



Infrastructure
and Projects
Authority

Planning for delivery

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Who we are

The **Infrastructure and Projects Authority (IPA)** is the government's centre of expertise for infrastructure and major projects, working across government to support the successful delivery of all types of major projects.

Experts in all elements of project delivery – infrastructure, IT, defence transformation, project finance and project profession capability.

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



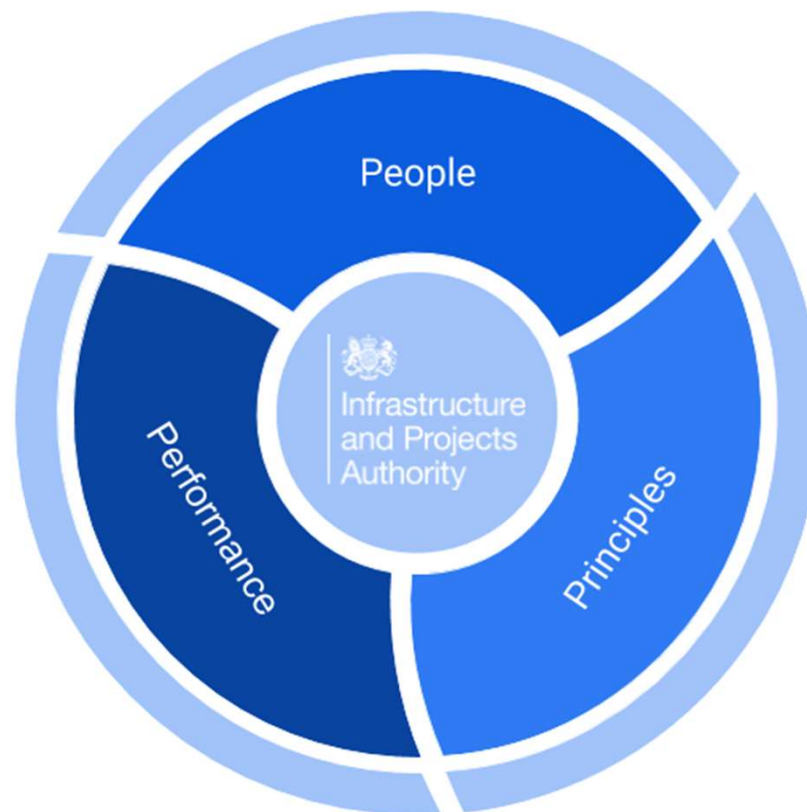
The Three P's

At the IPA we have a focus on the Three P's:

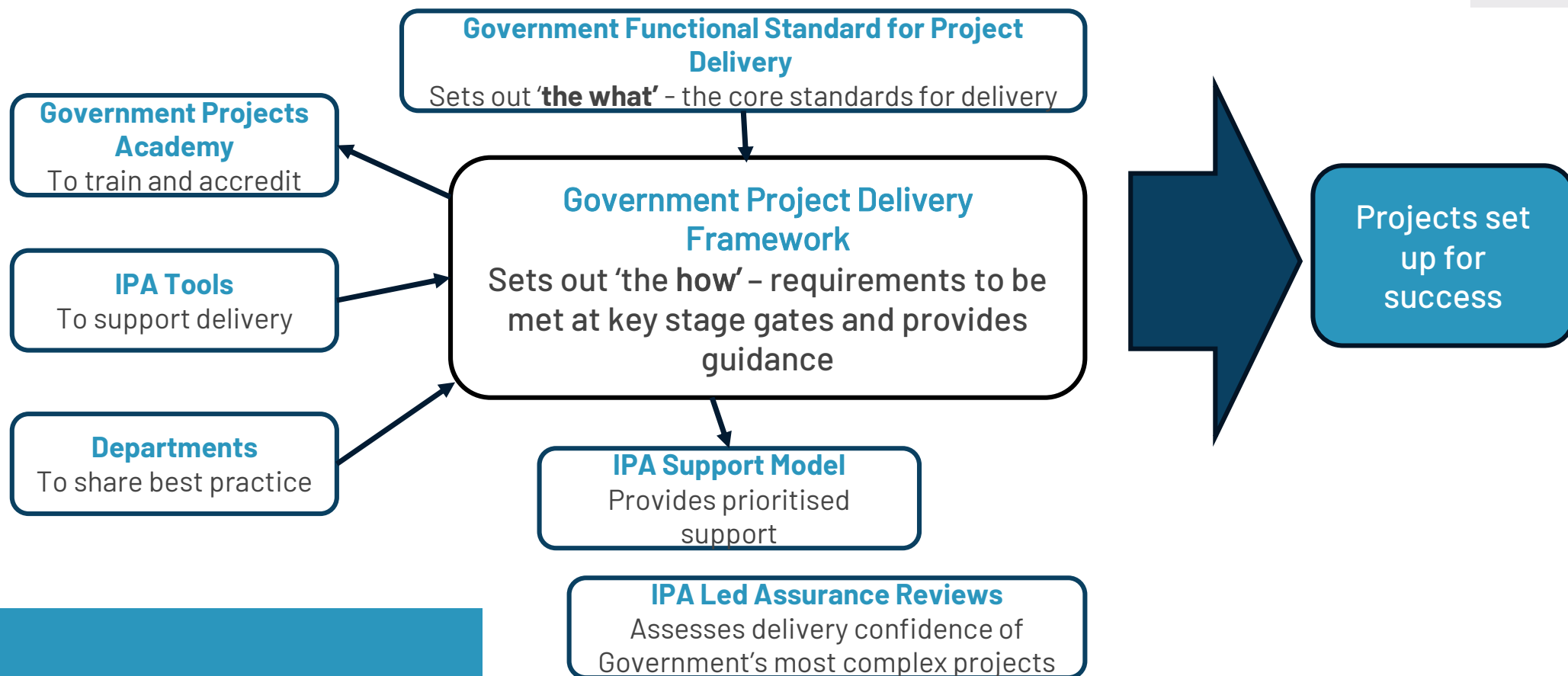
People: Equipping people with the tools and capability needed to deliver life-changing projects.

Performance: Delivering better outcomes for UK citizens.

Principles: Getting the basics right from the start of a project – known as 'front end loading'.



IPA support and assurance for project delivery



Key components of success

Setting up for success • Execution • Entry into service

Focus on outcomes

Plan realistically

Prioritise people

Tell it like it is

Control scope

Manage complexity & risk

Be an intelligent client

Project Lifecycle

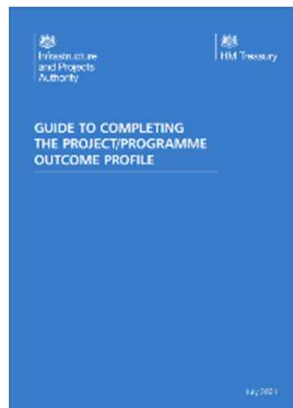
Project Lifecycle

Project Lifecycle

Learn from experience

Project Set Up Toolkit

Project / Programme Outcome Profile – focuses on **why** the project should be delivered;



Opportunity Framing – focuses on **what** the project will deliver; and



Project Routemap – focuses on **how** the project will be delivered.

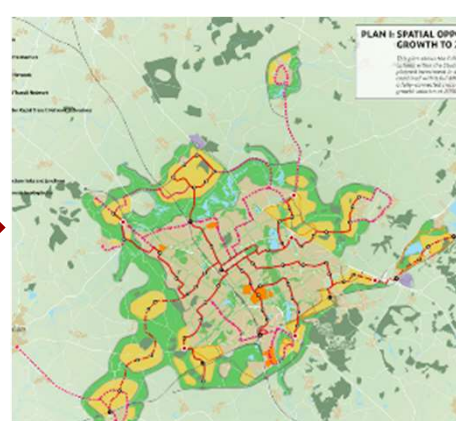
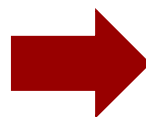
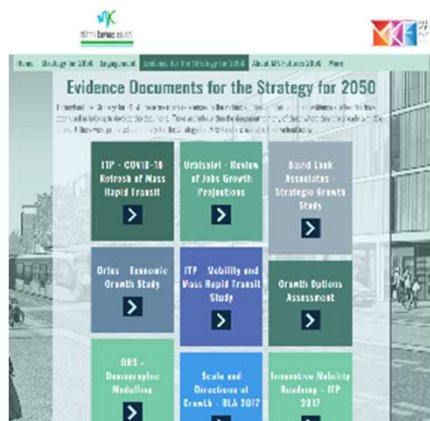
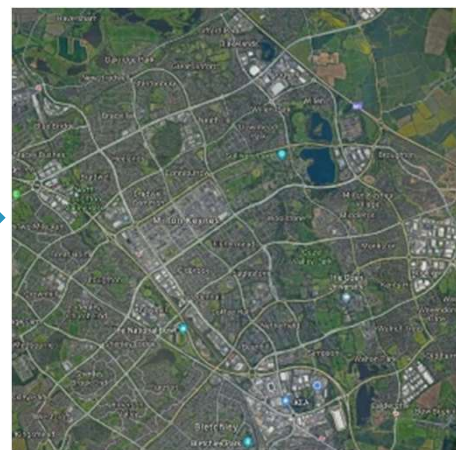
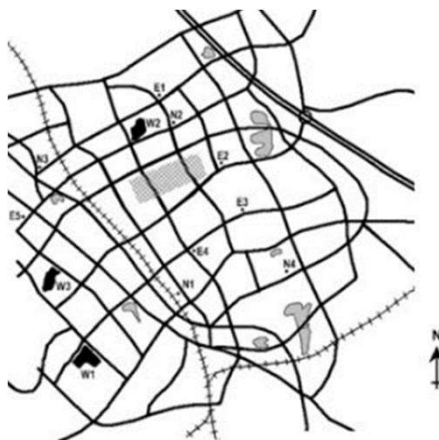


Programme Outcome Profile - *"The Why?"*

Why plan for a programme?

Why call it a programme?

- Scale
- Complexity
- Deliverability



Project / Programme Outcome Profile - focuses on **why** the project should be delivered;



Opportunity Framing - “The What?”

Where are we now?

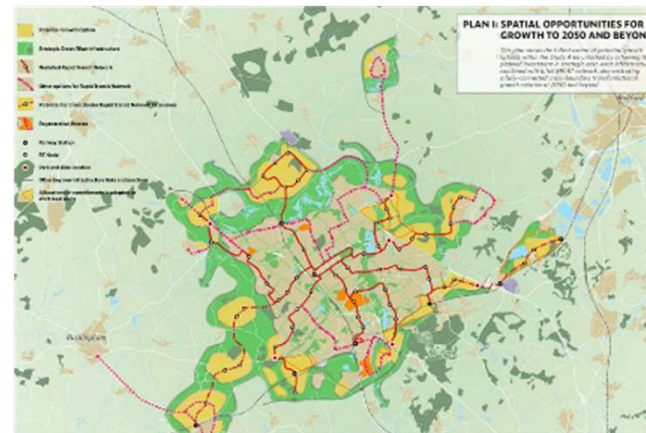
- Context
- Need

Where do we want to get to?

- Vision
- Success criteria

How will we get there?

- Decision based “roadmap”
- Governance
- Stakeholders
- Decision makers
- Dependencies



Opportunity Framing - focuses on **what** the project will deliver



Project Routemap - "The How?"

Getting into the detail

- Governance
- Systems integration
- Organisational Design
- Delivery Planning

Considerations for the here and now

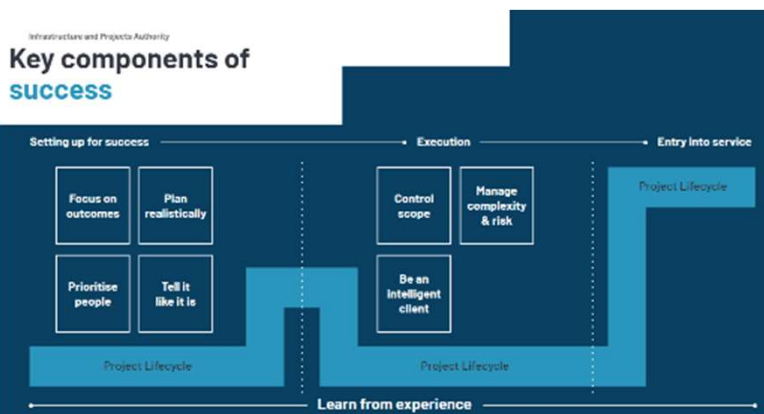
- Delivery Vehicles
- Operating Models
- Stakeholder roles

Value of the Plan

- Guides the coalition
- Creates confidence
- Climate for investment and growth
- Manages "I before E"
- Improvisation not rigidity



Project Routemap – focuses on **how** the project will be delivered.



So why the focus on deliverability?

Coalition for success

Role of the Plan Owner

Where are we now and where do we want to be?

- Policy options

- What does good look like?

- What are the lessons that can be learned from elsewhere (nod to David Gilchrist's examples)

- How do we get there?

- Decision based roadmap

- Managing complexity

- Governance

- Assurance

- Resourcing

- What are the levers available?

- Capacity and capability

- What are the organisation(s) structures and skills required to deliver

- Creating an environment for investment

- Confidence in delivery and deliverability breeds stakeholder confidence

The value of a plan "It's not Bach or Mozart its Jazz"

Less Rattle...



...more Cleo and Johnny

Further resources

- [Infrastructure and Projects Authority Annual Report, Cabinet Office, 2022](#)
- [Government Functional Standard for Project Delivery, Cabinet Office, 2021](#)
- [Principles for Project Success, Cabinet Office, 2020](#)
- [Lessons from Transport for the Sponsorship of Major Projects, Cabinet Office and Department for Transport, 2019](#)
- [The Role of the Senior Responsible Owner, Cabinet Office, 2019](#)
- [The Art of Brilliance: A Handbook for SROs of Transformation Programmes, Cabinet Office, 2019](#)
- [Best Practice in Benchmarking, Cabinet Office, 2019](#)
- [7 Lenses of Transformation, Cabinet Office, 2018](#)
- [Project Initiation Routemap, Cabinet Office, 2022](#)
- [Transforming Infrastructure Performance: Roadmap to 2030](#)
- [The Government Project Delivery Framework \(GPDF\)](#) Government Project Delivery HUB only