Infrastructure and Projects Authority

Annual Report on Major Projects 2020-21

Reporting to Cabinet Office and HM Treasury

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Infrastructure and Projects Authority

Ministerial foreword

As the UK responds to the impact of the COVID-19 global pandemic, major projects have been recognised as a powerful catalyst for economic recovery and renewal. These projects are improving the connections across the country – both physical and digital – so that opportunity can spread. The Government's goal is that wherever you are from, your local communities flourish and everyone has the opportunity to succeed – and major projects help to make that happen.

Over the past year the Government has successfully delivered 25 major projects – more than ever before. Some of these projects are the most complex of their kind in the world. They range from a model for the future accommodation and support of asylum seekers who would otherwise be destitute, and a digital platform to provide accurate and personalised triage tools in Urgent and Emergency Care, to the movement of 20,000 troops from Germany back home to the UK in the Army Basing Programme.

These projects are all of benefit to us and our fellow citizens, improving public services and growing the UK economy. But the pandemic has made this work even more important and urgent. The current Government Major Projects Portfolio is forecast to bring nearly £830bn of benefits, and, for the first time, this report shares benefit data by project category. One example is the Leeds Flood Defence Scheme which will provide nearly £1bn of benefits for local people over its lifetime.

The Government is now planning to deliver a radical improvement in the quality of the UK's infrastructure, in order to help to level up the country, to strengthen the Union, and to put the UK on the path to net zero emissions by 2050. This year's major projects portfolio reflects that ambition, with an unprecedented number of infrastructure and construction projects – almost double the number from last year.

One of these projects is the HMP Five Wells resettlement prison in Wellingborough. Using innovative methods of construction, the project is being delivered 22% faster than conventional methods would permit, and work there has continued safely throughout the pandemic in a COVID-secure environment. This not only kept the project on track, but also supported local employment and protected local small businesses.

These are just some of the ways in which the UK's major projects can help build a better future for everyone across the country. This time is the beginning of an exciting journey as the Government invests in our collective future by Building Back Better.

Lord Agnew
Minister of State at the Cabinet Office and Her Majesty's Treasury

The Rt Hon Jesse Norman MP
Financial Secretary to the Treasury

CEO foreword

The UK Government delivers projects which have the opportunity to change lives and leave a lasting legacy – to make a positive difference. Following COVID-19 this is more important than ever. It is crucial they are undertaken with the best chance of successful delivery. Over the past year there has been a huge collective effort across government to do things differently.

Implementing key reforms across project delivery is the only way for us to be effective against our ambitions. For example, in the infrastructure space we have been working with the Treasury to deliver reforms through both the National Infrastructure Strategy and Project Speed, working across governance, planning and procurement.

We have achieved much but we still need to go further. We need to be rigorous and fearless in the evaluation stages which is why this year, for the first time, we pushed our world- leading approach one step further and published our most recent data to bring an even greater level of transparency.

As well as this, in early 2021 saw the Government publish a new mandate for the IPA which set out, for the first time, a single clear statement of roles and responsibilities in relation to project delivery. It includes the requirement for projects to have the support of the IPA before they progress at each stage. To facilitate this we have refocused our assurance processes and are moving to an improved RAG rating system next year from April 2021.

We must also accelerate investment in major project expertise and leadership skills to enable us to deliver better, faster and greener. We have recently set out plans for a Government Projects Academy to transform the way the government trains and accredits project delivery professionals. We are also recruiting a new talent pool of expert major project leaders for deployment to fill critical gaps and boost leadership capacity and capability in government major projects. We have also strengthened the IPA's dedicated team of Commercial Advisers to provide expert support to projects.

Alongside, we are strengthening the support and tools we provide for government project professionals. The new Government Project Delivery Framework will provide a single, consistent set of expectations for what projects need to do to progress at each stage, together with supporting guidance and tools, to be brought together in a single digital hub for use across government. The Government Functional Standard for Project Delivery has been updated to reflect latest developments and to align with our new products.

These are just a few of the ways we are collectively working across government to create a step change in the delivery of government major projects. The past year has seen extraordinary efforts by project professionals across government, both to deliver new projects at pace in response to the pandemic, and to sustain momentum on the many critical projects that will underpin the UK's economic prosperity. We have more to do to attain our ambition for nothing less than world class delivery; but the opportunity is there. The future is bright for project delivery.

Nick Smallwood
Chief Executive, IPA

The Government Major Projects Portfolio

The Infrastructure and Projects Authority

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

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

The Government Major Projects Portfolio

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

Projects on the GMPP receive independent scrutiny and assurance from the IPA. Expert teams in the IPA also give specialist project delivery, commercial and financial advice, provide practical tools and make specific recommendations to help improve the chance of successful delivery. Projects on the GMPP are required to provide quarterly data returns on delivery progress. This data is used to monitor progress across the portfolio and risks and insights are shared with departments and the centre of government. This year's GMPP snapshot comprises 184 projects with a total Whole Life Cost (WLC) of £542bn and £826bn of monetised benefits that are delivered by 18 departments and their arm's-length bodies.

The Government Major Projects Portfolio

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

- **Infrastructure and Construction** projects include improving and maintaining the UK's energy, environment, transport, telecommunications, sewage and water systems; and constructing new public buildings. These high investment projects are essential to the nation's economic growth, development and prosperity. An example is the work to add new capacity and sustainable infrastructure through the HS2 Phase 1 project, which will link Britain's largest cities with a new low carbon and high-speed rail line.
- **Transformation and Service Delivery** projects change ways of working to improve the relationship between government and the people of the UK, and harness new technology to improve public services and/or make government more efficient. This category encompasses a wide field of projects including the Vaccines Task Force, which was set up in response to the COVID-19 pandemic to ensure that the UK population has access to safe and effective COVID-19 vaccines as soon as possible.
- **Military Capability** projects are vital to the effective operation of the Armed Forces. Many military projects ensure the Armed Forces have the correct resources and personnel, as well as equipment and systems, such as the Dreadnought-class ballistic submarine programme.
- **Information and Communication Technology (ICT)** projects enable the transition from old legacy systems to new digital solutions to equip government departments for the future. ICT projects are very important for achieving cost savings and efficiency and ensure our public services benefit from advances in innovation and technology. One example of this is the HMRC's Technology Sourcing Programme which will deliver new contracts for IT services and improve our ways of working through simplified capabilities, processes, tools and standards.

Figure 1: Summary of the 2020-21 GMPP*

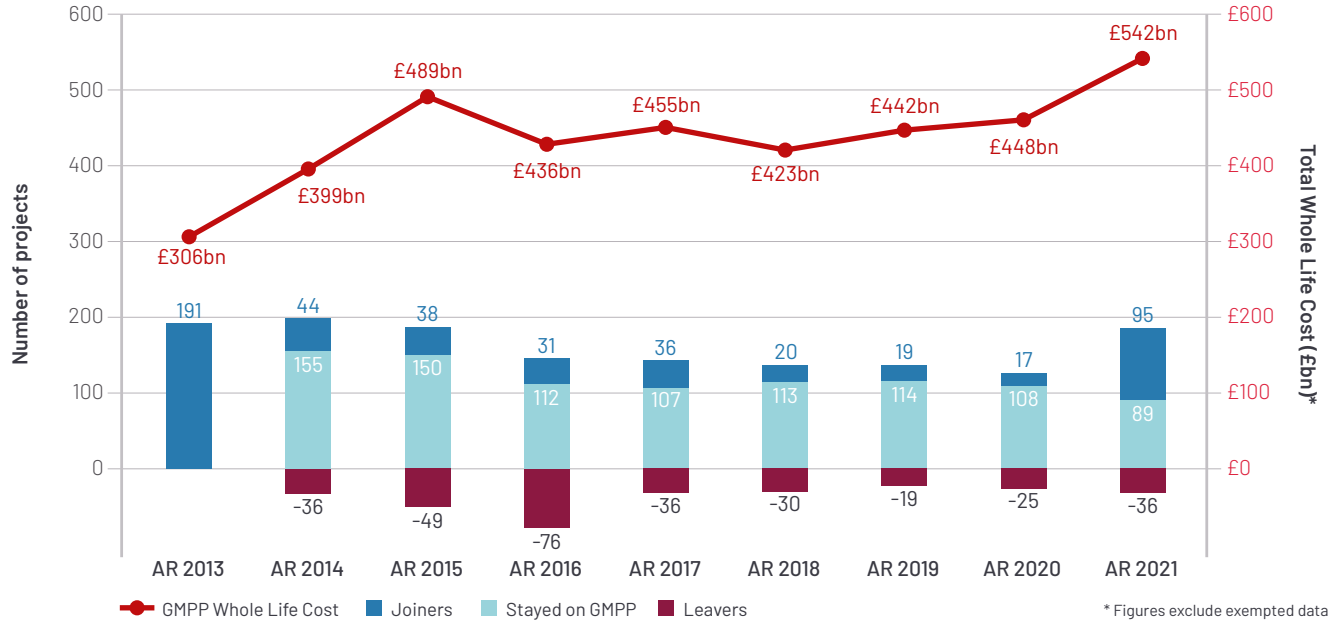
Government Major Projects Portfolio	**184** projects	**£542bn** Whole Life Cost	**£826bn** Monetised benefits
This comprises:			
Infrastructure and Construction	**66** projects	**£236bn** Whole Life Cost	**£349bn** Monetised benefits
Government Transformation and Service Delivery	**62** projects	**£125bn** Whole Life Cost	**£440bn** Monetised benefits
Military Capability	**31** projects	**£167bn** Whole Life Cost	**£13bn** Monetised benefits
Information and Communications Technology (ICT)	**25** projects	**£14bn** Whole Life Cost	**£23bn** Monetised benefits

*Figures exclude exempted data

The Government Major Projects Portfolio

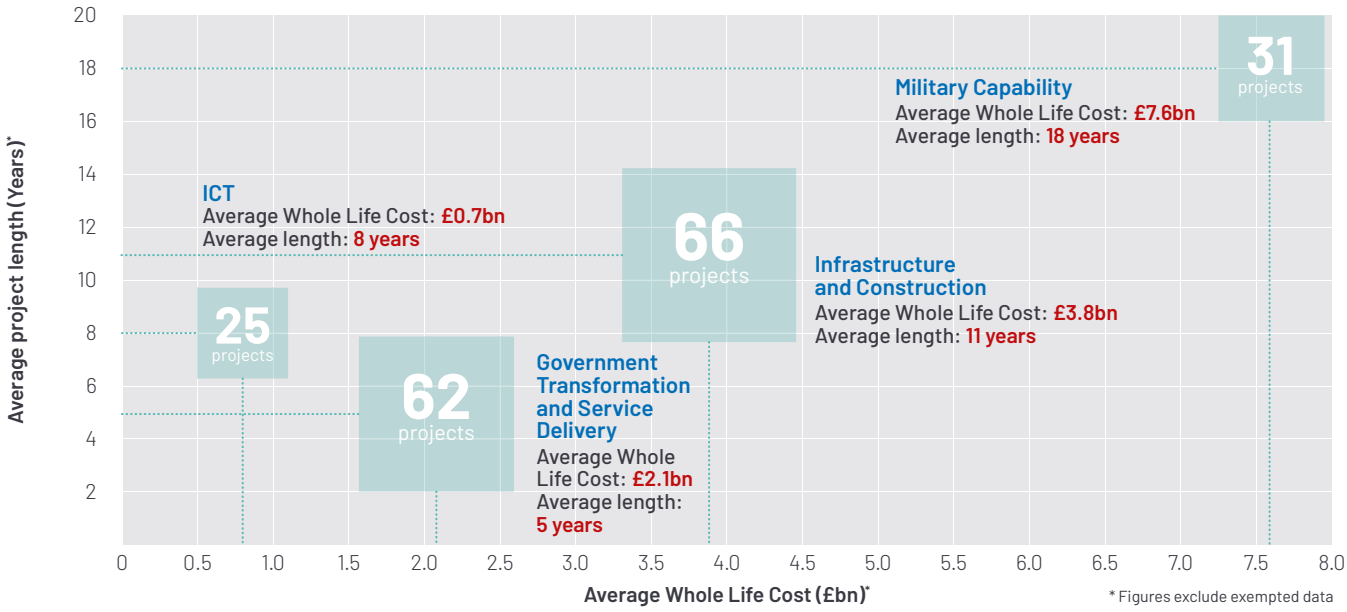
The GMPP is an evolving portfolio that shifts in size and shape as projects join and leave. Since the 2019 Annual Report, 95 projects have joined and 36 projects have left the GMPP. The number of joining projects is significantly higher this year compared to any other previous year (see Figure 2). This influx of projects reflects the importance the IPA now places on front end-loading. It follows a review into major project governance and ensures that rigorous oversight of project management and delivery is applied to all eligible projects meeting GMPP criteria (see insert link to resetting section). As a result, the GMPP portfolio increased both in size and cost (see Figure 2).

Figure 2: The GMPP over time



The current GMPP snapshot

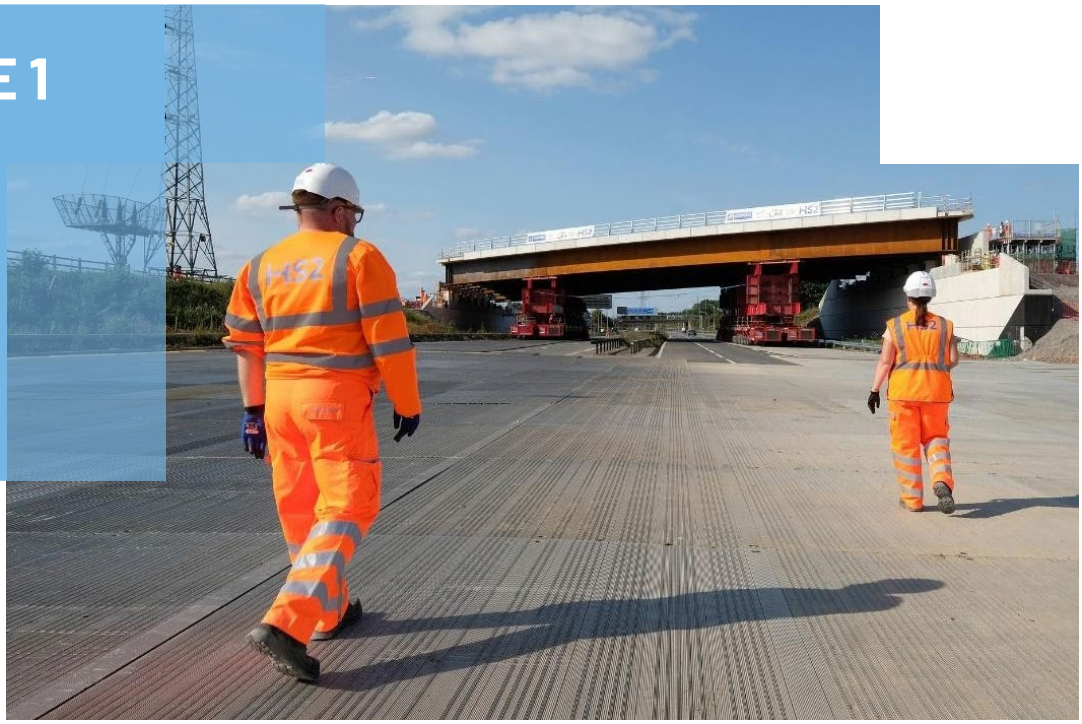
Figure 3: GMPP categories – Number of projects, Average Project Length and Average Whole Life Cost



The Government Major Projects Portfolio

Infrastructure and Construction is the largest GMPP category both in terms of project number and Whole Life Cost. Currently there are 66 Infrastructure and Construction projects on the portfolio, up from 34 last year, with a total Whole Life Cost of £236bn, and a total monetised benefits of £349bn. As with Military Capability, these projects are typically lengthier than projects in other categories (with an average duration of 11 years).

HS2 PHASE 1



HS2 Phase 1 in construction. Image courtesy of HS2 Ltd

HS2 will link Britain's largest cities with a new low-carbon and high-speed rail line improving capacity and connectivity in support of the government's aims to level up the country and Build Back Better. Phase 1 has begun construction to connect Birmingham and London including a new Interchange Station at Solihull which will be just 38 minutes from central London.

The first permanent structure at the Interchange site was installed last August in just two days by HS2 Ltd's contractor, LMJV. The 2,750-tonne, 60m span road bridge over the M42 motorway will form part of the new regional road network enabling drivers to access the new station as part of an integrated transport hub.

Major components for the bridge were manufactured off -site by British companies, which were then assembled beside the motorway. The whole bridge was then transported along the M42 on a 448-wheel transporter in just one hour and 45 minutes and installed on its modular foundations by the LMJV consortium. This allowed HS2 Ltd and Highways England to limit the road closure and local disruption to two days instead of the several weeks a traditional method of construction would have required. The road was reopened 22 hours earlier than planned.

The Department for Transport and HS2 Ltd work closely with the IPA on the country's largest infrastructure project to report progress, assure project delivery, drive construction innovation and capture and share lessons.

The Government Major Projects Portfolio

Transformation and Service Delivery is the second largest category by project number, totalling 62 projects this year. This is an increase on last year when there were 34 projects on the GMPP in this category, with many leaving after their successful delivery (see page 16). Projects in this category tend to have a lower average Whole Life Cost (£2.1bn) and as a result it is only the third largest category in terms of total Whole Life Cost (at £125bn). These projects have the largest amount of reported monetised benefits: £440bn. Projects also tend to be shorter (5 years) compared to Military Capability and Infrastructure and Construction projects.

Defra's Future Farming and Countryside Programme (FFCP) is transforming the way English farming and the countryside are supported and regulated, bringing the biggest changes to the sector in more than 40 years.

Over a 7-year transition period, the FFCP will move away from the European Union's Common Agricultural Policy area-based subsidies and introduce new policies and solutions. They will reward environmentally sustainable farming, and farm productivity and prosperity will improve.

This will help realise the government's environmental, biodiversity and climate change goals while protecting and enhancing the natural environment.

The 7-year transition gives farmers and land managers time to contribute to new policy and scheme design and prepare to take advantage of the new incentives. The Programme will introduce schemes to help farmers manage the transition and prepare their businesses for the future.

The FFCP approach is evolution, not revolution. Policy will be designed in an agile, iterative and practical way. Through the programme's innovative 'co-design' approach, policy and schemes are designed in partnership with the agricultural community, ensuring they work in practice for farmers and land managers.

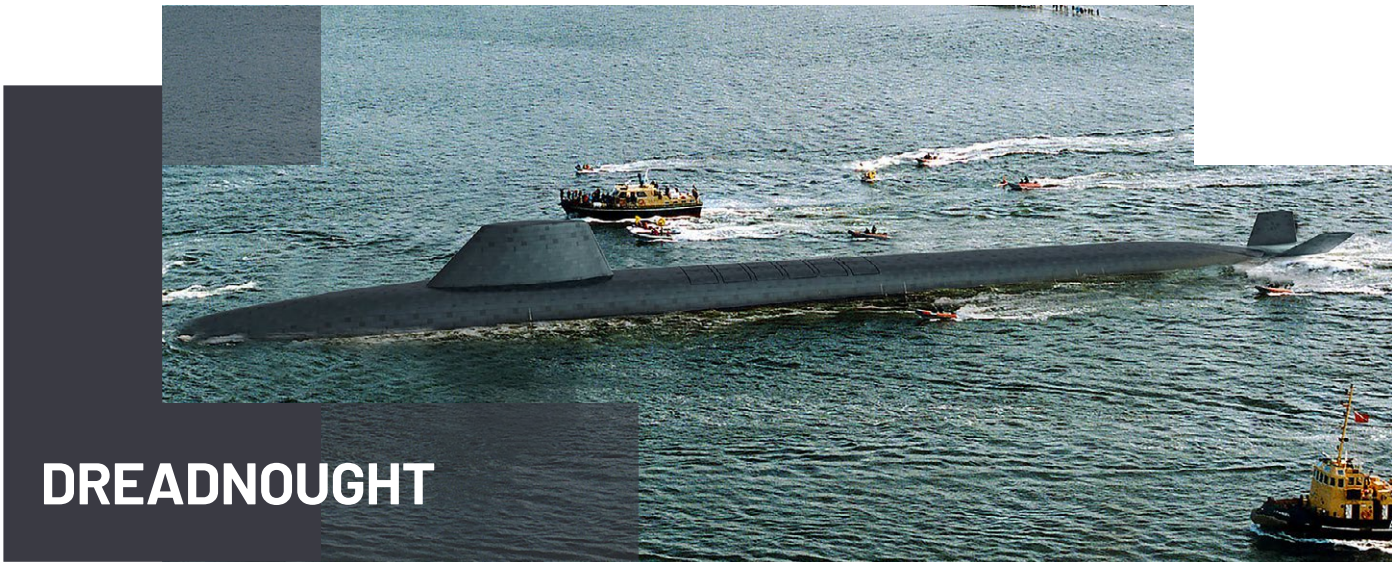
In 2020, the FFCP published 'The Path to Sustainable Farming: An Agricultural Transition Plan', setting out the vision for the future. Since then, the programme launched a pilot of the first of three new environmental land management schemes, the Sustainable Farming Incentive, which is the first step towards truly sustainable farming.

2021 is a critical year for the programme as it starts to reveal these new policies and schemes, with pilots, tests and trials all continuing. But, while there is much to do, it is also an incredibly exciting year for the sector as it prepares for changes that can be called 'once-in-a-generation'.

Future Farming and Countryside Programme

The Government Major Projects Portfolio

Military Capability projects are some of the most complex and strategically important that the government delivers. Military Capability is the second largest category in terms of total Whole Life Cost (at £167bn) and, in line with their scale, these projects tend to be lengthier than other categories, with an average forecast duration of 18 years. This year, there are 31 projects in this category. This is a slight increase from last year, when there were 30 projects on the GMPP in this category. Military Capability projects are reporting the lowest amount of monetised benefits, £13bn. This is because the benefit these projects provide is often not convertible into a pound figure. All Military Capability projects are delivered by the Ministry of Defence.



DREADNOUGHT

Artist's impression of HMS Dreadnought passing Rhu narrows in the early 2030s

The purpose of the Dreadnought Programme is to ensure maintenance of Continuous At Sea Deterrence to the 2060s and beyond while contributing to the sustainment of the sovereign UK submarine design and manufacturing capability.
The Government White Paper 2006: The Future of the UK's Nuclear Deterrent outlined the requirement to design, construct and commission four ballistic missile submarines. The 2015 Strategic Defence and Security Review (SDSR15) confirmed the commitment. In 2016, Parliament overwhelmingly endorsed the UK's nuclear deterrent commitment and to replace the Vanguard Class from the early 2030s with the Dreadnought Class within the cost estimate of £31bn and £10bn contingency set in SDSR15.

New organisational foundations were put in place following SDSR15 to establish a coherent and integrated approach to the nuclear enterprise. This comprised setting up the Defence Nuclear Organisation as the project sponsor and the Submarine Delivery Agency (SDA) as delivery agent. For Dreadnought, an Alliance delivery construct was created between MOD, BAE Systems and Rolls-Royce. The Alliance has been formed in recognition of the scale of the challenge that is inherent in a nuclear submarine programme and the dependency on the performance of three critical suppliers (SDA, BAES Subs, RR Subs). A key aim of the Alliance is to work collaboratively on a 'Best for Programme' basis driving delivery to a single, integrated schedule, while actively managing the threats to the programme. The Alliance construct is underpinned by improved Governance and commercial arrangements.

The submarine build programme commenced in September 2016 and is on track for the First of Class, HMS Dreadnought, to enter service in the early 2030s. The majority of the hull sections have now been fabricated for HMS Dreadnought and in September 2019 construction work officially started on HMS Valiant, the second submarine in Class. There is a clear focus on the programme schedule, risk and opportunity management, while also improving the cost controls within parties. The programme remains within the overall budget set in SDSR15 and has an Amber IPA Delivery Confidence assessment.

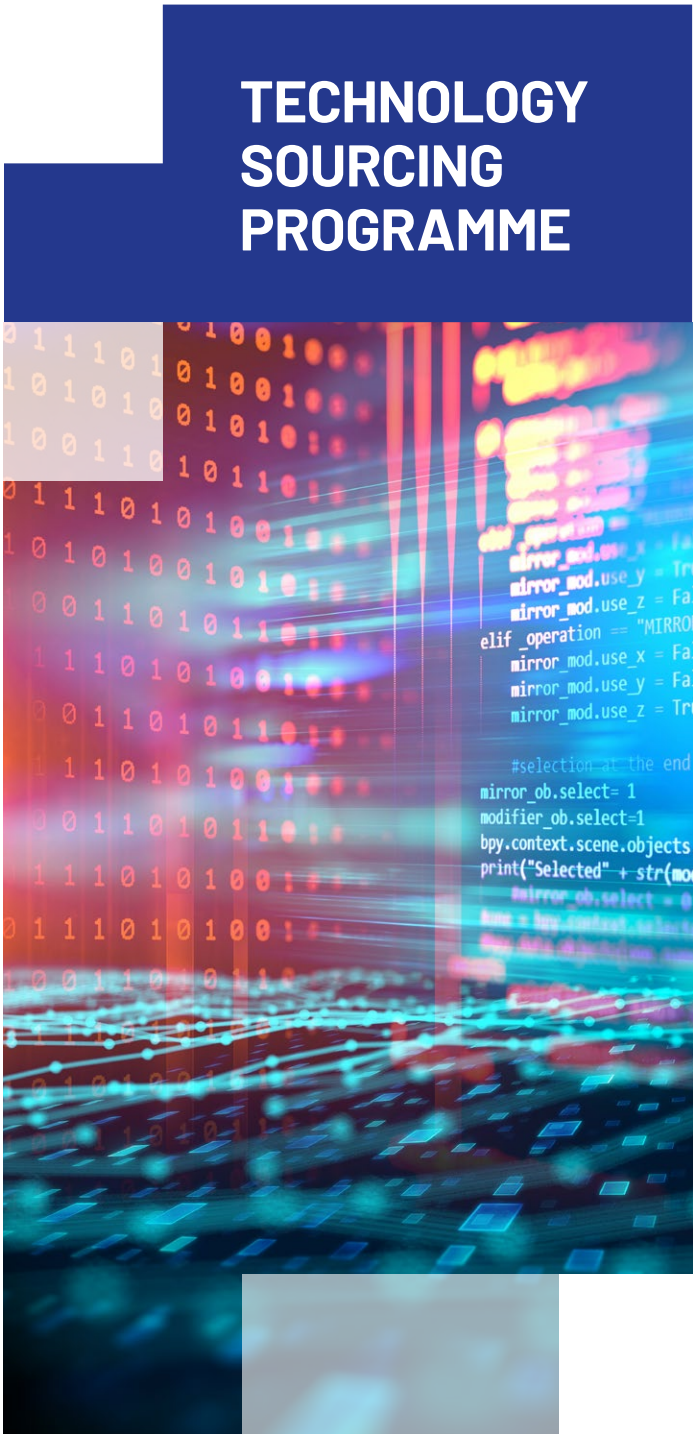
The Government Major Projects Portfolio

Information and Communications Technology (ICT) is the smallest category by number and value with 25 projects at a total Whole Life Cost of £14bn but is still an important part of the portfolio with many projects in other categories having significant digital components. On average, these projects take 8 years to deliver.

The Technology Sourcing Programme (TSP) is a multi-year programme focused on moving HMRC's IT function, chief digital and information office (CDIO), to deliver value for money, improve competition and reduce risk in the IT estate. TSP will transform and enable how HMRC delivers IT, utilises technology and works more effectively as an organisation.

HMRC faces a cliff edge of contract expiry combined with the need to re-balance control over its digital and technology capability to ensure HMRC can proactively respond quickly and effectively to changing requirements and priorities. By the end of June 2022, CDIO will procure new contracts, as well as transform and implement critical enterprise skills, standard industry processes, frameworks and tools needed to run and change live services.

Significant progress has already been made to develop and progress these new, replacement contracts and to prepare CDIO to manage them in future. Several contracts have been successfully awarded and others have been published enabling the programme to commence their procurement. The programme is acting as a strategic enabler for other HMRC transformation programmes. Changing the balance of our supply base will enable benefits to be realised by HMRC, the Exchequer, the Customer, and UK PLC.



Technology Sourcing Programme

The Government Major Projects Portfolio

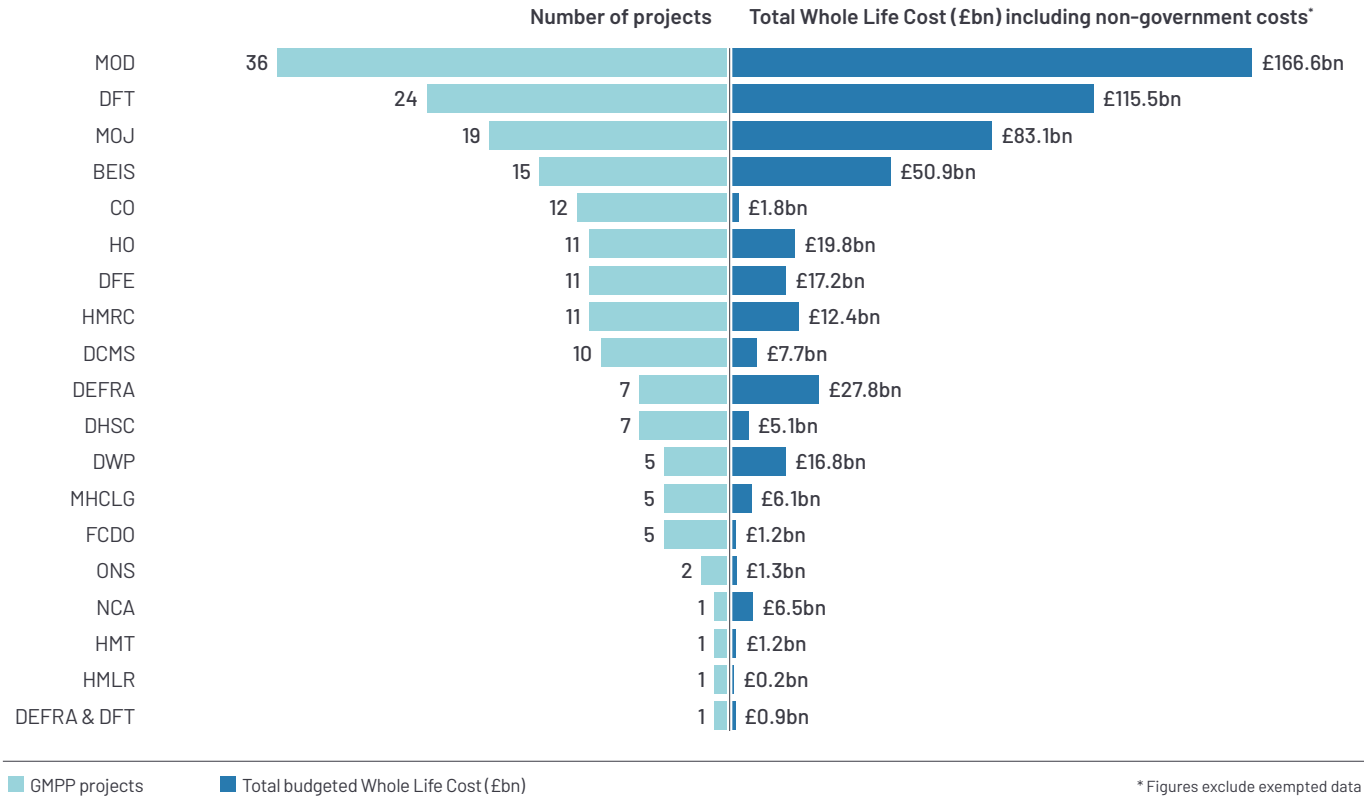
The GMPP consists of projects from 18 departments with varying portfolio sizes. The Ministry of Defence (MOD) and the Department for Transport (DfT) continue to make up the majority of the GMPP with 33% of projects by number and 51% by Whole Life Cost.

MOD has the largest portfolio and the highest Whole Life Cost by department. This year, there are 36 MOD projects on the GMPP, which account for about a fifth of the portfolio by number. MOD delivers all of the 31 Military Capability projects, as well as 5 ICT projects.

DfT has the second largest portfolio and the second highest Whole Life Cost by department. Of the 24 projects that are led by DfT, 22 are Infrastructure and Construction projects, and 2 Transformation and Service Delivery projects.

Ministry of Justice (MOJ) has the third largest portfolio and the third highest Whole Life Cost by department. Of the 19 projects that are led by MOJ, 12 are Transformation and Service Delivery projects; 5 are Infrastructure and Construction projects; and 2 are ICT projects.

Figure 4: GMPP Summary by Department – project number and Whole Life Cost



The Government Major Projects Portfolio

The Department for Business Energy and Industrial Strategy (BEIS) is the fourth and final significant contributor to the Whole Life Cost of the GMPP, accounting for a larger amount of cost than the next 2 departments, the Department for Environment, Food & Rural Affairs (DEFRA) and the Home Office (HO), despite having fewer projects. The Department for Work and Pensions (DWP) only has 5 projects on the GMPP, but these have a total cost of approximately £17bn.

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

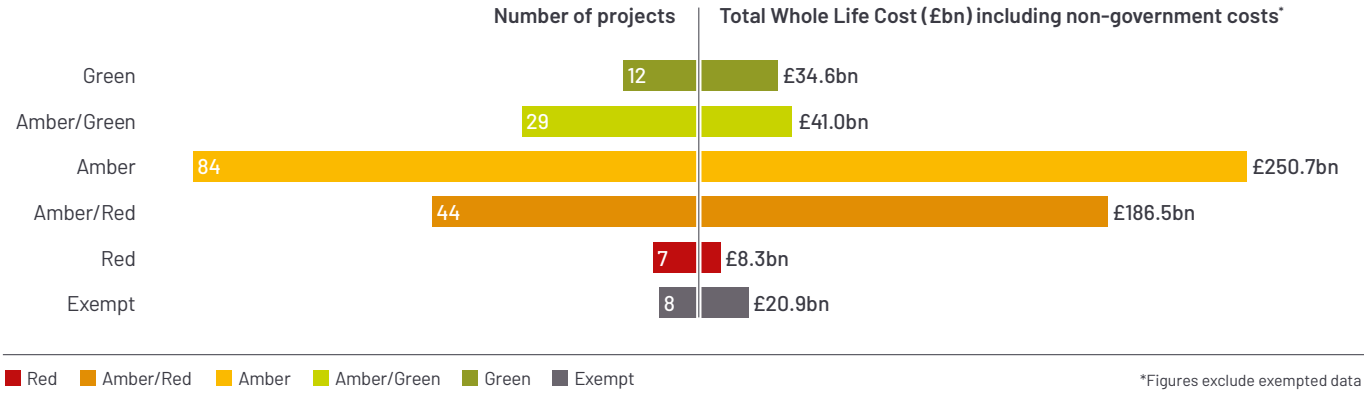
The maturity of portfolio management varies across departments. For example, HMRC has a well-developed central portfolio approach to govern the major project investments, to actively manage resources and to adjust delivery priorities in response to changes in context. Other departments take a similar approach, with arrangements tailored to suit the nature of the portfolios and to dock with existing governance, accountabilities and responsibilities. Following from last year's Department for Transport and IPA's 'Lessons from transport for the sponsorship of major projects', DfT has now implemented a central portfolio approach to managing its major projects. Other departments also manage clearly identifiable sub-portfolios. For example, the Department for Culture Media and Sport (DCMS) has several projects that collectively are part of the Building Digital UK programme for delivering broadband networks to the nation.

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

1 Lessons from Transport for the Sponsorship of Major Projects, DfT/ IPA (2019) https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/746400/Project_Delivery_Standard_1.2.pdf

The Government Major Projects Portfolio

Figure 5: GMPP Summary by Department – project number and Whole Life Cost



*Figures exclude exempted data

GMPP delivery confidence

The IPA assesses the likelihood of each project delivering its objectives to time and cost with a Delivery Confidence Assessment (DCA). Ratings are categorised into five groups, which span a range from Red to Green, with each providing an indication of the 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. They are reviewed quarterly by the IPA and change depending on the challenges projects are facing, the results of focused independent assurance reviews and actions taken by projects. By taking the right steps following reviews and managing delivery challenges effectively, DCAs are often improved over time.

At this year's snapshot (end of March 2021),[2] 41 projects were rated Green or Amber/Green (22% of the GMPP) and 51 projects were assigned Red or Amber/Red (28%), while 84 projects (46%) were Amber (see Figure 5).

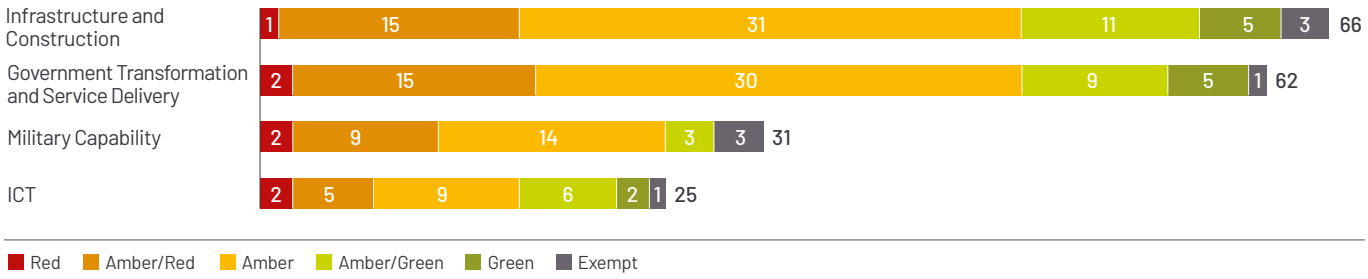
As illustrated in Figure 5 in the 2020-21 snapshot there was around £8bn of Whole Life Costs associated with projects rated Red (this figure excludes HS2 phase 2b's cost). Amber-rated projects make up almost half of the portfolio by project number and are responsible for almost half of total Whole Life Cost. Green or Amber/Green projects make up about 15% of GMPP's total Whole Life Cost.

In this year's report, there are 7 projects rated as Red, but 3 of these projects have joined GMPP this year. Out of the remaining 4 projects, only two have remained Red compared to last year's Annual Report, the Crowsnest Programme, and HS2 phase 2b. The other 2 projects, National Law Enforcement Data Programme (NLEDP) and Armoured Cavalry 2025, have had their DCA rating increased by the IPA to Red at this year's Annual Report.

2 This year the Annual Report is using more up-to-date data than its previous iterations. As a result, the data in this year's report are accurate as of 31 March, compared to 30 September for previous versions of the Annual report. This change ensured that all eligible projects meeting GMPP criteria had been onboarded onto GMPP (see page 18).

The Government Major Projects Portfolio

Figure 6: DCAs by Project Category



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

GMPP delivery confidence by category

Projects with a Red Delivery Confidence Assessment are almost evenly spread around the 4 Annual Report categories, where each contains 2 red projects, with the exception of Infrastructure and Construction that only has one red project. Of projects with an Amber/Red Delivery Confidence Assessment, 66% are either Transformation and Service Delivery or Infrastructure and Construction.

Projects in all the Annual Report categories, except for Military Capability, receive in proportion, similar DCA ratings. On average, 70% of Infrastructure and Construction, Transformation and Service Delivery, and ICT projects are rated Amber or better. For projects in the Military Capability category, this percentage is 55%.

Projects in the ICT category have most improved compared to the data in last year's report. This year, 32% of ICT projects are rated Amber/Green or better, compared to only 7% reported last year.

There are several strands of work under way across government to support and improve the future delivery of Infrastructure and Construction. This includes the recent publication of the UK's first National Infrastructure Strategy (NIS) in November 2020 (see page 23), the launch in April 2021 of the IPA's Cost Estimating Guidance (see page 21), and the refresh of the Transforming Infrastructure Performance (TIP) publication – TIP: Roadmap to 2030 – later in summer 2021 (see page 23).

GMPP delivery confidence change

The cohort of GMPP projects presents many distinct challenges and complexities, and these are highlighted by a dual trend in the pattern of delivery confidence (see Figure 7). In the first 4 years, there is a decrease in projects' health, where the proportion of projects that are Amber/Red or worse increased from 16% (31 projects) at the 2013 Annual Report to 31% (44 projects) at the 2016 Annual Report. Since then, there has been a relative plateau in projects' health, where the proportion of projects that are Amber/Red or worse remained at about 33% over the past 6 years.

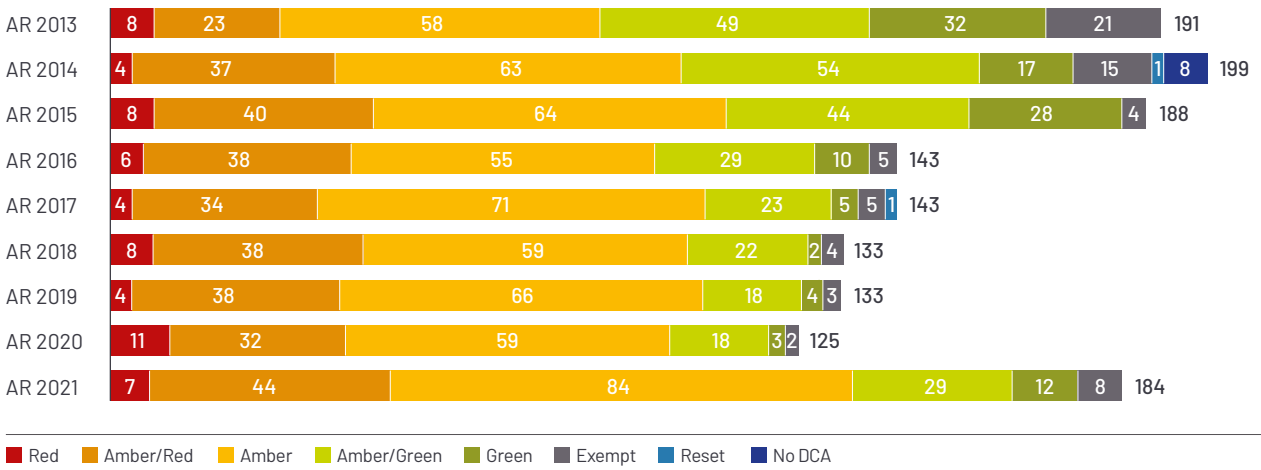
Despite these long-term challenges and complexities, the impact of the government and IPA's actions is starting to be visible in the data. Compared to last year, there has been an overall increase in projects' delivery confidence, where the proportion of projects that are Amber/Red or worse has reduced from 34% last year (43 projects) to 28% this year (51 projects) (see Figure 7). A careful analysis of this reduction reveals that it is attributable to the IPA's action, not to the influx of new GMPP projects (see Figure 8):

1. Projects that have joined GMPP this year as part of the GMPP reset are about as confident in their delivery as last year's GMPP portfolio. Of the 95 projects that joined GMPP this year, 34% of projects (31 projects) were Amber/Red or worse, compared to 33% (43 projects) last year.

2. Projects that have remained on GMPP since the last annual report are more confident in their delivery than they were a year ago. Of the 89 current projects that have been on the GMPP for at least a year, 36% (32 projects) have improved their DCA since the last Annual Report, while 12% (12 projects) have moved to a worse DCA than in 2019. The remaining 47% (42 projects) have maintained their DCA rating compared to 2019. Of those that improved DCA, 10 projects improved by 2 or more DCA ratings. This notably includes the Future Maritime Support Programme, GOV UK Verify, which moved down from Red to Amber/Green at the 2020/21 Q4 snapshot.

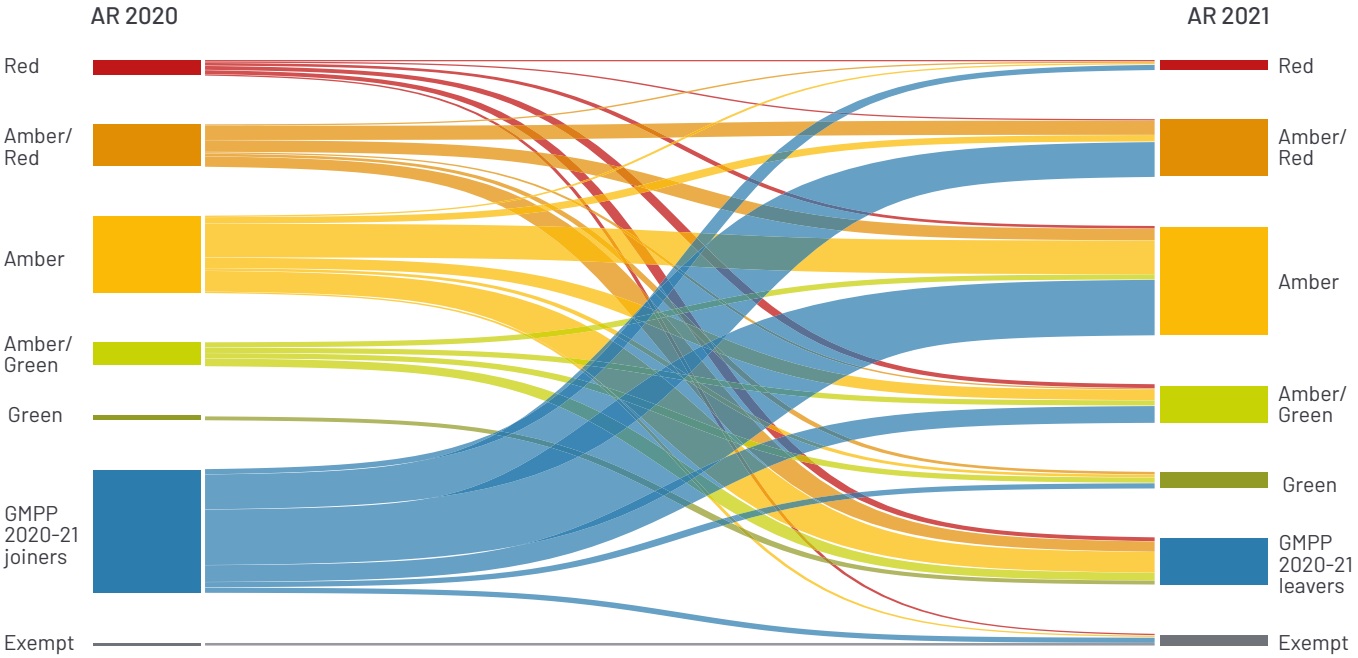
These ratings demonstrate the significant challenges inherent in delivering such complex projects and programmes. Building project delivery capability across government continues to be a priority for the IPA, as well as providing departments with expert support and advice from the centre (see page 21).

Figure 7: DCA Analysis 2013-2021



The Government Major Projects Portfolio

Figure 8: DCA changes between AR 2020 and AR 2021



		AR 2021						
		Red	Amber/Red	Amber	Amber/Green	Green	Exempt	AR 2021 Leavers
AR 2020	Red	1	1	2	3	0	1	3
	Amber/Red	1	11	9	1	2	0	8
	Amber	1	5	26	8	2	1	16
	Amber/Green	0	0	4	4	4	0	6
	Green	0	0	0	0	0	0	3
	Exempt	0	0	0	0	0	2	0
	AR 2021 Joiners	4	27	43	13	4	4	

Improved	32	17%
Stayed the same	42	23%
Worsened	11	6%
Exempt	4	2%
AR 2021 Joiners	95	52%

GMPP leavers 2019-20

Since last year's Report, 36 projects have left the GMPP. In most cases a project leaves the GMPP when it has been successfully delivered or no longer demands regular IPA support; for instance, where a project reaches a business-as-usual stage of delivery, readiness to leave is judged by the IPA alongside departments. Of the 36 projects that left the GMPP this year, 25 were on track to deliver against their objectives and expected benefits (see case studies on following pages).

Other reasons for leaving the GMPP include where a project is merged with, or replaced by, other similar projects, or when it no longer meets the GMPP criteria. For example, HS2 was replaced and divided into 3 new projects which have each joined the GMPP: HS2 phase 1, HS2 phase 2a, and HS2 phase 2b.

Projects join the GMPP at an early stage of their lifecycle and consequently with an uncertain delivery confidence. This is illustrated in the initial published DCAs for this year's leavers cohort: of the 36 projects that left the GMPP in the last year, 17 started with a Red or Amber/Red DCA while 5 projects started with a Green or Amber/Green DCA. Over the course of their time on the GMPP, 9 projects left the GMPP with a Green or Amber/Green delivery confidence. Considering the complexity of these projects and the challenging delivery environment this is a positive performance and shows improvements over time.

Nearly one in 2 projects leaving with a Red or Amber/Red DCA in the last year were closed and replaced by another GMPP project. The IPA has overseen an increase in this type of closure in the last 12 months for strategic, operational reasons or to support departmental prioritisation.

While the IPA supports successful project delivery, it must also help government and departments to prioritise the correct projects. This year, 2 projects have been stopped or brought to an early closure.

Leaving the GMPP rarely marks the end of a project's delivery, and for some of the most complex projects the IPA maintains a continued involvement in the project, as required. In line with recent National Audit Office recommendations, the IPA is committed to ensuring that all projects leaving the GMPP have had an exit (or equivalent) review which includes consideration of the ongoing tracking of project benefits.

Figure 9: Reasons for leaving the GMPP 2019-20

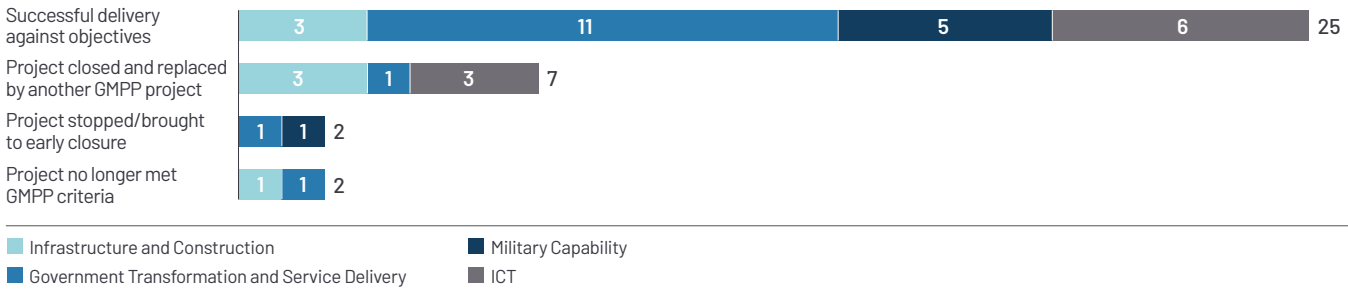
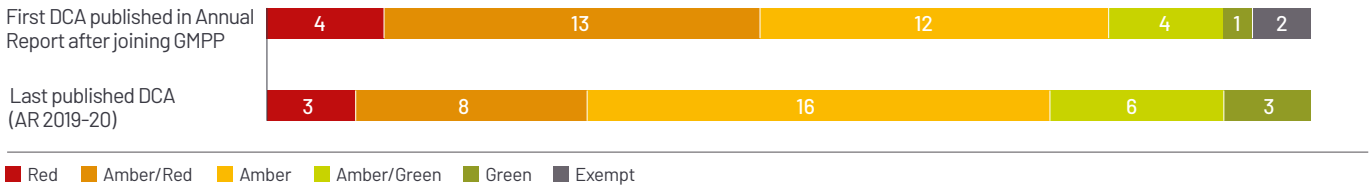


Figure 10: Delivery confidence of 2019-20 leavers – first Annual Report publication vs last Annual Report publication



The Government Major Projects Portfolio

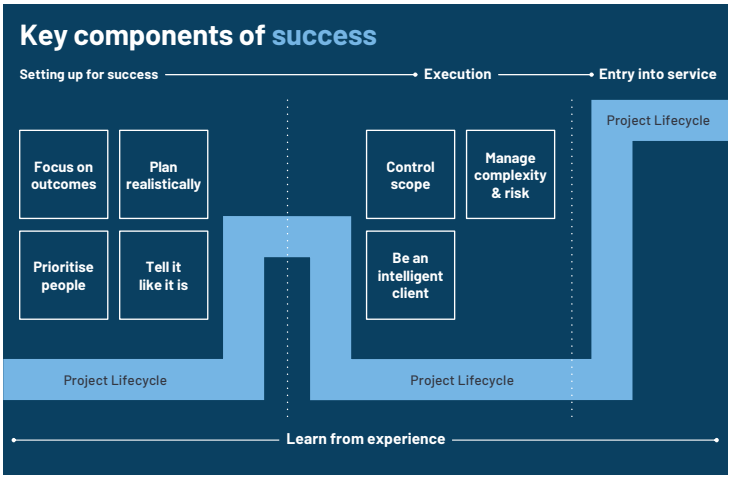
ARMY BASING PROGRAMME

Army Basing Programme Larkhill Service Families Accommodation

The Army Basing Programme was established in 2013 to deliver the 2010 Strategic Defence and Security Review commitment to return 20,000 troops from Germany to the UK by 2020, releasing annual savings of £240m. In 2019, following a 7-year capital investment of nearly £1.8bn, the last of the Army's Regular units successfully returned from Germany, enabled by delivery of 1,500 new homes, 4,500 new bed spaces for single soldiers, and hundreds of new working and training facilities. These included medical & sports facilities and supporting local authorities to deliver significant improvements to schools and road infrastructure. The rebasing of Army units and their families has enhanced military capability, improved the lived experience, delivered a sustainable estate and provided a welcome boost to the UK economy. Critically, the programme delivered on time and budget, and forecasting to exceed annual financial savings. Notwithstanding the positive outcome, the success of the Army Basing Programme was not always so assured. In 2014, an IPA Review raised grave concerns regarding progress, much hard work was invested to turn the programme around. In doing so, the programme highlights three key areas critical to major project success. Firstly governance, a fully empowered and accountable Senior Responsible Owner (SRO) was key to success. Prior to delegation, the programme was repeatedly stymied by an ineffective governance construct which undermined both SRO and staff. Strategy, clarity and continuity of strategic objectives and outcomes should not be confused with changing operational tasks. While the dynamic nature of the operating environment necessitated evolutionary adjustment, the programme held fast to its strategic objectives and outcomes. Finally Structures, the programme's fully integrated team (Army, Defence Infrastructure Organisation and industry) enabled true collaborative working under a single leadership model. The Army Basing Programme represents a rare case of an initially struggling GMPP which reset to achieve a wholly successful outcome.

Managing the GMPP

The UK government delivers some of the most complex and innovative projects in the world. This government has an ambition to bring about a revolutionary step-change in how it delivers major projects. To support this ambition, the Prime Minister has established an Infrastructure Delivery Taskforce – Project Speed – to help deliver vital infrastructure projects faster, better and greener.



Ministers at HM Treasury and the Cabinet Office have also refreshed the IPA's mandate to ensure it is focused on engaging in the activities to reform Government project delivery and so drive this step-change. These responsibilities and actions include, but are not limited to, the establishment and management of the Government's Major Projects Portfolio (GMPP), setting standards and building professional capability, and building market confidence.

Discipline across the GMPP

Working alongside HMT and departments, we have ensured that the GMPP contains all eligible projects and programmes and that they join as early as is practicable. This will allow us to apply appropriate levels of oversight, scrutiny and support to major projects and programmes to achieve government priorities. As a result of this exercise, the number of projects on the GMPP has increased from 125 covered in the IPA's 2019/20 Annual Report to 184 this year.

Maintaining discipline across the GMPP is vital to delivering on time and to cost for the citizens of the UK. The IPA has continued to refocus and strengthen independent assurance over the last year. Going forward, we will shift the lens of the assessment from 'overall delivery confidence' to 'readiness to progress to the next gateway with confidence'. We will increase our consistency and focus by adopting best practice and using a 3-point RAG scale for both assurance reviews and quarterly GMPP Reporting.

In addition, projects will now require IPA support before they pass through stage gates. Where projects have failed to gain IPA support, or where departments disagree with IPA recommendations, HMT will consider withholding funding until it is satisfied the recommendations have been properly implemented or considered. We are also working with departments across Whitehall to tackle underperformance by strengthening departmental accountability. These changes will strengthen our understanding of projects' readiness to proceed, driving greater transparency and accountability. It will also provide clearer, evidence-led recommendations to drive quicker and more decisive action to drive improved performance.

Government functional standard for project delivery

Principles for success

Setting up projects for success across the GMPP is key. To deliver successfully and consistently, we need a sustained focus on the core principles of project delivery, which the IPA published in July 2020. These principles guide project delivery throughout the project lifecycle, with particular emphasis on front-end loading activity to drive success.

Managing the GMPP

Fundamental to setting up projects for success is the Treasury's Green Book and accompanying Business Case guidance, which underpin robust appraisal and evaluation of the case for investment in major projects across government; and support IPA's assurance review processes.

Government Functional Standard for Project Delivery

The principles for success are underpinned by a set of common standards for project delivery in government, published as the Government Functional Standard for Project Delivery in 2018. The Functional Standard has been updated to align with recent changes, such as the new Mandate and Government Project Delivery Framework, and is published alongside this Annual Report, together with a new assessment tool to enable departments to test their maturity against the standard.

Government Project Delivery Framework

Alongside the Functional Standard and Success Principles, the IPA is also putting in place the new Government Projects Delivery Framework. The framework will provide a single, consistent set of expectations for what projects need to do to progress at each stage, together with supporting guidance and tools, to be brought together in a single digital hub for use across government.

Within this framework, the IPA has also developed a set of tools to set up projects for success, including:

- **Opportunity Framing:** focusing particularly on setting up projects for success and helping projects and programmes focus on outcomes, the IPA has established a process to carry out Opportunity Framing Workshops. These seek to improve project definition and decision-making early in the lifecycle, leading to better project outcomes.
- **Cost Estimation:** In March 2021, the IPA published guidance documents on how to develop and establish an expert, evidence-based cost estimate. These set out, for the first time, a best practice approach to cost estimating, which should be used by all major government infrastructure projects and programmes in the UK. By setting out a standardised approach to cost estimating, the IPA hopes to establish a foundation that will enable infrastructure projects and programmes to create more consistent, robust and ultimately more accurate cost estimates in the future. Establishing an accurate cost estimate early on in the project's lifecycle will go a long way in helping to inform important policy, procurement and investment decisions later on.
- **Project Routemap:** is the IPA's support tool for novel or complex major projects. It helps sponsors and clients understand and build the capabilities needed to set projects up for success. In 2021, the UK Routemap handbook and accompanying eight modules were updated to incorporate new and emerging best practice in public and private sector project delivery. Building on its success with economic infrastructure, Routemap has also been expanded to cover social and defence-related infrastructure projects and includes guidance for application to non-infrastructure projects as well. An international version of Routemap has also been published, known as the Project Development Routemap.

Managing the GMPP

Restart Programme

COVID-19 and the public health measures introduced in response, led to the closure of sectors of the economy. The Government has been focused on supporting businesses and individuals who have been impacted over this period. The Government announced a number of measures to address this challenge, including the Restart Programme. Restart is a new multi-billion pound programme which will support over 1 million Universal Credit (UC) claimants who have been unemployed for 12-18 months. It will provide tailored support to help individuals move back into employment and reduce the long term "scarring" effects of unemployment. UC claimants will be referred over a three-year period.

The programme, which covers England and Wales, will be delivered by private sector providers working with public and voluntary sector organisations, including small and medium-sized enterprises in supply chain and partnership arrangements. It is a complex programme with many stakeholders and a central commercial contract, all delivered rapidly to meet the needs of unemployed people. In order to meet the ambitious delivery timetable, while working in a virtual environment, the programme has taken a collaborative, multidisciplinary team approach, with all parties being involved in the design, assessment, and implementation decisions, while also reducing process timelines. DWP worked with the IPA, Cabinet Office and HM Treasury to reduce the timing of governance steps, while retaining the rigour of approvals and investment decisions. Ministers in DWP, Cabinet Office and HM Treasury all engaged to provide their respective financial approvals within the same week, and the Major Projects Review Group flexed its arrangements to support the timetable.

Restart will support claimants back to work, producing a significant return on investment, in social as well as financial terms. Collaborative working between all the teams involved means Restart is on target to commence as planned in summer 2021 and respond to the needs of many people impacted by COVID-19.

The initiatives set out above have and will ensure that all major projects are given the clearest delivery pathway in order to meet their objective. But the IPA also equipped the leaders of these major projects with the skills required to ensure that this delivery pathway is kept. The next section provides an insight into the work the IPA has done to meet this objective.

Capacity and capability

Strong and accountable leadership is vital to the success of the government's infrastructure and major projects agenda and essential for successful delivery across every stage of the major project delivery lifecycle.

The government continues to invest in building project delivery leadership and skills. Over 500 major project leaders have now graduated from the Major Projects Leadership Academy, while more than 1,200 more junior leaders have been trained through the Project Leadership Programme. Senior Responsible Owner (SRO) tenure has increased, as has membership of the project delivery profession. The project delivery fast stream continues to attract high-calibre, diverse graduates to careers in project delivery, and apprentice numbers are also growing. Three cohorts of ministers have completed training on major project sponsorship, and a fourth is under way.

However, as major projects grow in number, scale and complexity, the government has concluded that it needs to boost project leadership capacity and expertise further, to deliver the step change in project delivery needed to build better, greener and faster. This includes, in particular, measures to ensure that all SROs have the time, skills, and support needed to deliver projects successfully, including:

- IPA-led recruitment of a pool of expert major project leaders, deployed directly into departments, to boost leadership capacity and capability in government major projects, and filling critical gaps in professional delivery roles across the government's major project portfolio;
- creating a better deal for major project SROs to boost capability and capacity across government, by taking forward work to improve selection, remuneration arrangements, grade structures and support, to attract and retain top talent; and
- increasing SRO time commitment for the biggest and most challenging project roles, and requiring projects to demonstrate SRO capability and capacity through approvals gates, to ensure projects are resourced with leaders with the right level of experience and time to focus on effective delivery.

Alongside, the IPA is putting in place a new rigorous approach to standards and professional accreditation to build a sustainable, broad and diverse skills base by:

- launching a new Government Projects Academy in March 2021 to set professional standards and equip people across government with the expert skills needed to deliver major projects successfully, with world-class delivery, modern methods and sustainable practices at their heart. The Academy will be developed throughout 2021/22 as an integral part of the wider Government Learning Campus. Academy programmes will be open to project leaders across the public sector, with a new initiative to provide scholarships for major project leaders in local government also available in 2021-22;
- introducing a rigorous new approach to developing and accrediting project professionals at all levels, from foundation to mastery, starting from 2021/22, with standards set by the new Government Projects Academy; and
- expanding, progressively, the project delivery training curriculum, including continuing to develop Ministerial and senior sponsor training, relaunching the Project Leadership Programme, introducing new short courses to complement the new Government Project Delivery Framework, for example on cost estimation, and introductory training for new SROs.
- strengthening its internal team of expert commercial advisers in the fields of economic and social infrastructure, housing, business transformation and defence.

The Government Projects Academy

The government recently set out plans to transform the way it trains and accredits project delivery professionals through establishment of the new Government Projects Academy.

The Academy sits as the project delivery functional faculty on the Government Learning Campus, promoting a culture of learning and targeted training to nurture and hone the skills of civil servants.

It will provide a single, virtual hub to set professional standards, accreditation and training for project delivery professionals working across government to ensure we are building the expert skills and leadership needed to deliver major projects successfully.

Along with a clear set of roles, competencies and skills, the Academy will provide project professionals with a 'licence to practice' and access to a redesigned learning curriculum to support them in their roles and accreditation.

Our ambition is to create an environment for project delivery professionals to connect, build networks and share and develop best practice and become a centre of expertise for professional standards and learning in project delivery.

The IPA has a key role in ensuring that the major project leaders delivering government priorities are equipped with the right skills, but it also has an important role in shaping these priorities. The next section will describe the framework put in place by the UK government, and articulated by the IPA, to ensure that projects' objectives are aligned with the UK's long term priorities.

Infrastructure delivery

With strong ambitions for building back better, greener and faster, the IPA continues to play a critical role in ensuring the government's infrastructure plans are delivered efficiently and effectively.

A key milestone this year was the publication of the UK's first National Infrastructure Strategy (NIS) in November 2020, which set out the government's plans to transform the UK's infrastructure networks, based around three central objectives: economic recovery; levelling up and strengthening the Union; and meeting the UK's net zero emissions target by 2050; enabled by clear support for private investment and through a comprehensive set of reforms to the way infrastructure is delivered. The IPA worked closely with HM Treasury and the National Infrastructure Commission to inform the government's response to the National Infrastructure Assessment recommendations and shape some of the key delivery reforms developed through Project Speed and announced in the NIS. These include the launch of the IPA's Benchmarking hub, the development of a new Project Outcome Profile tool to support better business cases and decision-making, and the creation of a transformational new compact with the construction industry – the Construction Playbook.

This work builds on the IPA's existing change programme for infrastructure – Transforming Infrastructure Performance (TIP), which remains a strategic priority for the IPA. This year we launched the IPA's Cost Estimating Guidance, the government's first publication setting out best practice in cost estimation and very clear expectations of projects, which will be implemented via a 'comply or explain' approach. In addition, the IPA provided benchmarking data and expert guidance and assurance on cost estimating for several significant infrastructure programmes, including 10,000 Prison Places, HS2, the New Hospitals Programme and New Flood defences.

In support of the government's ambition to deliver smarter and greener infrastructure, we successfully developed and launched the Project Outcome Profile, a tool to support government projects and programmes to develop stronger business cases, by identifying from the outset how they contribute to government's priority outcomes of Levelling Up and Net Zero, as well as other outcomes from the Public Value Framework. We have also worked across government and industry to improve the evidence base for construction project performance by developing consistent government Construction Metrics.

With ambitions to achieve nothing less than world-class delivery, the IPA aims to influence and maximise the impact of infrastructure on societal outcomes and needs. As we continue to prioritise visibility of demand by publishing an annual National Infrastructure and Construction Pipeline, we have worked closely with industry experts and stakeholders across government to refresh the Transforming Infrastructure Performance (TIP) programme, culminating in the publication of the TIP: Roadmap to 2030 later in Summer 2021. This builds on the NIS and Construction Playbook to describe an ambitious long-term vision for the system of the built environment and will be the foundation for the TIP programme going forward.

The IPA shapes infrastructure and construction priorities across government through the Government Construction Board (GCB) and the Infrastructure Steering Group (ISG). Over the last year the GCB has played a major role in supporting the government and industry response to COVID-19 and has actively supported the development of the Construction Playbook.

Infrastructure delivery

WELLINGBOROUGH NEW BUILD PRISON (FIVE WELLS)

HMP Five Wells in construction

Due to open in early 2022, HMP Five Wells in Wellingborough will be the first purpose-designed Category C resettlement prison. The prison will hold 1,680 prisoners nearing the end of their sentences or on short sentences, and has been designed to help them prepare for their return to the community.

The project is embracing a Design for Manufacture and Assembly (DfMA) approach and integrating digital tools to drive efficiencies in the design, construction and operation of the facility. Circa 80% of the design has been standardised, leaving just 20% as site-specific design, and off-site manufacture is saving 30% of on-site resource. The project, which is being delivered 22% faster than traditional construction, involves 15,183 precast concrete components and approximately 60,000 sub-components. The project has won 15 industry awards to date for P-DfMA, off-site manufacture, digital integration, collaboration and productivity. Effective use of the Construction Playbook supported HMP Five Wells in early supply chain engagement, harmonising, digitising and rationalising the design, and embedding digital technologies and effective contracting.
To learn from this DfMA approach, this project was identified as a "pathfinder project" of Project Speed and is being used to identify reforms which could accelerate and improve delivery, delivering impacts across the UK Government's infrastructure portfolio.

Despite the challenges presented by the COVID-19 pandemic, our construction partner, Kier, has continued work safely throughout 2020 and 2021 on this large-scale project; every day there are c.800–900 people working across the 36-acre site's 13 buildings.

Continuing construction safely has not only supported the Ministry of Justice and HM Prison and Probation Service's commitment to delivering modern and decent prison places, but has also had a significant impact on the wider economies of Wellingborough, Northamptonshire and beyond, including supporting local employment (31% of personnel live within 25 miles of the site) and to date £115m of on-site spend has been with Small and Medium Enterprises, which can be more vulnerable to the impacts of COVID-19.

During the COVID-19 pandemic the IPA's co-ordination of the cross-government efforts to keep the construction industry going and share learning with other major projects made it possible to tackle materials shortages in partnership with stakeholders as diverse as BEIS, European Organisation of Prison and Correctional Services (EuroPris) and elements of our supply chain based in Ireland.

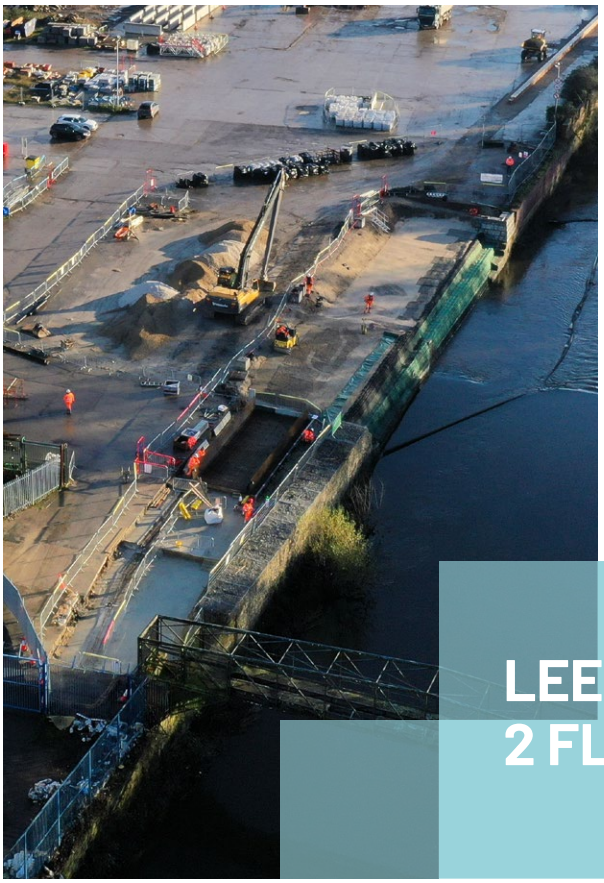
Infrastructure delivery

Following the devastating flooding to Leeds on Boxing Day 2015, the Department for Environment, Food and Rural Affairs (DEFRA) has allocated £89m towards the second phase of the Leeds Flood Alleviation Scheme, which will help reduce the risk of flooding in Leeds from the River Aire.

The project has a capital cost of just over £110m and is one of the biggest flood alleviation schemes in the country. It is being led by Leeds City Council who are working in partnership with the Environment Agency.

Leeds is the third largest employment centre in the UK. It has been calculated that the scheme will provide nearly £1bn of benefits over its lifetime. This will be achieved through reducing flood risk to communities in Leeds by better protecting thousands of existing properties and infrastructure, and also by stimulating regeneration and economic growth in the city and wider local economy, which it is estimated will help to create over 3,000 jobs and supports the Levelling up and Northern Powerhouse strategies across the north of England.

Leeds Flood Alleviation Scheme in construction



LEEDS PHASE 2 FLOOD SCHEME

As well as utilising traditional civil engineering techniques, including flood walls and flood storage areas, the scheme will deliver an ambitious natural flood management (NFM) component in the upper catchment upstream of Leeds. This NFM component will help deliver the ambitions in DEFRA's 25-Year Environment Plan. It involves working with natural processes to reduce flood risk and provide wider benefits including: biodiversity, habitat and water quality improvements, as well as sequestering carbon to help reduce the impacts of climate change. This will include measures such as the planting of up to 2 million trees, creating leaky barriers to slow down runoff as well as wetland creation and moorland restoration.

From the very start, this scheme has set out to be an exemplary flood alleviation project for others to follow. The scheme has been working at pace since its commencement in 2016. The project team have successfully sourced over £20m in partnership funding from a range of organisations to make the scheme affordable. It is currently under construction and is on schedule and within budget. Once completed in 2023, the scheme will have provided a 1-in-200-year standard of protection for Leeds City Centre at the heart of one of the largest UK economies outside of London.

The above 3 sections described how the IPA ensures that projects are given the clearest delivery pathway, the strongest leadership capability, and the right priorities. The next 3 sections present the main 3 themes of projects' objectives that have emerged or crystallised in this year's Annual Report: net zero, COVID-19, and EU exit.

Net Zero

The UK government has a legally binding commitment to reach net zero emissions by 2050 and intermediary reduction targets legislated in the Carbon Budgets, which require action across all sectors of the UK economy. The changing climate and wider environmental and biodiversity challenges compounded by the public health emergency of COVID-19 mean that priorities and frameworks for investment need to change now.

Well-implemented infrastructure and major projects can raise overall standards of performance and deliver significant environmental and social outcomes. Consistent and robust data and analytics from these projects can also inform better decisions, ensuring standards can permeate to be adapted for all types of projects. Acting now on the climate and environmental crisis can also support the government's wider objectives of levelling up, increased innovation, productivity and skills.[3]

Net zero, climate resilience, biodiversity and wider environmental considerations are shifting the paradigm in terms of investment decisions and government departments continue to redefine their portfolio and estate strategies through a climate and sustainability lens. This shift requires more investment in carbon measurement and management as well as an increased focus on understanding and monitoring environmental outcomes of investments. Although BEIS is preparing the Net Zero Strategy for publication later this year and some departments and their arm's-length bodies have already published their strategies, such as the NHS[4],the responsibility for delivery is collective and action from each department is needed now.

The GMPP includes the most important investment the government is making in climate mitigation and adaptation with many of the investments mentioned in the Ten Point Plan for a Green Industrial Revolution[5] (10PP) expected to join the GMPP. One important example is the ongoing competition for at least two industrial clusters to receive government support to introduce Carbon Capture, Utilisation and Storage (CCUS) capability by the mid-20s, thereby contributing to the 10PP ambition for 10 million tonnes of CO_2 p.a. to be permanently stored by the end of this decade. The IPA has a role to play in ensuring projects deliver on the government's net zero targets, are fit for, or can adapt to, future climate scenarios and contribute towards environmental and biodiversity goals.

The IPA provides technical, expert advisory support and guidance at early stages of policy[6] and project development[7] and coordinates knowledge sharing across government. As part of its mandate, the IPA has been strengthening assurance tests on net zero, climate resilience, biodiversity and wider environmental considerations[8]. It has also championed the consistent measurement and management of greenhouse gas (GHG) emissions for infrastructure and construction projects in the Construction Playbook and in the IPA Benchmarking Guidance 2021. This is a first step towards greater standardisation of data on carbon emissions starting with the GMPP, where 24 projects reported using a carbon calculator at this year's Annual Report and a further 7 planning on using one in the future.

The COVID-19 public health crisis showed how people and businesses are not impacted equally by global emergencies. The climate crisis is expected to affect disproportionately the most vulnerable populations and economies. Investing in a green transition to net zero, adapting for climate change and enhancing biodiversity and the natural environment can go hand in hand with the wider objectives of creating jobs, investing in skills, innovation and regional development.

3 As highlighted in the National Infrastructure Strategy, 10 Point Plan, Construction Playbook and Build Back Better: our plan for growth.
4 www.england.nhs.uk/greenernhs/a-net-zero-nhs/
5 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/936567/10_POINT_PLAN_BOOKLET.pdf
6 Industrial Decarbonisation Strategy.
7 CCUS, New Nuclear, CfDs
8 www.gov.uk/government/collections/infrastructure-and-projects-authority-assurance-review-toolkit

Net Zero

Social Housing Decarbonisation Fund: Constructive Thinking

The Department for Business, Energy and Industrial Strategy's (BEIS), Social Housing Decarbonisation Fund (SHDF) is the government's commitment to improve the energy performance of social-rented homes and put us on the pathway to Net Zero by 2050.

In 2019, the Conservative manifesto committed £3.8bn for SHDF, with a Demonstrator project being launched in July 2020. The scheme has, subsequently, competitively awarded £62m to social landlords to undertake 19 projects across England and Scotland. The Demonstrator projects will undertake complex, deep, whole house retrofits to improve the energy performance of over 2,300 social homes, providing warmer homes for residents and supporting at least 1,300 local jobs as part of the COVID-19 Economic Recovery Plan as well as reducing carbon emissions and bills, and tackling fuel poverty.

Across the Demonstrator scheme, a range of innovative approaches are being applied including smart technologies, clean heat (heat pumps and solar thermal systems) process innovations including new surveying techniques, new procurement frameworks, and the formation of consortia across multiple local authorities to share learnings and expertise in the Whole House Retrofit space. For example, Manchester City Council and One Manchester, in partnership with Constructive Thinking, have applied a Building Energy Modelling technology that facilitates real-time performance feedback on modelled design, allowing the design team to trial different variations and combinations of measures to effectively achieve performance targets.

The projects will increase the nation's retrofit capacity and knowledge, generating spill-over benefits for the domestic owner- occupier and private rental sectors, and develop insights to enhance the delivery of the longer-term SHDF. Beyond the Demonstrator projects, the government has announced around a further £160m of funding for 2021/22 for the next wave of the SHDF, which will continue the journey in raising the energy performance of social homes.

COVID-19

The response to the COVID-19 pandemic has remained the top priority for the government this year. The project delivery profession has rallied an extraordinary effort to establish and ramp up projects at pace to help manage the health crisis, protect the most vulnerable and build long-term resilience, all while embedding new ways of remote working. This effort has meant the rapid deployment of people from across government to bring skills to where they are needed most and this has highlighted both the commitment of the project delivery profession and the importance of the vital skills they bring to government.

The impact across departments has been extraordinary and unique. For project delivery, the impact has been most keenly felt on the people side. The demand for delivery knowledge and expertise has been immense and responding to this by moving people into urgent or frontline roles has meant a re-prioritisation and some on-going projects and programmes being temporarily paused. The next most important impact was on projects themselves, as the increased demand for public services impacted several of government's major projects directly, for example, the increase in Universal Credit (UC) claimants tested DWP's system capability and it admirably rose to the challenge.

IPA has supported COVID-19 programmes across several government departments over the last year as they have moved from inception to delivery. Most of the programmes were set up and delivered at an intense pace through an uncertain and changing environment and so IPA had to remain flexible to provide timely, tailored and proportionate support and assurance. To do this, IPA ensured there was a dedicated, highly skilled resource and that there were efficient mechanisms in place to access delivery expertise both internally and externally to support at short notice. Although every department has inevitably been impacted by the pandemic, IPA has most closely supported DHSC, DfE, DWP, BEIS and DfT.

To support successful delivery of programmes, IPA focused on four areas: Independent Peer Reviews to provide independent expert advice to support decision-making and forward- looking recommendations for improvement; embedded project delivery specialists to work alongside teams to strengthen delivery; on-going Project Delivery Advisor support on project fundamentals to optimise delivery; and facilitating the recruitment or placement of senior leaders into key COVID-19 posts. In many cases a mixture of these has been deployed to best support the most complex government programmes. Although the pace and pressure has remained high across the response, this year has started to see many programmes move to a more sustainable, long-term footing and so looking forward, IPA will need to ensure support and assurance remains appropriately rigorous.

As with EU Exit, the IPA was able to leverage its unique position at the centre but with a direct relationship with programmes to understand the breadth of the response and, working closely with other functions and with HMT, tackle blockers and highlight any systemic challenges which needed addressing. This position has also allowed the IPA to drive a cross-departmental learning process to ensure what we know now is not lost for any future crisis response.

The response has highlighted the strength of government's existing projects and services as they have adapted to meet increased pressure and volume, and the resilience of government project delivery processes more broadly to respond to crises

COVID-19

Vaccines Task Force

and to move rapidly from policy to delivery in times of uncertainty. Beyond this, this year has demonstrated conclusively the key role project delivery has to play in achieving successful government initiatives and the demand for skilled professionals in this space will be a focus for IPA and the government in future. IPA's response has allowed projects from across government to access quality assurance and support from experts within the IPA and beyond.

The impact of COVID-19 on the construction sector has been keenly felt, both in the demand for new buildings and assets and the ability to operate safely in line with government guidance. While initially a large number of construction sites closed in response to COVID-19, government guidance has supported the sector to reopen and remain operational where it is safe to do so. The impact on supply chains in all sectors cannot be underestimated and so in order to move forward government and industry must and are working even more closely together. A new procurement pipeline was published on 16 June 2020 to provide industry with visibility of planned public procurements for the 2020/21 financial year.

VACCINES TASK FORCE

The Vaccine Taskforce (VTF) was set up in early 2020 in response to the COVID-19 pandemic, to ensure that the UK population has access to safe and effective COVID-19 vaccines as soon as possible. In less than one year of operation, it has secured access to 517 million vaccine doses, across eight vaccine developers.

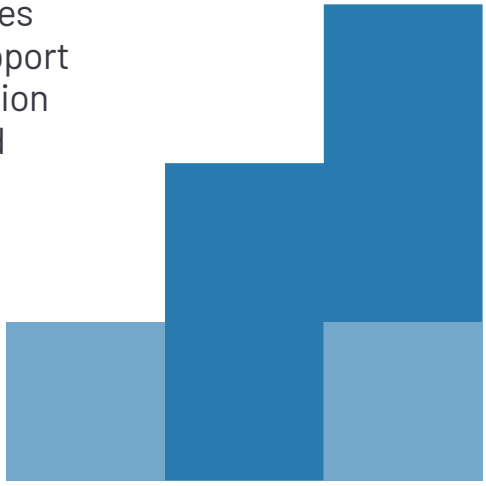
The VTF developed close working relationships with vaccine developers, academia and industry to ensure the success of the programme. VTF has taken an end-to-end approach by funding and supporting all stages of the process: development, clinical trials, manufacturing, regulation, procurement and global access. These projects were complex and large, requiring extensive funding and supporting structures to deliver under challenging timescales. The VTF managed this by adapting ways-of-working and establishing appropriate decision-making governance to secure rapid policy decisions and funding approval across government. The IPA has been actively involved in the governance offering its perspective, expertise and support on project benchmarking.

The logistical scale and speed of delivering the programme was immense, requiring specialist commercial, project management and industry experience in the VTF. Bringing together expertise and skills from all the relevant sectors behind a single purpose and mission to develop vaccines has been highly successful, with numerous lessons for other government projects.

The VTF has been one of the success stories of the government's COVID-19 response – with the UK being the first country to procure, authorise and deploy the Pfizer/BioNTech and Oxford/AstraZeneca vaccines. Its work has enabled the biggest vaccination programme in NHS history, resulting in more than 33 million people in the UK vaccinated against COVID-19 in less than 5 months. It is estimated by Public Health England that this vaccine programme has already saved the lives of more than 10,000 people in the UK alone.

EU Exit

The decision to exit the European Union set in motion a series of key projects and programmes across departments to support the government, business and citizens in exiting the institution as smoothly as possible, with the aim to reduce impacts and wherever possible, to improve the outcomes.



The EU relationship and Northern Ireland's place in the UK are central to many of the government's most significant and most pressing objectives both in the short and medium term.

The breadth of ongoing readiness, implementation and possible response work has had implications for all departments to which we have responded by providing assurance, support activities and analysis of lessons learned over the last 4 years to support successful delivery.

Departments have had to respond to the ongoing requirements to be ready for our departure date and transition large portfolios of activity into BAU in many places. Additionally, some programmes in the GMPP have had to be slowed to allow for responses to exiting the EU and to the COVID-19 pandemic.

IPA has facilitated over 34 assurance reviews during the year to measure progress against previously identified challenges and to generate risk-based recommendations to improve the delivery of programmes. The IPA has also provided 560 days of support. Apart from the programmatic assurance delivered, the IPA facilitated cross-government assurance which looked beyond the readiness of individual components and tested the end-to-end solutions for our border controls. This activity included engagement with the Border Protocol and Delivery Group, HMRC, DEFRA, DfT, CO, HO and Border Force and provided a rich picture of arrangements and interdependencies between key departmental delivery.

The IPA continues to analyse all EU Exit reviews to identify delivery themes and pull out lessons that can be applied to future delivery in order to achieve best outcomes.

While the Transition Period ended in December 2020, there is still much for the government to do to complete the programmes that will deliver our exit, i.e. the implementation of full import customs controls from 1 January 2021. The breadth of ongoing readiness, implementation and possible response work has implications for all departments, who will need to maintain focus and be adequately resourced to continue delivery and engagement across these areas. Many of these programmes are still to be operationalised and their benefits realised in the years to come. Arrangements at our borders will continue to have an impact on citizens and trade.

'The IPA continues to analyse all EU Exit reviews to identify delivery themes and pull out lessons that can be applied to future delivery in order to achieve best outcomes.'

EU Exit

Position, Navigation and Timing (PNT) services are vital to modern-day life. Used every day in smartphones, sat-navs, precise timings for the banking sector and our blue light services response, PNT is a critical enabler and a 'hidden utility'.
The UK's Critical National Infrastructure (CNI) is also dependent on space-based PNT information, enabling the military to operate and navigate in both friendly and hostile environments and our energy, water, aviation and shipping services to function effectively; the complete loss of GPS could lead to circa £1bn daily impact to the economy. PNT is principally provided by space systems such as the US' GPS but this is increasingly vulnerable to evolving threats and hazards such as spoofing, cyber-attacks and jamming. The government's response to such vulnerabilities was to set up the Space-Based PNT Programme (SBPP) to explore options to strengthen the resilience of PNT services on which the UK CNI and economy depend, thereby protecting our way of life.

The programme has had a sustained focus on strengthening its governance, testing the requirements and creating a robust understanding of risk to programme benefits. Culture and inclusion is also important within the team, supporting its ambition to be a great place to work and the need to benefit from all voices with such a complex agenda. SBPP has implemented regular Programme Maturity Assessments and initiatives such as a Route to Green have included the whole programme in response to assurance recommendations and employee-nominated changes. The programme has created artefacts such as the SBPP Storybook and Methodology Handbooks to support a clear narrative and decision-making both internally and across Whitehall. These are enhanced through careful assessment of the concepts, commercial operating models and economic analysis to ensure selection of the most suitable and cost-effective solution.

SBPP is on track to deliver a robust Outline Business Case towards the end of 2021 that will advise the government on options and innovative ways to deliver PNT services to the UK and improve resilience for UK CNI as part of a mix of technologies to protect our way of life.

SPACE-BASED PNT PROGRAMME

The UK from space

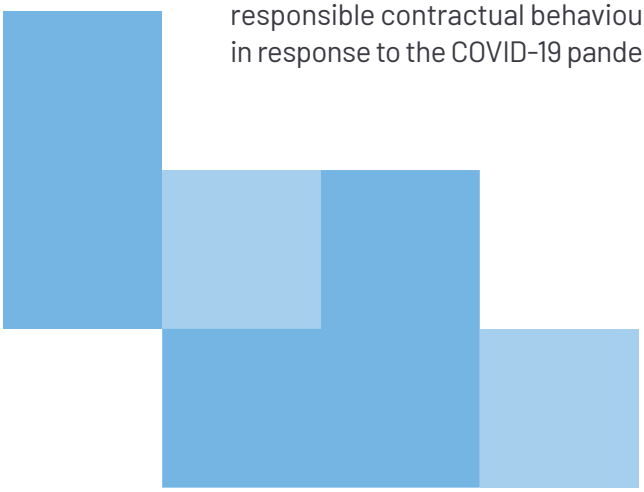
Commercial advice

IPA has a dedicated team of 17 commercial advisers who provide high quality, expert advice to Departments and to HM Treasury and Cabinet Office to support effective delivery of the government's highest priority most complex and high risk projects, including projects on the GMPP but also projects in the utilities, energy, telecommunications and housing sectors where government is enabling private sector investment to deliver the required outcomes.

Over the last twelve months this has included support to DfT on securing delivery of HS2 Phase 1 and preparing for delivery of future phases; MHCLG and HMT on Housing Infrastructure Fund and business case approvals for investments by Homes England; BEIS on the UK's new nuclear power generation programme; and DEFRA on managing the government's position on Thames Tideway Tunnel delivery.

Expert advisers from IPA have been engaged with HMT, HMRC, DEFRA and DfT to launch the Port Infrastructure Fund and establish EU Exit border inspection facilities throughout England, Wales and Scotland and to support roll out of the programme to replace ACM cladding on tall residential buildings, which now has 98% of works on site.

IPA advisers were instrumental, alongside wider government, in developing the Construction Playbook with industry, together with publication of guidance on responsible contractual behaviour in response to the COVID-19 pandemic.



Infrastructure finance

Alongside activities that support the GMPP, IPA contributes to the government's broader infrastructure agenda by delivering and managing HM Treasury's UK Guarantees Scheme and providing commercial and project finance expertise to facilitate the delivery of nationally significant infrastructure.

Over the last twelve months this has included supporting BEIS with the development of new business models for Carbon Capture, Utilisation and Storage (CCUS) to underpin increased use of hydrogen as a clean energy source, as well as helping to structure and negotiate at the programme transaction level in the nuclear space.

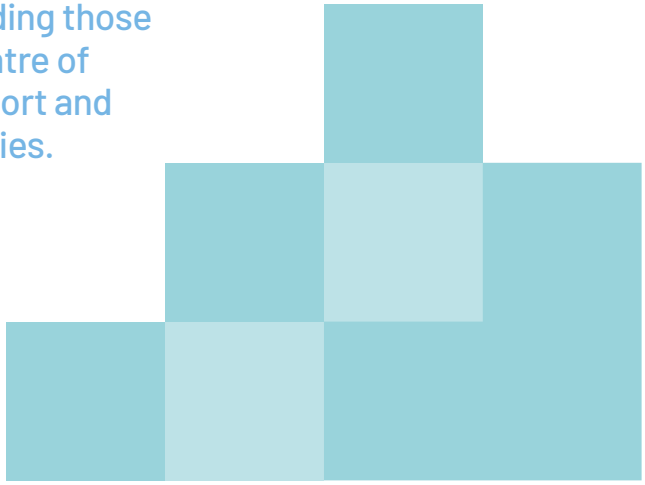
The IPA supported HMT and DfT during the COVID-19 crisis and engaged with several airports over the last 12 months in considering additional debt facilities with banks and equity investors. IPA led the structuring and negotiation of five new guarantees in the last year and issued £400m of guarantees in support of new rolling stock for the East Midlands, South West and East Anglia routes.

The IPA continues to manage the circa £1.8bn of UK Guarantees Scheme guarantees that underpin the delivery of infrastructure projects across the UK, as well as the £300m Digital Infrastructure Investment Fund and £400m Charging Infrastructure Investment Fund, which contribute to the growth of private investment in the expansion of UK broadband and vehicle charging networks.

The administration and responsibility for the UK Guarantee Scheme will transition to the UK Infrastructure Bank later in 2021, alongside new criteria for the eligibility of the scheme.

PFI Centre of Excellence & Contract Management Programme

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



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

- **Project 1:** Contract Expiry – managing the risks of contract expiry and ensuring value for money as contract end;
- **Project 2:** Improving Operational Performance – improving the performance and efficiency of operational contracts;
- **Project 3:** Building Capability – building capability through system learning, guidance and training; and
- **Project 4:** Advice & Support – providing expert support and advice to departments and contracting authorities.

The IPA developed a Contract Expiry Health Check diagnostic tool and process which was tested on a small number of pilot projects during summer 2020 and then rolled out across a range of sectors and projects. By the end of March 2021, the programme had completed Health Checks on 52 projects. A systems learning exercise was completed which provides a detailed understanding of the risks and issues around PFI expiry and informs the expiry guidance and training which are currently being developed and will be launched in autumn 2021.

A programme of five 'deep dive' operational reviews aimed at identifying the risks and opportunities in operational contracts was undertaken and a full learnings reviews will provide an evidence base from which to build the Improving Operational Performance plan for this year.

IPA also established a working group with industry, including investors, lenders and advisors, to navigate the impact on PFI contracts of the transition from LIBOR to SONIA[9].

9 London Interbank Offered Rate and Sterling Overnight Index Average.

International work

Alongside its UK activities, the IPA also supports the government's broader international and "Global Britain" agenda.

This work comprises advancing the infrastructure-related interests of central government internationally, as well as the diplomatic, developmental and commercial missions of the FCDO and DIT. We also seek to export UK expertise to overseas governments and multilateral institutions, opening the door to new markets for UK companies, fostering the UK's reputation overseas and ensuring that IPA remains current with international best practice.

Significant highlights over the last 12 months include:

- **Providing infrastructure input** into HM Treasury's economic talks with India, Brazil, Mexico and Indonesia, resulting in Memorandum of Understandings and engagement on infrastructure support activities for the coming year. The IPA also supported HM Treasury in their work on the G20 infrastructure working committee and the Global Infrastructure Hub.
- **Developing infrastructure** business case and project initiation guidance for use around the world. This has helped lead to UK business wins abroad, including securing work of approximately £100 million with the Peru Government's Reconstruction Agency, and development work on a major transport programme in Indonesia.
- **Training over 1,200 overseas officials** in their use of the UK's leading infrastructure methodologies and securing in-country policy change to use the methodologies.
- **Working with Multilateral Development Banks** to establish a new project development facility with the Inter-American Development Bank (IDB) and funding and assistance for a World Bank project development facility in Indonesia.
- **Delivering two week-long courses on sustainable infrastructure**, hosting over 350 delegates and 40 speakers from 25 countries, advancing the UK's agenda driving focus on sustainability in infrastructure ahead of COP26.

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 eighth 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 2021. The Delivery Confidence Assessments (DCAs) within that data, and included in this report, are as assessed by the IPA at that time. The narratives from departments that accompany their published data online provide an update on progress since then.

Annex A: Explanation of DCA colour ratings

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

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

Annex B: Key for department names

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

Annex C: Snapshot periods for Annual Report years

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

Annex

Annex D: List of projects with DCA history

The table below reflects DCAs of the 184 projects used in the Annual Report analysis, alongside their historic DCAs where they appeared in previous Annual Reports. DCAs and the supplementary data reflect the project status at the end of March or September in the relevant financial year (see Annex C).

Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									Geological Disposal Facility Programme (GDF)	BEIS	The primary objective of the programme is to site and construct a permanent geological disposal facility (GDF) as the safe, secure and environmentally responsible solution to the long-term management of higher-activity radioactive waste in the UK, excluding Scotland. The programme also supports the delivery of the UK's nuclear new build programme because before development consents for new nuclear power stations are granted, the Government needs to be satisfied that effective arrangements exist or will exist to manage and dispose of the wastes they will produce.
									Green Homes Grant: Local Authority Delivery (LAD)	BEIS	BEIS has administered £500m funding to Local Authorities in England to support energy improvements to the worst quality homes by installing energy efficiency measures and low carbon heating.
									Green Homes Vouchers Programme	BEIS	The Green Homes Grant Scheme (vouchers) will provide £356m of funding support to the Energy Performance and Low Carbon Heat industries. The scheme closed to new applications at 31 March, all existing applications and vouchers will still be honoured. Any residual funding will be transferred into other schemes.
									Heat Networks Investment Project	BEIS	HNIP is to help create a self-sustaining heat network market by: 1. Increasing the volume of heat delivered by new or expanded heat network applicant projects through the provision of a proportion of their capital costs in the form of Government loan and grant finance; this will leverage private finance, and other investment funding, into the heat networks. 2. Delivering carbon savings for carbon budgets 4 and 5 (2023-2032). 3. Building market capability to develop optimised heat networks that will meet local needs and support heat networks development.
									Home Upgrade Grant (HUG)	BEIS	The Home Upgrade Grant (HUG) scheme has been allocated £150m to commence the upgrades to the energy performance off the worst quality off-gas grid homes in England by installing energy efficiency measures and low carbon heating into low income households.
									Met Office Supercomputing 2020+ Programme	BEIS	Delivering our future supercomputing capability through the procurement and installation of a replacement and increased supercomputing capacity to meet the contracted end of life timescales of our current systems. This will include: storage, observations networks, post-processing systems and services, tooling for data exploitation; delivery and support resources throughout the investment lifetime; data centre hosting, networking and security services.
									New Polar Research Vessel	BEIS	Royal Research Ship Sir David Attenborough will replace two existing polar research/supply vessels with one dual purpose ship which planned to save £102m over 30 years.

Green | Amber/Green | Amber | Amber/Red | Red | Reset | Exempt

Annex

Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									Public Sector Decarbonisation Scheme (PSDS)	BEIS	The Public Sector Decarbonisation Scheme (PSDS) provides grants for public sector bodies to fund heat decarbonisation and energy efficiency measures.
									Replacement Analytical Project	BEIS	The Replacement Analytical Project is a key component of the Analytical Services Programme, which provides essential services to operations on the Sellafield Site supporting 22 Programmes & approximately 200 Operational Facilities. The existing facility is 60 years old and cannot provide long-term capability so new analytical facilities need to be established. The Replacement Analytical Project has therefore been initiated to deliver future analytical capability to the Sellafield site, through a major modification of the National Nuclear Laboratory Central Laboratory. Key modifications are provision of standalone Highly Active (HA), Medium Active (MA) and Special Nuclear Material (SNM) analytical capability. A key part of the scope is the delivery of 135 Analytical Instruments which will perform the ongoing analysis required by facilities at Sellafield. Analytical Services remains essential to the delivery of high hazard reduction and remediation until the completion of the Sellafield Ltd mission.
									Sellafield Product and Residue Store Retreatment Plant	BEIS	To provide a facility that will receive special nuclear material from existing stores on the Sellafield site and process into a form suitable for safe and secure storage until 2120.
									SIXEP Continuity Plant	BEIS	SIXEP Continuity Plant will replace the existing effluent treatment plant at Sellafield as it approaches end of life and will provide interim waste storage capability. It is a key enabler for the safe and reliable retrieval and treatment of legacy waste at Sellafield, in support of government and Nuclear Decommissioning Authority strategic objectives.
									Smart Metering Implementation Programme	BEIS	The Programme aims to replace existing traditional gas and electricity meters across Great Britain with smart gas and electricity meters resulting in a cleaner, cheaper and more reliable energy system. Smart meters are a key enabler of technologies such as electric vehicles, smart tariffs and microgeneration to be efficiently integrated with renewable energy sources, underpinning the cost-effective delivery of Government's net zero commitment.
									Social Housing Decarbonisation Fund	BEIS	The programme will play a key role in decarbonising social housing over the 2020s, aligning with a number of government and departmental outcomes to help achieve legally binding carbon and fuel poverty targets.
									Space Based PNT Programme	BEIS	Positioning, Navigation and Timing (PNT) signals from space are increasingly crucial to our daily lives, underpinning a wide range of essential public amenities, Critical National Infrastructure (CNI), National Security, defence interests and the wider digital economy. They will remain an enduring requirement for the UK's economy, security and global ambitions. Our intent for the Space Based PNT Programme is to improve the resilience of UK Critical National Infrastructure by having the right space-based capability to deliver PNT services in order to protect our way of life and to address the rapidly evolving global threat and hazards landscape. We will consider the broadest set of options for space -based PNT whilst using the breadth of the Government's experience of major programmes to provide critical analysis of emerging candidate solutions. The programme will be dependent on the identification of clear, cross-Whitehall PNT requirements and collaboration across Government, industry and our wider partners.

Green Amber/Green Amber Amber/Red Red Reset Exempt

Annex

Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									Vaccines Task Force	BEIS	The Vaccine Taskforce (VTF) was set up to drive forward the development and production of a coronavirus vaccine as quickly as possible, bringing together government, academia and industry. The Taskforce was asked to deliver 3 objectives: Secure access to promising vaccine/s for the UK population. Make provision for international distribution of vaccines Support industrial strategy by establishing a long-term vaccine strategy plan to prepare the UK for future pandemics. The VTF is a team within the Department for Business, Energy and Industrial Strategy (BEIS) consisting of a mix of civil servants, military, external secondees from industry, and contractors. This is to make sure that the Taskforce has access to the deep, specialist expertise in vaccine preclinical and clinical development, regulatory issues, manufacturing and project management necessary to deliver its objectives. As at November 2020, the VTF has just under 200 staff.
									Civil Service Pensions 2015 Remedy	CO	The 2015 Pensions Remedy Programme was created to end age discrimination within the Civil Service Pension Schemes and is also creating solutions to remediate any affected historic members.
									Commercial Capability Expansion Programme	CO	The original Commercial Capability Programme successfully established the Government Commercial Organisation (GCO) – a single central employer of several hundred Commercial Specialists (Grade 6 and above) for central government departments. The Civil Service Board has endorsed proposals that commercial capability building interventions should be extended to Wider Government Bodies (WGBs), Grade 7 commercial professionals within central government and training and accreditation developed and delivered to the Civil Service contract management community. The Commercial Capability Expansion Programme has been established to impact these new target populations deeper within the Civil Service and more broadly across the Public Sector.
									Common Technology Services	CO	The programme is nearing completion, is coming off the GMPP and transferring its delivery into an operational model. During 2020/21 there has been considerable progress towards a final deliverable, to mature, scale and improve resilience of the GovWifi service, move it to a Live status and transfer its service ownership to the Government Property Agency (GPA). COVID-19 caused some challenges in prioritising this work, especially since wifi inside government buildings was lower priority during lockdown than improving remote-working technology. However considerable progress was made and the team only narrowly failed a live assessment in March 2020. The GPA and the programme leadership remain committed to the remaining work to ensure GovWifi reaches full live status in the next six months. Aside from GovWifi, work on other aims of the CTS programme is now the responsibility of the One-IT interoperability programme in the new government Chief Digital and Data Office.
									Electoral Integrity	CO	To deliver the Government Manifesto commitments (General Election 2019) around the integrity of the UK electoral system. The programme will deliver policy outcomes in three core areas: 1) Voter ID, 2) Overseas Electors, and 3) Campaigning Measures. The collective outcome of these policy measures will be increased public confidence in the security and integrity of the UK's elections, and enfranchisement of all eligible electors living overseas.
									GOV UK Verify	CO	GOV.UK Verify is a core element of the Government's digital identity programme. It aims to ensure that users can create, use and reuse digital identities across public and private sector services.
									Government as a Platform	CO	Deliver cross-government technology platforms to cut costs and improve productivity by providing common components and accelerate business transformation in government.

Green | Amber/Green | Amber | Amber/Red | Red | Reset | Exempt

Annex

Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									Government Hubs Programme	CO	The Government Hubs Programme will consolidate and modernise the government's office estate, creating an office network that supports smarter working and great places to work, in line with post-COVID ways of working and relocating civil service posts to the regions by 2030 as part of the Place for Growth agenda.
									One Public Estate	CO	One Public Estate is an initiative delivered in partnership by the Cabinet Office (Office of Government Property), the Local Government Association and the Ministry for Housing, Communities and Local Government. It provides practical and technical support and funding to councils, central government and other public sector partners working together to deliver ambitious property-focused programmes.
									Transforming CCS	CO	The Transforming CCS Programme builds upon activity previously undertaken by the Crown Commercial Service (CCS) Crown Marketplace Programme (CMp). The programme will encompass both digital delivery and organisational transformation to deliver the two year vision that will transition CCS into a digitally enabled organisation that puts the customer at the heart of everything it does. In addition the programme will look to the future and develop a five year vision and delivery plan for CCS, in doing so it will consider critical strategic challenges and questions that the business faces. Transformation in CCS is wide ranging and will be delivered through a broader portfolio of change. The Transforming CCS Programme will play an important part in the portfolio with a defined scope as outlined the approved business case.
									Transforming Government Security	CO	Following a review of government security in 2016, the Transforming Government Security (TGS) Programme was established to raise the standard of security services in government. The review found chronic systemic failings in the way security was delivered. There was duplication of effort across departments, widely varying capability and inconsistent user experience. TGS has already delivered significant change with GSG leading this cross-government transformation effort from a small programme team located across the UK. It has accelerated the establishment of the Security Function. Security leadership has been enhanced through the creation of the roles of the Government Chief Security Officer and Chief Security Officers in lead departments; departmental security posture has been strengthened by the recruitment of expert security advisers; the GSG professions team and a range of assurance activities have been established in GSG; and shared security services have been embedded by the lead departments.
									Vetting Transformation Programme	CO	The Vetting Transformation Programme is building a workforce with the right set of skills, fully exploiting technology opportunities and implementing a new vetting standard, the programme has the following aims;Faster clearances, processing times will be reduced by implementing a single joined up end to end process that eliminates duplication; enabling individuals to be recruited into vetting roles quicker. Provide a far better user experience, facilitated by frictionless HR and Security data sharing and record management. Clearances will be portable, individuals will be able to move seamlessly between departments. On-going assurance of our people through a cross-functional approach to managing employee risk throughout the employee lifecycle, to better assure the integrity of individuals with privileged access. Aligning to these outcomes will provide government departments with a trusted vetting service that adheres to its customer's needs and will strengthen our international reputation. The wider aspiration is to create a trusted capability that positions itself as the provider of choice for vetting services that enables expansion of its customer base beyond its current consumers.
									Workplace Services Transformation Programme	CO	The Workplace Services Transformation Programme (WSTP) has been established to realise the ambition of a transformed workplace experience for all GPA customers (end users) and to ensure better value for our clients (Departments).

Green | Amber/Green | Amber | Amber/Red | Red | Reset | Exempt

Annex

Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									4th National Lottery Licence Competition	DCMS	The 4th National Lottery Licence Competition Programme is responsible for ensuring the continuation of the National Lottery on the expiry of the current 3rd Licence in July 2023. 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.
									5G Testbeds & Trials	DCMS	The 5G Testbeds and Trials Programme is the Government's nationally coordinated programme of investment in 5G. The Programme looks to harness areas where the UK has a competitive advantage – such as in scientific research, engineering talent and our rich variety of technology businesses. The Programme is exploring the benefits and challenges of deploying 5G technologies.
									700 MHz Clearance Programme	DCMS	The objective of the programme is to clear the 700 MHz radio spectrum so that it can be used for new, more advanced mobile broadband services. The programme consists of the following projects: 1. Infrastructure programme to clear the spectrum – comprising implementing a new transmission frequency plan for Digital Terrestrial Television (DTT) broadcasting, building or modifying broadcast masts and antennas, including over 80 main transmitters, and administering the payment of grants to deliver this infrastructure work. 2. Programme Making Special Events (PMSE) – putting in place alternative spectrum for the PMSE community and delivering a Help Scheme for current PMSE users impacted by the Programme. 3. Viewer Support – communicating to DTT viewers if they need to retune their TV equipment, and providing support to affected viewers that may need to repoint or replace their aerials.
									Birmingham 2022 Commonwealth Games	DCMS	The 2022 Commonwealth Games will be held in Birmingham, from 28 July to 8 August. Birmingham 2022 will showcase Birmingham, the West Midlands and the entire country to the rest of the world as a destination for international trade, education, and world class sport and tourism. The Games will deliver a fully integrated and inclusive para-sport programme. The Government is providing a substantial part of the overall funding and will want to ensure successful delivery, on time and within budget. The Games will be delivered in 2022 amongst a year of notable major events for the UK – including the Queen's Platinum Jubilee.
									Blythe House Programme	DCMS	The objectives of the Blythe House Programme are to ensure that: 1. Blythe House is put to its most efficient and effective use in order to deliver maximum value for money 2. The Blythe House museums are able to care for their collections in the most efficient and effective way.
									Festival UK 2022	DCMS	Festival UK 2022 is a major UK-wide festival of creativity and innovation, which will feature ten major public engagement projects designed to reach millions, bring people together and showcase the UK's creativity globally. The Festival, backed by £120 million of funding will be a showcase of UK British science, technology, engineering, arts and maths and the ten teams selected to take part will help to develop world-class talent and highlight the very best of British creativity and innovation.

Green | Amber/Green | Amber | Amber/Red | Red | Reset | Exempt

Annex

Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									Local Full Fibre Networks	DCMS	The Local Full Fibre Networks Programme (LFFN) is a pilot to stimulate greater commercial investment to deliver faster and more reliable connectivity by providing fibre broadband to public sector buildings; finding new and innovative ways to re-purpose existing network infrastructure and offering an SME-focused grant through a supplier-led voucher. Greater availability of these networks will enable businesses and individuals to access the gigabit-capable connectivity that they need both now and for the future, as well as facilitating the deployment of 5G. Benefits include stimulation of the broadband market, and better infrastructure and improvements in the overall network. There are also wider economic benefits including business productivity and growth in jobs.
									Natural History Museum at Harwell	DCMS	The £182m DCMS-funded NHM@Harwell programme will create a Science and Digitisation centre to advance global scientific knowledge and the scientific, cultural and wider objectives of the UK Government by transforming the NHM collections' physical environment and improving physical and digital research access to the collections and their associated data. This will enable the Museum to secure and digitise its growing collections for increased research use throughout this century and into the next, providing a springboard for partnerships, and employing and developing new technologies.
									Rural Gigabit Connectivity Programme	DCMS	The Rural Gigabit Connectivity Programme (RGC) is testing innovative approaches to deploying full fibre in the most difficult to reach areas (initially identified as the "final 10%" of UK premises but subsequently extended to 20%) where the market alone is unlikely to deliver. The programme will establish new full-fibre 'hubs' to rural public buildings and offer vouchers from the Gigabit Broadband Voucher Scheme to stimulate demand from community groups and attract investment in eligible rural areas.
									UK Gigabit Programme	DCMS	The UK Gigabit Programme (Project Gigabit) will deliver subsidised gigabit-capable broadband to hard to reach areas of the UK that would otherwise have been left behind by broadband network providers in their commercial rollout plans. There will be local, regional and cross-regional contracts available for broadband network providers of all sizes to bid for, managed through close working relationships with local authorities and the devolved administrations. This approach will be complemented by vouchers, hubs, gigabit-capable Superfast contracts and barrier busting measures to improve pace and flexibility of delivery.
									Bridgwater Barrier	DEFRA	The Environment Agency are working in partnership with Sedgemoor District Council to deliver this project located on the Parrett Estuary at Bridgwater, Somerset. The project will provide protection from tidal flooding to the town of Bridgwater and villages downstream.
									Future Farming and Countryside Programme	DEFRA	By 2028, the Future Farming and Countryside Programme aims to deliver: 1) A renewed agricultural sector, producing healthy food for consumption at home and abroad, where farms can be profitable and economically sustainable without subsidy 2) Farming and the countryside contributing significantly to environmental goals including addressing climate change.
									Leeds Phase 2 Flood Scheme	DEFRA	LFAS2 will reduce the risk of flooding across Leeds using a catchment wide approach. The aim of the scheme is to deliver a 1 in 200 year level of protection (plus climate change allowance) through the use of linear flood defences, a large flood storage area and a flagship programme of Natural Flood Management measures. The scheme will help stimulate economic growth and regeneration within the city as well as responding to help address the current Climate Emergency.

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Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									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.
									Oxford Flood Alleviation Scheme	DEFRA	We are working with 9 partners on a major new flood scheme for Oxford, which will reduce flood risk to homes, businesses, and major transport routes into the city. Our scheme will provide a long term solution to flooding in Oxford, helping protect the city as flood risk increases with climate change.
									River Thames Scheme	DEFRA	The River Thames Scheme has 5 main objectives. In preparation for the next phase of work we will be refining these objectives with our main partner to make them more specific. The scheme will reduce flood risk to people and property as much as can be economically justified within the constraints of affordability; Increase flood resilience and conditions that stimulate economic growth; Protect and enhance the natural environment and landscape: Enhance recreational opportunities, and; Maximise partnership funding contributions and demonstrate value for money.
									Science Capability in Animal Health Programme	DEFRA	The SCAH Programme sets out the Department for Environment, Food and Rural Affairs' (Defra's) 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.
									NO2 Reduction	DEFRA & DFT	The NO2 reduction programme is a joint programme with Department for Transport to deliver Nitrogen Dioxide (NO2) levels within legal limits in the shortest time possible. The NO2 reduction programme aims to deliver the 2017 UK plan for tackling roadside nitrogen dioxide concentrations and contributes to the Government ambition for a better environment and cleaner air.
									Apprenticeships Reform Programme	DFE	To create more high quality apprenticeships, meet the skills needs of employers and the country, to create progression for apprentices and to widen participation and social mobility in apprenticeships.
									Early Careers Framework/ National Professional Qualification	DfE	The Early Career Framework (ECF) & National Professional Qualifications (NPQ) Programmes are part of DfE reforms delivering a 2-year induction for Early Career Teachers, and a suite of 6 new NPQs for teachers and leaders.
									Evolve	DFE	The Evolve portfolio is an enterprise wide transformation which enables SLC's corporate strategy. The strategy has 5 key objectives: An Outstanding Customer Experience; An Enabler of Opportunity; Leaner, Better, Doing more for less; A Great place to work; Trusted delivery partner. The portfolio contains a number of programmes that are designed to further enable and enhance how the SLC delivers its services. These programmes include; Customer Engagement Management, Apps and Portals, Data, Policy Commissioning, Accelerated Service Improvement, People, and Working Practices Transformation.
									FE Capital Transformation	DfE	The FE Capital Transformation programme will deliver the government's manifesto commitment to upgrade and transform the further education college estate. This will support the FE sector to deliver on its reform agenda and to support the levelling up of learner and labour market needs across the country with greater emphasis on technical education and vocational training.

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Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									Institutes of Technology (IoT) 2	DfE	The Institute of Technology programme is a manifesto commitment to establish the wave 2 of high-quality institutes of technology (IoTs). The first 12 IoTs were selected through a government-led competition and commenced live delivery from September 2019, Wave 1 recently finished successfully delivering 12 IOTs across the country, wave 2 utilises the same model as wave 1, specifically looking to establish 8 IOTs in LEP areas which were not covered in Wave 1, and are collaborations between further education (FE) providers, universities and employers. They will specialise in delivering higher technical education (at Levels 4 and 5) with a focus on STEM (science, technology, engineering and mathematics) subjects.
									National Skills Fund	DfE	The National Skills Fund (NSF) will fund projects that will help people retrain and upskill into better, more productive jobs through developing higher and intermediate skills, and aligned with Further Education.
									National Tutoring programme	DFE	The National Tutoring Scheme (NTP), launched in October 2020, is a key part of the Government's COVID catch-up response for schools. The overarching vision of the National Tutoring Programme is to improve academic outcomes of the most disadvantaged young people.
									Priority School Building Programme 2	DFE	The Priority School Building Programme is meeting the condition need of the school buildings in the very worst condition across the country. There are two phases of the programme, covering a total of 532 schools: Under the first phase of the programme, known as PSBP1, 260 whole schools are being rebuilt and/or refurbished. 214 schools through Capital grant and 46 using PF (Private Finance). The vast majority of schools in PSBP1 were handed over by the end of 2017, two years earlier than originally announced. All schools under PF were delivered by April 2018.
									School Rebuilding Programme	DfE	The School Rebuilding Programme (SRP) is undertaking major rebuilding and refurbishment projects targeted at school and sixth form college buildings in the worst condition across England. The programme was announced by the PM in June 2020. The number of projects in the programme was confirmed publicly in HMT SR 2020 documentation, with a commitment to announcing 50 new school rebuilding projects a year for ten years. The first 50 projects were announced in February 2021, with the next round of projects expected to be announced in the summer.
									Schools Commercial	DfE	The Programme is one of several programmes operating within the Department for Education, designed to support schools in achieving value for money. The Schools Commercial Strategy is designed to support schools to achieve value for money on their non-staff spend and change the behaviours of those in scope to become more proactive in reviewing their spend and methods in which they can reduce it. The programme aims to save schools £2,673.88m at a cost to the department of £157.9m (inc VAT) over the next 10 yrs.
									T Level Programme	DFE	To increase the economic value of skills being supplied by the post 16 system, increasing take-up of high quality qualifications to improve skills, increasing productivity and social mobility. To enable the sustainable delivery of new high quality T Levels for 16-19 year olds.
									A12 Chelmsford to A120 widening	DFT	Widening the A12 to three lanes between junction 19 (north of Chelmsford) and junction 25 (A120 interchange).
									A303 Amesbury to Berwick Down	DFT	Free-flowing dual carriageway replacing the current single lane on the A303 between Amesbury and Berwick Down including a twin bore tunnel under the majority of the World Heritage Site and a by-pass and viaduct to the north of Winterbourne Stoke.
									A417	DfT	As announced in the Road Investment Strategy 2 the scope includes: A417 Air Balloon – connecting the two dual carriageway sections of the A417 near Birdlip in Gloucestershire, taking account of both the environmental sensitivity of the site and the importance of the route to the local economy.

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Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									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	DFT	Dualling of the remaining single-carriageway sections on the A66 between M6 J40 Penrith and A1M Scotch Corner, creating a continuous dual carriageway across the Pennines.
									Brighton Mainline Upgrade Programme	DFT	The BMU Programme comprises a series of infrastructure enhancements, the most significant of which is the Croydon Area Remodelling Scheme (CARS), which aims to resolve one of the most restrictive bottlenecks on the UK rail network. Currently, all trains travelling up the Brighton Main Line to either London Victoria or London Bridge and the Thameslink route through the city must pass through East Croydon station and the flat, partially grade separated junction at the Selhurst triangle north of East Croydon. This constraint imposes inefficient train pathing and operations. Trains waiting in stations are held at red signals across the area, waiting to pass through the junction, leading to high levels of delays and impacting services. CARS is the largest element of the programme and delivers the bulk of overall benefits. However, other schemes including Horsham crossover, Reigate 12-car and Gatwick area track layout also provide benefits within the wider Programme.
									Crossrail Programme	DFT	A new high-frequency rail service which will increase rail-based capacity in London by up to 10% and cut journey times across London and the South East.
									East Coast Digital Programme	DFT	The programme is seeking to bring about transformation through the introduction of digital technologies such as the European Train Control System; replacing conventional signalling with digital signalling on the East Coast Mainline South. This is the first mainline deployment of digital signalling and a critical pathfinder in the strategy to roll-out this technology across the whole rail network to provide a range of benefits such as increasing performance and lowering whole life costs.
									East Coast Mainline Programme	DFT	The East Coast Main Line Enhancement Programme is a collection of track and power upgrade schemes between London King's Cross and Edinburgh to increase capacity and to enable the introduction of the Intercity Express trains through the East Coast franchise.
									East West Rail Configuration State 1	DfT	The East West Rail (EWR) programme 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, housing and economic growth needs.
									Ely Area Capacity Enhancements Programme	DFT	Ely is geographically located on the West Anglia Main Line and the Cross-Country Corridor at the centre of five converging rail lines. Current infrastructure restricts the ability to operate any additional passenger or freight services through the area. The Cross-Country Corridor runs east to west through Ely and alongside passenger services, supports a nationally important freight route between the Port of Felixstowe, Britain's busiest container port, and regions including the Midlands and North-West. The programme will consider operational and infrastructure interventions required across the region to enable additional freight and passenger services to operate, supporting long-term growth. This includes modifications at Ely North Junction, in the Ely Station Area and to level crossings on the lines of route.

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Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									Great Western Route Modernisation (GWRM) including electrification	DFT	An extensive programme to modernise existing infrastructure on the Great Western mainline. It has created faster and more reliable services, better stations and increased freight capacity.
									HS2 Phase 2b	DFT	HS2 will form the backbone of the UK's transport network, connecting eight out of ten of Britain's largest cities. By making it easier to move between the North, Midlands and South, cutting many journeys by half, HS2 will make it easier for people to live and work where they want.
									HS2 Phase 1	DFT	HS2 will form the backbone of the UK's transport network, connecting eight out of ten of Britain's largest cities. By making it easier to move between the North, Midlands and South, cutting many journeys by half, HS2 will make it easier for people to live and work where they want.
									HS2 Phase 2a	DFT	HS2 will form the backbone of the UK's transport network, connecting eight out of ten of Britain's largest cities. By making it easier to move between the North, Midlands and South, cutting many journeys by half, HS2 will make it easier for people to live and work where they want.
									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.
									Midland Main Line Programme	DFT	Key Output 1 (KO1): sixth path into London and electrification from Bedford to Kettering and Corby, enabling environmental benefits, increase in capacity and improved peak long distance journey times. Key Output 1a (KO1a): infrastructure required to allow new bi-modes (to be introduced on the route) to operate in electric mode with no negative timetable impact.
									Midlands Rail Hub	DfT	Midlands Rail Hub has three strategic aims: to support the growth of the Midlands economy through better connections between the economic centres of Birmingham, Leicester and Nottingham. To make the most of the opportunities of the Integrated Rail Plan/HS2 and allow up to 10 additional trains (in each direction) to serve Central Birmingham. Up to 20 proposal are being examined across the region, but the centre piece of the scheme are two chords (connecting the Camp Hill Line to the Snow Hill Line) at Bordesley in Central Birmingham. This would allow trains that currently serve New Street to be diverted to Moor Street and Snow Hill stations, providing new journey opportunities and a convenient interchange with HS2's Curzon Street Station (via Moor Street). The scheme was a 2019 manifesto commitment and remains a key priority. Several elements of the Western Corridor (including Kings Norton – Barnt Green and Snow Hill Platform 4) are "Project Speed" candidates for acceleration and early delivery.
									Passenger Services response to COVID-19	DFT	In April 2020, in response to the impact of COVID-19 on public transport the department implemented Emergency Measures Agreements (EMAs), which enabled the continued operation of critical passenger and freight services. These were replaced by the Emergency Recovery Measure Agreements (ERMAs) in September 2020. The ERMAs will be replaced with National Rail Contracts (NRCs), which are being negotiated through a programme of Direct Awards to Train Operating Companies (TOCs) in three tranches, with the final tranche expected to be completed by April 2022.

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Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									South West Route Capacity	DFT	The aim of the South West Route Capacity Programme was to deliver increased capacity into and from London Waterloo during the busiest times of the day through: – Improvements to London Waterloo platforms 1-4 – The reopening of the Waterloo International Terminal – The lengthening of platforms to accommodate 10 carriage trains between Reading, Ascot to London Waterloo station.
									Thameslink Programme	DFT	A significantly enhanced high-frequency rail service which will increase rail-based capacity in London and across the wider South East and provide new journey opportunities.
									Transpennine Route Upgrade	DFT	The TRU programme will deliver journey time improvements, additional services, increased passenger capacity, enhanced performance and reliability and improved environmental performance to the main rail link across the Pennines between Manchester and York via Huddersfield and Leeds.
									UK Search and Rescue Helicopters 2nd Gen	DFT	The UK Search and Rescue 2nd Generation (UKSAR2G) programme is the UKs replacement aviation Search and Rescue (SAR) service that will continue to save lives, protect the UKs economic interests and maintains aeronautical compliance with International Conventions beyond 2024.
									Western Rail Link to Heathrow	DFT	The Western Rail Link to Heathrow (WRLtH) is a proposed new rail link between Langley Station on the GWML and Heathrow Airport Terminal 5. It would speed up journeys to Britain's busiest airport by allowing passengers from the west of England and Wales to travel to the airport without going into London Paddington. Government support for the scheme is subject to the agreement of a satisfactory business case and an acceptable financial contribution from Heathrow Airport Limited.
									AI Labs	DHSC	Artificial Intelligence (AI) has the potential to make a significant difference in health and care settings through its ability to analyse large quantities of complex information. The NHS Artificial Intelligence Laboratory (AI Lab) was created to address that challenge by bringing together government, health and care providers, academics and technology companies.
									GP IT Futures Programme	DHSC	The GP IT Futures programme will deliver a new procurement framework, to replace the General Practice Systems of Choice (GPSoC) procurement framework. The new GP IT Futures framework will enable buyers of clinical IT systems, for use in general practice / primary care, to compare and procure centrally assured systems. Initially this will achieve continuity of clinical IT system delivery beyond the expiry of GPSoC. During the course of the programme the GP IT Futures programme will achieve four strategic objectives of i. real time a secure access to data, ii. through interoperable systems, digitised work flows in and between care settings, iii. a relevant, resilient and plural ecosystem of GP and primary care IT systems, and iv. allow data to be easily and consistently captured to enable comparison of activity and clinical outcomes.
									Integrated Single Financial Environment	DHSC	The objective of the project is to procure the next generation of the NHS England group and NHSI Integrated Single Financial Environment (ISFE) and associated financial services. The procurement is for a managed service provision which must include a Financial and Accounting system as part of the service to commence in April 2024.
									Local Health and Care Records	DHSC	The development and implementation of local standards-based integrated health and care record solutions across England.
									National Proton Beam Therapy (PBT) Service Development Programme	DHSC	Develop two NHS Proton Beam Therapy centres to treat patients for whom evidence supports proton therapy as the most clinically effective treatment.

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Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									New Hospital Programme	DHSC	Through the delivery of 48 new NHS hospitals, The New Hospital Programme (NHP) aims to transform the delivery of national healthcare infrastructure across the NHS to provide world leading experiences for as many patients and staff as possible.
									PHE Science Hub	DHSC	To create a state-of-the-art campus for applied public health science, as a platform for future generations of national and international scientific expertise, and help enable the transformation UK health protection and security.
									Fraud, Error and Debt Programme	DWP	The Fraud, Error and Debt Programme (FEDP) is helping to transform the way DWP prevents and detects fraud and error and how it recovers debt by delivering new user friendly digital services and replacing aging IT systems. At the same time the Programme is enabling significant AME and DEL savings. Building on the business improvements over the past eight years, FEDP is transforming services through modern, efficient, real-time and customer focused digital solutions. These services are designed to be delivered into a changing landscape and are driven by citizen, user and business needs which incorporate real time data and greater automation.
									Health Transformation Programme	DWP	To offer a more joined-up service to disabled people, the DWP Health Transformation Programme will be commissioning single suppliers of PIP and Work Capability Assessments in a given area from 2023. This will be an important step in improving the health and disability services we provide for people with disabilities and health conditions.
									Pensions Dashboard Programme	DWP	Pensions dashboards will enable individuals to access their pensions information online, securely and all in one place, thereby supporting better planning for retirement and growing financial wellbeing. Dashboards will provide clear and simple information about an individual's multiple pension savings, including their State Pension. They will also help them to reconnect with any lost pots. The Pensions Dashboards Programme has been established to design and implement the infrastructure that will make pensions dashboards work, and the governance framework to support its operation.
									Restart Programme	DWP	Restart is a contracted employment programme targeted at the long-term unemployed. It was instigated in response to the global economic slowdown triggered by the Coronavirus pandemic, as a way of supporting the people most in need back into sustained employment.
									Universal Credit Programme	DWP	Universal Credit replaces six separate benefits and tax credits for working age people, bringing together in and out of work systems into one, to make work pay. When fully rolled out it is expected around 6.5 million households will benefit from Universal Credit. Legislated for in 2012-13, it has now entered the delivery phase.
									Hera Programme	FCDO	The Hera programme is a newly established programme to deliver a single integrated Finance and HR system (using the Oracle Cloud platform) for the Foreign, Commonwealth and Development Office following the merger of DFID and the FCO. It builds on the former Atlas programme in the FCO, but has been substantially reshaped to incorporate former work from DFID and to meet FCDO requirements. Hera is an essential part of a wider FCDO Transformation Programme and will enable the new department's finances and structures to be fully integrated in line with Ministers' objectives. Hera will also help deliver government strategy for providing shared services in the UK and overseas for Partners across Government.
									Echo 2 Programme	FCDO	The ECHO2 Programme is procuring new service providers to replace the expiring ECHO1 contract. The programme will deliver two new contracts, a Network Services Integrator and a Dynamic Purchasing System for the provision of internet connectivity.

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Annual Report											
2013	2014	2015	2016	2017	2018	2019	2020	2021	Project Name	Dept	Description
									New Beijing Embassy and Residence	FCDO	Provision of new Embassy and Ambassador Residence buildings on the BE Compound in Beijing, to replace end of life buildings unfit for 21st century UK/China relations (a key 'Global Britain' project).
									St Helena Airport	FCDO	The project aims to establish sustainable air services to St Helena to promote economic development and increased financial self-sufficiency, leading eventually to graduation from UK Government support. This will be done through the construction of an airport and the introduction of scheduled air services. The project will put in place the necessary legal, regulatory and monitoring framework, and includes a series of reforms to be implemented by the St Helena Government to open up the island to inward investment and increased tourism.
									Washington Embassy Refurbishment	FCDO	Refurbishment and upgrading of key buildings on our Washington, USA, compound. These buildings currently fail to fully meet health and safety requirements. Further investment in modernising these buildings will future-proof our ability to deliver effective diplomatic and operational solutions in our most important global post.
									Local Land Charges (LLC) Programme	HMLR	Deliver a single Local Land Charges (LLC) Service for England and Wales, to provide a national resilient service with consistency of customer experience and fees.
									Border Systems Transition Programme	HMRC	Border Systems Transition Programme (BSTP) was set up to deliver the following critical strategic outcomes to support the Government's commitment to move forward on implementation of the Withdrawal Agreement (WA) Bill and the Northern Ireland Protocol (NIP), and to negotiate on the UK's future relationship with the EU: – Maintain the flow of Goods and Freight across the UK border – Preserve Safety and Security at the UK border – Protect UK Revenue Streams – Maintain alignment with EU systems and processes, where appropriate – Provide a stepping stone towards a more sophisticated model IT systems and business process changes have been scoped and planned to ensure we continue to deliver seamless facilitation of goods following the UK's exit from the EU and remain aligned to EU systems where appropriate. Recognising the impact that COVID-19 has had on businesses, the UK will implement its new customs controls in stages.
									Building Our Future Locations Programme	HMRC	HMRC's transformation is the biggest modernisation of the UK tax system making changes to the way the department works and the services it provides. Our Locations Programme is a key enabler and by changing people's working environment, HMRC is helping to change how they work. We are creating a new network of modern digital hubs in 13 regions, alongside 5 Specialist Sites and a London HQ. Our Regional Centres will be inclusive and environmentally friendly places to work. Technologically advanced, they will be available not just to HMRC colleagues but also to other government departments, truly anchoring the locations as the first in the network of wider government hubs and bringing to life the vision for the Civil Service of the future.
									CDS Northern Ireland Programme	HMRC	The CDS NI Programme was established to deliver the functional and non-functional changes necessary to enable the Customs Declaration Service (CDS) system to comply with the requirements of the NI Protocol at the end of the EU Transition Period. This included scaling the service to handle the anticipated increased volumes of customs declarations from 1 January 2021. As well as delivering the NI Protocol functionality, the Programme also included delivery of a small number of requirements which were outstanding from the Customs Declaration Service Minimum Viable Product (CDS MVP) Programme, which made up less than 2% of the overall MVP delivery. Delivery of these requirements were essential for the service to support movement of goods into and out of Northern Ireland.

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Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									CHIEF Transition Programme	HMRC	The CHIEF Transition Programme ensured that Customs Handling of Import Export Freight (CHIEF) was able to operate effectively alongside Customs Declaration Services (CDS) future platform for all customs declarations when the Transition Period ended in December 2020, and it will continue for up to a further five years if required. Under the dual platform strategy, CDS will handle Northern Ireland trade, while CHIEF will handle all other trade.
									Contact Engagement Programme	HMRC	The Customer Engagement Programme (CEP) is the Telephony based programme that over time allows HMRC to transform the way we interact with customers, becoming a more effective and efficient organisation, driving digital take up where appropriate and providing improved tools to support our colleagues to resolve customer contact effectively through a 'once and done' approach.
									Data and Infrastructure Programme	HMRC	The Infrastructure Programme was established to support and enable the Government priority of maintaining the flow of trade following the end of the EU Transition period and to ensure full border controls are in place by the end of the Staged Customs Control delivery timeline. The Programme is providing Inland Border Facilities and offices of Departure and Destination for goods being moved by transit, via the Short Straits and Holyhead, where the ports do not have the practical ability to accommodate the checks themselves. Release 1 of Delivery went live on the 31st December 2020, providing 11 temporary Inland Border facilities. Release 2 will bring the Inland Border Facility sites to full operating capacity as well as progressing the migration from temporary facilities to Strategic locations.
									Making Tax Digital	HMRC	Delivering modernised IT to digitise tax reporting and improve the customer experience for businesses, agents and individuals.
									Protect Connect	HMRC	The Protect Connect Programme aims to safeguard the operation of HMRC's most critical repayment risking services, future-proofing them by hosting them in the Cloud and laying the essential foundation for development of future strategic risking capabilities. This aligns both the HMRC Compliance and IT strategies, enhancing the understanding of customers and developing increased insight using a single data and analytics platform.
									Securing our Technical Future	HMRC	The Programme has been established to stabilise and refresh HMRC's current estate which is aged and exiting our 3 data centres the contracts for which expire in 2022 (any further lease extension is against Cabinet Office guidance and likely to prompt wider Commercial challenge) and readying the estate for a move to the new destination platforms, Cloud and Crown Hosting (for physical assets).
									Technology Sourcing Programme	HMRC	The Programme is an essential component of the HMRC strategic programme to modernise and transform the enterprise IT estate and services delivered to citizens and colleagues. By the end of June 2022 the Programme will deliver new contracts for services and improve our ways of working through simplified capabilities, processes, tools and standards.
									Trader Support Service	HMRC	The Northern Ireland Trader Support Service (TSS) provides a free-to-use service to support traders to meet their obligations under the Northern Ireland Protocol (NIP) following the end of the EU transition period on 31/12/20. The TSS helps traders move goods between Great Britain and Northern Ireland or bring goods into Northern Ireland from outside the UK. TSS is designed to meet the NI command paper for HMRC to provide extensive support to Northern Ireland traders.
									NS&I Rainbow	HMT	The Programme has three key aims to; – Deliver a measurable reduction to the cost of running and changing the business, – Become a self-service digital business with support for the vulnerable and excluded – Deliver more nimbly, reduce risk and enhance scalability

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Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									Cerberus	HO	Border Force is making a transformative change to its analytics and targeting capabilities, better securing the border with improved operational outcomes, driving operational efficiencies, and therefore achieving considerable cashable savings through the decommissioning of expensive legacy systems.
									Digital Services at the Border (DSAB)	HO	To deliver digital services that will provide systems capable of transforming the way that Border Force (BF) and its partners operate.
									Emergency Services Mobile Communications Programme (ESMCP)	HO	Emergency Services Mobile Communications Programme (ESMCP) is a cross government programme to deliver the new Emergency Services Network (ESN) critical communications system; replacing the current technology Airwave. ESN will transform emergency services' communications, by moving away from the largely 'voice only' proprietary and legacy Airwave radio system to a new combined voice and data service that leverages off-the-shelf technology and reuses commercial mobile telephone networks. Enhancements exist to prioritise emergency service calls above regular commercial traffic on the mobile network.
									Future Border and Immigration System Programme	HO	The UK 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 (FBIS) will enable the UK to take back control of our border; it will simplify, enable and digitise our systems to put customers at the heart of a firmer, fairer and easier to navigate border and immigration system.
									Future Suppliers Services	HO	Future Supplier Services (FSS) aim is to re-procure UK Visas and Immigration's (UKVI) UK and overseas front-end customer services to primarily provide biometric information to support their visa application and, in certain circumstances attend interviews. These services are currently outsourced under the Front-End Services UK and Next Generation of Outsourced Visas contracts and the project will look to procure equivalent services to maintain visa services; while maximising value and efficiency, which is a critical enabler for building and sustaining the UK's growth and prosperity.
									HMPO Transformation	HO	The Her Majesty's Passport Office (HMPO) Transformation Programme aims to modernise the passport business by digitising the end to end process and by automating much of the application assessment work. This will provide Her Majesty's Passport Office cashable savings and improve the customer experience.
									Home Office Biometrics (HOB) Programme	HO	Home Office wide convergence programme for biometrics within Government, covering border security, law enforcement and intelligence.
									Immigration Platform Technologies (IPT)	HO	The Immigration Platform Technologies (IPT) Programme is delivering the technology and information systems to support the immigration service through delivery of three integrated modern technology services that are cheaper to operate than those they replace. IPT will achieve operational efficiencies, optimise use of data and provide a more modern and streamlined customer journey.
									National Law Enforcement Data Programme (NLEDP)	HO	The National Law Enforcement Data Programme (NLEDP) is delivering an enhanced Law Enforcement Data Service (LEDS) that will be at the heart of protecting the public for years to come.
									Police Uplift Programme	HO	Supporting the 43 police forces across England and Wales in the recruitment of an additional 20,000 police officers by March 2023. This is done through a collaborative approach through national infrastructure that has been established between the Home Office, the National Police Chiefs' Council, and the College of Policing.

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Annex

Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									Suspicious Activity Reports (SARS) Reform	HO	The Economic Crime Plan (ECP), jointly published by HMT and UK Finance in July 2019, includes commitments to SARs reform, recognising the regime as the cornerstone of our whole response to economic crime. Through a 'whole system' approach to economic crime, SARs Reform Programme is addressing 3 out of the 52 actions in the ECP to enable higher levels of detection, prevention, and enforcement (nationally and internationally): Action 30: SARs IT transformation and a design for the SARs regime target operating model. Action 31: Greater feedback and engagement on SARs. Action 32: Ensuring the confidentiality of SARs.
									Building Safety Programme – Non ACM Remediation	MHCLG	Building Safety Fund (BSF) for the remediation of unsafe non-ACM Cladding Systems (England only) on buildings of 18m or more, in height. For the purposes of the fund, we are allowing a tolerance of 30cm to this measurement so any building with appropriate evidence that their building measures 17.7m or above will be eligible to proceed to application stage.
									Building Safety Programme ACM Remediation	MHCLG	To ensure remediation of unsafe ACM cladding from high rise residential buildings so that residents are safe in their own homes in the long term.
									Grenfell Site and Programme	MHCLG	Delivering the vision of the community-led Grenfell Tower Memorial Commission for a fitting memorial for the bereaved, survivors and Grenfell community, recognising the Grenfell Tower fire tragedy and honouring those who lost their lives. The fund is targeted at removing the financial barriers to increase the pace of remediation, supporting leaseholders facing significant costs in both the private and social sector. For leaseholders living in buildings owned by providers in the social sector, including those in shared ownership properties, funding is to meet the provider's costs which would otherwise have been borne by leaseholders; or where providers financial viability is threatened by the cost of remediation.
									Housing Infrastructure Fund	MHCLG	The Housing Infrastructure Fund supports the government's ambition to increase housebuilding to 300,000 per year by the mid-2020s, by providing up-front infrastructure to drive housing delivery. HIF will provide local authorities with £4.37bn of infrastructure funding to unlock 326,000 homes in all regions of England.
									UK Holocaust Memorial & Learning Centre Programme	MHCLG	To build a striking new memorial to the Holocaust in Victoria Tower Gardens in Westminster to honour the six million Jewish men, women and children that were murdered during the Holocaust, as well as other victims of Nazi persecution. A Learning Centre to be located with the memorial to explore the British relationship to the Holocaust including the role of the British Parliament, other institutions and wider society.
									A400M	MOD	The A400M Prog is intended to deliver and support ATLAS aircraft into service which are capable of: Operating in domestic and international air environments, including contested air, to well-found and remote bases and airstrips. The inter- and intra-theatre deployment, sustainment and recovery of passengers and freight. Providing an aerial delivery capability in order to airdrop personnel and freight to the point of need. Providing inter- and intra-theatre aeromedical movement of casualties. Providing fixed-wing support to Standing Home Commitments and Contingent Overseas Operations, consistent with Defence Commitments' direction in support of specialist users.
									Armed Forces Recruitment Programme	MOD	The Armed Forces Recruiting Programme (AFRP) is the tri-Service (tS) programme responsible for delivering a single, common tS Recruiting Op Model for the Armed Forces.

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Annex

Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									Armour MBT 2025	MOD	The Armour MBT 2025 Programme is the extension of the Army's MBT capability as part of a balanced force, credible and employable against current and emerging threats, across the mosaic of conflict, until an extended out of service date (OSD) out to at least 2040. The intent of the programme is to deliver an MBT capability out to at least 2040. This will be achieved through a series of projects to extend the life of the current platform to deliver CR3. These projects will fall under the governance of the overall Armour MBT 2025 Programme. They include addressing obsolescence, lethality and survivability. Mobility is being addressed through a separate pan-platform project.
									Armoured Cavalry 2025	MOD	The Armoured Cavalry programme will deliver a transformational Armoured Cavalry capability, based on the AJAX platform by 2025. It will enable the Army's future Brigade Combat Teams to operate successfully in the most complex and demanding operational environments. AJAX will be a step change in capability for the British Army. Its increased protection, lethality and reliability, based on the first truly digitised vehicle in the Army's inventory, will be a critical enabler for mission success in the contemporary operating environment thus offering maximum utility across the spectrum of operational demands.
									Astute Boats 1-7	MOD	Design, development, manufacture and delivery of 7 ASTUTE Class SSNs. To deliver the 7 Boat Astute Class within approved performance, cost and time parameters, while actively contributing to the sustainment of the UK submarine design and manufacturing capability.
									Clyde Infrastructure	MOD	Managing the design, delivery and transition into operational use of new build and updated infrastructure facilities in HMNB Clyde (Faslane and Coulport).
									Collective Training Transformation Programme	MOD	CTTP seeks to transform both the management and delivery of training and the experience for those going through training. It builds on the significant advances made by LWC over recent years, and exploits those gains by: transforming the relationship with Industry for both the management and delivery of collective training so that agility and near constant innovation are front and centre to the relationship.
									Complex Weapons	MOD	An affordable Complex Weapon portfolio delivered at a level of risk acceptable to Defence, whilst safeguarding UK Freedom of Action and Operational Advantage through access to and an effective business relationship with a sustainable sovereign Industrial base.
									Core Production Capability	MOD	Delivers safe nuclear reactor cores to meet the Royal Navy's submarine programme, now and for the long term.
									Crowsnest Programme	MOD	CROWSNEST is a critical enabler for the strategic Carrier Enabled Power Projection Programme. It provides an organic Airborne Surveillance & Control capability as role fit to the Anti-Submarine Merlin Mk2 helicopter.
									Defence Estate Optimisation	MOD	DEO is a long-term investment to modernise the defence estate. It's an ambitious 25-year portfolio of construction activity, unit and personnel moves, and site disposals that will deliver a better structured, more economical and modern estate that more effectively supports military capability.
									DREADNOUGHT	MOD	To deliver a 4 Boat Dreadnought SSBN Class within the approved performance, cost and time parameters, and contribute to the sustainment of the UK submarine design and manufacturing capability for Dreadnought and beyond. The scope of the programme covers the design, development and manufacture of 4 Dreadnought SSBN Class submarines, and other costs related to bringing this capability on line, in response to the requirement detailed in the Government White Paper 2006: The Future of the UK's Nuclear Deterrent. The requirement for a class of SSBNs (Dreadnought) to replace the current Vanguard Class was re-endorsed in SDSR 15 and in the 2021 IR.

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Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									E-7 Wedgetail	MOD	The E-7 Wedgetail programme will provide a 5th Generation Airborne Early Warning and Control capability, with an Electronically Scanned Array radar, that is interoperable and interchangeable with key allies to an anticipated Out-of-Service date of at least 2042.The intent of the E-7 Wedgetail programme is to recapitalise the UK AWACS Fleet with a modern AEW&C platform having a target ISD of 2023 and an OSD of at least 2042 to provide an airborne surveillance and C2 capability that can meet environmental and regulatory changes. The Programme will deliver a capability that can meet NATO and Coalition Theatre Entry Standards, meet the UK's contribution-in-kind to the NATO AEW Force and will be interoperable and interchangeable with key allies.
									Fleet Solid Support	MOD	Auxiliary Shipping to provide stores, ammunition and food sustainment to Naval Forces at Sea.
									Future Beyond Line Of Sight	MOD	Replaces the existing UK sovereign SKYNET 5 secure space-based satellite communications capability.
									Future Combat Air System	MOD	Combat Air will play a vital role in the United Kingdom's military strategic capabilities for decades to come, enabling us to defend the United Kingdom, our allies, and make a decisive contribution to global security. The Future Combat Air Systems (FCAS) Programme will design and deliver innovative systems of highly networked crewed and uncrewed air vehicles, sensors and effectors to be able to operate in a range of complex and evolving threat environments and preserve operational advantage for future decades.
									Future Maritime Support Programme	MOD	The Future Maritime Support Programme (FMSP) will deliver the contractual framework for operation of the three Naval Bases and support to the Royal Navy's complex warships and submarines from 1 Apr 21.
									Joint Crypt Key Programme	MOD	Exempt under Section 26 of the Freedom of Information Act 2000 (Defence).
									Land Environment Tactical Communication and Information Systems	MOD	The LETacCIS programme is a capability and business change programme that will deliver the Land Domain's deployed digital backbone through the sustainment, evolution or replacement of CIS and associated applications to underpin the transition to a Single Information Environment (SIE). The programme will move to a delaminated Future Operating Model (FOM) based on a vendor independent and open architecture that will enable Evolutionary Capability Delivery (ECD). It has notable dependencies with the other Defence Information Communication Services (ICS) programmes and most Land platforms.
									Lightning Programme	MOD	The intent of the Lightning Programme is to deliver a deployable capability using the Lockheed Martin F-35 Joint Strike Fighter (JSF) – termed Lightning – by IOC(L) and to contribute to the UK's Carrier Strike capability from IOC(M). Lightning will provide a proportion of UK Combat Air mass from IOC as detailed in the RAF Command Plan and Master Combat Air Plan.
									Maritime Electronic Warfare System Integrated Capability	MOD	Maritime Electronic Warfare Programme (MEWP) which consists of two Category A projects (value of between £400-600M): Maritime Electronic Warfare System Integrated Capability (MEWSIC) Project and Electronic Warfare Countermeasures (EWCM) Project. MEWP shall provide a maritime EW capability enabled by openness, with the potential to keep pace with developments in anti-ship missile technology, contribute to the development of shared situational awareness and provide Force Protection through automated coordination of response to missile attack. Force Protection/Self Defence will be provided at an individual unit level or as part of a wider Task Group of ships. The programme will deliver improved operational effectiveness and reduced through life cost of surface ship EW capabilities.

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Annex

Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									Maritime Patrol Aircraft	MOD	To deliver a Maritime Patrol Aircraft (MPA) to provide persistent, responsive, effective and adaptive Military Capabilities in the Under Water, Above Water, Littoral and Land environments.
									MARSHALL	MOD	MARSHALL enables military terminal air traffic management services in the UK and abroad. MARSHALL combines some 70+ previous equipment and support contracts into a single service delivery contract. It is delivered through 15 technical services and replaces previous arrangements with a regionalised support model, supporting hub and satellite geographically-clustered services.
									Mechanised Infantry Programme	MOD	The Mechanised Infantry Programme will deliver Mechanised Infantry Vehicles (MIV) that can perform a range of roles across the mosaic of conflict complementing the capabilities provided by Armoured, medium light forces in combined arms manoeuvre and other operations. The programme will deliver MIV to the Infantry, Combat Support (CS) and Combat Service Support (CSS) elements across the formation (brigade) level to enable a coherent and credible deployable fighting, peacekeeping or humanitarian aid capability. Key to MIV's ability to achieve and create a rapid effect is its deployability, enhanced network capabilities, operational mobility, and capacity to safely move well-equipped troops to, and support them in the battlefield.
									Mine Countermeasure and Hydrographic craft Capability	MOD	To provide an agile, interoperable and survivable capability using emerging Maritime Autonomous Systems (MAS) that enables strategic, operational and tactical freedom of manoeuvre and exploitation of the battle space in order to assure and sustain the delivery of Maritime Force Projection and Maritime Security capabilities at the time and place of the UK's choosing across the range of Standing Commitments and Operations, by: defeating static underwater threats; collecting, processing and disseminating oceanographic intelligence.
									MODnet Evolve	MOD	MODNET Evolve will sustain the essential base Information and Communications Technology infrastructure needed by the MOD on exit from the current contract.
									New Medium Helicopter	MOD	The UK government published the outcome of its Integrated Review of Security, Defence, Development and Foreign Policy on 16 March 2021. In its accompanying Command Paper published on 22 March 2021, the Government announced that investment in a new medium lift helicopter in the mid-2020s will enable a consolidation of the Army's disparate fleet of medium lift helicopters from four platform types to one. Work is now underway to develop the strategic options for this programme and at pace, but at this stage the full scope, cost and timescales for delivery are not yet available.
									New Style of Information Technology (Base)	MOD	To deliver a cost-effective and modern New Style of IT across the Defence estate.
									New Style of Information Technology Deployed	MOD	Exempt under Section 24 of the Freedom of Information Act 2000 (National security).

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Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									Next Generation (fixed) Communication Network	MOD	The MOD's requirements and ways of working have changed significantly. Different operational drivers, the requirement to increase security to respond to ever changing cyber threats, increased use of data and analytics to drive operational impact and more people working remotely have changed and continue to change the ways in which we work. The Defence Digital Backbone Strategy sets out the future direction to modernise and meet these changed ways of working. The NGCN Programme is a key part of the Digital Backbone.
									Nuclear Warhead Capability Sustainment Programme	MOD	To deliver and sustain the capability (skills, technology, science, personnel, production and support) to underwrite the UK nuclear warhead stockpile now and in the future.
									Project Bramley	MOD	Exempt under Section 24 of the Freedom of Information Act 2000 (National security).
									PROTECTOR	MOD	Delivery of a Remotely Piloted Air System(RPAS). Protector RG Mk1 (UK Designation) will provide an enhanced and certified armed ISTAR (Intelligence, Surveillance, Targeting and Reconnaissance) capability over that currently being delivered by MQ-9 Reaper. It will be the first RPAS to be designed, built and Certified against stringent NATO and UK Safety Certification standards equivalent to manned aircraft. Protector is based on the GA-ASI SkyGuardian system, itself a development of the Certifiable Predator-B, with a range of UK modifications, including enhanced datalinks and planned integration of UK weapons. Protector is a world-leader in next generation aviation innovation, it will be certifiable to relevant Airworthiness standards and is planned to be flown in unsegregated UK airspace: the first RPAS to do so. The Protector RG Mk1 is a significant leap forwards in capability for the RAF, building on the lessons learnt from years of successful service from the current Reaper Force.
									Spearfish Upgrade Programme	MOD	To deliver in-service an upgraded submarine launched heavy-weight Torpedo (HWT) that is safe, sustainable and capable of defeating modern Anti-Submarine Warfare (ASW) and Anti-Surface Warfare (ASuW) threats in order to retain the UK's dominance of the Underwater Battlespace.
									Type 26 Global Combat Ship Programme	MOD	Type 26 Global Combat Ship Programme to procure 8 x Anti Submarine Warfare (ASW) ships and associated support. To deliver an interoperable, survivable, available and adaptable capability that is operable globally within the maritime battle space to contribute to sea control for the Joint Force and contribute to maritime force projection and Joint Force command and control with the flexibility to operate across and within the range and scale of Contingent and non-Contingent operations. This 8 ship programme will deliver Anti-Submarine Warfare capability to protect strategic assets, sustain national shipbuilding capability and increase resilience of the Naval Service.
									Type 31e	MOD	The T31 programme is designed to deliver a general-purpose frigate capability and act as the pathfinder programme for the National Shipbuilding Strategy. From the mid-2020s, 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 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.

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Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									10,000 Additional Prison Places	MOJ	The prison population is forecast to rise significantly during the 2020s and the department is bringing forward new prison places to accommodate new offenders. In August 2019 the Prime Minister announced £2.5bn of funding to deliver 10,000 additional prison places through the building of new prisons and expanding the prison estate. The New Prisons projects form part of the 10,000 Additional Prison Places Programme and its scope is to build four new prisons (of up to c.1,700 places each).
									10,000 Additional Prison Places Programme – Estate Expansion	MOJ	The prison population is forecast to rise significantly during the 2020s, and the department is bringing forward new prison places to accommodate new offenders. In August 2019 the Prime Minister announced £2.5bn of funding to deliver 10,000 additional prison places through the building of new prisons and expanding the prison estate. The Prison Estate Expansions forms part of the 10,000 Additional Prison Places Programme and its scope is to deliver c3500 places through expanding the existing estate by building new houseblocks on existing prison sites, modular Category D units for the Open Prison estate, major refurbishments, increased spaces in the Women's estate and a number of smaller scale investments.
									3K Prison Places	MOJ	The prison population is forecast is scheduled to rise significantly in the 2020s and the department is bringing forward new prison places to accommodate new offenders. This project is part of the 3,000 Additional Prison Places Programme and will deliver 2,500 Houseblocks places across the adult male estate.
									3rd Generation Shared Services Programme	MOJ	This project will re-procure the department's current Shared Services provision, a shared technology platform providing HR, Payroll and Finance services in line with the Government Shared Services Strategy.
									Approved Premises	MOJ	The Approved Premises Expansion Programme will increase capacity in Approved Premises: (residential units in the community which house and monitor offenders following their release from prison) to meet the ministerial commitment to build over 200 additional places to meet increased demand.
									Electronic Monitoring	MOJ	Implementing a new electronic monitoring system and a service for the day-to-day monitoring of subjects wearing the devices.
									Glen Parva New Build Prison	MOJ	The prison population is forecast to rise significantly during the 2020s and the department is bringing forward new prison places to accommodate new offenders. The new prison at Glen Parva will be a resettlement prison, creating 1680 Category C resettlement places. The operation of the prison is subject to a competition via a call-off from the Prison Operator Services Framework.
									HMCTS Reform	MOJ	The aim of the HMCTS Reform Programme is to: modernise the infrastructure and deliver a better and more flexible service to court users; modernise and transform courts and tribunal service to increase efficiency; and improve service quality to reduce the cost to the tax payer.
									Independent Monitoring Authority (IMA)	MOJ	To comply with the UK's obligation in the Withdrawal Agreement and the European Free Trade Association (EEA EFTA) Separation Agreement to establish an independent monitoring authority to ensure the UK meets its commitments to EU and EEA EFTA citizens claiming rights under those agreements. Additionally, to ensure compliance with domestic law obligations, as set out in Section 15 and Schedule 2 of the EU Withdrawal Agreement Act 2020, which establishes the Independent Monitoring Authority (IMA).

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2013	2014	2015	2016	2017	2018	2019	2020	2021			
									PFI Expiry and Transfer	MOJ	The aim of this project is to carry out the exit and transfer of services Her Majesty's Prisons (HMP) Parc, Altcourse and Lowdham Grange in a safe, effective and efficient manner following the expiry of their PFI contracts between Q4 2022 and Q2 2023.
									Print Reprocurement	MOJ	This project is renewing the department's print contract; establishing an open framework competition to ensure value for money and the delivery of a high-quality service. The new Print contract will deliver an improved contract and new devices across the MoJ estate
									Prison Retail	MOJ	This project will Re-compete the Prison Retail contract, which delivers a service to all public sector prisons and 4 private prisons in England and Wales. This critical operational service contributes to a more safe, decent and secure environment within prisons. The service supports rehabilitation by providing prisoner employment positions.
									Prison Technology Transformation Programme (PTTP)	MOJ	PTTP will deliver new end user technology for HM Prison Service (HMPS) and its Headquarters, to replace the existing Quantum IT system. The new platform, devices and service support solution will be deployed to around 60,000 HMPS technology users spread across over 160 public and private prisons and HQ sites.
									Prisoner Escort and Custody Services (PECS) Generation 4 Programme	MOJ	The Prisoner Escort and Custody Services (PECS) Generation 4 Programme procures business critical contracts ensuring the continued safe and decent movement of prisoners between police stations, courts & prisons. The programme was set up to procure the next generation of critical contracts and deliver real improvements as part of those contracts which expired 28th August 2020 and successfully went live on 29th August 2020. PECS contracts enable the Criminal Justice System by providing for the physical movement of prisoners between police stations, courts and prisons, inter-prison transfers and the movement of children and young people between Secure Children's Homes, Secure Training Centre, YOIs and Courts. The service also covers the safety and security of prisoners in the court custody suites and court docks.
									Probation Programme	MOJ	On 26 June the current structures for probation services will be replaced with a unified Probation Service bringing in staff, services and asset into 12 probation regions across England and Wales bringing together offender management for all levels of risk, together with responsibility for unpaid work, accredited programmes and other structured rehabilitative interventions.
									Security Investment Programme	MOJ	The programme is responsible for delivering against an investment of £100m for increasing security at prisons, This includes providing 'airport-style security' such as 'enhanced gate security'; phone blocking; detection equipment and corruption and intelligence capabilities across the estate.
									Wellingborough New Build Prison	MOJ	The prison population is forecast to rise significantly during the 2020s and the department is bringing forward new prison places to accommodate new offenders. The new prison at Wellingborough will be a resettlement prison, creating 1680 Category C resettlement places The prison will be privately operated by G4S who are in the process of completing their 12 month mobilisation period ahead of Service Commencement in January 2022.
									YOI Education Services Retender	MOJ	The current contracts for Education Services in public-sector Youth Offender Institutions (YOIs) in England end by September 2021 and a replacement service is required. The YOI Learning Services Commissioning Project seeks to transform the quality of learning services in public sector YOIs in order to meet legal requirements and support the delivery of better outcomes for young people including in terms of transition and resettlement, and to help promote positive identity shift.

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Annual Report									Project Name	Dept	Description
2013	2014	2015	2016	2017	2018	2019	2020	2021			
									YOUTH JUSTICE REFORM PROGRAMME	MOJ	The Youth Justice Reform Programme has two aims: to make youth custody a place of safety both for children and those who work there, and to improve the life chances of children in custody.
									NCA Transformation Portfolio	NCA	The NCA's Transformation Programme will deliver the culture, capability and capacity to enable the NCA to be a world-class law enforcement agency, leading the work to cut serious and organised crime.
									Census & Data Collection Transformation Programme	ONS	Delivering a successful 2021 Census, researching how to make it the last of its kind and transforming the work of ONS in how we collect, process, and analyse data.
									Integrated Data Programme	ONS	The Integrated Data Programme (IDP) aims to build a comprehensive data service, underpinned by a secure and trusted infrastructure, to enable Government to make best use of its own data assets.

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