. The programme will deliver improved operational effectiveness through better force protection and a greater contribution to intelligence collection and will reduce through life costs by utilising an open architecture design.
■	■	■	■	■	■	■	■	■	■	■	■	■	MARSHALL	MOD	Marshall enables military terminal air traffic management services in the UK and abroad. This is achieved through a service provision contract, which also involves a significant update of obsolete equipment across the estate. Marshall combines some seventy previous equipment and support contracts into a single service delivery contract. It is delivered through fifteen technical services; supporting hub and satellite geographically clustered services. Marshall provides cost and workforce savings, significant equipment upgrades, and ensures compliance with the latest civil and military aviation regulatory requirements. Legacy technical services were transferred in April 2015. The new services are principally delivered, maturing and typically performing above target.
								■	■	■			Martlett	MOD	The 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. Martlet provides MOD with capability against close-in and fast-moving threats, as a critical part of the layered defence of a Maritime Task Group.
								■	■	■	■	■	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	This programme aims to achieve sustainment of a world beating Beyond Visual Range Air to Air Missile (BVRAAM) capability with our Meteor Partners (FRA, GE, SP, IT and SWE) to share cost and reap the benefits from competing in the global BVRAAM export market.

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								■	■	■	■	Mine Hunting Capability	MOD	The Mine Hunting Programme will provide an agile, interoperable, and survivable capability using emerging Maritime Autonomous Systems. This will enable 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 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.	
					■	■	■	■	■	■	■	MODnet Evolve	MOD	MODNET Evolve provides the essential base IT infrastructure needed by the MOD at OFFICIAL and SECRET on exit from the current contract with the ATLAS consortium. It achieves independence from major monolithic IT contracts by disaggregating them into components; and driving better value for money by exploiting the increasing commoditisation of modern IT services. Additionally; the associated 'in-housing' of key IT management capabilities enables MOD to regain control of its IT design; providing the basis for a single enterprise architecture that will meet the MOD's evolving business needs.	
											■	Multi Role Support Ship	MOD	The Multi-Role Support Ship (MRSS) programme will replace the current ageing mixed fleet of amphibious vessels in the early 2030s, as well as potentially performing additional roles currently conducted by other warships and auxiliaries. These vessels will enable the projection of littoral strike capability worldwide and ensure that a modernised amphibious capability is available to the Commando Force. The MRSS capability will be persistently engaged as Littoral Response Groups operating in both the Indo Pacific and Euro Atlantic regions, and will be ready to aggregate to form a larger Littoral Strike Group or be combined with a Carrier Task Group to form an Expeditionary Strike Force.	
									■	■	■	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 The 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 The Naval Support Integrated Global Network could deliver more effectively. The Strategic Outline Case was approved in March 2024 and the Programme is now in the Concept Phase.	
									■	■	■	■	New Medium Helicopter	MOD	The New Medium Helicopter programme intends to rationalise up to five rotary wing requirements under one aircraft-type. This approach will maximise commonality allowing improvements in efficiency and operational flexibility. The user requires a multi-role platform to operate in all environments in support of Defence tasks and across a spectrum of threats. An open systems architecture is required to allow for rapid employment of different role-fits and carry-on equipment. This will enable efficient future development to meet the demands of a changing threat environment.

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				■	■	■	■	■	■	■	■	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. It will provide operational commanders in the Maritime and Land environments with a modern; enduring mission configurable command and control IT system that will deliver the operational services that they require at OFFICIAL; SECRET and Mission SECRET classifications. The in-house delivery of this new system; known as OpNET; will replace multiple deployable IT systems and will allow the MOD to extract itself from expensive; monolithic support contracts.
								■	■	■	■	Next Generation (fixed) Communication Network	MOD	The intent of the Next Generation (fixed) Communications Network (NGCN) Programme is to develop a secure; singular; modern enterprise network which connects sensors; effectors; and deciders across military and business domains. NGCN will form a key part of the Digital Backbone for Defence; delivering network services and technical components that are essential to the delivery of the Digital Strategy for Defence.
								■	■	■	■	Project Bramley	MOD	Exempt under Section 24 of the Freedom of Information Act 2000 (National security).
				■	■	■	■	■	■	■	■	PROTECTOR	MOD	Protector will provide a certified remotely piloted air system with enhanced capabilities (to 2040) over those currently provided by the inservice Reaper air system. Protector will provide armed, long range, persistent wide area surveillance with various sensors and be based at RAF Waddington in Lincolnshire.
									■	■	■	Sea Venom	MOD	The Future Anti-Surface Guided Weapon (FASGW) is required to enable the 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. Sea Venom delivers an element of the overall anti-surface combatant lethality required by the Royal Navy.
				■	■	■	■	■	■	■	■	Skynet 6 (aka FBLOS)	MOD	SKYNET has provided Satellite Communications to Defence and other Government Departments since the 1960s. The SKYNET 6 Programme will provide a continuity of services to all military satellite requirements. This includes a new Service Delivery contract to take on existing core services and procurement of the next generation of space-based SATCOM capability.
									■	■	■	Spearcap 3	MOD	This programme aims to achieve delivery and integration of Spear Cap 3; which will deliver the principal air-to-ground weapon for UK F-35 and is critical to the aircraft's Attack and Control of the Air capabilities in contested environments.
	■	■	■	■	■	■	■	■	■	■	■	Spearfish Upgrade Programme	MOD	To deliver in-service an upgraded submarine launched heavy-weight Torpedo that is safe, sustainable and capable of defeating modern Anti-Submarine Warfare and Anti-Surface Warfare threats in order to retain the UK's dominance of the Underwater Battlespace.
									■	■	■	Submarine Dismantling Project	MOD	The Submarine Dismantling Project covers the preparation and execution of safely and securely dismantling the first defueled and decommissioned Royal Navy submarine, in Rosyth, by 2026.

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									■	■	■	Submarine Waterfront Infrastructure Future	MOD	The Submarine Waterfront Infrastructure Future project is investing £2Bn+ 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 repurposed dry dock, and associated buildings and services.	
										■	■	Submersible Ship Nuclear AUKUS	MOD	SSN-AUKUS is a new class of nuclear-powered, conventionally armed attack submarine being developed in partnership with the US and Australia for the Royal Navy and Royal Australian Navy. The design and manufacturing process will be a complex, multi-decade undertaking, creating thousands of jobs across the UK. SSN-AUKUS will enable deeper information and technology sharing and closer integration of security and defence-related science and technology, including propulsion plant systems, common vertical launch systems and conventional weapons from the US. They will be operational from the late 2030s, replacing the current SSN Astute Class.	
										■	■	■	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 programme 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. These facilities will enable each country to undertake hydrodynamic experiments in a secure environment. 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.
■	■	■	■	■	■	■	■	■	■	■	■	Type 26 Global Combat Ship Programme	MOD	Type 26 Global Combat Ship Programme will procure eight Anti Submarine Warfare (ASW) 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 eight ship programme will deliver Anti-Submarine Warfare capability to protect strategic assets, sustain national shipbuilding capability and increase the resilience of the Naval Service.	
					■	■	■	■	■	■	■	Type 31e	MOD	The Type 31 (T31) general purpose frigate programme is designed to deliver a general-purpose frigate capability and act as the pathfinder programme for the Government's National Shipbuilding Strategy. From the mid-2020s, T31 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, T31 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.

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										■	■		10k Additional Prison Places Estate Expansion Category D	MOJ	The Category D Programme supports our 20,000 additional prison places commitment; its scope is to deliver 1,320 permanent places across the Category D open prison estate.
										■	■		10k additional prison places Estate Expansion Houseblocks and Refurbishments	MOJ	The Houseblocks and Refurbishments Programme supports our 20,000 additional prison places commitment; its scope is to deliver around 2000 additional prison places, primarily 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.
									■	■	■	■	Accelerated Houseblocks	MOJ	The Accelerated Houseblocks Programme supports our 20,000 additional prison places commitment; its scope is to deliver around 2,400 places.
									■	■	■		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.
									■	■			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. 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 Future IT Services to the organisations service MoJ Official.
									■	■	■		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 Future IT Services Voice and Video contracts. The project includes requirements gathering, Procurement preparation, competitive procurement and an increase in internal capability followed by the transition of services and exit of the existing contracts.

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										Amber	Amber	Amber	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 Future IT Services WAN/ LAN. The project includes requirements gathering, Procurement preparation and competitive procurement followed by the transition of services and exit of the existing contracts.
Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	Amber	HMCTS Reform	MOJ	The HMCTS Reform Programme aims to improve the accessibility and efficiency of the justice system. The programme is centred on the principle that the system should be designed around its users, the programme will make our courts much better to use, easier to run, and cheaper to operate.
										Amber	Amber		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. HMPPS needs to undertake essential work to ensure it is able to manage the expiry of the Project Agreements and transfer the service, while maintaining continuity so there is no disruption to the regime or capacity at the prisons and also ensure opportunities to modernise the sites and align service provision to future need is fully considered. Following a change in 23/24-04 the project scope also includes the expansion of HMP Rye Hill through the construction of an additional houseblock at the prison.
									Green	Amber	Red	Amber	Print Recompete	MOJ	This project is renewing the departments print contract establishing an open framework competition to ensure value for money and the delivery of a high-quality service. The new print contract will deliver an improved contract and the new devices across MOJ estate.
									Amber	Amber	Reset	Green	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	Amber		Prisoner Education Services	MOJ	The Prisoner Education Service is part of the Rehabilitation Directorate 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	Green	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 re-offending, protect the public and deliver change in a way which achieves value for money.

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												■	Property Transformation Programme	MOJ	The programme aims to transform property services through the procurement of new contracts that align to Government Facilities Management (FM) Strategy, meet statutory minimum and operational requirements and lay the foundation for wider transformation.	
										■	■	■	Rapid Deployment Cells Project	MOJ	The Rapid Deployment Cells Programme supports our 20,000 additional prison places commitment; its scope is to offer a flexible capacity solution across the prison estate.	
												■	Secure Children's Homes Commissioning	MOJ	The project aims to improve children's experiences in custody and their life outcomes by ensuring that there is an aligned cross government approach to Secure Children's Homes and that justice provision is commissioned to deliver consistently optimal care.	
												■	Secure School	MOJ	The secure school will be a 'school with security' rather than a 'prison with education'. Secure schools will be run by child-focused operators, with strong leaders who will have freedom and autonomy, and a specialised workforce; putting education, healthcare and purposeful activity at the heart of youth custody. To achieve this innovative approach, secure schools will be dual registered as Secure Children's Homes and 16-19 academies, combining the best ethos and practice from both sectors and the site at Medway transformed to meet children's homes standards.	
												■	■	Small Secure Houseblocks	MOJ	The Small Secure Houseblock project supports our 20,000 additional prison places commitment; its scope is to create units that 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.
	■	■	■	■	■	■	■	■	■	■	■	■	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.	
													■	Future Population, Migration and Social Statistics System (FPMS)	ONS	The Future Population and Migration Statistics (FPMS) Programme provides the Office for National Statistics (ONS) the opportunity to continue to transform the way in which it produces statistics on the population and society. It builds on the successful transformation of the Census and Data Collection Transformation Programme (CDCTP). A key focus of the Programme will be continuing and mainstreaming the use of administrative data in the production of these key statistics, working across the public sector to maximise this data asset. The FPMS Programme will create a sustainable system that will allow the ONS to scale up while providing the opportunity to be flexible and dynamic in how it responds to the emerging issues of the day.

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									■	■	■	■	Integrated Data Programme	ONS	The Integrated Data Programme is a radical and transformative programme that is bringing together ready to use data to 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 Business Systems Transformation	VOA	VOA Business Systems Transformation Programme is the VOA's pivotal digital transformation programme, which aims to re-design the VOA's core business processes and replace its outdated and end-of-life core valuation and data IT platforms. It will transform the VOA into a more flexible, efficient, and agile organisation able to respond to policy initiatives and deliver sustainable 3 yearly non-domestic rating revaluations.
										■	■		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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