MPA: Making a Difference

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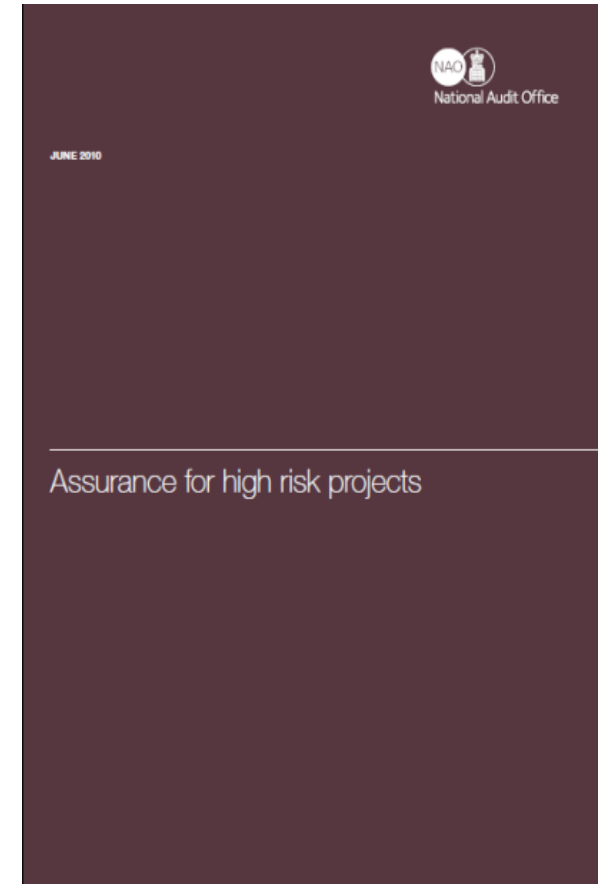
MPA – Making a Difference

- 2010 NAO Report on High Risk Projects

- The Major Projects Authority (MPA)

- Government Major Projects Portfolio (GMPP)

- Delivery Confidence Assessment (RAG Ratings)

- Openness and Transparency

- Q&A

NAO Assurance of High Risk Projects (June 2010)

Cabinet Office

Pre 2010, 2/3 of projects were estimated to fail -
 not delivering outcomes to time and budgets

2010 NAO report revealed:

* lack of central oversight

* little understanding of scale (& complexity)

* poor accountability/responsibility for performance

* little collaboration between departments and
  centre

* lack of effective senior project leadership
  capability

This was not considered acceptable.........

JUNE 2010

NAO
National Audit Office

Assurance for high risk projects

MPA – Launched 2011

- Prime Ministerial MPA Mandate (January 2011)

- Collaborative partnership - CO, HMT and Departments

- Robust portfolio approach to high value, high risk Government projects and programmes

- Central overview of spending, milestones, benefits and assurance, integrated with HMT approvals

"Sea change in oversight of central Government's major projects at both individual & portfolio level"

MPA – Wide Influence and Oversight

OVERSIGHT

The Government Major Projects Portfolio (GMPP)

PLANNING

Integrated Assurance and Approvals Plans and Project Reviews

INTERVENTION

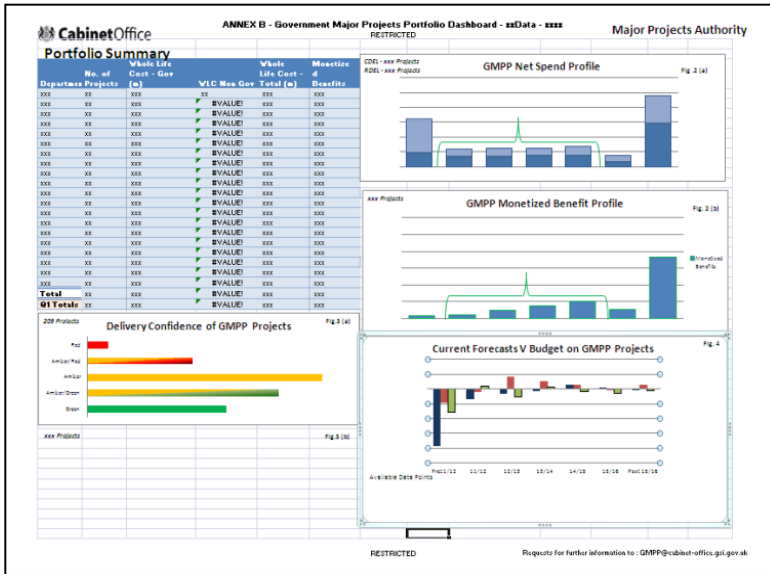**The power to intervene where projects have stalled or are failing**

REPORTING

Transparency in reporting regime for Major Projects

Government Major Projects Portfolio (GMPP)

Major project data reported quarterly by Departments, including timescale, cost, benefits, delivery confidence, leadership turnover

The Government's Major Projects in numbers

The establishment of the Government Major Projects Portfolio (GMPP) in 2011 allowed us to understand the scope and scale of our most important projects for the first time. The GMPP is composed of the largest, most impactful, and highest risk projects being undertaken by the government. Projects to be included in the GMPP are agreed between the MPA, HM Treasury and the relevant government departments, and they report data to the MPA every quarter.

199 projects

£488bn whole life cost[2]

£19bn 2013/14 budget

29% scheduled to complete by September 2014

48% scheduled to complete by the end of the decade

23% scheduled to complete in the 2020s or 2030s

Largest investments:

Military equipment, energy generation and efficiency, and railway infrastructure represent over **65%** of the whole life costs of the portfolio

Cabinet Office
Delivery Confidence Assessment (RAG Ratings)

Green: Successful delivery of project/programme to time/cost/ quality appears highly *likely*, no major outstanding issues

Amber/Green: Successful delivery appears *probable*, although attention needed to ensure risks do not materialise into major issues

Amber: Successful delivery appears *feasible*, though significant issues exist. These appear resolvable &, if addressed promptly, should allow delivery

Amber/Red: Successful delivery *in doubt* with major risks/issues apparent in a number of areas, needing urgent action to address and to assess whether resolution is feasible

Red: Successful delivery appears *unachievable*. Major issues (definition, schedule, budget , benefits) do not appear to be manageable or resolvable. Project/Programme may need re-base lining and/or overall viability re-assessed

MPA Objectives

Challenge, Assure, Support

- Continue to provide 'challenge' function to departments through timely and insightful assurance ahead of approval points, but also offer bespoke, specialist support and advice to help maintain project delivery momentum

Create Project Based Controls through Alignment

- Work with CO and HMT to develop better alignment, so funding approvals, assurance and milestone checkpoints completed as smoothly as possible

Encourage Strategic Prioritisation

- Facilitate a process supporting senior departmental decision making on project portfolios, based on resource constraints, risks & interdependencies
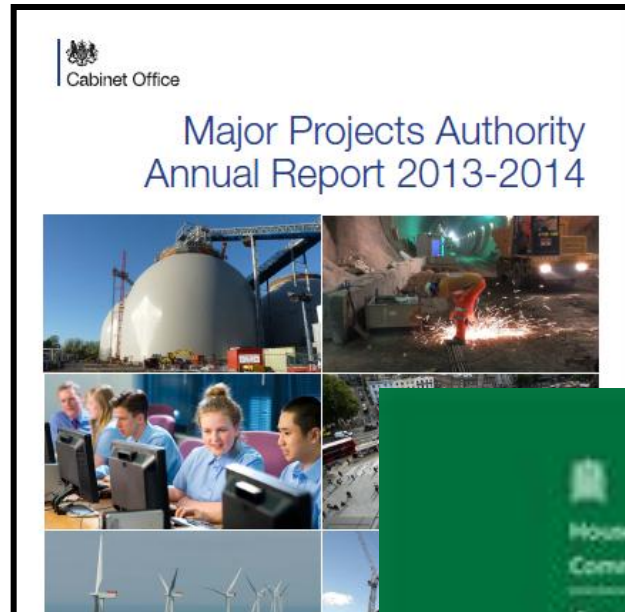
Build Long Term Capability and a 'Profession'

- Ensure all dept project teams have the talent and delivery skills needed, enrolling project leaders onto MPLA and promoting the 'profession'

MPA Commitment to Openness and Transparency

- MPA Annual Report published (23 May 2014)

- CEO appearance at Public Accounts Committee (5 June 2014)

- Regular NAO Reviews

Cabinet Office

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