



Infrastructure
and Projects
Authority

About the **IPA**



Reporting to
Cabinet Office
and HM Treasury



Infrastructure
and Projects
Authority

The wellbeing and prosperity of everyone in the UK depends critically on how we deliver our infrastructure and public services.

We must consistently deliver our major projects successfully. Nothing less than world class delivery will do.

Infrastructure projects, such as railways, 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 future.

It is vital that major projects of all types are delivered efficiently and effectively. The Infrastructure and Projects Authority (IPA) works with government and industry to ensure they are delivered successfully and to improve performance over time.



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 all elements of project delivery: infrastructure, IT, defence transformation, project finance and project profession capability who work with government departments and industry.

We support the successful delivery of all types of 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. Projects are delivered by people, and building professional capability is a high priority for the IPA. We aim to build high performing, professional, flexible and diverse teams to deliver world class projects now and in the future.

Our purpose

Our purpose is to drive continuous improvement in the way government delivers infrastructure and major projects.

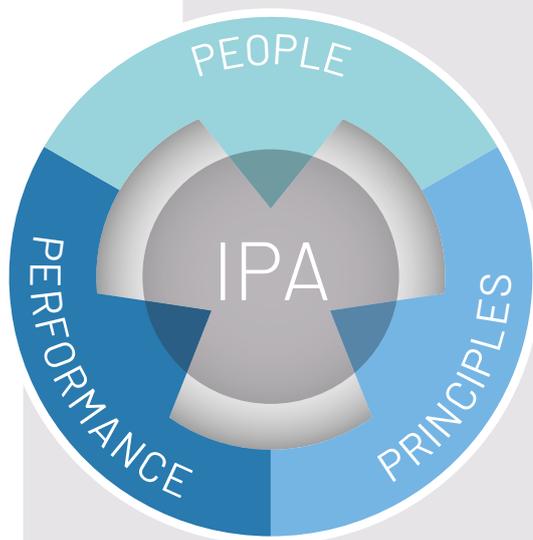
We aspire for **nothing less than world class delivery.**

What we do

The IPA provides expert project delivery advice, support and assurance to government departments and works with 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 people that deliver projects, the principles that are fundamental to the success of any project, and the overall performance of government's major projects, particularly those on the [Government Major Projects Portfolio \(GMPP\)](#).

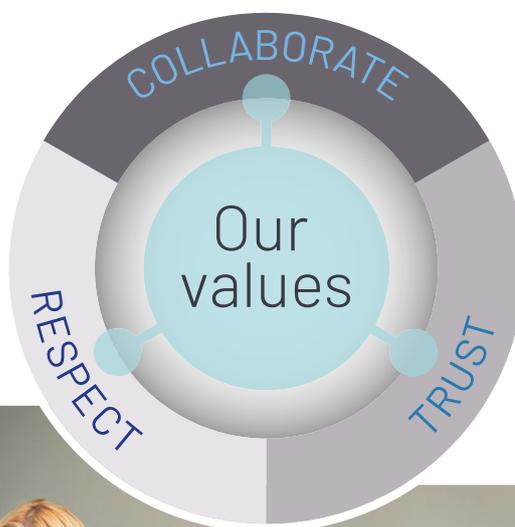
- **Principles:** successful projects rigorously apply fundamental principles and get the basics right for every project, regardless of size, even when there is pressure to take shortcuts. The IPA has published the key '[Principles for project success](#)'.
- **People:** successful projects have people with the tools and capability they need to deliver. We need to build strong, flexible, professional and capable teams.
- **Performance:** successful projects understand how they deliver against promises. This is the ultimate core of what project delivery is all about – delivering something for the time, cost and outcome that we set out at the start.



Our values

The IPA's three guiding values that underpin how we work with our partners and how we work together as an organisation are aligned to the Cabinet Office values.

- **Respect:** actively promote inclusion, give everyone a voice and value all contributions.
- **Trust:** recognise expertise, empower people within and beyond our organisation.
- **Collaborate:** build strong relationships and partner across boundaries.



How we operate

The IPA operates as the home of the Project Delivery function across government, supporting 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.

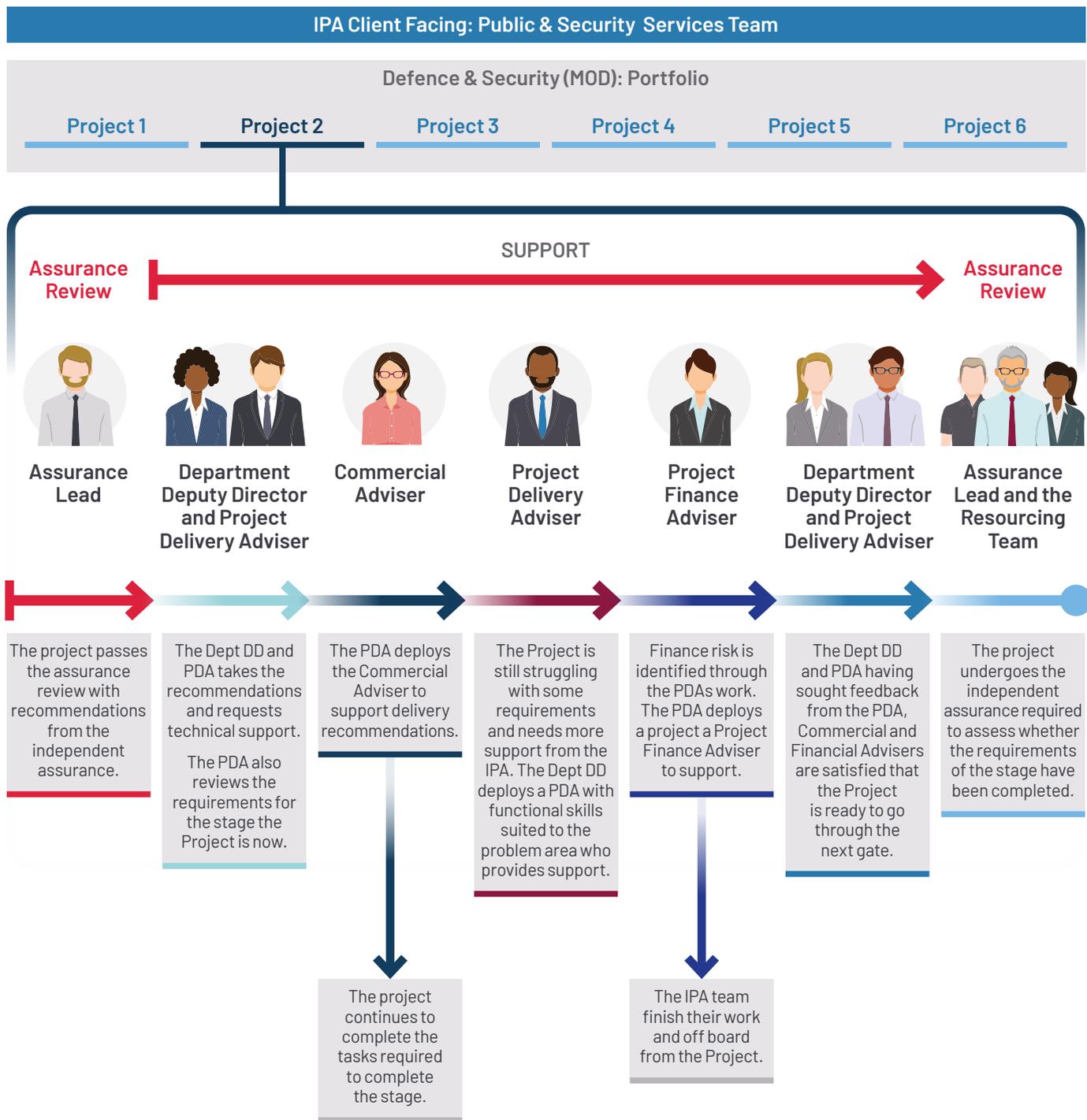
The Project Delivery function:

- **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 supporting departments through the deployment of expertise.



One example of how the IPA operates on a specific piece of work is detailed in the following diagram.



Case study

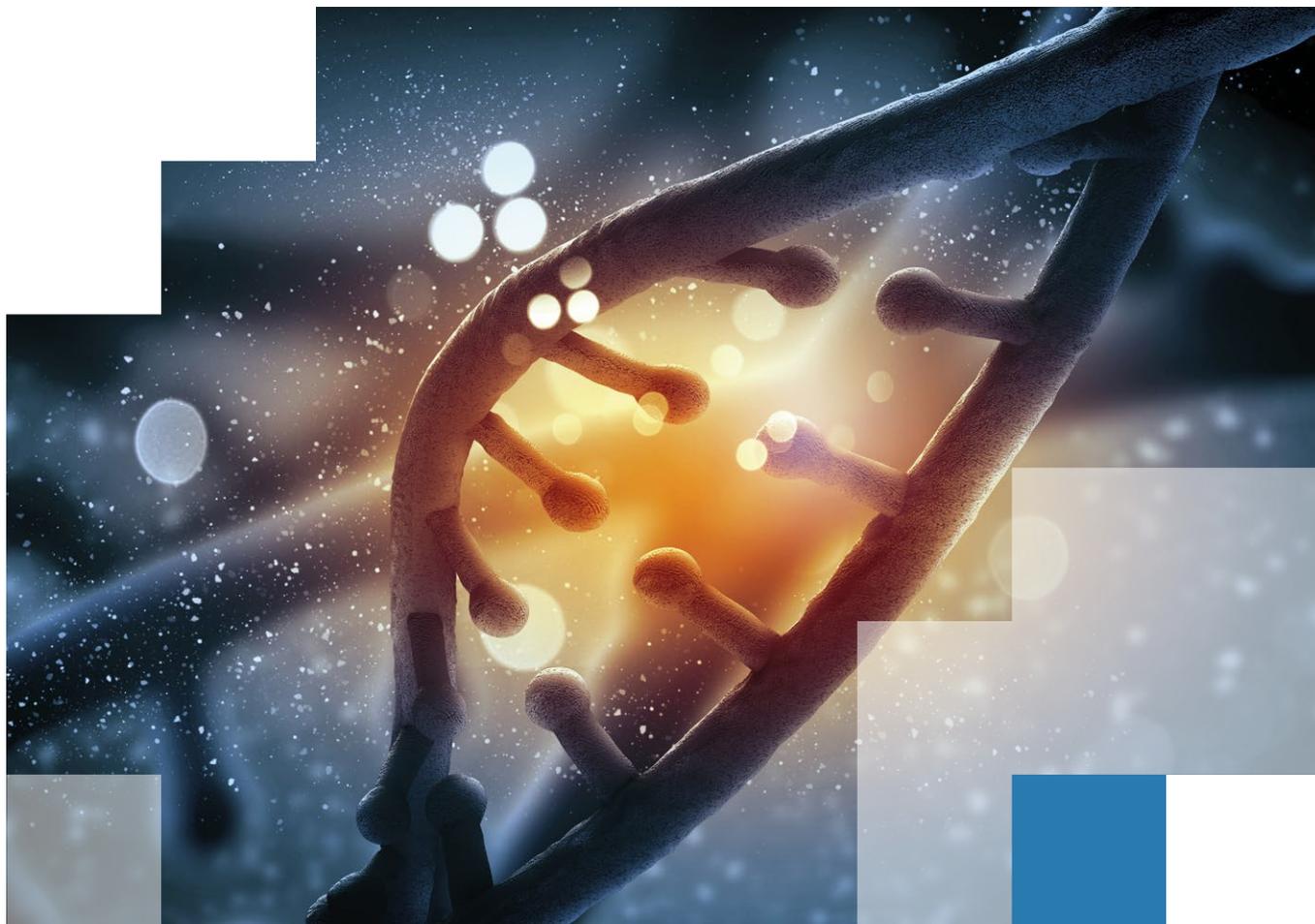
The 100,000 Genomes Project was announced in 2012 as part of UK ambitions to develop a world-leading genomics medicine service.

Delivered by Genomics England, working closely with NHS England and utilising the nation's life sciences and medical talent, the project created the largest database of its kind, linking genomic and health data to accelerate research and offer patients with cancer and rare diseases the chance of improved diagnosis and care.

Initial evidence shows at least 25% of rare disease patients participating in the project have received diagnoses for the first time and around 50% of participants with cancer have been given actionable findings to improve treatment or recruited into appropriate clinical trials. Data on 2,000 genome sequences also enabled a ground-breaking Cancer Research UK study into bowel cancer published in February 2020.

The project left the GMPP in mid-2019, following IPA assurance at key stages, advice on governance and deep dive support to improve cancer patient recruitment. Its success led Health Secretary Matt Hancock to announce a new target in 2018, to sequence 5 million whole genomes in the UK over the following five years. During 2020, Genomics England has been closely involved in the response to COVID-19 to better understand the virus and the genetic factors which might influence patient's response to the virus.

'During 2020, Genomics England has been closely involved in the response to COVID-19 to better understand the virus and the genetic factors which might influence patient's response to the virus.'



“With the commitment and expertise of everyone involved, and the support of participating patients and their families, the 100,000 Genomes Project has transformed the field of genomic medicine, positioning the UK as a world leader.”

Dr Louise Wood

SRO for the 100,000 Genomes Project & Director of Science,
Research and Evidence at the Department of Health
and Social Care

Our teams and activities

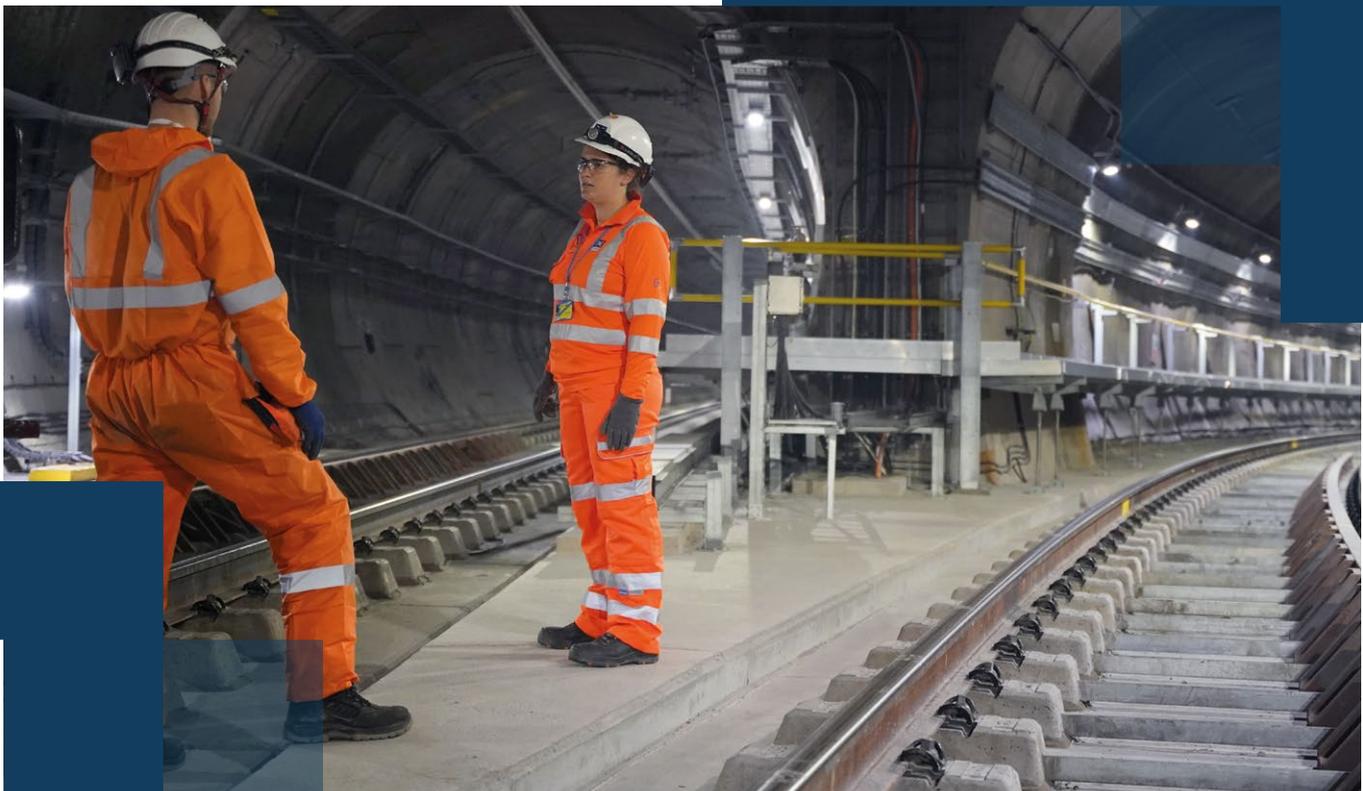
Overview

The IPA works in a matrix model with teams composed of a range of experts. They work with government and industry to both support individual major projects and to improve the project delivery system, the operating environment in which we work in government in order to initiate and deliver projects successfully. Many IPA activities are delivered by multidisciplinary teams drawn from across the IPA.

Accountability for the quality and nature of advice is horizontal based on areas of expertise. Prioritisation of resource is driven vertically through Departmentally facing Directors of Infrastructure, Enterprise and Growth and Public and Security Services and respective Deputy Directors.

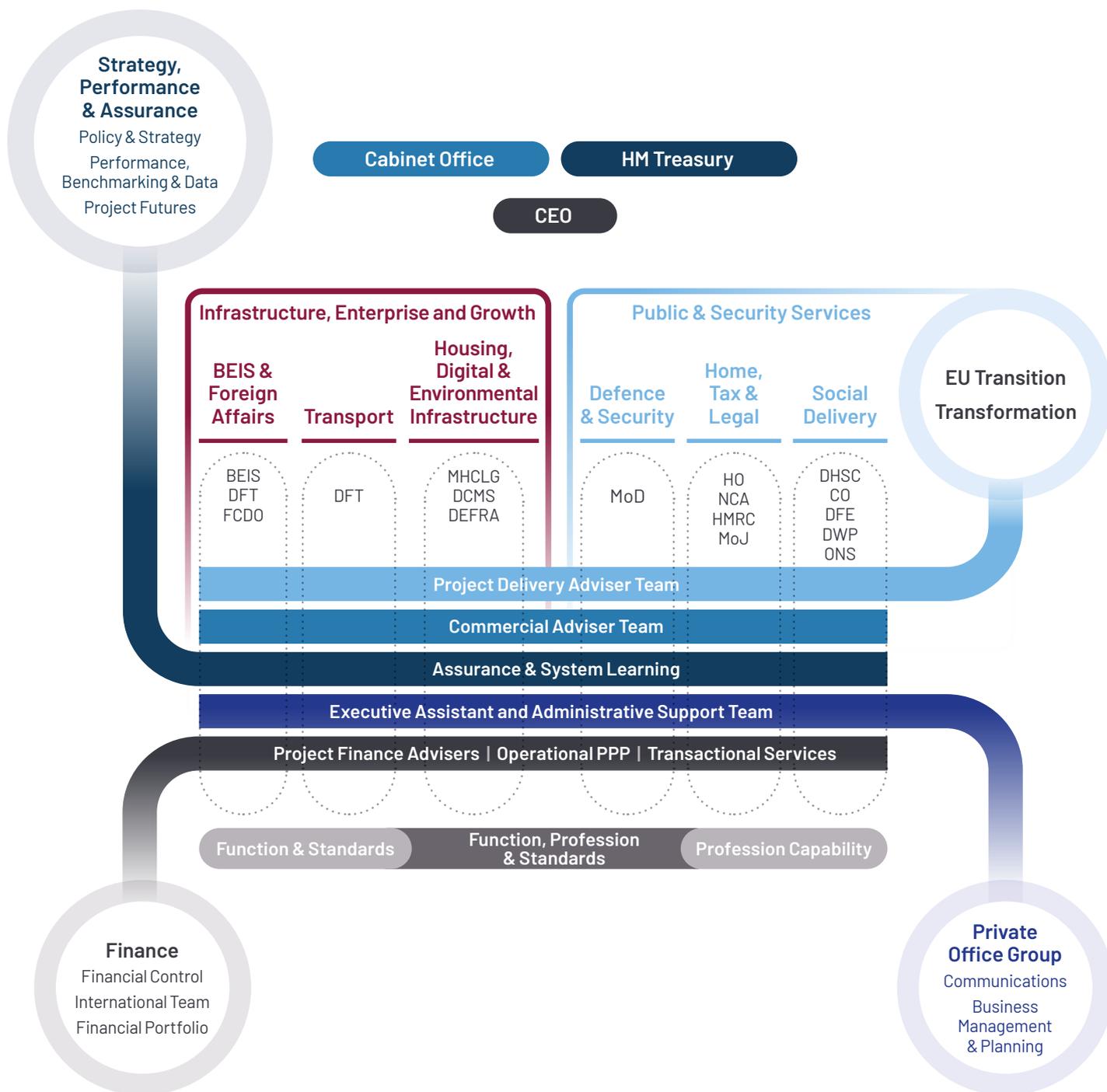
Independent Assurance is coordinated completely separately from Project Delivery Excellence advice through the Strategy, Performance & Assurance team. Building on system learning through assurance and performance and benchmarking data, the IPA helps set the strategic direction for project and infrastructure delivery.

The Finance team provides project finance advice where required by Departments as well as continuing portfolio management, advice on Public Private Partnerships (PPP) and delivering international work.



How we are organised

Our matrix model is set out in the following organisational design



Our teams

Infrastructure Enterprise & Growth and Public Services & Security

These are two customer facing teams that engage directly with the departments outlined below on behalf of IPA, and also lead market engagement with industry, advisers, consultants, and trade bodies active in infrastructure. Project delivery, commercial and financial advice is coordinated through matrix working and is delivered through the departmental leads in line with Government priorities. These two teams utilise departmental and sector specific expertise as well as deep project delivery, sub-sector and technical expertise. They are the 'front door' for all IPA activity with the respective department and will work with departments and market participants to prioritise and focus IPA activities on ensuring the greatest impact in delivering Government priorities, such as Net Zero.

Infrastructure Enterprise & Growth Departments

- Business, Enterprise & Industrial Strategy (BEIS) including energy and devolved projects.
- Foreign Affairs work includes that from the Foreign, Commonwealth and Development Office (FCDO), Department for International Trade (DIT) for both project expertise and financial support, International Government Services (CO).
- Department for Transport (DfT) including rail, roads, portfolios of smaller projects (including funds), infrastructure systems, and infrastructure performance.
- Housing, Digital and the Environment covering the Ministry for Housing, Communities & Local Government (MHCLG), Department for Culture, Media & Sport (DCMS) and the Department for Environment, Food and Rural Affairs (Defra).

Public & Security Services Departments

- Ministry of Defence (MOD)
- Home Tax & Legal covering the Ministry of Justice (MoJ), Home Office (HO), National Crime Agency (NCA) and HM Revenue and Customs (HMRC)
- Social delivery covering the Department for Health & Social Care (DHSC), the Department for Education (DfE) and the Department for Work & Pensions (DWP).
- Cabinet Office and Office for National Statistics (ONS).

The Project Delivery Adviser Team

The Project Delivery Adviser Team is a group of individuals with deep knowledge and expertise which is deployed to departments through the matrix structure of the IPA. With extensive experience in a broad range of project delivery disciplines including expertise in project initiation, benefits realisation, portfolio management, governance and delivery, the Project Delivery Advisers deploy their knowledge and experience in line with government priorities. The focus of advice will be on improving the performance of project delivery across both Infrastructure, Enterprise & Growth and Public & Security Services.

The team contributes to the overall work of the IPA in three areas:

- **Project Delivery Advice to Departments:** Directly deploying project professionals to work with and alongside Senior Responsible Owners (SROs) and project teams to support their successful set up, governance and subsequent delivery.
- **Policy into Delivery:** Advice to government policy makers on the deliverability implications of emerging government policy.
- **Bespoke Advice to HM Treasury and Cabinet Office** on the appropriate organisational, governance and assurance regimes required to enable specific projects and programmes to be approved and subsequently support the delivery of specific projects, programmes and portfolios.

Commercial Adviser Team

The Commercial Adviser Team is a group of individuals with deep knowledge and expertise which is deployed through the matrix structure of the IPA. With extensive experience covering several areas of expertise, the Commercial Advisers work alongside the Project Delivery Advisers in the Infrastructure Enterprise & Growth and Public Services & Security teams to deploy their knowledge and expertise in line with Government priorities. Using their deep expertise, the team focus advice on improving the performance of project delivery in all sectors.

The team contributes to the overall work of the IPA in four service areas:

- **Expert Commercial Advice to Departments:** Directly deploying commercial specialists alongside the SRO and project teams significant projects and programmes to strengthen the intelligent client capability. Project SROs can access highly experienced commercial and finance specialists from project initiation to close.
- **Policy into Delivery:** Providing Ministers with a commercial and delivery perspective on policy formulation. Policy officials can access commercial and finance advice to test and develop proposals that are deliverable by the market.
- **Bespoke Advice to HM Treasury and Cabinet Office:** Providing HM Treasury spending teams with commercial and finance advice to support decision making on policy and on the business cases for specific projects and programmes.
- **External Market Engagement:** Communicating with industry, promoting mutual understanding between public and private sectors in the context of government policy.

Contact email: ipa@ipa.gov.uk

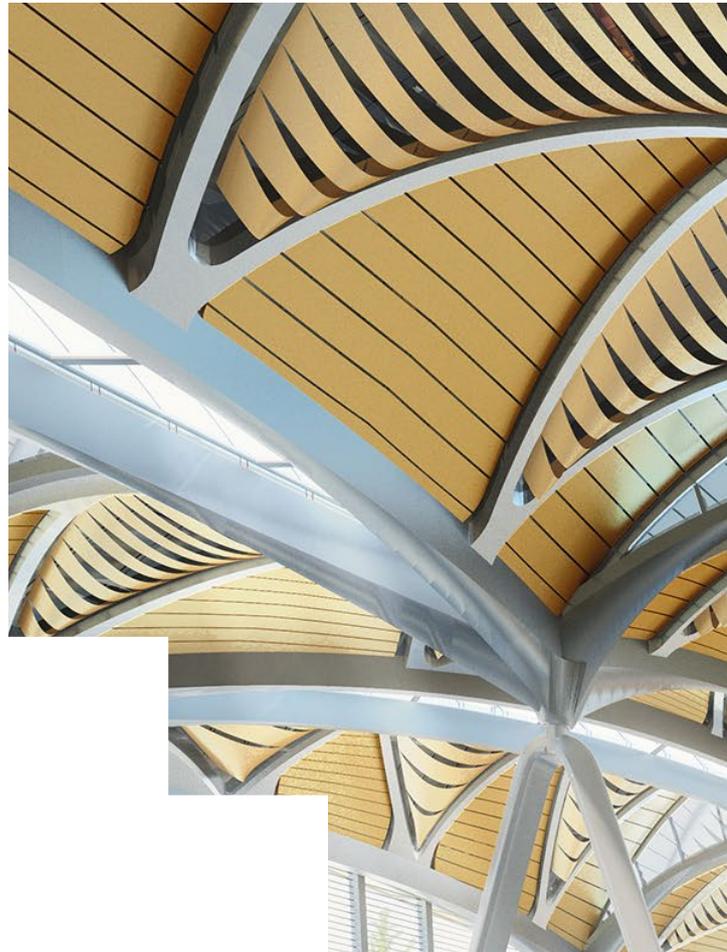
Our teams

Strategy, Performance & Assurance

The Strategy, Performance & Assurance Team sets the strategic direction for the project delivery system in government and for the IPA as an organisation, with the aim to improve project delivery performance. It does this by applying the insights it gains from project performance and benchmarking data; independent assurance of major projects; driving cross-sector innovation in infrastructure and major projects delivery; and working hand in hand with policy professionals and decision makers in departments, the Treasury and the Cabinet Office.

The team contributes to the overall work of the IPA in four areas:

- **Strategy & Policy team** articulates the strategic direction of the IPA as an organisation, manages the IPA's Major Projects Portfolio Board (MPPB), manages the GMPP Major Projects Review Group (MPRG) on behalf of HMT, organises the IPA's input into Treasury led fiscal events and Government publications, and provide policy support across the IPA.
- **Project Futures team** develops the strategic direction for government project delivery, working with contracting authorities, departments, industry and academia and taking an evidence-led approach to understand how changes in technology, delivery models, methods of working and market capacity can be embedded in the delivery system. Working across construction and



infrastructure in the first instance, the team consists of five branches: Environment & Net Zero, Transforming Infrastructure Performance and Policy, Market Capacity, Data and Benchmarking and Construction Sector Reform.

- **Performance, Benchmarking & Data** are the IPA's lead on data collating and analysing information from across GMPP and more broadly, supporting the work of Project Futures to evidence trends using data and developing the government's benchmarking platform.
- **Assurance & System Learning** manages and delivers IPA's end to end assurance process to provide consistently high quality, high impact reviews to inform government decisions on the largest major projects. All major projects are required to have the support of the IPA before they progress at each stage. Data from assurance reviews will be collated in order to generate system learning which, when brought together with sector expertise and performance metrics, will allow measurement of the performance of the project system.

Contact email: ipa.policy@ipa.gov.uk



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Our teams

Function, Profession & Standards

The purpose of the Function, Profession and Standards Team is to set and drive continuing improvement in functional standards of project delivery; build professional capability and capacity; deliver world class leadership and learning programmes; and provide leadership to the project delivery profession across government. The team contributes to the overall work of the IPA in four service areas:

- Building and managing professional capability in project delivery across government by attracting and growing talent, including running the government project delivery fast stream scheme; developing career pathways and a new accreditation framework; supporting senior resourcing, deployment and succession planning; and improving diversity and inclusion across the profession.
- Developing and delivering world class leadership and learning programmes to equip people working in project delivery with the knowledge and skills they need to deliver projects successfully across the public sector.
- Development of the project delivery function across government by setting standards and developing best practice guidance and tools in project initiation (Routemap), project delivery and portfolio management to drive continuing improvement.
- Leading and building engagement in the project delivery profession across government, through the Director of Function, Profession and Standards as government head of profession for project delivery.

Contact email:
projectdeliveryprofession@ipa.gov.uk

Our teams

Finance

The Finance Team is an area of deep knowledge and expertise in the private financing of public infrastructure, including PFI/PF2 and PPPs and more generally transport and energy projects involving funding models such as the regulated asset base and Contracts for Difference. With extensive experience in several areas of expertise, the Project Finance Advisers will deploy their knowledge and expertise in line with Government priorities.

The focus of advice will be on improving the performance of project delivery in both Infrastructure, Enterprise & Growth and Public Security Services.

The team contributes to the overall work of the IPA in a range of service areas:

- **Expert Project Finance Advice to Departments from:** Directly deploying finance specialists alongside the SRO and project teams significant projects and programmes to strengthen their capacity and capability to deliver project finance solutions in the market. Project SROs can access highly experienced project finance specialists from project initiation to close.
- **Leads the PFI Contract Management Programme to:** Build PFI contract management capability and expertise across the public sector whilst ensuring operational contracts are fit for purpose.
- **Policy into Delivery:** Providing Ministers with a financial markets and project and corporate finance structures perspective on policy formulation. Policy officials can access project finance advice to test and develop proposals that are deliverable by the market.
- **Managing the UK Guarantees Scheme on behalf of HM Treasury** and supporting HM Treasury to consider new financing and funding tools.
- **Bespoke Advice to HM Treasury:** Providing HM Treasury spending teams with expert finance advice to support decision making on policy and on the business cases for specific projects and programmes. Ensuring that advice to Ministers includes appropriate project finance and financial markets considerations.
- **External Market Engagement:** Communicating with industry, promoting mutual understanding between public and private sectors in the context of government policy.
- **Exporting UK financial and project delivery expertise internationally** through the provision of advice and support to help foreign governments develop effective structures for delivery of public assets and services, including through the Prosperity Fund.
- **The Financial Control team** is responsible for monitoring the IPA's budget and spend, preparing monthly and annual forecasts, business requisitions and credit control. Ensuring compliance with financial and commercial processes, general accounting advice and guidance.

Contact email: ukguarantees@ipa.gov.uk
or portfolio.management@ipa.gov.uk

Our teams

IPA Corporate Function

The IPA Corporate Function facilitates the smooth running of the Infrastructure and Projects Authority in delivering its strategic objectives. It comprises the CEO's Private Office, the Business Operations and Planning team and the Executive Support and Administration team. Corporate Function works closely with the Financial Control team and the CO HR Business Partner.



The CEO's Private Office provides direct support to the Chief Executive Officer of the IPA including their diary management, leading external and internal communications on behalf of the IPA and working closely with the Senior Leadership Team.

The Business Operations and Planning team oversees organisational business planning and performance tracking as well as setting the strategic direction for the IPA and the project delivery function. The team also leads on IPA's people strategy, in order to make the organisation more expert and more focused. This includes developing an L&D strategy, supporting recruitment, on-boarding and business continuity.

The Executive Support and Administration Team is pooled to ensure flexible resource allocation through matrix working to meet the priorities of the organisation, share best practice and encourage learning and development.

Contact email: ipa@ipa.gov.uk





Infrastructure and Projects Authority

Contact IPA

www.gov.uk/IPA

IPA@ipa.gov.uk

[@ipagov](#)

Cabinet Office

Correspondence team

70 Whitehall

London

SW1A 2AS

publiccorrespondence@cabinetoffice.gov.uk

General enquiries: 020 7276 1234

HM Treasury

Correspondence team

1 Horse Guards Road

London

SW1A 2HQ

public.enquiries@hmtreasury.gsi.gov.uk

General enquiries: 020 7270 5000

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