

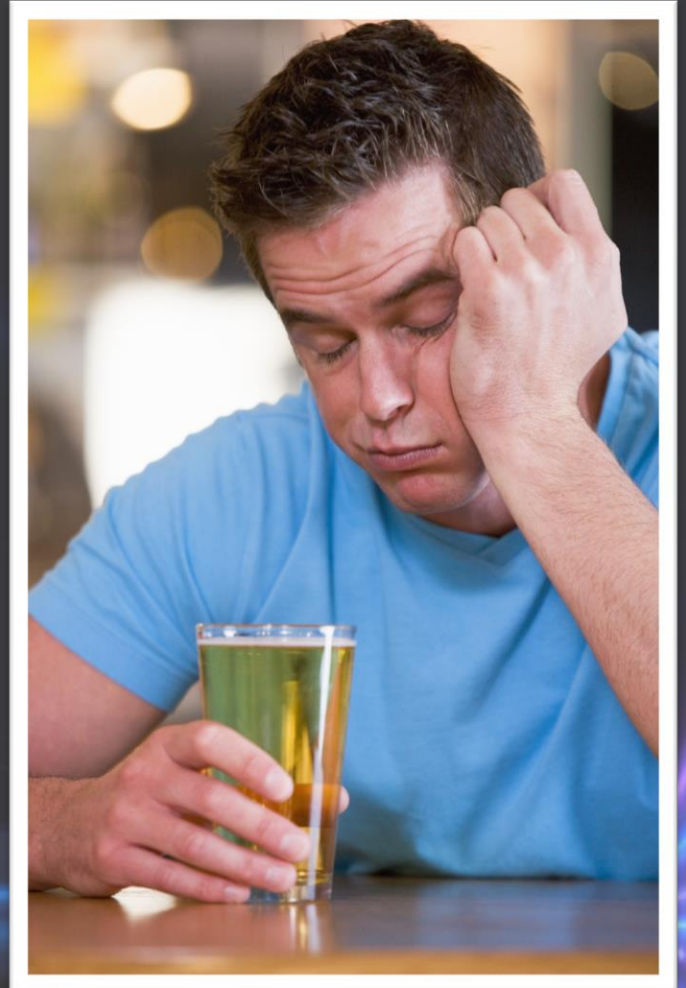
The UK Government Transformation Strategy

Just another broken promise?

Merv Wyeth

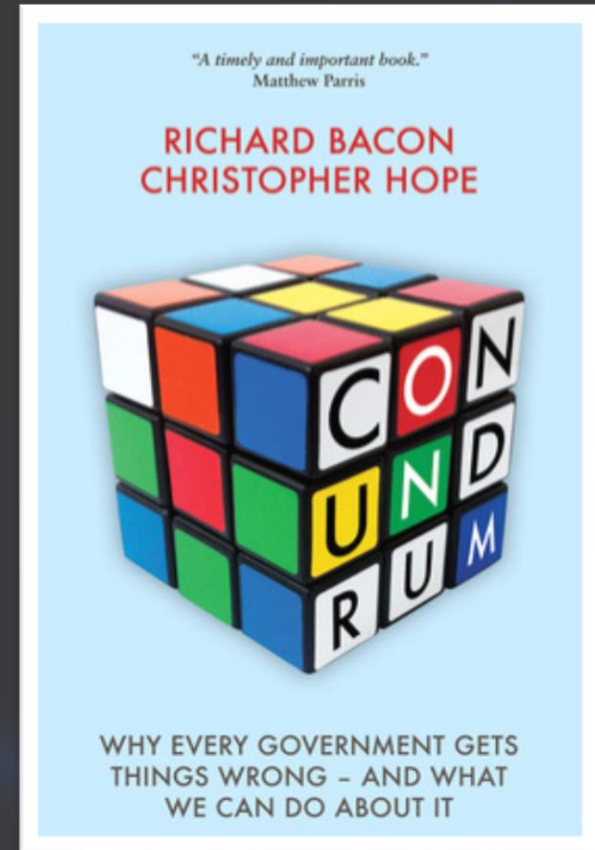
*“History repeats itself
it has to...
Nobody listens”*

Steve Turner, Poet



Conundrum: Why every government gets things wrong - and what we can do about it

- An array of cases across govt. > 20+ years
- Billion's of £'s of taxpayers' money
- Wasted!
- where members of the public suffered as a result



Source: Conundrum: Why every government gets things wrong – and what we can do about it



Richard Bacon MP



**Peeling back the covers on
government programmes**

APM Presentation [2014]

http://bit.ly/conundrum_gov

Why every government gets things wrong [book]

http://bit.ly/conundrum_book

The study of why projects go wrong...

- If you don't know what you want,
 - or what you want keeps changing;
 - or you can't commit the required money to the project;
- or you don't have anyone in charge of the project,
 - or you keep changing the person in charge,
 - or the person who is supposed to be in charge doesn't really call the shots;
 - or the person at the top of the business doesn't care about the project;
 - and you don't focus on what the actual benefit to the business is;
 - and you don't regularly talk to the people who will have to use the system;
 - and you don't constantly check progress;
 - or you have an unrealistic timetable and try to run before you can walk;
 - or you fail to test the system properly before you launch it;
 - or you don't provide enough training;
 - or you don't have a Plan B in case things go wrong;
 - or you try to bite off more than you can chew in one go;
 - or if you don't realise that the bigger project the greater the chance of it being overtaken by new technology;
 - or you don't realise that you may not have the skills you need to manage the project;
 - or you don't realise that some suppliers are quite capable of telling you they can deliver when they can't;

Then don't be surprised if you end up with ...

- a mess that is way behind schedule,
- that damages your organisation,
- that traumatises your staff,
- that costs much more than it is supposed to,
- and doesn't work!

Source: Conundrum: Why every government gets things wrong – and what we can do about it

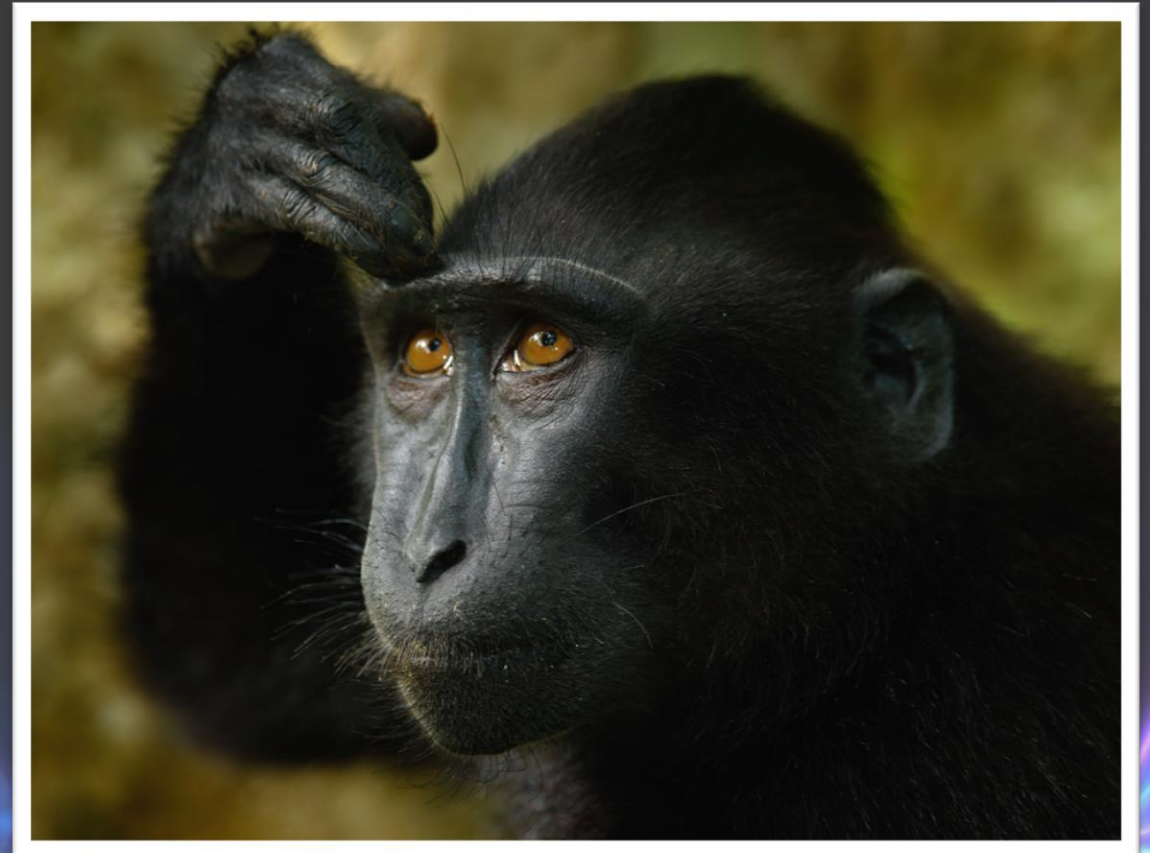
It's behaviours, stupid

Which behaviours do you recognise on you own projects?

- scheming
- schmoozing
- consensus building
- mediating conflicts
- developing trust
- abusing trust
- mutual fear
- total domination
- reconciliation under pressure
- the development of rivalries
- the repairing of ruling coalitions

What do these behaviours have in common?

They are all well observed in chimpanzees!

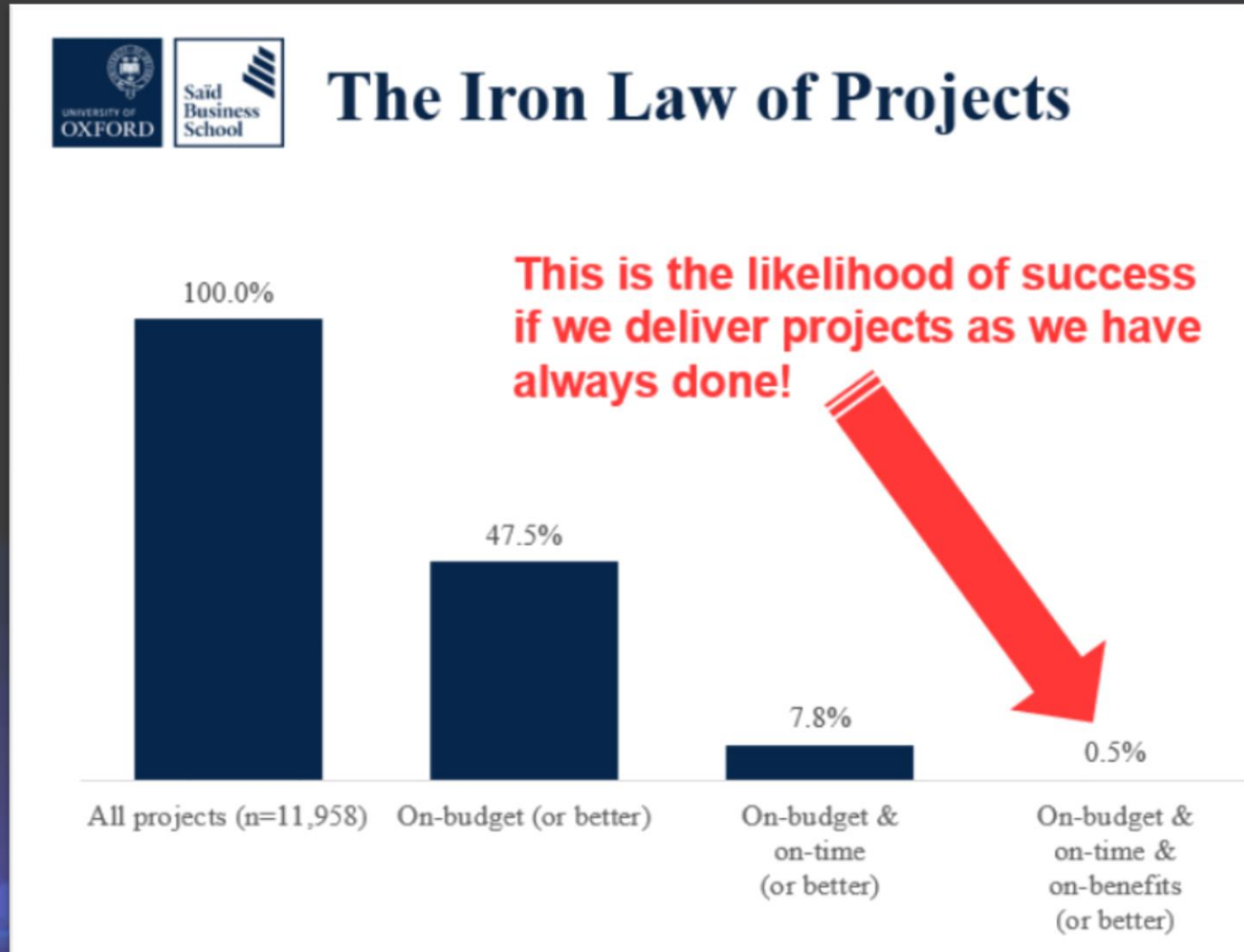


Project Performance Summary - by cost, schedule and benefit return

| | Mean cost overrun | Frequency of cost overrun | Mean schedule overrun | Frequency of schedule overrun | Mean benefit overrun | Frequency of benefit shortfall |
|---------------------|-------------------|---------------------------|-----------------------|-------------------------------|----------------------|--------------------------------|
| Solar power | 1% | 4 out of 10 | 0% | 2 out of 10 | | |
| Energy transmission | 8% | 4 out of 10 | 7% | 1 out of 10 | | |
| Wind power | 13% | 6 out of 10 | 22% | 6 out of 10 | | |
| Pipeline | 14% | 6 out of 10 | | | | |
| Water | 21% | 7 out of 10 | 33% | 8 out of 10 | | |
| Road | 24% | 7 out of 10 | 38% | 8 out of 10 | -3% | 6 out of 10 |
| Bridge | 27% | 6 out of 10 | 19% | 7 out of 10 | 2% | 7 out of 10 |
| Mining | 27% | 5 out of 10 | 45% | 6 out of 10 | | |
| <u>Oil+Gas</u> | 31% | 8 out of 10 | | | | |
| Thermal | 33% | 6 out of 10 | 37% | 8 out of 10 | -6% | 7 out of 10 |
| Tunnel | 37% | 8 out of 10 | 21% | 6 out of 10 | -21% | 8 out of 10 |
| Rail | 38% | 7 out of 10 | 39% | 6 out of 10 | -26% | 7 out of 10 |
| Airport | 46% | 6 out of 10 | | | -15% | 5 out of 10 |
| Defense | 52% | 5 out of 10 | 41% | 8 out of 10 | 0% | 3 out of 10 |
| Aerospace | 61% | 9 out of 10 | 27% | 9 out of 10 | | |
| Buildings | 63% | 7 out of 10 | 38% | 6 out of 10 | -5% | 6 out of 10 |
| IT | 74% | 4 out of 10 | 47% | 5 out of 10 | 17% | 5 out of 10 |
| Dams | 85% | 7 out of 10 | 42% | 8 out of 10 | -11% | 6 out of 10 |
| Nuclear power | 122% | 10 out of 10 | 65% | 9 out of 10 | | |
| Olympics | 172% | 10 out of 10 | 0% | 0 out of 10 | | |

Source: Changing how projects are delivered: Insights from studying 11,000 projects. Dr. Alex Budzier

The troubling likelihood of project success...



Source: Changing how projects are delivered: Insights from studying 11,000 projects. Dr. Alex Budzier

Inquiry to examine Government's management of major projects

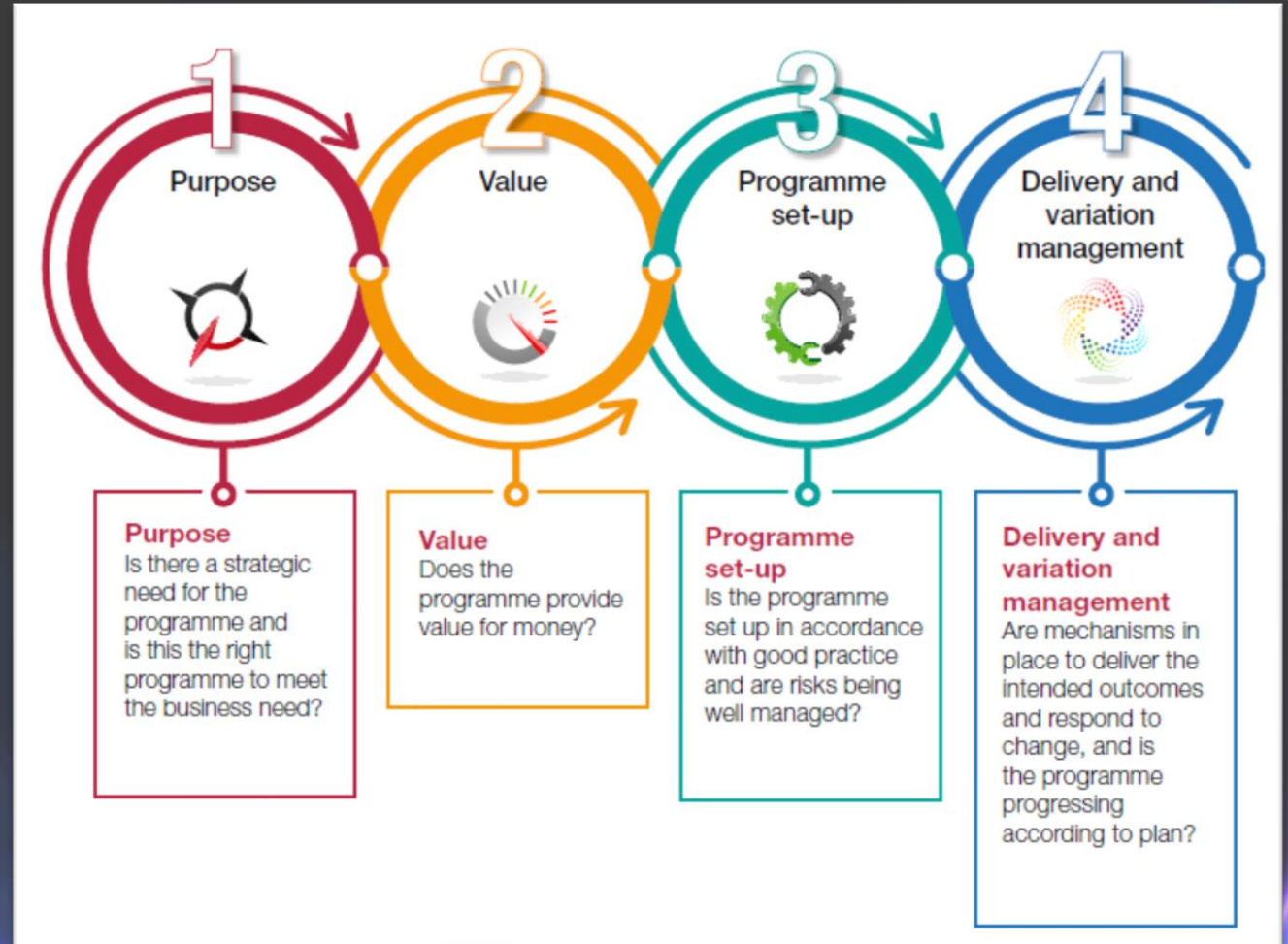
- Megaprojects are “over budget, over time and under benefits, over and over again”
- Very rarely do people stop, look back and assess, “Did we actually get the benefits that we set out to get from this project?”
- Wider benefits are often exaggerated in that they are used to justify projects that cannot be justified on the narrow benefits.”



Professor Bent Flyvbjerg, Major Programme Management, Saïd Business School

Framework to Review Programmes

- Structure = 4x Elements
- 7 years / 100 reports
- 18 key question areas
- Case studies & examples
- In-depth tools (interactive)

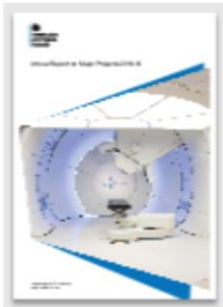


Annual report of major projects with consolidated data and narratives (IPA, 2019)

Published 18 July 2019

From: [Cabinet Office](#), [HM Treasury](#), and [Infrastructure and Projects Authority](#)

Documents



[Annual Report on Major Projects 2018 to 19](#)

PDF, 2.89MB, 40 pages

This file may not be suitable for users of assistive technology. [Request an accessible format.](#)



[Annual Report on Major Projects 2018 to 2019, consolidated data and narratives \(xls\)](#)

MS Excel Spreadsheet, 322KB

This file may not be suitable for users of assistive technology. [Request an accessible format.](#)

Related content

[Infrastructure and Projects Authority annual report 2018](#)

[Major projects data](#)

[DWP Government Major Projects Portfolio data, 2017](#)

[Infrastructure and Projects Authority annual report 2017](#)

[DfT Government Major Projects Portfolio data, 2019](#)

Source: [Annual Report on Major Projects 2018-19 \(IPA, July 2019\)](#)

Summary of the 2018-2019 government Major Project Portfolio (GMPP)



133
projects

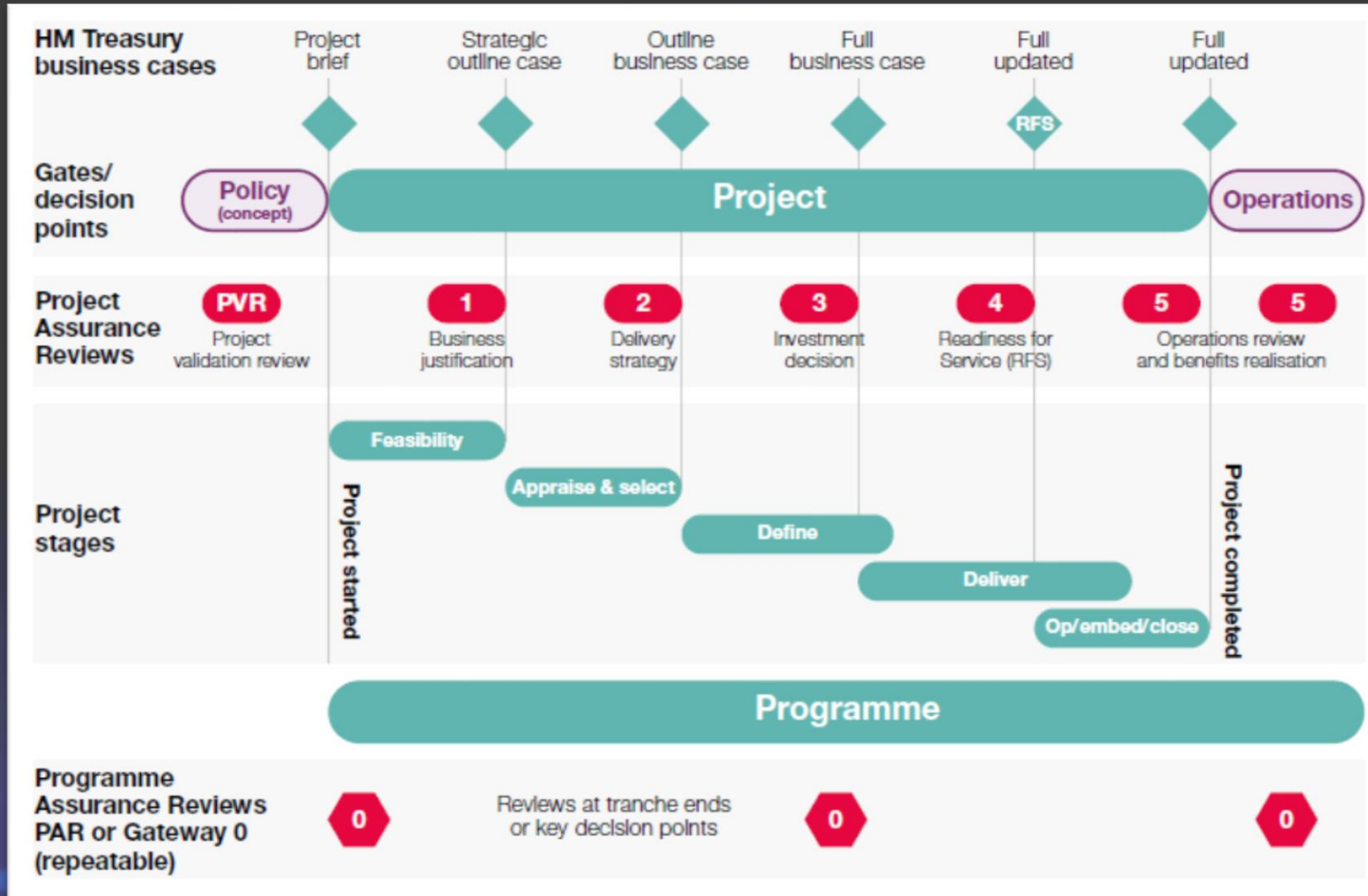
£442bn
Whole Life Cost

This comprises:

| | | | |
|--|--|-----------------------|----------------------------------|
| | Transformation and Service Delivery | 43 projects | £84bn Whole Life Cost |
| | Information and Communications Technology (ICT) | 27 projects | £10bn Whole Life Cost |
| | Infrastructure and Construction | 32 projects | £210bn Whole Life Cost |
| | Military Capability | 31 projects | £138bn Whole Life Cost |

¹ The Government's GMPP Data Transparency Policy covers Whole Life Cost, Delivery Confidence Assessment, and project end dates. It does not include project benefits.

Assurance reviews & project/programme stages



Assurance: Delivery Confidence Assessment ratings

- **Green** : Successful delivery of the project on time, budget and quality appears highly likely
- **Amber/Green**: Successful delivery appears probable; however, constant attention will be needed
- **Amber**: Successful delivery appears feasible but significant issues exist, requiring management attention
- **Amber/Red**: Successful delivery in doubt with major risks or issues apparent. Urgent action needed
- **Red** : Successful delivery appears to be unachievable. Project may need re-scoping and/or its overall viability reassessed

Transformation & Service Delivery Projects

| DCA Rating | No. of Projects | Examples |
|--------------|-----------------|--|
| Green | 2 (5%) | Sellafield Model Change (BEIS) |
| Amber/Green: | 7 (16%) | Electronic Monitoring (MoJ) Prison Education Programme (MoJ) |
| Amber | 20 (46%) | One Hundred Thousand Genomes Project |
| Amber/Red: | 13 (31%) | Disclosure & Barring Service (HO) Birmingham 2022 Commonwealth Games (DCMS) |
| Red | 1 (2%) | Transforming Compliance Enforcement Programme (MoJ) |
| Total | 43 | |

Source: [Annual Report on Major Projects 2018-19 \(IPA, July 2019\)](#)

Types of UK government transformation programme

- Transforming whole citizen-facing services/ improving experience
- Full Department transformation
- Internal government transformation

Source: Government Transformation Strategy (2017-2020)



7 Lenses of transformation



Source: 7 Lenses Maturity Matrix (IPA, Sept. 2018)

Lenses maturity matrix assessment tool

| | Vision | Design | Plan | Transformation leadership | Collaboration | Accountability | People |
|---|---|--|---|---|---|---|--|
| | The vision gives clarity around the outcomes of the transformation and sets out the key themes of how the organisation will operate | The design sets out how the different organisations and their component parts will be configured and integrated to deliver the vision | The plan needs to retain sufficient flexibility to be adapted as the transformation progresses while providing confidence of delivery | Delivering a transformation often means motivating into action a large network of people who are not under the direct management of the transformation leader | Collaboration is key to transformation in a multi-dimensional environment that increasingly cuts across organisational boundaries | Having clear accountability for transformation within an organisation enables productivity and improved decision making, and leads to better outcomes | Transformation will require people in your organisation to be engaged and to change their ways of working - you need to communicate effectively with them at every stage of the transformation |
| 5 | The vision is embedded in everything people do. It flows from top to bottom and is aligned with public outcomes | The public are at the heart of design work. Outcomes for different changes across the organisation are aligned. It's clear how to bridge the gap between the current and future states | Planning is joined up and fully resourced. Plans adapt as transformation progresses | Leaders embody transformation and create an environment of trust where it's safe to speak freely | The organisation compromises for the greater good and leads the way in transformation communities | Clear governance results in decisions being made at the right level and at the right time to drive progress | Ways of working needed for the future are adopted. Mature workforce planning exists |
| 4 | The vision sets a clear direction that people buy into. It is articulated in different ways | It's clear how different parts of the organisation will fit together. It's possible to assess progress as the design evolves | Planning is informed, coherent and mature, supporting both transformation and business as usual | Leaders tell a consistent story. They 'push' and 'pull' as needed to create the right environment for change | Roles, responsibilities and incentives reflect the need to collaborate, leading to new ways of working | People are becoming empowered and accountable for making decisions | Plans to deliver new skills or ways of working are being realised and people are engaged |
| 3 | There is a vision that is stretching but achievable. People see how they can fit into it | The design considers users and contains enough examples to bring it to life | Plans have the right level of detail and balance of tight and loose planning | There is sufficient ownership of transformation. Leaders talk about it. There are visible role models | Many decisions are made across boundaries. Shared outcomes are starting to be developed | There is broadly the right structure around transformation, with a focus on making decisions at the right time | Plans are in place to address the impact on people, ways of working and culture |
| 2 | A vision exists, but it means different things to different people | The design attempts to define the future in too much detail or doesn't cover everything it should | Plans are beginning to be joined up. Ambition and achievability need more focus | There is support for transformation at the top, and some change agents. There are meetings and ways to submit ideas | There is some understanding of stakeholders. Collaborative behaviour isn't yet commonplace | There is a growing level of accountability for transformation | The impact of transformation on people, ways of working and culture is understood |
| 1 | There is no clear vision for the future, or there are competing visions | There is no single design, or various designs are not joined up | Planning is not joined up. Plans are not flexible or achievable | Leaders talk about transformation on occasion. They make some effort to canvass views but avoid difficult messages | Collaboration across boundaries is limited | Responsibilities and accountabilities for transformation are unclear | The impact of transformation on people, ways of working and culture is not understood |

Transformation guidance for audit committees



1. Clearly determine the ambition of the programme [vision, strategy and objectives]
2. Manage change well
3. Stay focused on benefits realisation and the principal service redesign objectives
4. Understand the Importance of data

Source: Successful transformation – voices of experience. Digital Leaders

Project Delivery Capability Improvements



Standards



Capability framework



Learning & Leadership



Cross-Government recruitment



Graduates & apprentices



Talent management



GOST skills tool



Profession communications



Profession conference

The UK Government Transformation Strategy...



Broken promise?

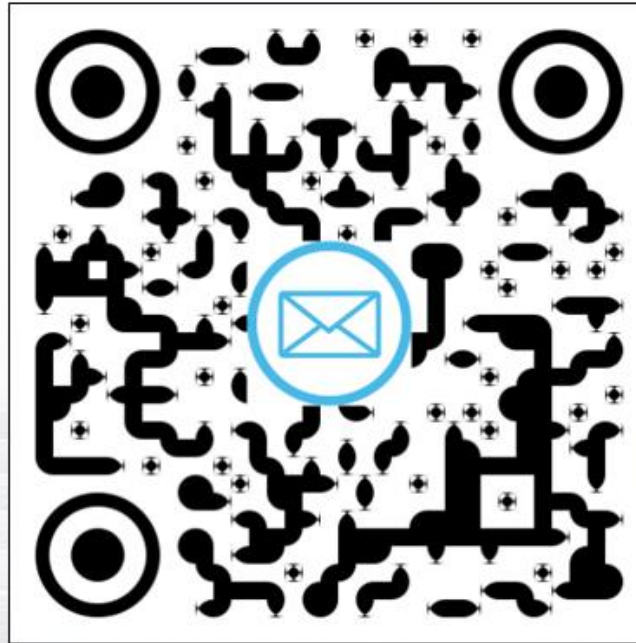


Real deal?

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