

News story: South West has the potential to become the UK's start-up hub

Technology firms developing driverless car technology and 5G mobile networks are among the companies helping to make the South West one of Britain's start up hubs, according to the Chief Secretary to the Treasury Elizabeth Truss.

Latest figures show the economy in the South West is now worth more than £127 billion and is the second fastest growing economy of UK nations and regions with year-on-year growth of more than 4%.

Meeting fast growing, high tech firms including Ultrahaptics in Bristol the Chief Secretary to the Treasury, Elizabeth Truss, will say:

Technology firms, like the ones I am meeting today in Bristol, help power Britain's future.

The government is giving enterprise the freedom it needs to succeed. From Cornwall to Christchurch, The South West is buzzing with ambition and attracting interest and investment from around the world.

The Chief Secretary is visiting Ultrahaptics and tour its facilities. The firm develops virtual reality technology and has raised more than £30 million in investment.

Among the businesses meeting the Chief Secretary are Bristol-based BluWireless which has attracted investment to help them develop and distribute 5G mobile networks through Britain.

The government is investing more than £2 billion in the Strategic Road Network in the South West which will transform the A303/A30/A358 corridor, fund construction of a new junction on the M49 and improve sections of the A30 in Cornwall into a dual carriageway.

More than £80 million is also being invested to ease congestion around key cities such as Bristol and improve roads.

Press release: HS2 reveals world-leading design firms for biggest station building programme since Victorian era

Station designs will showcase world-class architecture, ease of use and value for money that passengers and communities expect and deserve.

The following designers will be awarded contracts to help develop and refine the detailed plans for the four stations, due to open in 2026:

- Birmingham Curzon Street – WSP UK Limited (working with Grimshaw Architects LLP)
- Birmingham Interchange – Ove Arup & Partners International Limited (working with Arup Associates and Wilkinson Eyre Architects Limited)
- Old Oak Common – WSP UK Limited (working with Wilkinson Eyre Architects Limited)
- London Euston – Ove Arup & Partners International Limited (working with Grimshaw Architects LLP)

The winning teams have a track record of delivering cutting edge design and have worked on some of the largest and most complex international infrastructure projects, including Gateshead Millennium Bridge, The Eden Project in Cornwall, Biljmer Arena station in the Netherlands, and the new concourse at London's King's Cross station.

London and Birmingham are already planning for the arrival of HS2 which is expected to unlock opportunities for 30,000 new homes and 130,000 jobs as part of wider developments around the four stations.

Welcoming the news, HS2 Minister Nusrat Ghani said:

HS2 is a modern railway fit for Britain's future, improving vital links between some of our country's biggest cities, driving forward growth and significantly improving services for passengers with thousands more seats on faster trains.

Appointing these leading creative firms ensures that passengers on our world-class railway will experience modern and accessible stations. I am confident that these firms will deliver these projects at value for money, with designs that are both innovative and in keeping with their surroundings.

HS2 Ltd Chief Executive, Mark Thurston said:

Our new stations in London and Birmingham will be at the heart of the first phase of the project, increasing capacity, improving journeys and helping to unlock opportunities for tens of thousands of new jobs and homes around what will be four new landmark buildings.

That's why I'm delighted to welcome these talented designers to the team, and we look forward to working with them to create station designs which showcase world-class architecture, ease of use and value for money that our passengers and communities expect and deserve.

The new HS2 stations will be designed with input from local communities, using best practice principles from stations around the world, and guidelines and specifications endorsed by an independent panel of leading architects and designers.

Working with HS2 Ltd, the winners will be tasked with delivering:

- People-centred design, which offers high-quality customer experience including shopping, business facilities, and opportunities for art and leisure
- Architecture which enables accessibility for all, including step-free access from street-to-seat which is simple and easy to navigate
- 'Timeless design' for future-proofing and flexibility so stations accommodate changes in technology and in the population
- Respecting and contributing to the physical and cultural legacy of the location – responding to the local built and natural environment, using local materials and ensuring local people identify with their station and have pride in it

An independent HS2 Design Panel has scrutinised HS2's guidelines and specifications for the stations, and will continue to play a key role in reviewing the detailed designs as they develop through 2018.

Chair of the HS2 Design Panel, Sadie Morgan from DrMM architects, said:

We welcome the appointment of these world class designers and look forward to working with them and HS2 to help deliver iconic stations which set new standards in design and ease of use, and provide a legacy of great architecture of which Britain can be truly proud.

HS2 services from London and Birmingham will travel beyond the new high speed network via existing tracks to a wide range of destinations including Liverpool, The North West, Newcastle, Glasgow and Edinburgh.

Press and media enquiries

[News story: Government harnesses advances in Behavioural Insights with new framework](#)

Government has long seen the benefits of using behavioural insights to tailor public services to citizens, and the new CCS Behavioural Insights framework offers a wider choice of suppliers including small and medium-sized enterprises (SME).

The framework will support public bodies to procure the expertise of organisations that offer behavioural insights – changing the way policy is developed and public services are designed, making them more efficient and in tune with the needs and preferences of the public.

John Manzoni, Permanent Secretary for the Cabinet Office and Chief Executive of the Civil Service said:

Behavioural insights have been a part of policy making at the heart of government for a significant amount of time now. This new framework will enable all public sector organisations to access this expertise, helping them to design efficient, effective public services that meet the real needs of citizens.

David Skinner, Crown Commercial Service's Director of Corporate Solutions said:

We've taken this opportunity to redesign our framework solution offer for Behavioural Insights, opening up the market to a wider range of expertise that can deliver greater outcomes and commercial benefit to our customers.

The agreement is expected to be worth up to £16 million over 4 years, with 6 suppliers appointed to offer their services, including 2 SMEs.

Since 2010, the government has used behavioural insights research to inform policy, with an emphasis on using a strong evidence base about human behaviour to find innovative ways of encouraging, enabling and supporting people to make better choices for themselves.

The framework is available for use by central government departments and other public sector bodies including NHS Trusts, schools, universities, colleges, local authorities and the Police and Fire Services.

CCS has developed the new framework in collaboration with partners including behavioural insights specialists across government.

To find out more about the framework, visit [the CCS procurement pipeline](#).

[News story: Civil news: reminder list to encourage prompt billing of claims](#)

We are introducing a new process on 2 February 2018 to help ensure providers are keeping track of the billing on outstanding legal aid certificates.

What does this mean?

You will be sent a list by email every two months which details all outstanding certificates for legal aid work in your organisation.

What should we do with the list?

We recommend that providers cross-reference the list with their own records to ensure they have billed for outstanding payments.

Is this a demand for payment?

This is not a demand for payment or notice of our intention to recoup payments on account.

Do I need to respond to the email?

This is only a reminder for providers to bill outstanding claims in a timely way. You do not have to respond.

Why are you doing this?

Prompt submission of claims allows for greater financial control for all involved. It is in the interests of both the Legal Aid Agency and the provider for bills to be processed in good time.

Will the UPOA team still contact us?

Yes, the Unrecouped Payment on Account (UPOA) team will continue to contact providers when they are concerned about certificates where there has been no final claim.

If you are contacted in this way it is important to respond to requests within the specified time frame. If you do not respond outstanding payments on account will be recouped i.e. taken back by the Legal Agency.

Does this change any billing processes?

No, providers should continue to submit claims in the normal way.

What should I do if I have an enquiry?

Providers should use the usual 'billing enquiry' feature for CCMS cases. For paper claims you should email: contactcivil@justice.gov.uk

Speech: Transforming public services through major projects

Good morning ladies and gentlemen.

It's a pleasure to be here with you today for the first Transforming Together conference of the year, and the seventh in its history.

Communities and networks are essential to help us deliver world class projects, and Transforming Together is certainly the place to collaborate with colleagues who are delivering the government's transformation portfolio.

We know that transformation can't be learned from a textbook, so learning from each other is vital. And that's why we are here today.

In that vein, there are three main points I want to cover today:

- to outline the nature and scale of transformation in government;
- to share some of the lessons learned so far on this transformation journey, in particular the need to set realistic objectives, embrace uncertainty and focus on outcomes and people, and;
- to set out the future of transformation.

Scale of transformation

Firstly, the current transformation portfolio.

Collectively we are delivering a set of transformation projects that will realise almost £50 billion worth of long term benefits for government.

This equates to 53 programmes – 34 on the [Government Major Projects Portfolio \(GMPP\)](#) and 19 in early development – spanning 12 government departments and agencies, delivering well into the 2020s.

Not to mention more than 100 new digital services, 20 of which we consider to be 'major' transformations, which means that they are much more than a front-end digital service.

The sheer scope, scale and complexity of this portfolio is extraordinary.

As someone who is relatively new to the public sector, I am staggered at our ambition.

We recently commissioned an international study, which showed how ambitious the UK is compared to other countries like Germany.

These projects will have huge benefits for the general public.

Not only will they generate billions of pounds worth of efficiency savings in government – important as that is – they will transform people's lives for the better.

They will improve people's experiences when interacting with the state and improve their access to vital public services.

Whether it's Courts Reform, which will create a straightforward online court to resolve disputes from divorces to debt enforcement, making justice swifter and more certain.

Or the Making Tax Digital programme which will enable people to report and calculate their taxes online, saving money and time as well as fundamentally changing the way people interact with HMRC.

The Digital Census programme provides vision for a fully digital Census by 2021. Its ability to enable other transformed services in government should not be underestimated.

Digital Services at the Border will transform the way we ensure safe and efficient movement of people and goods through our borders and the full rollout of e-gates at airports.

The National Crime Agency Transformation will bring together multiple systems across police forces, helping to identify, prevent and tackle organised crime even quicker.

And within the civil service, the cross-government Smarter Working Programmes are already seeing benefits from changing the way we work through better use of technology, improved estates, and flexible working.

It's not just an estates rationalisation programme. It has required big cultural and organisational change for the better.

But, people's lives will only be transformed if we get these projects right and are able to transform ourselves too.

If we deliver these projects as well as they can be delivered.

What is transformation?

One of the challenges we have tackled over the last two years is actually defining transformation and understanding what aspects of delivery we need to

target in order to succeed.

Different people have a different understanding of what transformation is.

So we mapped our transformation programmes against a number of important characteristics such as organisational change, policy change and location change – just to name a few.

This has allowed us to understand common themes across what can initially look like very different programmes.

Transformation programmes generally contain a mix of these characteristics and the most complex, such as Universal Credit or Courts Reform, contain them all.

But containing one doesn't always equal transformation.

It's easy to assume a new digital project is a transformation project. But actually a project can be completely transformative without requiring any new digital services at all. And a digital project may well not be transformational.

Likewise, cost reduction alone almost certainly doesn't equal transformation.

One of our most important pieces of work to date has been the creation of a framework to help initiate transformation projects in the best possible way.

We call it the Seven Lenses of Transformation.

Fundamentally they are seven tests or questions you should ask yourself right at the beginning, and continue to check throughout delivery:

- Vision – do you have a clear and aligned vision of the desired outcome?
- Design – how will the organisation be configured?
- Collaboration – are you collaborating with all affected stakeholders?
- Planning – do you have plans set out in realistic delivery phases?
- Accountability – is it clear who is accountable?
- People – are you supporting people to change the way they work?
- Leadership – have you got the right leadership skills in place?

Lessons learned

Both the [Infrastructure and Projects Authority \(IPA\)](#) and [Government Digital Service \(GDS\)](#) – through our joint Transformation Peer Group (TPG) – have put a lot of work into answering these questions over the last two years.

In doing so, we have learnt a lot of lessons along the way.

I won't go through them all today, but there are four for me that stand out.

The first is to set realistic objectives.

Because it is very difficult to benchmark transformation projects, it is very

easy to set wholly unrealistic objectives.

To set up projects for success, it's vital that right from the start you know exactly what you must deliver and you are realistic about what you can deliver.

This might sound obvious, but in huge transformations this can often be the most difficult part to get right.

Many programmes are at risk of failure from having unrealistic expectations at the outset.

Of course be ambitious, but temper this ambition with a healthy dose of realism.

If you think you are falling foul of this already, try to reset your objectives and be clear on what you can realistically achieve.

Also, a 'test and learn' approach could be a useful way of rolling out a project in incremental stages, iterating the service as you go.

The second is to embrace the fact there will always be a level of uncertainty in your projects.

We must understand what that uncertainty is and then learn to manage it. We must consider new ways of managing uncertainty in a portfolio.

This is especially true for transformation projects as it's often very difficult to estimate cost and schedule, in particular for programmes with a long duration.

And accurately specifying benefits of transformation can be even more challenging.

How will the public or organization react to change? How can we account for a project running through multiple parliaments? Or being dependent on a wider set of transformational changes?

Rather than attempting to create false precision, we should try and understand the uncertainty and whether we can live with it.

In my previous sector, we had a systematic and quantitative way of dealing with uncertainty when exploring for oil and gas. I'm not saying their approach can be applied here, but we can, and should, learn lessons from elsewhere.

And if we think the level of uncertainty is large enough to jeopardize a project, we should consider undertaking pilot projects to reduce the uncertainty. Or break up a project into smaller, more manageable components.

All too often in government we are ruthlessly focussed on cost and schedule, while forgetting what exactly we are trying to achieve.

It brings to mind the old Danish proverb, “the operation was a success, but the patient died.”

Whether it’s transitioning to a new pension age, saving time through online GP appointments or completing new services in court, developing this outcomes view is crucial.

Transformation projects can take an indirect path as they change and evolve. So we need a North Star to guide us. And that is the outcome of what you are trying to achieve.

So, keep your eye on the prize. Adapt as necessary in order to reach your objective.

And while cost and schedule are important, it’s the outcome that really matters.

As I said before, transformation is not about just building new digital interfaces, writing code or shuffling real estate.

It’s about improving people’s lives. It’s about changing the way we work together in government.

Too often we forget about the people who are affected by change – the end users.

Transformation often requires us to engage large teams of people who are impacted in some way by the transformation itself.

Here bringing in multi-disciplinary teams can help. Policy teams can help focus the design on intended outcomes. HR teams can help embed and communicate organisational change.

Dealing with this can sometimes be the hardest part of delivery. But it’s the part that matters the most.

Real transformation can’t be effected unless we take people along with us on the journey.

I urge you to keep this at the forefront of your mind – especially when times are difficult.

Future of transformation

Having identified these important lessons, the challenge now is to use this new understanding to boost future delivery.

Without a doubt, transformation is still a huge agenda for this government and it will continue to be for a very long time.

EU Exit is forcing us to change the way we work – in a way that will be helpful to the transformation agenda. It’s part of the solution, not a problem.

As John Manzonei said just last week in his [speech on transformation](#) at the LSE, “Brexit is an accelerator, not a distraction.”

EU Exit provides us with an opportunity to create whole new systems.

For example, it has already allowed us to crystallise our thinking about the Borders programme in a new way. We are thinking about the outcomes differently and it has brought different parts of government together.

The IPA and GDS will continue to help create the right enabling environment across government.

We will tackle processes that make transformation difficult.

We will share our learning more widely, publishing new tools and research.

Our new Major Projects Leadership Academy (MPLA) and Project Leadership Programme (PLP) transformation modules launch formally in April, and will continue to develop.

And we will continue to grow our pool of [Transformation Associates](#) so we have an ever-expanding group of experts on hand.

Conclusion

To conclude, the transformation of government is a huge and ambitious agenda.

We’re making great progress in delivering it, but we still have a long way to go.

And we are learning a lot along the way.

Events such as these are crucial to help us share that learning and continue on this transformation journey.

But we must always remember that this is about improving people’s lives and improving the way that government works.

So let’s keep our eyes firmly on the prize.

Thank you.