



Infrastructure
and Projects
Authority

About the

IPA



Reporting to Cabinet Office
and HM Treasury

Key facts

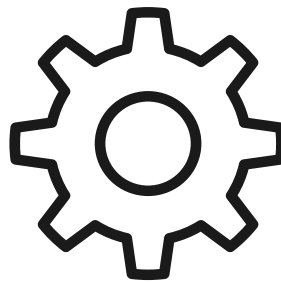
The IPA has around
150 staff
and
5
core teams

We oversee approximately
150
major projects,
with a value of
£450bn

We arrange and manage
more than
200
independent
assurance reviews
of major government
projects each year

46 schools
under the Priority Schools
Building Programme, and the
£340m
Midland Metropolitan
Hospital,
are being delivered via PF2

Over **10,000**
Project Delivery
Professionals work
across government



The UK Guarantees
Scheme has so far issued
£1.7bn
worth of
guarantees, supporting
£4bn
of investment in
9 UK infrastructure
projects

The National Infrastructure and
Construction Pipeline sets out
700
projects and programmes,
worth over
£500bn
of planned public and private
investment in infrastructure

Over
400
professionals have
enrolled on the Major
Projects Leadership
Academy, and
250
have graduated to date

The IPA has
advised over
60
foreign governments
on their infrastructure
plans and programmes

We have supported departments
to deliver over
£3bn
of efficiency savings in
government construction over
2011-2015

Around
3,000
individual
infrastructure
projects have been
delivered since 2010

The 2010-2014
Infrastructure Cost Review
supported a
15%
reduction in the capital
cost of infrastructure
projects

Most government policy is delivered through projects of one form or another. It is therefore vital that these projects are delivered efficiently and effectively.

Infrastructure projects, such as railways, power plants, schools, and hospitals can boost the economy, improve productivity and raise living standards. Defence projects, such as military equipment, help maintain the security of the nation. IT and government transformation programmes, such as digital tax and courts reform, can transform how government operates and make public services fit for the 21st Century.

The Infrastructure and Projects Authority (IPA) is the government's centre of expertise for infrastructure and major projects, created to support their successful delivery.

Who we are

The IPA is the government's centre of expertise for infrastructure and major projects. We sit at the heart of government, reporting to the Cabinet Office and HM Treasury.

Our core teams include experts in infrastructure, project delivery and project finance who work with government departments and industry.

We support the successful delivery of all types of infrastructure and major projects; ranging from railways, schools, hospitals and housing, to defence, IT and major transformation programmes.

We lead the project delivery and project finance professions across government.

Our purpose

Our purpose is to continuously improve the way infrastructure and major projects are delivered, in order to support government priorities and improve people's lives.

We aspire to create the best performing project system of any country in the world.



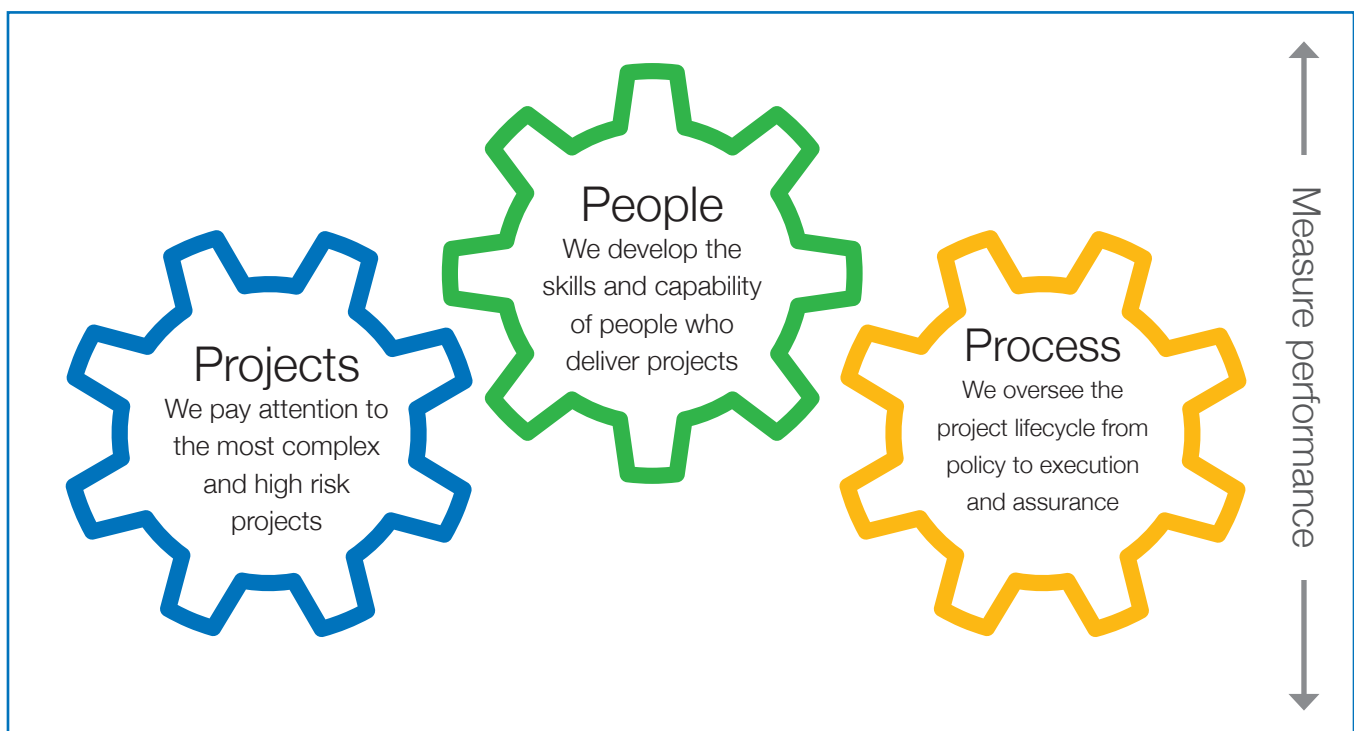
What we do

The IPA works with government and industry to ensure projects are delivered efficiently and effectively, and to improve performance over time. We work on the overall project delivery system, which includes the projects, people and processes that together create the right environment for successful delivery.

We measure how well the system is performing, so we can learn important lessons and continuously improve project performance over time.

<h3>Projects</h3> <p>We pay particular attention to the country's most complex and high-risk infrastructure and major projects. While we don't deliver projects directly, we support their successful delivery by working with government departments and industry. We focus on ensuring projects provide value for money for the taxpayer and deliver their intended benefits for society.</p>	<h3>People</h3> <p>We develop the skills and capability of people who deliver infrastructure and major projects. We do this by leading the project delivery and project finance professions across government, offering world class leadership programmes and by offering our own expertise in all aspects of project delivery and project finance.</p>	<h3>Process</h3> <p>We set the processes, standards and tools that are required for government and industry to deliver infrastructure and major projects. We consider the whole project lifecycle, from policy development, project initiation, project financing, through to project execution and delivery into operations. We provide independent assurance throughout the cycle.</p>
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Project delivery system



The right environment for successful delivery

How we operate

The IPA operates as the home of the Project Delivery function across government, helping government to deliver projects better and bringing specialist project delivery skills to the Civil Service.

The Project Delivery function is part of a wider community of other functions in government such as Commercial, Communications and Digital.

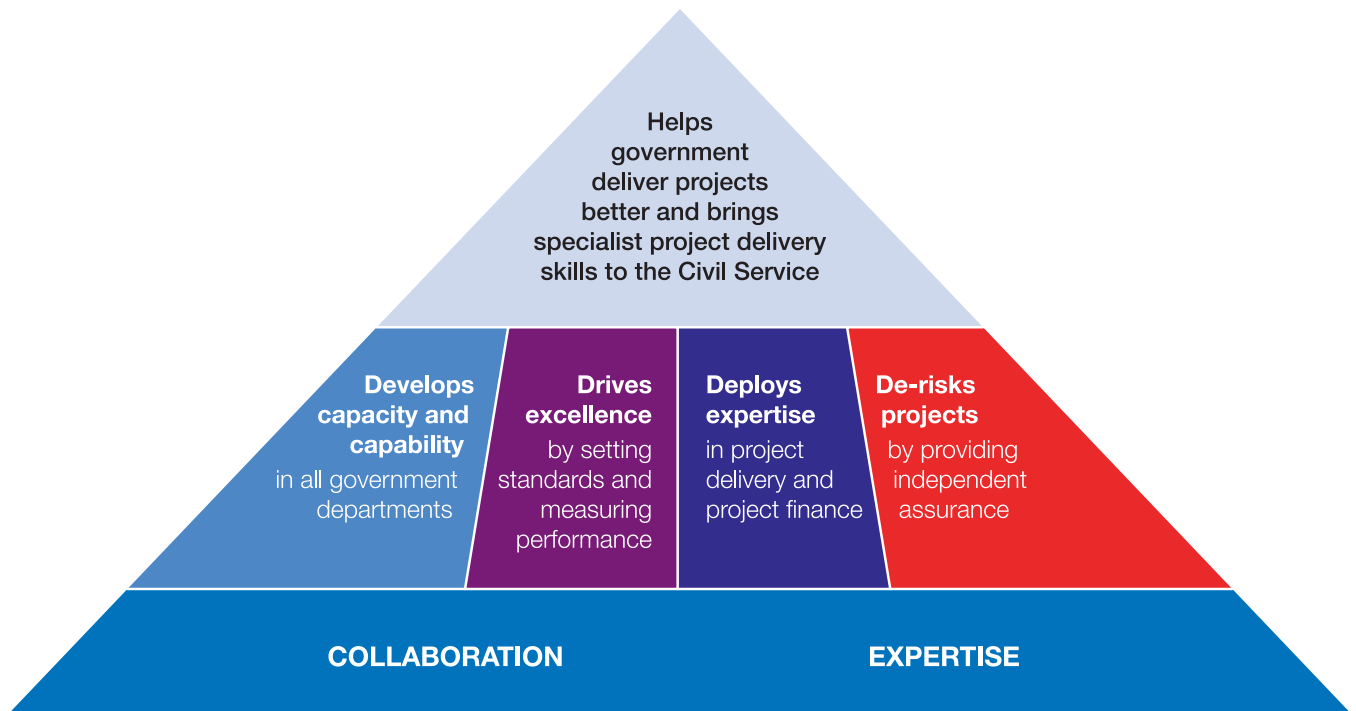
The Project Delivery function:

- **Develops capacity and capability** in all government departments
- **Drives excellence** by setting standards and measuring performance
- **Deploys expertise** in project delivery and project finance
- **De-risks projects** by providing independent assurance

The IPA's operating model is underpinned by two core functional principles; building collaborative relationships and gaining access through expertise.

IPA's operating model

Home of the Project Delivery function



Institutional framework for infrastructure

The IPA is part of a wider institutional framework for infrastructure planning and delivery. The National Infrastructure Commission (NIC) is responsible for articulating a long-term vision for infrastructure and the government will determine which projects are delivered. The NIC will hold the government to account for taking forward the plans that result from its work. The IPA then enables this long term planning to be translated into successful project delivery. Together, this establishes the right framework for infrastructure.

Our principles

The IPA has four guiding principles that underpin how we work with our partners and how we work together as an organisation.



Expertise-based

Everything we do is based on our expertise in infrastructure, project delivery and project finance. We draw upon expertise across government and industry. We encourage our people to develop their expertise further.



Performance-focussed

We measure the outcomes of our work and strive for continuous improvement. We deliver what we promise and provide innovative solutions to problems. We challenge the status quo.



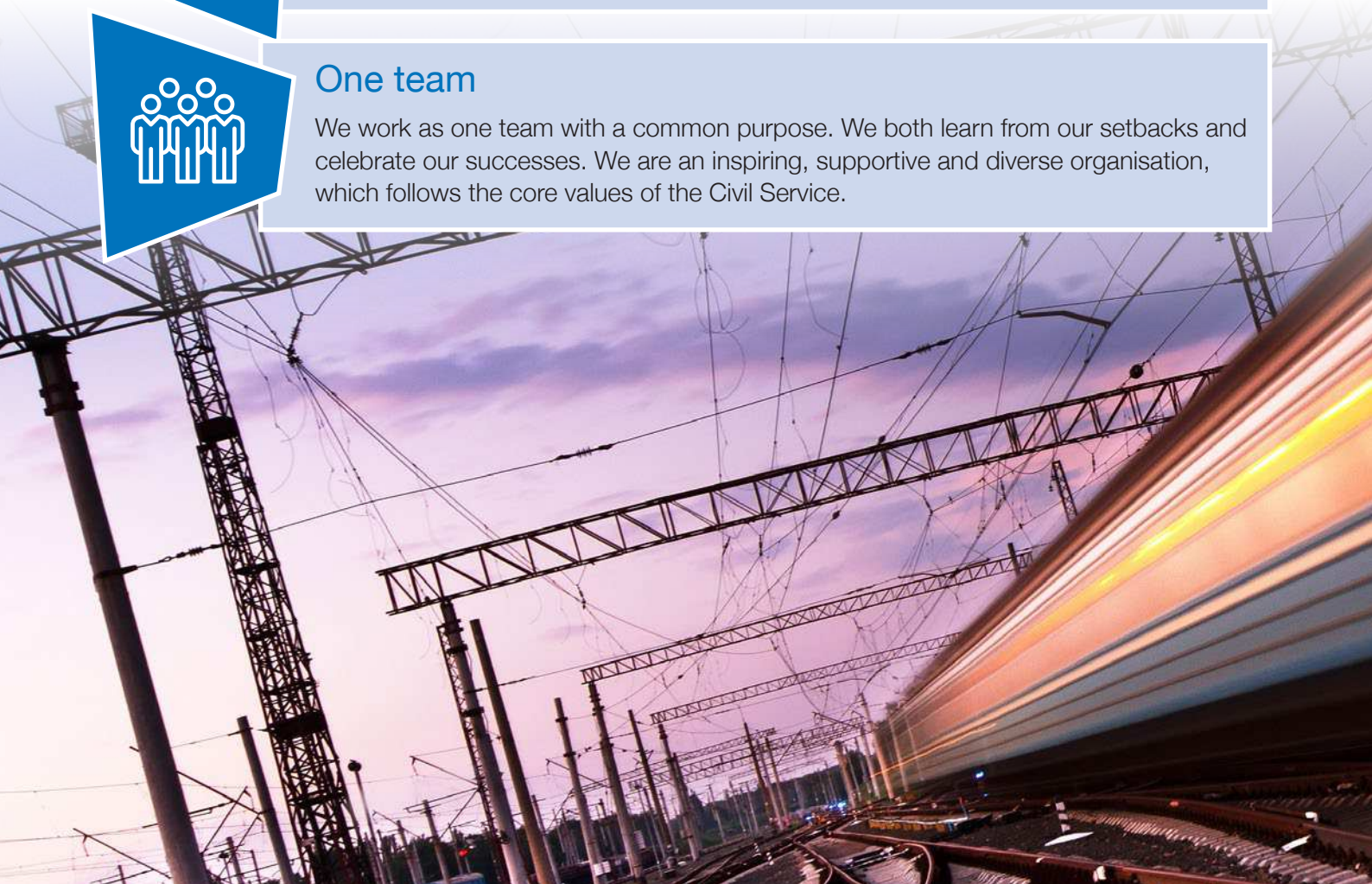
Valued by stakeholders

We aim to be valued by all our stakeholders and have a reputation for independence. Our relationships are based on trust and collaboration. We provide constructive challenge as well as support.



One team

We work as one team with a common purpose. We both learn from our setbacks and celebrate our successes. We are an inspiring, supportive and diverse organisation, which follows the core values of the Civil Service.



Our priorities

To ensure that infrastructure and major projects are delivered efficiently and effectively and to continuously improve the project delivery system, we bring together expertise from across the IPA to prioritise the following four activities:

Setting up projects for success

Success or failure of a project is often determined by how it is set up. We help set up projects for success by influencing the policy environment, deploying our expertise as early as possible, developing tools and standards to ensure realistic project objectives are established at the outset and helping projects access the resources they need.



Creating market confidence

We need a confident private sector to help deliver and invest in infrastructure and major projects. We create confidence by providing foresight and transparency on the future pipeline of projects, establishing financial policies and products to support private investment and ensuring government priorities are consistent and clear so the market can plan.



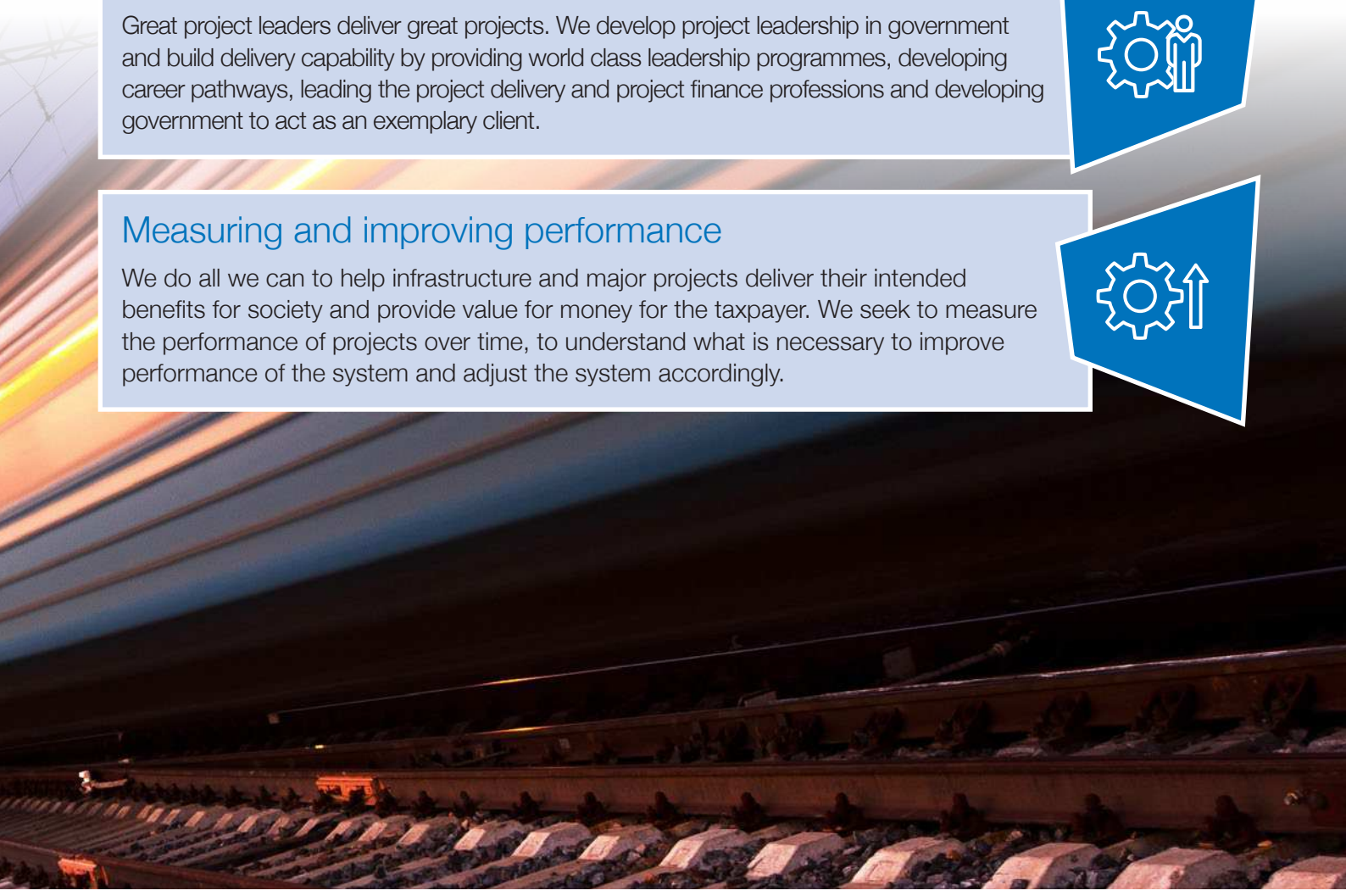
Building delivery capability

Great project leaders deliver great projects. We develop project leadership in government and build delivery capability by providing world class leadership programmes, developing career pathways, leading the project delivery and project finance professions and developing government to act as an exemplary client.



Measuring and improving performance

We do all we can to help infrastructure and major projects deliver their intended benefits for society and provide value for money for the taxpayer. We seek to measure the performance of projects over time, to understand what is necessary to improve performance of the system and adjust the system accordingly.



Our teams and activities

The IPA's five core teams are comprised of a range of experts. They work with government and industry to support individual infrastructure and major projects and to improve the project delivery system. Many IPA activities are delivered by multidisciplinary teams drawn from across the IPA.

Our five core teams and key activities are:

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Finance & International

The Finance and International team is comprised of project finance specialists. We advise government on the availability and policy implications of private finance and support Public Private Partnerships (PPPs) across government. Where necessary, we oversee financial market interventions such as the UK Guarantee Scheme (UKGS). The International team provides training and advice to foreign governments on their infrastructure plans and programmes.
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Operations

The Operations team is comprised of project delivery experts. We support government departments in delivering their projects, pay particular attention to projects at the early stages of development and provide independent assurance to the Government Major Projects Portfolio (GMPP) - the most complex and strategically significant projects across government.
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Project Profession & Standards

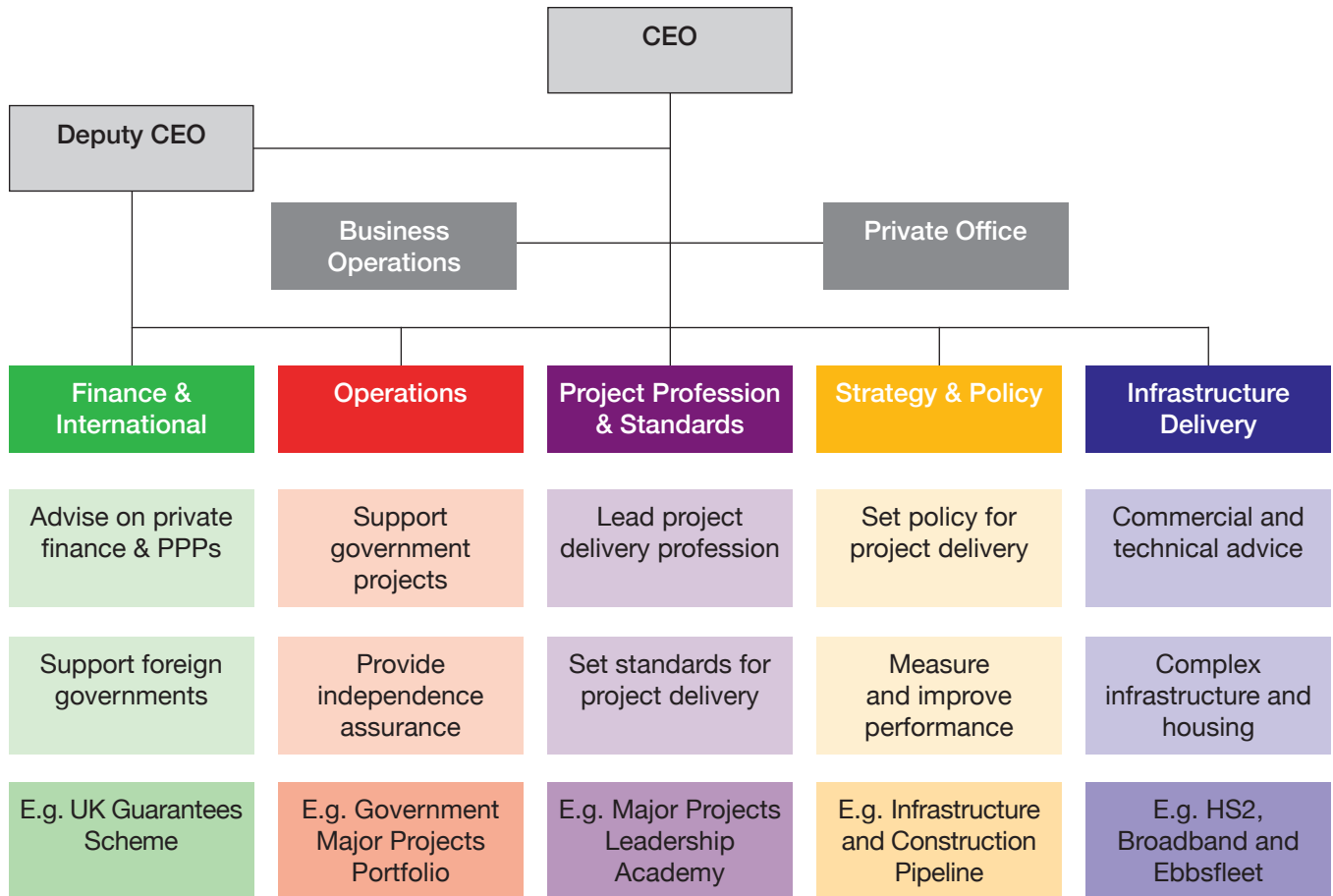
The Project Profession and Standards team is responsible for building the capability needed to deliver government projects. We lead the project delivery profession by setting the standards for how government delivers projects, developing career pathways, growing and managing talent, accrediting people to assure projects and delivering world-class leadership programmes such as the Major Project Leadership Academy (MPLA).
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Strategy & Policy

The Strategy and Policy team sets the policy agenda for the successful delivery of infrastructure and major projects. We coordinate IPA's input into policy development and measure project performance across government. We publish strategically important documents such as the National Infrastructure and Construction Pipeline (NICP), Government Construction Strategy and the government's Annual Report on Major Projects.
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Infrastructure Delivery

The Infrastructure Delivery team is comprised of commercial specialists in economic and social infrastructure and housing. We provide expert support to government on the most critical and complex infrastructure projects, particularly those which require collaboration across government and industry. Recent examples include Thames Tideway Tunnel, Mersey Bridge, Rural Broadband and HS2.



IPA in practice

Thames Tideway Tunnel is a brand new 15-mile sewer tunnel under the River Thames. It is an essential project for Londoners today and in the future, cleaning up the Thames and helping to reduce sewage overflow into the river from 39 million tonnes per year, to 2-3 tonnes. While it is financed and delivered by the private sector, and supported by the Department for Environment, Food and Rural Affairs (Defra), the IPA has helped to support the successful delivery of the project from the first ministerial agreement in 2007, to the completion of the financial arrangements in August 2015, which allowed construction work to begin. IPA provided:

- Direct support in establishing a unique and appropriate finance package and engagement with potential investors
- Regular assurance reviews that provided specialist input into how to overcome the challenges as the project developed
- Policy advice at key stages of the project such as ministerial approval and the passing of legislation
- Senior project leaders graduating through the Major Projects Leadership Academy
- A long term secondment to Defra to provide ongoing expert input

Finance & International

The Finance and International team is comprised of project finance and commercial specialists. We advise government on the availability and policy implications of private finance and support Public Private Partnerships (PPPs) across government. Where necessary, we oversee financial market interventions such as the UK Guarantees Scheme (UKGS). The International team provides training and advice to foreign governments on their infrastructure plans and programmes.

Teams and activities

The Finance and International team is comprised of three teams, with a wide range of skills across project finance, industry experience at major financial institutions and advisory firms, and experience in providing strategic support to governments around the world:

Finance team

We support the delivery of infrastructure and major projects by helping to unlock private sector investment and advise government on the availability and policy implications of private finance to the UK infrastructure market. We engage with investors to build a mutual understanding of financing requirements and investor appetite. We oversee financial market interventions such as the UKGS.

PPP and PF2 team

We support government departments on PPPs and Private Finance 2 (PF2) programmes from inception to delivery. We set policy for PPPs and PF2 and support the management of operational contracts.

International team

We support the UK government's foreign policy infrastructure-related objectives overseas and provide fee-earning support to overseas governments, regional development banks and multilateral organisations. We help partners develop infrastructure plans, methodologies and capabilities. We build infrastructure alliances on a government to government basis, such as the UK-China Infrastructure Alliance. We help open up new markets for the UK.

Products and services

- **UKGS** – We administer guarantees for infrastructure and major projects on behalf of HM Treasury. We have issued 9 guarantees with a value of £1.7 billion, supporting £4 billion of investment in UK infrastructure. Approximately 23 projects have received support from the Finance team and have gone on to reach financial close without the need for a guarantee, unlocking a further £13.3 billion of investment.
- **PPPs and PF2** – We have supported over 720 PPP projects with a capital value of over £57 billion and 6 PF2 projects with a capital value of £1 billion, including 46 schools under the Priority Schools Building Programme, and the £340 million Midland Metropolitan Hospital.
- **PPP training programmes** – We have trained over 600 overseas officials from 50 countries on PPPs and infrastructure topics.

Example

The Finance team supported the financing of the Mersey Gateway Bridge - a new tolled crossing of River Mersey (Runcorn-Widnes) in North West England. The £605 million project was financed using a mixture of debt, equity and mezzanine products. As part of this package, UKGS supported the issuance of £257.2 million 29-year guaranteed senior bonds.

Operations

The Operations team is comprised of project delivery experts. We support government departments in delivering their projects, paying particular attention to projects at the early stages of development. We provide independent assurance to the Government Major Projects Portfolio (GMPP) - the most complex and strategically significant projects and programmes across government.

Teams and activities

Operations team

The Operations team includes six teams; five of which support government departments broadly according to sectors and a dedicated team on Transformation, covering all government departments:

Defence and International team

Enterprise and Growth team

Home and Legal team

Public Services team

Tax and Welfare team

Transformation team

All teams support the delivery of major projects through direct intervention and independent, constructive and proportionate assurance, which challenges project teams where necessary. We maintain oversight of a GMPP that reflects the government's priorities and we advise departments on specific aspects of delivery.

Products and services

- **GMPP** - We oversee and provide support to an evolving portfolio of government projects. At any time the portfolio includes approximately 150 projects, valued around £450 billion. We also work with departments at the early stages of their projects, before they get to the GMPP.
- **Independent Assurance Reviews** - We arrange and manage more than 200 independent expert assurance reviews of major government projects each year. The reports provide critical input to HM Treasury business case appraisal and financial approval points.
- **Bespoke project support** - We engage subject-matter experts, from IPA and beyond, to support departments in understanding deliverability and risk - from early-stage planning of projects through to organisational design and governance in complex transformations.

Example

The Operations team provided a suite of independent assurance on HM Revenue & Customs' (HMRC) Real-Time Information Project. The project improved the PAYE system by creating more up-to-date taxpayer records and making the system easier for employers and HMRC to administer. This has reduced administrative costs and also means that more people will pay the correct tax each month, reducing the need for adjustments at the end of the year.

Project Profession & Standards

The Project Profession and Standards team is responsible for building the capability needed to deliver all government projects. We lead the project delivery profession across government by setting the standards for how government delivers projects, developing career pathways, growing and managing talent, accrediting people to assure projects and delivering world-class leadership programmes such as the Major Project Leadership Academy (MPLA).

Teams and activities

Function, Governance and Standards team

We work in partnership with departmental project delivery heads of professions to develop a knowledge sharing community across Whitehall. We support colleagues in the profession through events, online communities, career development and by partnering with professional bodies to improve our knowledge sharing and set standards for project delivery. We resource and accredit independent assurance reviewers.

Capability and Workforce team

We develop capability and nurture talent in the project delivery profession. We partner with universities such as Oxford Said Business School and Cranfield School of Management to provide world class leadership programmes. We manage a high profile alumni network of project leaders across government, help recruit project delivery talent into government and into our graduate and apprenticeship programmes.

Products and services

- **Project delivery standards** - We engage with functions across government and with Professional Bodies to set standards for how projects should be delivered.
- **Leadership programmes** - Our flagship programme is the MPLA for major project leaders, supported by Orchestrating Major Programmes (OMP) for Directors General and Chief Executives, and the Project Leadership Programme (PLP) for our wider community.
- **Project Delivery Capability Framework** - We provide project delivery professionals with consistent job roles, career pathways, clearly defined competencies supported by accredited professional learning and qualifications.
- **Graduate and Apprentice schemes** - We manage the Project Delivery Fast Streamers and the Project Delivery Fast Track Apprentices. We coordinate the intake of approximately 100 project delivery graduates and apprentices each year.
- **Talent management and recruitment** - We ensure our best project leaders are supported and developed, and we run recruitment campaigns to attract, select and build a strong pool of skilled and experienced project delivery leaders.
- **Knowledge Hub** - A platform that enables individuals in the government project delivery community to connect and share best practice.
- **Assurance Review Pool** - We put together teams of accredited and independent assurance reviewers. The pool includes over 1,600 independent assurance reviewers from across government and industry.

Example

The MPLA, managed by the Project Profession and Standards team in partnership with the Oxford Said Business School, improves Senior Civil Servants' ability to lead major projects with the aim of creating a cadre of world-class project leaders. Over 400 professionals have enrolled on the MPLA, and 250 have graduated to date. The MPLA received a Silver Award from the European Foundation for Management Development (EFMD) in their Excellence in Practice Awards, in the category of professional development.

Strategy & Policy

The Strategy and Policy team sets the policy agenda for the successful delivery of infrastructure and major projects. We coordinate IPA's input into government policy development and measure project performance across government. We publish strategically important documents such as the National Infrastructure and Construction Pipeline (NICP), Government Construction Strategy and the government's Annual Report on Major Projects.

Teams and activities

Policy team

We develop, formulate and support implementation of policy related to infrastructure and major projects, join up the centre of government to improve project outcomes and respond to emerging priorities across the IPA portfolio. Our panels challenge projects on deliverability, affordability and value for money at key points in their life cycles.

Performance and Insight team

We develop government's capability as an exemplary construction client, provide analysis and insight on the GMPP and NICP, and monitor delivery progress against the National Infrastructure Delivery Plan (NIDP). We support the efficient delivery of infrastructure projects through routemap and performance assessments.

Products and services

- **Major Projects Review Group (MPRG)** – Sponsored by HM Treasury, we coordinate the MPRG which challenges projects on deliverability, affordability and value for money at key points in the HM Treasury approvals process and as required at other key decision points during a project's lifecycle.
- **Project Initiation Routemap** - A framework to use at the early stages of a project's development, to help improve future delivery.
- **Government Construction Strategy** – A plan to increase government construction productivity and achieve £1.7 billion efficiencies and 20,000 apprenticeships from 2015-2020.
- **Infrastructure Performance Review** - A review to identify ways government, working with industry, can improve the quality, cost and performance of UK infrastructure, building on the Infrastructure Cost Review 2010 – 2014, which supported a 15% reduction in the capital cost of infrastructure projects.
- **NIDP** - A plan that brings together all of the government's infrastructure delivery priorities over the next five years.
- **NICP** - A forward-looking pipeline of planned projects and programmes in economic and social infrastructure and housing.
- **Annual Report on Major Projects** - A report on the progress made on projects included in the GMPP.
- **Project X** - A collaboration of project practitioners, academia and professional bodies to generate unique insights into the performance of infrastructure and major projects.

Example

The Strategy and Policy team led the publication of the first integrated NICP in December 2016. This is a forward-looking assessment of the planned investment in infrastructure across the public and private sectors, and contains over 700 projects and programmes with a total value of more than £500 billion. The pipeline includes major projects such as Thames Tideway Tunnel, the rollout of smart meters and upgrading the A14. It provides a single source of data for both government and the private sector, giving greater certainty for investors and suppliers.

Infrastructure Delivery

The Infrastructure Delivery team is comprised of commercial specialists in economic and social infrastructure and housing. We provide expert support to government on the most critical and complex infrastructure projects, particularly those that require collaboration across government and industry. Recent examples include Thames Tideway Tunnel, Mersey Bridge, Rural Broadband and HS2.

Teams and activities

Infrastructure Delivery team

We are a team of commercial specialists which provides advice, professional support and direction to government and its agencies on all aspects of infrastructure delivery. We have sector experience and technical expertise in areas such as commercial contracts, competition, law, property, payment mechanisms. We aim to achieve delivery of critical infrastructure projects in line with government priorities.

Products and services

- **Policy into delivery** – We provide government with a commercial and delivery perspective on infrastructure policy. This means that policy officials can access commercial advice to test and develop proposals that are deliverable in the market.
- **HM Treasury and Cabinet Office advice** – We provide HM Treasury and Cabinet Office with commercial advice to support decision making on policy and on the business case approvals for specific projects and programmes. This means that government can include appropriate commercial considerations and officials can access relevant experience, technical skills and corporate knowledge on projects.
- **Market engagement** – We communicate with industry to encourage mutual understanding of government priorities for the delivery of infrastructure projects.
- **Commercial support to departments** – We can directly deploy commercial specialists alongside the Senior Responsible Owners (SROs) and project teams to strengthen the intelligent client capability. This means that SROs can access highly experienced commercial expertise and experience that can help direct the project from initiation to close.

Example

The Infrastructure Delivery team has engaged in projects across infrastructure sectors including: the roll out of rural broadband, negotiating the development terms for the northern line extension to Battersea Power Station, planning and procuring the Mersey Gateway Bridge, securing contracts for difference at Hinkley Point C, supporting new contracts for flood defences and the delivery of the Thames Tideway Tunnel. Ongoing critical projects are; the development of a programme of trials in preparation for 5G services, housing proposals at Ebbsfleet, regeneration around the HS2 stations and supporting delivery of new south east airport capacity.

Infrastructure and Projects Authority

Centre of expertise for infrastructure and major projects

Our purpose

To continuously improve the way infrastructure and major projects are delivered in order to deliver government priorities and improve people's lives. To create the best performing project system of any government in the world.

Our priorities

Setting up projects for success



Creating market confidence



Building delivery capability



Measuring and improving performance



Our work

We work on the overall project delivery system; the projects, people and processes that together create the right environment for successful delivery. We measure how the system is performing.



Our teams

Finance & International

Operations

Project Profession & Standards

Strategy & Policy

Infrastructure Delivery

Our principles

Expertise-based



Performance-focussed



Valued by stakeholders



One team



Home of the Project Delivery function



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