The Strategic Investment Board

# Infrastructure Enabling Action Plan SRO Event

## Riddel Hall

15th October 2026



Strule Shared Education Campus, Omagh

The Strategic Investment Board

# Neil Gibson

Permanent Secretary
Department of Finance

The Strategic Investment Board

# Kevin Hegarty

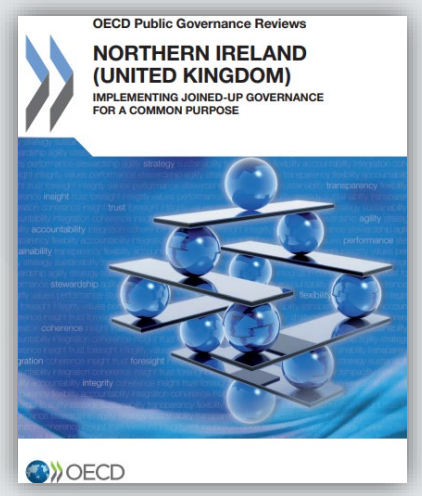
Delivery Director
Strategic Investment Board

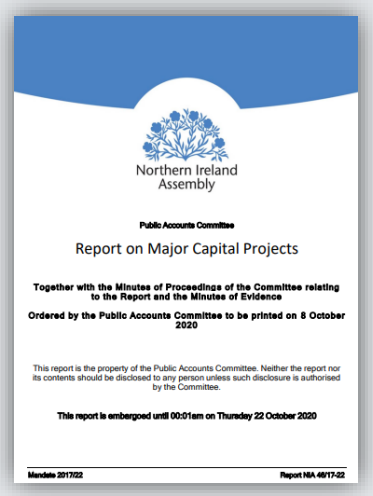
# Infrastructure Enabling Action Plan – what is it?

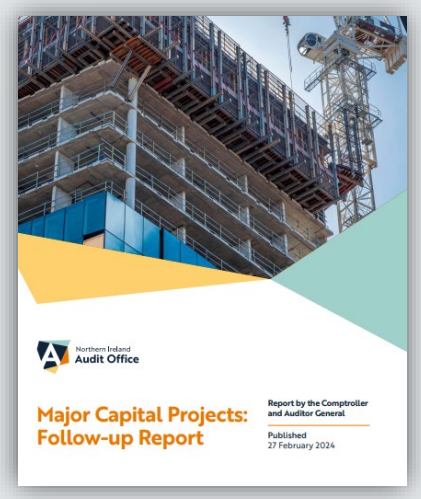
**Infrastructure Enabling Action Plan was put in place to address legacy recommendations by NIAO, PAC, OECD, CBI & SIB regarding infrastructure delivery**

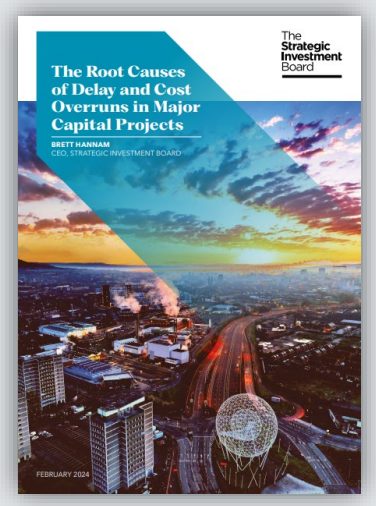
- These include reports into Major Capital Projects, the Planning System, Procurement, and Capacity & Capability in the NICS

- All reports highlighted the **need to address significant cost overruns and barriers to delivery** across major Capital Projects



# The Northern Ireland infrastructure delivery problem

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**£1.94bn**

**NIAO: 11 projects reported in 2019, updated 2024**

- Cost overrun on 11 tracked projects (7 flagship, 4 high-profile)
- **Cost overrun estimated @~£700m in 2019**
- Same 11 projects assessed in **2024** NIAO Report: cost over run **revised upwards to £1.94bn**
- Average delay 6 years (SIB)

**£2.45bn**

**2024 NIAO Report on Major Capital Projects**

- Relooked at 2019 Report
- April 2019 – Aug 2023 = 77 Major Projects
- Cost overrun estimated at £2.45bn (+44%)
- Only 9 of the 77 projects are expected to meet both their original time and cost estimates

**~£5bn**

**SIB: Root Causes of Delay & Cost Overruns**

- Draft ISNI: c 90 current/future Major Capital Projects with value @ ~£12bn
- Unless performance issues addressed, expect cost of delivery to increase by ~£5bn

The 3 figures over-lap and aren't additive

*Sources: NIAO Major Capital Projects Follow-up (Feb 2024); SIB Root Causes report (paras 3 to 5).*

# Infrastructure Enabling Action Plan

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## SCOPE

- Focused on '**major**' capital projects



## PURPOSE

- Improve delivery - reduce delays and cost-overruns
- Portfolio Monitoring & Reporting



## ENABLING ACTIONS

- Enabling Actions grouped into three themes – **People; Process; Policy**
- **IEAP** taken forward as part of ISNI but already delivering benefits
  - Enabling Actions will support delivery of future infrastructure strategy
  - It's about delivering on legacy recommendations



## RELEVANCE TO YOU

- Intention of the Enabling Actions is to make each SROs job easier
- How? By taking forward cross-cutting reform that will help each of you to do your job more efficiently, whether in a department or ALB

# Infrastructure Enabling Action Plan

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| No. | Enabling Action | Theme | SRO | Resource |
|---|---|---|---|---|
| 1 | Private and Public Sector Workforce | People  | Caroline Maxwell, SIB | Private sector and ALBs |
| 2 | | | Caroline Maxwell, SIB | DoF and DfE |
| 3 | Business Case Process | Process  | Michael Donnelly, SIB | Patrick McMeekin (SIB), Tom Flynn (DoF) |
| 4 | Short to Medium Term Planning Improvements | | Susan Anderson (DfI) | Rosemary Daly (DfI),<br>Kevin Hegarty (SIB) (engaging with DfI on behalf of the ISNI Committee) |
| 5 | Medium to Longer Term Planning Improvements | | Kevin Hegarty (SIB) | Rosemary Daly (DfI), SIB Associate Support |
| 6 | Monitoring & Assurance | | Suzanne Allen (SIB) | Saad Haroon, EY |
| 7 | Procurement | | Colin Woods (DoF) | Jane Mellor (SIB) |
| 8 | Social License | Policy  | Jean Wylie (SIB) | Emma Simms (SIB) |
| 9 | Alternative Governance & Financing Models | | Michael Donnelly (SIB | TEO |
| 10 | Infrastructure Needs Assessment | | Johann Gallagher (SIB) | All Depts and ALBs |
| 11 | Energy Legislative & Regulatory Priorities | | Ian Snowden (DfE) | Rachel Sankannawar (SIB embedded in DfE) |
| 12 | Carbon Management in Infrastructure | | Colin Sykes (DfI) | Daniel Healy (DfI) and Caroline Maxwell (SIB) |

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# Structures & Reporting

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Progress monitoring



Progress reporting



## Enabling Actions

- Designated SRO for each action
- Department senior officials and SIB
- Actions have been drafted and agreed with relevant departments / ALBs
- **Each action links to DataMAP KPIs**

## ISNI Committee

- Monitors progress on Enabling Actions

## NICS Board

- Receives progress reports
- Cross cutting decisions typically escalated here
- ‘Deep dive’ every 3 months

## Agile Delivery

- Action scope and schedule can adapt to circumstances

**INFRASTRUCTURE ENABLING ACTION PLAN** supports DoF’s response to the PAC report on Major Capital Projects

# Current Status

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## PROGRESS AT A GLANCE



### Foundations in place

- Each EA has been defined
- Work programmes agreed



### Delivery underway

- SROs taking EAs forward
- Collaborative working ongoing



### Emerging impact

- Good progress in a number of areas
- Some areas already delivering real reform and business improvements

## Considerations going forward

- Wider public sector is a complex web of decision making
- Clearer communications of decisions upwards and downwards
- Recognition of roles and responsibilities
- IEAP should deliver ‘added value’

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# Q&A

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Enabling Action 7

# Improving Procurement of Major Capital Projects

Jane Mellor, Strategic Investment Board

# Objective: Improve Procurement of Major Capital Projects

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## 4 DELIVERABLES

**01**

**Comparative analysis of procurement process timescales in the context of end-to-end project delivery between NI and other jurisdictions**

From starting procurement for the design team to asset being available for use



**02**

**Report outlining As-Is processes, capacity and skills across CoPEs**



**03**

**Integrated procurement plan, including an ISNI procurement pipeline, which:**

- Identifies resources required to carry out all the procurement activities necessary for the delivery of projects in the early years of the ISNI
- Addresses legacy recommendations



**04**

**Robust data collection and reporting for procurement pipeline**



# As Is Analysis & Comparative Analysis

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## 01 SET-UP

- As-Is questionnaire agreed with CoPEs
- Comparative analysis questionnaire & data capture template agreed with CoPEs

## 02 COMPARATIVE PILOT

- Agreed comparative analysis pilot using roads & schools
- NI comparator projects compared to “similar” projects in England, Wales, Scotland, Ireland
- Timescales & approach compared

## 03 ENGAGEMENT & OUTCOME

- 56 organisations contacted
- Meetings with 18

**After pilot, further research deemed unnecessary**

# Key Messages from Comparative Analysis

**MEASURE:** Time from starting procurement for the design team to asset available for use

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## SCHOOLS

### England, Wales and Scotland build schools *faster* than Northern Ireland

- Design & Build with early contractor involvement
- Regional frameworks or joint ventures appoint ICT & IST
- Procurement takes weeks or months — not months or years
- Ireland faces similar challenges, though some schemes use D&B + ECI

## ROADS

### Broad range of delivery timescales

- Comparisons are harder because schemes differ in length and elements
- Less evidence was available than for schools — possibly reflecting centralised highways bodies
- Some use D&B with ECI; others use traditional procurement

## COMPARATOR EXAMPLES

**NORTHERN IRELAND**

**NI comparator pilots: 4 – 5.5 yrs**

**DE end-to-end review: 6 – 13.5 yrs**

**ENGLAND WALES SCOTLAND**

**2y 11m** 2 Passivhaus high schools on one campus

**3y 10m** Technology & digital innovation campus

**3y 2m** High school

**3y 4m** Passivhaus primary school

# Centre for Construction Best Practice

- Conducted research into benefits of ECI
- Overseen by 6 universities, including QUB
- >400 GB public sector projects
- Benefits in time & cost for projects of £5m+

| Impact on cost and time of appointing a contractor by RIBA stage | | |
|---|---|---|
| **RIBA Stage** | **Impact on cost** | **Impact on time (delay)** |
| **2** | 1.5% reduction | 0.3% increase |
| **3** | 8% increase | 11.5% increase |
| **4** | 17% increase | 13% increase |

# Local Industry Feedback

| | |
|---|---|
| 01 | Have experience of 2 stage Design & Build with Early Contractor Involvement<br>Would welcome wider adoption of this approach by N. Ireland public sector |
| 02 | Content for CoPEs to use multi supplier national frameworks, especially those with NI lots |
| 03 | Concerned about CoPEs using single supplier national frameworks |
| 04 | Creating any new frameworks needs good input from market and a firm pipeline of projects |

# Recommendations to ISNI Committee and NICS Board

1. For all major projects of £20m and above, all CoPEs should deliver such projects using early contractor involvement and 2 stage design and build contracts unless there is good justification for not doing so

2. The built environment CoPEs should identify how to create successful frameworks to deliver major projects

3. By September 2026, sponsor Departments should develop and present to ISNI Committee an action plan with their respective CoPEs to implement the above two recommendations within 18 months

4. SIB should identify a range of support to enable Departments and CoPEs to develop and deliver the action plans

5. CoPEs should establish networks with their respective counterparts in other jurisdictions to keep abreast of best practice. Consideration should be given to CoPEs attending the Centre for Construction Best Practice conference in Manchester regarding early contractor involvement in June 2026

# Next Steps

1. All Departments/CoPEs have committed to using D&B with ECI or ECI
2. CoPEs now developing implementation plans
3. Built environment CoPEs considering national frameworks or creating own frameworks
4. Training in ECI being developed – most CoPEs sending staff
5. Communication to staff & market
    1. CoPE workshop to develop comms plan



# Questions

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Enabling Action 3

# Improving the Infrastructure Business Case Process

**What we heard — and what changes have been agreed**

Patrick McMeekin, Strategic Investment Board

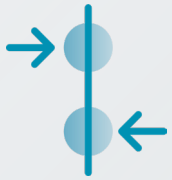
# What you told us

At our previous session, you described a business case system that provides necessary assurance, but the way assurance operates can sometimes make infrastructure development slower and more resource-intensive than it needs to be.



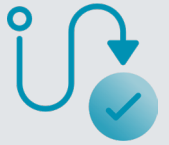
## Proportionate assurance & autonomy

- Decisions can travel further upwards than their risk or value warrants, while detailed guidance, limits and tight tolerances increase the assurance burden.



## Capability & alignment

- The people developing, sponsoring and reviewing infrastructure business cases do not always work together early enough, or have the same infrastructure-specific capability.



## A more efficient process

- Significant effort can be committed before affordability is clear, and business case development and review could be managed and supported more efficiently.

These three issues led to **ten recommendations.**

# 1. Make assurance more proportionate

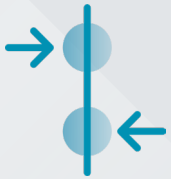
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| Recommendation 1 | Recommendation 2 | Recommendation 3 | Recommendation 4 | Recommendation 5 |
|---|---|---|---|---|
| Increase delegated limits between DoF and departments | Increase delegated limits between departments and asset-intensive operators to £15m | Address the tight tolerances — plus/minus 10% — that apply to addenda | Revise and consolidate business case guidance | Reduce the requirement for direct sponsor oversight through Programme Business Cases where ALBs have large programmes of business-as-usual investment |

*Put decisions at the right level and avoid repeating assurance where the underlying programme has already been established.*

# 2. Put capability closer to the project



## Recommendation 6

In the PID, record consideration of embedding departmental resource "project-side".

## Recommendation 7

In the PID, record consideration of the need for infrastructure-specific business case training for individuals involved in the development or approval of a project.

*Bring assurance expertise into the development of the proposition — not simply to the point of approval.*

# 3. Make the process work harder



## Recommendation 8

In the PID, record an assessment of affordability before devoting significant resources to business case development.

## Recommendation 9

Manage the development of business cases as projects in their own right, routinely updating information held on DataMAP.

## Recommendation 10

Progress development of an AI tool to make business case review and authoring faster and more consistently proportionate.

*Spend less effort processing business cases and more effort improving the decisions they support.*

# PACE: putting proportionate assurance into practice

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## Recommendation 10

**AI support for business case authoring and review**

**See how PACE can help:**

- Identify gaps and issues that need attention
- Focus review on what matters for the decision
- Support faster, more consistently proportionate authoring and review

*Supporting professional judgement — not replacing it.*

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# Q&A

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# Break

DataMAP

# Enabling Action 6: PAC impacts of DataMAP

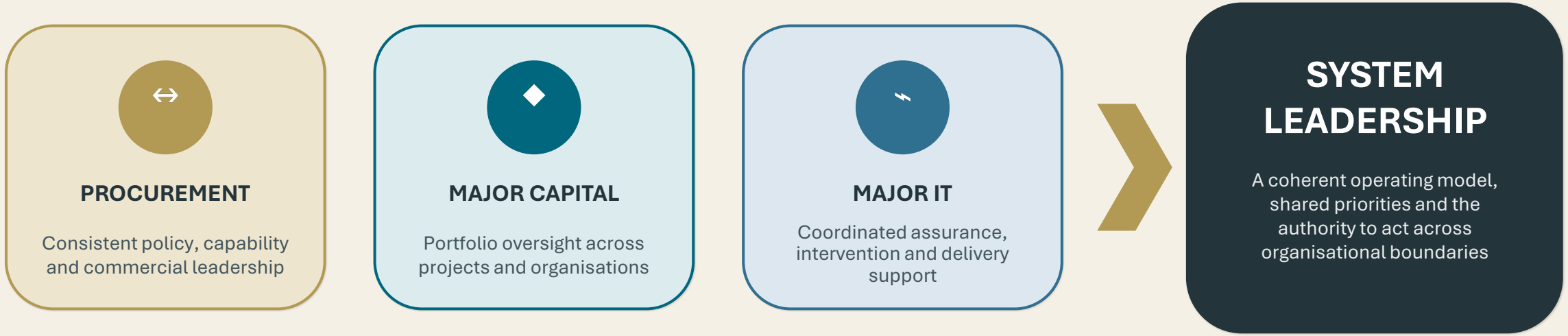


Colin Woods, Deputy Secretary, CPD

DIRECTION OF TRAVEL

# Reform is converging on a system-level response

Across procurement, major capital and major IT, the recurring ask is the same: stronger coordination, clearer leadership and a whole-system view.



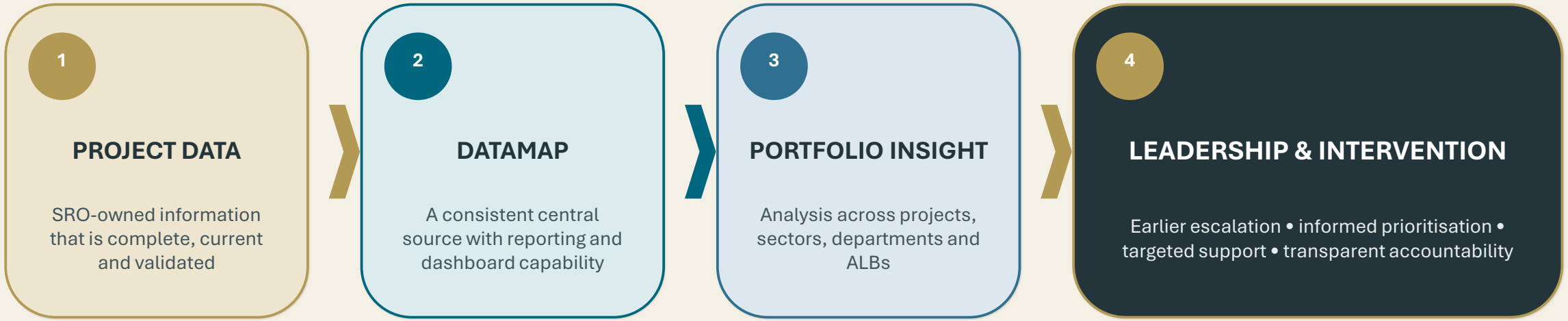

**The opportunity now is to connect these reforms, not treat them as separate initiatives.**

Ministers are increasingly receptive to reform propositions that address longstanding problems as systems, with clear strategic ownership and coordinated delivery.

THE STRATEGIC ENABLER

# DataMAP turns project information into portfolio intelligence

Portfolio leadership can only work when it is supported by complete, current and trusted information.




**The practical ask**

**Make participation routine now, so DataMAP becomes the dependable evidence base for the portfolio role government is being asked to create.**

This is not about catching departments out. It is about ensuring every project can be represented, understood and supported when portfolio-level decisions are made.

DataMAP

# Enabling Action 6: From major capital project data to portfolio intelligence

Suzanne Allen & Saad Haroon



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DataMAP

# Why change was needed

Fragmented reporting makes the whole system work harder, while seeing less

## Fragmentation:

- Multiple systems and spreadsheets
- Repeated requests for similar information
- Different definitions and reporting formats
- Manual collation and reconciliation

## Limited visibility:

- Project-by-project snapshots
- Inconsistent baselines
- Portfolio patterns hard to identify
- Information can be high-level or incomplete

## Decision risk:

- Time spent debating the data
- Late recognition of recurring pressures
- Weak basis for comparison
- Assurance becomes reactive

# Why collect centrally?

Central collection creates value only when the data is standardised, governed and reused

### Comparable:

- Common fields and definitions allow like-for-like portfolio analysis

### Reusable:

- The same evidence can support project, departmental and NICS-wide reporting

### Governed:

- Ownership, stewardship, access and SRO sign-off are explicit

### Cumulative:

- A live dataset supports trends and learning as coverage and quality mature

# The shared evidence base

The seven agreed KPI themes turn project records into portfolio questions

| KPI | |
|---|---|
| 1. **Time** | Are completion expectations moving? |
| 2. **Cost** | How are estimates changing against baselines? |
| 3. **People** | Do teams have sufficient capability and capacity to deliver without major risk? |
| 4. **Business Cases** | Where are preparation and approval times extending? |
| 5. **Planning** | Where are process times affecting delivery? |
| 6. **Procurement** | Where are procurement routes or timelines affecting pressure? |
| 7. **Carbon** | What emissions information is available and how is coverage developing? |

# View 1: the NICS Board dashboard (portfolio view)

A strategic lens across the major capital project portfolio

## 1

### Understand

- Build a common picture of portfolio health and data coverage.

## 2

### Prioritise

- Direct attention to material themes, risks and outliers.

## 3

### Act

- Commission assurance, remove systemic barriers or request departmental response.

## 4

### Track

- Observe trends and whether agreed interventions change the position.

**The value to the NICS Board is not more detail – it is better line of sight.**

# View 2: SRO dashboards (project level)

A practical management lens for SROs



### Own project visibility

- See projects together, using common measures and current information.



### Targeted intervention

- Identify where SRO support, challenge, assurance or escalation is most useful.



### Better internal reporting

- Create a stronger basis for briefings to senior teams, Boards and Ministers.



### Learning across projects

- Compare approaches, share mitigations and recognise recurring departmental constraints.

DataMAP

# What SRO leadership unlocks

Technology can provide the platform; leadership makes the information decision-ready

## 1

### Maintain

- Project teams keep the core record current

## 2

### Validate

- Challenge unusual movements and confirm relevant context

## 3

### Sign-off

- Confirm the information is complete and accurate at that point in time

## 4

### Use

- Bring the portfolio evidence into project and departmental conversations

**The aim is not perfect data forever - it is sufficiently reliable, timely data for better judgement now**

DataMAP

# Two dashboards, different decisions

A common dataset does not mean a one-size-fits-all product

## NICS Board portfolio dashboard

- **Primary question**
  Where does the system need collective attention?
- **Emphasis**
  Cross-government patterns, trends, exposure and outliers
- **Typical response**
  Strategic challenge, assurance, escalation or barrier removal

## SRO project-level dashboard

- **Primary question**
  Which projects need management attention now?
- **Emphasis**
  Department-specific performance, project context and delivery action
- **Typical response**
  Support an SRO, adjust priorities, commission review or escalate locally

**Same evidence base, different governance responsibility, tailored level of detail**

# Demo

- DataMAP
- NICS Board portfolio level dashboards
- Departmental user project dashboards

DataMAP

HOME | MY PROJECTS | MY PROGRAMMES | GANTT CHARTS

Logged in as **Suzanne Allen** - Account Settings - Log Out

**Welcome to DataMAP**

The Data Monitoring and Assurance Project (DataMAP) is being delivered under the Infrastructure Enabling Action Plan (Enabling Action 6). The scope of the project is to develop and implement the most effective and proportionate level of project and programme monitoring and assurance for the NICS Board and Executive.

SROs each have access to the projects and programmes for which they have delivery responsibility and are required to enter their data in a comprehensive and accurate manner, in line with the Data Sharing Agreement signed by Permanent Secretaries.

A brief guide on how to navigate the app is provided here. Guidelines are also provided in each page.

The purpose of data collection is to enable the ISNI Committee to deliver its strategic, governance and operational Terms of Reference that rely on the availability of project data and analytical and reporting functionality.

Queries should be sent to **DataMAP@sibni.org**

**Note 1:**

None of the information entered onto the system is accessible without a valid username and password. Furthermore, users will only have access to the programme and project information that they have been granted access to. In most cases this will only be a small number of programmes/ projects.

**Note 2:**

Improvements will be made to the system based on user feedback and experience. For example, the Home Page will in time provide quick links to various reports and dashboard style information. If you do have suggestions please send these to the email address noted above.

**Note 3:**

The Data Sharing Agreement signed up to by Permanent Secretaries defines the following parties in this process:

- Data Owners - Permanent Secretaries of each of the NICS Departments and their project delivery partners, including Arm's Length Bodies, Agencies, Non-Departmental Public Bodies etc. that will be providing the project data.

DataMAP

HOME | MY PROJECTS | MY PROGRAMMES | GANTT CHARTS

Print Logged in as **Suzanne Allen** - Account Settings - Log Out

# My Projects

The projects that you have access to are listed below. DataMAP can be used to add project-specific information across several themes: Background, Governance, Expenditure Approval, Assurance, Procurement, and Planning. A further aspect of DataMAP is the ability for SROs to provide their own assessment of a project's progression on a routine basis.

To see the information that is held on a project, use the **View/Update arrow** in the table below.

If you want to raise a bug report, request a team member change, or submit a small question, click the **'Tickets'** button below. For any other query or to request that a new programme or project be added to the system, please contact **DataMAP@sibni.org**.

TICKETS

Add filters

| Proj. ID | Project Name | Parent Programme | Latest estimate of value (£ millions) | Latest estimate of Completion Date | Overall Delivery Confidence | Capability Assessment | Capacity Assessment | View/ Update Project |
|---|---|---|---|---|---|---|---|---|
| 67 | Suzanne Project | Digital Smart Future Cities Programme | | | | | | |
| 70 | Suzanne Dummy 1 Project | Belfast Region City Deal | £65.0 | 07/03/2026 | Moderate - successfully managing major risks | Amber: Some skills gaps now or in the foreseeable future | Red: Team lacks the time or resources to deliver the project | |
| 345 | C&GD - TEST | | | | | | | |
| 346 | NON C&GD - TEST | | | | | | | |
| | | **Page Total (£ millions)** | **£65.0** | | | | | |

DataMAP

HOME | MY PROJECTS | MY PROGRAMMES | GANTT CHARTS



Information held in relation to this project can be accessed using the tabs below.

Background | Governance | Exp. Approval | Risks & Assurance | Procurement | Planning | SRO Update | Logs/Data

| | |
|---|---|
| **Project Title:** | **Suzanne Dummy 1 Project** |
| **Parent Programme:** | **Belfast Region City Deal** |

## Background to Project

Use the fields below to provide a brief background to the project.

### (1) Project Overview

**Project Title**

Suzanne Dummy 1 Project

**Description**

Include aims and objectives, scope of project

**Content Manager Reference(s)**

If helpful, Content Manager reference(s) to Project Information can be added above.

DataMAP

HOME | MY PROJECTS | MY PROGRAMMES | GANTT CHARTS



Information held in relation to this project can be accessed using the tabs below.

Background | Governance | Exp. Approval | Risks & Assurance | Procurement | Planning | SRO Update | Logs/Data

## Key Project Information

Key information can be edited under the relevant tab (e.g. Background, Governance etc.)

| | | | |
|---|---|---|---|
| **Project Title:** | **Suzanne Dummy 1 Project** | **Delivery Body:** | |
| **Infrastructure Sector:** | **Health** | **Sponsor Department:** | |
| **Linked Programme:** | **Belfast Region City Deal** | | |
| **Project Description:** | | | |

## SRO Update

Use the fields below to provide a brief update on the status of your project. This will allow progress (since the last update) to be recorded and any emerging issues or risks to be captured.

*NB: For date fields: where dates are not close to the current date, rather than using the date picker, manually enter the date.*

### (1) Overview

**Has the facility/asset been handed over to Client?**

No

NB: This field is also available under the 'Procurement' tab.

**What RIBA stage is the project currently at?**

Select...

Please refer to the RIBA Plan of Work if required: https://www.riba.org/work/insights-and-resources/riba-plan-of-work/. Non-construction projects should check **N/A**.

DataMAP

HOME | MY PROJECTS | MY PROGRAMMES | GANTT CHARTS

## SRO Sign Offs

A record of the SRO sign-off is is shown below.

Showing 1-4 of 4 — 10 per page

| Timestamp | Sign Off By |
|---|---|
| 14/10/2026 20:27 | Suzanne Allen |
| 14/10/2026 13:30 | Suzanne Allen |
| 12/10/2026 12:04 | Suzanne Allen |
| 07/05/2026 13:39 | Suzanne Allen |

## SRO Project Notes

A record of the notes entered in the SRO Update section is shown below. These can be searched using the keyword search box.

Search by keyword — Search

| Timestamp | Update By | Notes |
|---|---|---|
| No data | | |

## Expected Project Cost

The expected capital cost of the project is captured in different parts of the system. For example, the expected capital cost is provided in each Business Case that is recorded (i.e. SOC, OBC, FBC, addenda) as well as under the SRO Update section. Each change is shown in the table below.

Showing 1-1 of 1 — 10 per page

| Timestamp | Update By | Source of Update | Estimate of Capital Cost (£ millions) |
|---|---|---|---|
| 01/12/2025 9:30am | Suzanne Allen | A new SOC document added to DataMAP | 65.0 |

## Expected Project Completion Date

The expected completion date of the project is captured in different parts of the system. For example, the expected completion date is provided in each *Business Case* that is recorded (i.e. SOC, OBC, FBC, addenda) as well as under the *SRO Update* section. Each change is shown in the table below.

Showing 1-1 of 1 — 10 per page

| Timestamp | Update By | Source of Update | Expected Project Completion Date |
|---|---|---|---|
| 01/12/2025 9:30am | Suzanne Allen | A new SOC document added to DataMAP | 07/03/2026 |

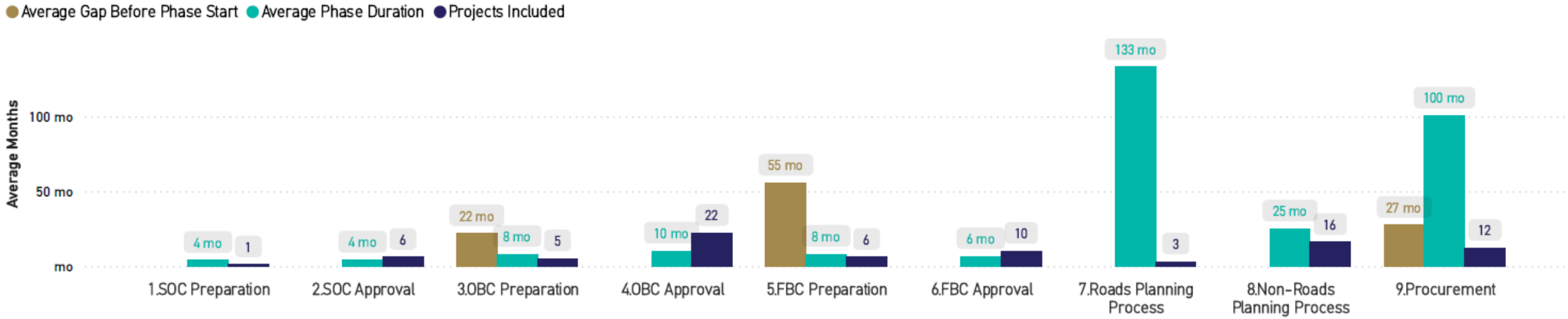
DataMAP

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# KPI - 1: Time Dashboard

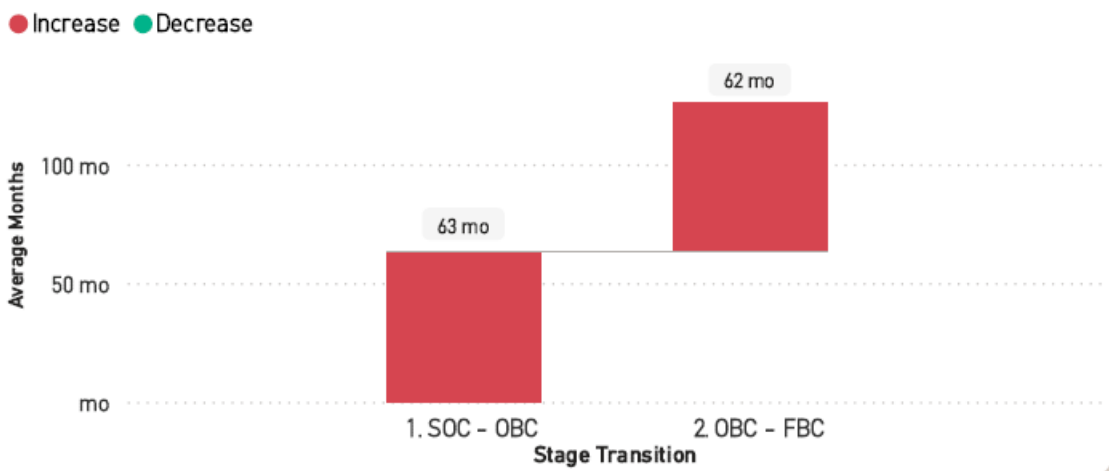
## Average Time Spent at Each Delivery Phase (Months)

Shows the average time spent completing each project phase and the average waiting time before the next phase begins, based only on projects with complete start and end dates



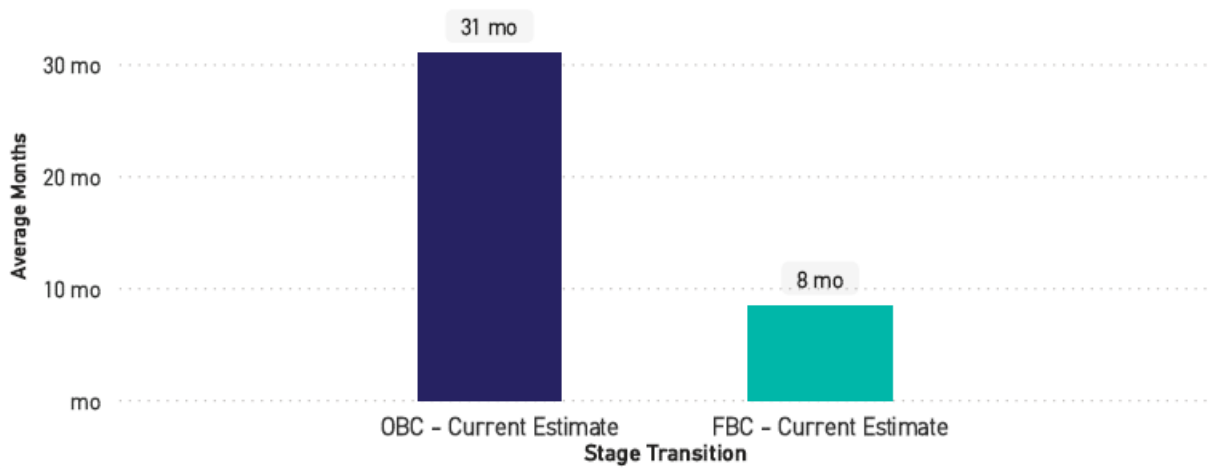

## Average Expected Completion Timeline Shift - Business Cases (Months)

Average movement in expected completion dates from SOC to OBC and OBC to FBC




## Average Completion Timeline Shift - Current Estimate (Months)

Average movement from the OBC and FBC completion dates to the latest reported completion estimate



DataMAP

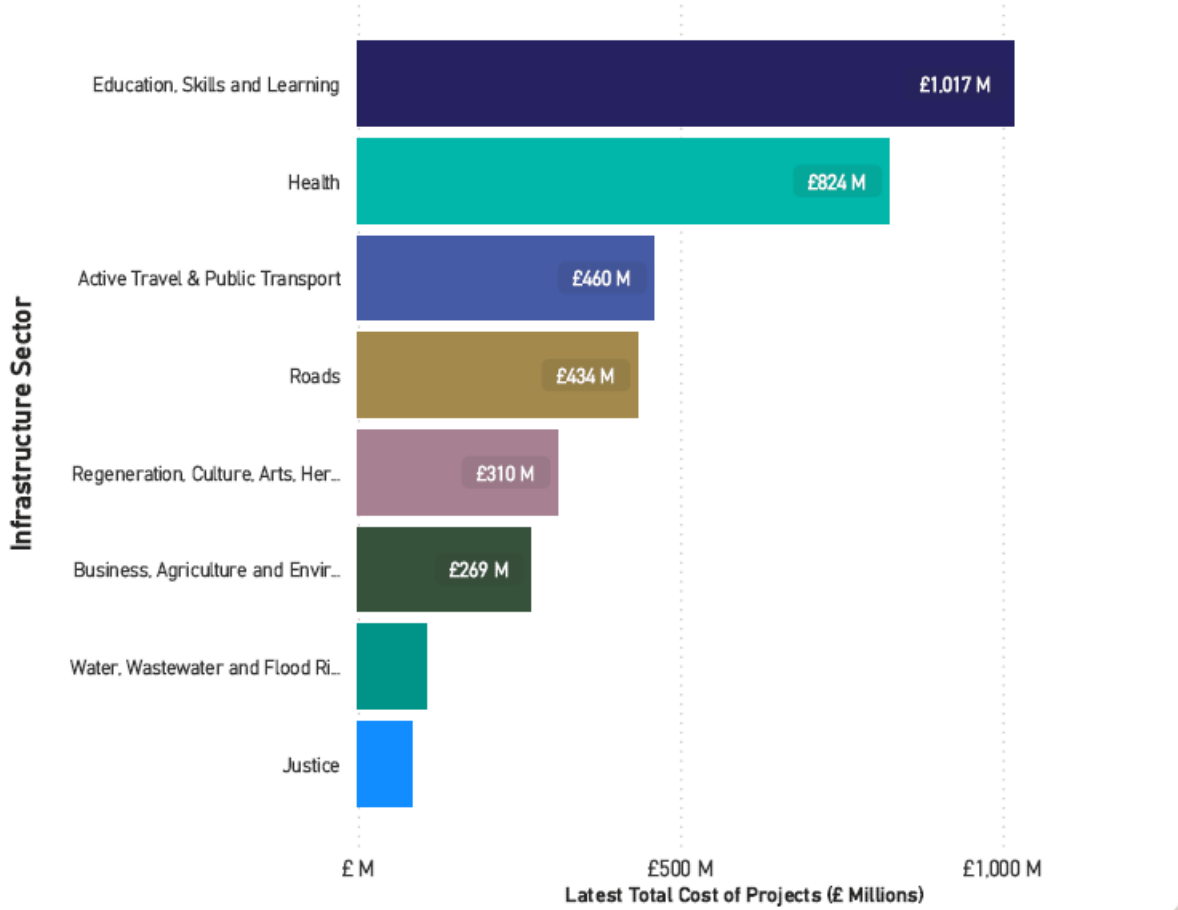
Logged-In User: suzanneallen@sbni.org

# KPI - 2: Cost Dashboard

| Average Variance - OBC to Current Cost (£ Millions) | OBC Estimate | SRO Estimate (OBC) | FBC Estimate | SRO Estimate (FBC) | Current SRO Forecast |
|---|---|---|---|---|---|
| £35M (21 Projects) | £1,443M (21 Projects) | £2,183M (21 Projects) | £1,390M (8 Projects) | £1,441M (8 Projects) | £3,505M (32 Projects) |

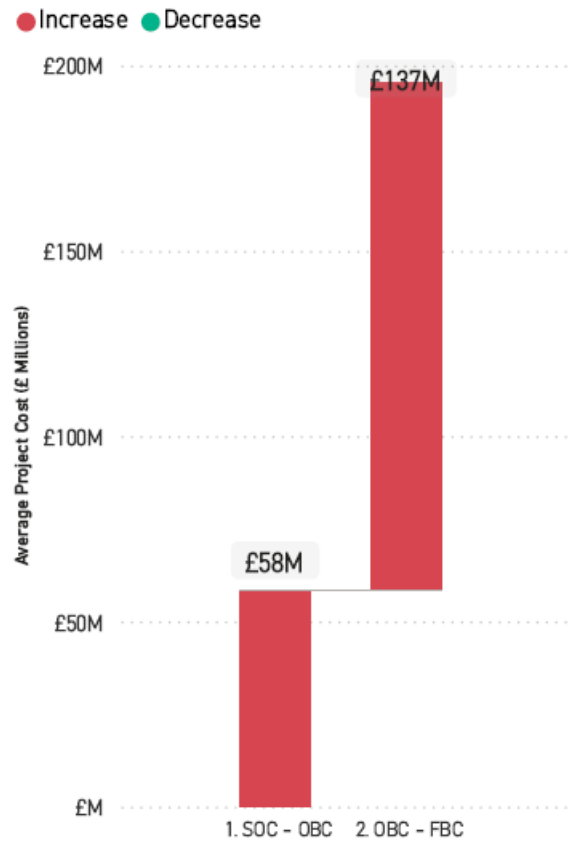
## Total Project Cost by Infrastructure Sector - Current Estimates (£ Millions)

Latest reported project costs across the portfolio, grouped by infrastructure sector



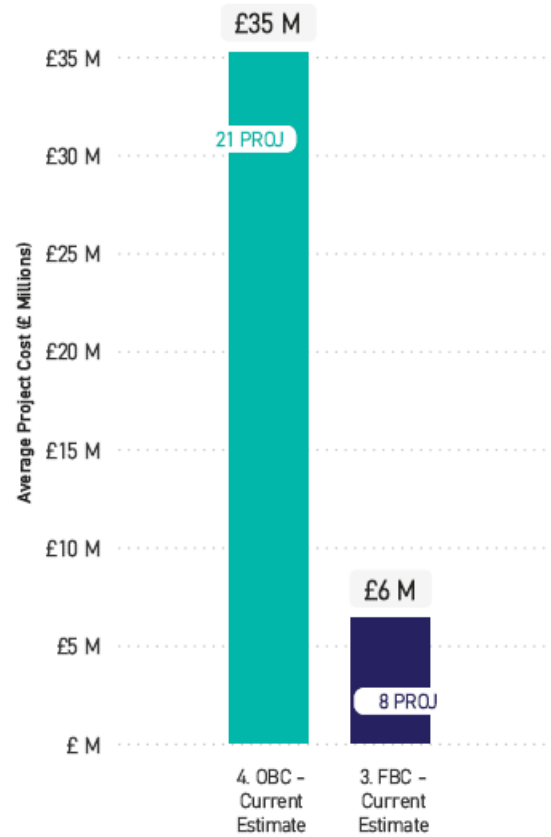

## Average Expected Cost Shift – Business Cases (£ Millions)

Average change in estimated project cost from SOC to OBC and from OBC to FBC




## Average Expected Cost Shift – Actual (£ Millions)

Average change from OBC and FBC costs to the latest reported project cost



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# KPI - 3: Resource

## Overall Delivery Confidence - Project Count




Total Number of Projects
**32**

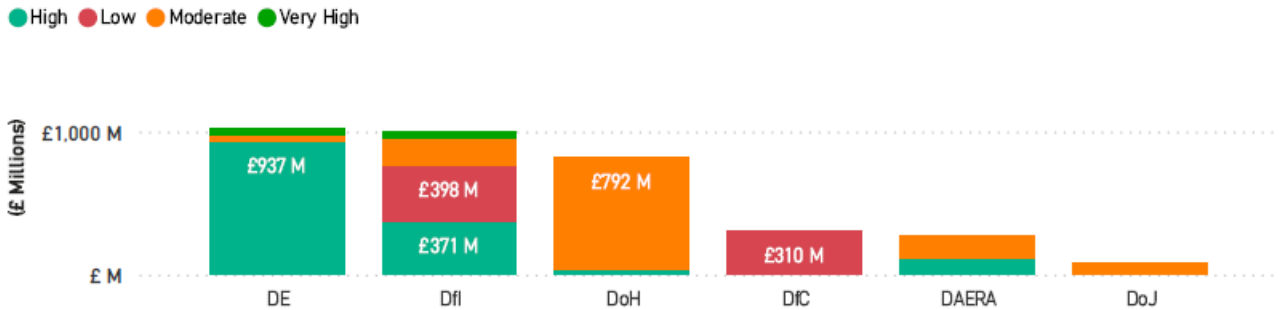
Projects with >= High Overall Confidence
**19**

Projects with Moderate Overall Confidence
**10**

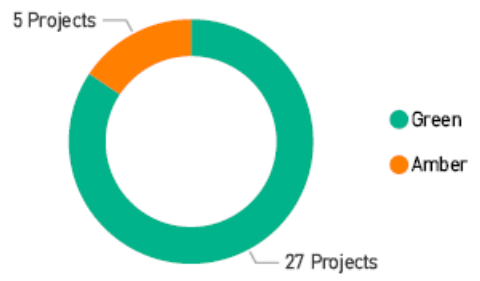
Projects with <= Low Overall Confidence
**3**

## Overall Delivery Confidence by Sponsor Department (£ Millions)

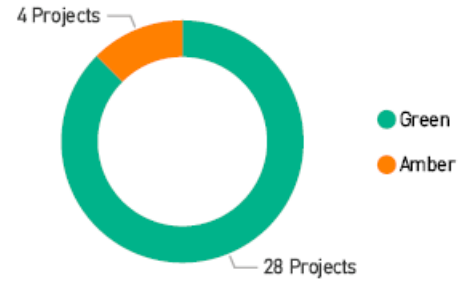
Latest estimated project cost by sponsor department, segmented by overall delivery confidence rating




## Project Capability Assessment




## Project Capacity Assessment




## Capacity Matrix by Infrastructure Sector

| Rating | Amber | | Green | |
|---|---|---|---|---|
| Infrastructure Sector | Count of Project | Latest Est. (£ Millions) | Count of Project | Latest Est. (£ Millions) |
| Education, Skills and Learning | | | 15 | £1,017M |
| Health | 3 | £792M | 1 | £32M |
| Active Travel & Public Transport | | | 3 | £460M |
| Roads | 1 | £396M | 2 | £38M |
| Regeneration, Culture, Arts, Heritage, Sport and Tourism | | | 1 | £310M |

## Capability Matrix by Infrastructure Sector

| Rating | Amber | | Green | |
|---|---|---|---|---|
| Infrastructure Sector | Count of Project | Latest Est. (£ Millions) | Count of Project | Latest Est. (£ Millions) |
| Education, Skills and Learning | | | 15 | £1,017M |
| Health | 3 | £792M | 1 | £32M |
| Active Travel & Public Transport | | | 3 | £460M |
| Roads | | | 3 | £434M |
| Regeneration, Culture, Arts, Heritage, Sport and Tourism | 1 | £310M | | |

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# Executive Overview

**Selected Project**

All

**Variance - Time (Months)**

-19 | 178

**Variance - Cost (£ Millions)**

-42.60 | 448.00

Number of Projects Delivered
**2**

Average Variance - OBC to Latest Completion (9 Projects)
**31 Months**

Average Variance - OBC to Current Cost (21 Projects)
**£35M**

| Project | Project Completed | Contract Spend (£ millions) | OBC Estimated Capital Cost (£ millions) | FBC Estimated Capital Cost (£ millions) | Actual / Expected Final Cost on Completion (£ millions) | Under/Overspend (Per OBC) | Under/Overspe (Per FBC) |
|---|---|---|---|---|---|---|---|
| Project VSS | No | £390 M | £223 M | £671 M | £671 M | £448 M | £ |
| Project WJK | No | £68.1 M | £194.3 M | £366 M | £366 M | £171.7 M | £ |
| Project VYY | No | | £80.1 M | | £80.1 M | £ M | |
| Project JFC | Yes | £84.9 M | £77.3 M | £84.9 M | £84.9 M | £7.6 M | £ |
| Project BVA | No | | £77.2 M | | £77.2 M | £ M | |
| Project DHS | No | | £66.6 M | | £24 M | -£42.6 M | |
| Project UXG | No | £1.7 M | £66.2 M | | £46.1 M | -£20.1 M | |
| Project WHO | No | | £65.5 M | | £65.5 M | £ M | |
| Project TGK | No | £.6 M | £62.5 M | | £62.5 M | £ M | |
| Project IEK | No | | £62 M | | £62 M | £ M | |
| Project RCG | No | | £57.1 M | £79.8 M | £97 M | £39.9 M | £17.2 |
| Project RHS | No | £.8 M | £55.9 M | | £55.9 M | £ M | |
| Project VJY | No | | £51.4 M | | £51.4 M | £ M | |
| Project PEG | No | | £50 M | | £50 M | £ M | |
| Project QKY | No | | £47.5 M | | £47.5 M | £ M | |
| Project EWW | No | £37.5 M | £45.6 M | | £45.6 M | £ M | |
| **Total** | | **£694.5 M** | **£1,443.5 M** | **£1,389.8 M** | **£3,505.1 M** | **£739.3 M** | **£50.** |

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# Current Project Schedule

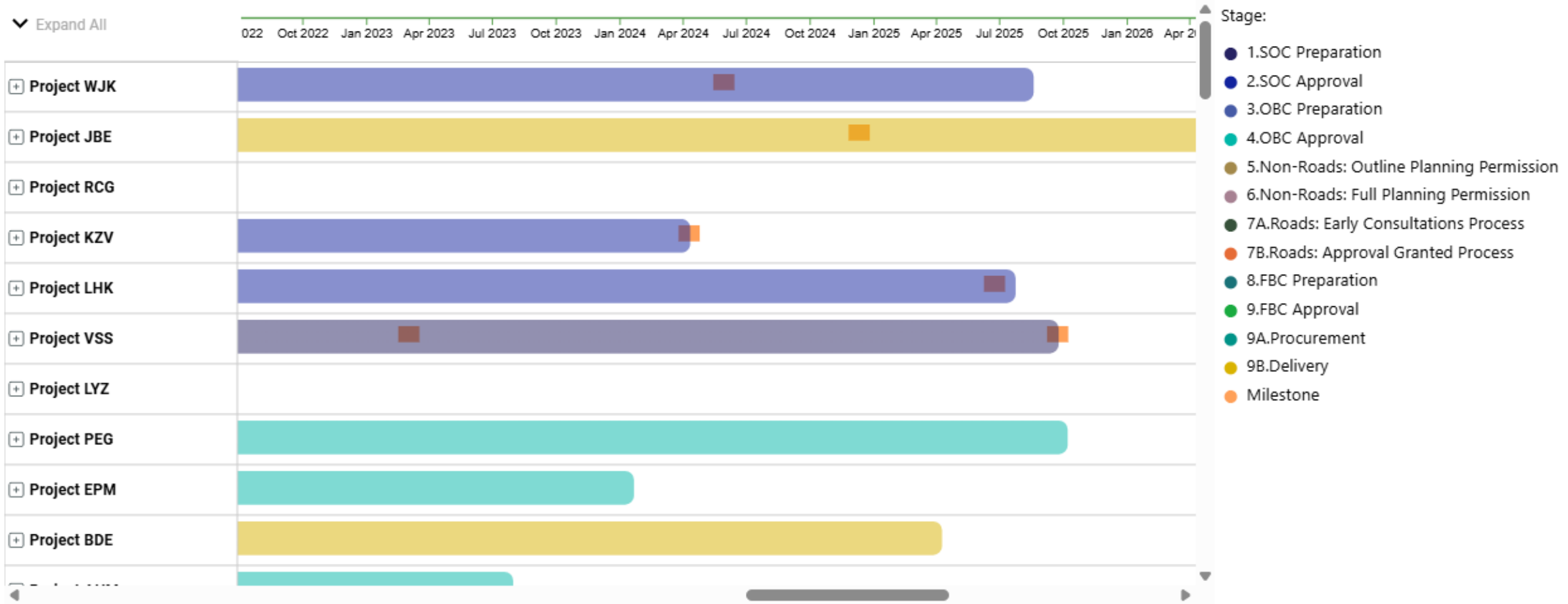
**Selected Project**: All

**Stage**: All

| Average SOC Preparation (Mnts) | Average SOC Approval (Mnts) | Average OBC Preparation (Mnts) | Average OBC Approval (Mnts) | Average FBC Preparation (Mnts) | Average FBC Approval (Mnts) | Average Addendum Prep. (Mnts) | Average Addendum Appr. (Mnts) |
|---|---|---|---|---|---|---|---|
| 1 PROJ | 6 PROJ | 3 PROJ | 22 PROJ | 3 PROJ | 10 PROJ | -- | 16 PROJ |
| 13 | 27 | 11 | 23 | 10 | 17 | -- | 23 |

## Current Project Schedule - Gantt Chart

Latest recorded project timeline, showing lifecycle progress across business case preparation and approval, planning, roads processes, procurement, delivery, assurance reviews and completion milestones.



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# Governance & Risk Exposure

**Selected Project**

All

**Risk Type**

All

| Projects with Approved Project Brief | Projects with Project Board Established | Projects with External Expertise (Board) | Projects with Approved PID | Projects with RPA Completed | Average Risk Impact Score | Average Risk Probability Score |
|---|---|---|---|---|---|---|
| 22 | 29 | 22 | 22 | 24 | 3.9 | 3.3 |

## Average Completion Delay by Risk Type (£ Millions) - OBC → Actual

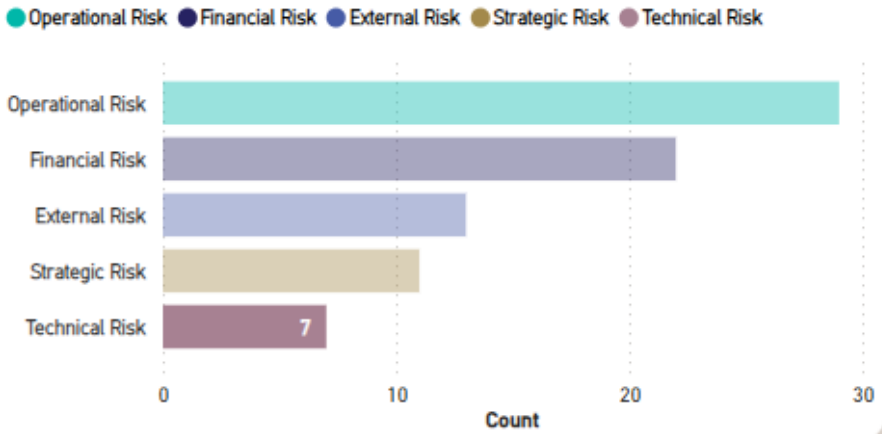
Average movement in project completion dates from the approved OBC position to the latest SRO-reported expected or actual end date, grouped by the risk types recorded against each project and shown in months.




## Average Risk Impact and Probability by Risk Type




## Recorded Risks by Risk Type




## Risk Descriptions by Risk Type

Detailed project risk descriptions grouped by risk category, providing context on the events, conditions and delivery issues recorded within the portfolio.

| Risk Type |
|---|
| ⊞ External Risk |
| ⊞ Financial Risk |
| ⊞ Operational Risk |
| ⊞ Strategic Risk |
| ⊟ Technical Risk |
| Total |

# Discussion

- DataMAP feedback – user and non-user thoughts
- NICS Board portfolio level dashboards – feedback
- Departmental user project dashboards – what is missing?

DataMAP

# Closing remarks

Patrick Magee, Non-Executive Member, NICS Board



DataMAP

SRO event follow up

