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RESEARCH NOTE 49

## Out of Control: How the Government overspends on capital projects

In 2007 the TaxPayers' Alliance calculated the cost of public sector capital project overruns. *Beyond the Dome* found that 14 had overrun by more than the Millennium Dome. Since then, numerous official reports have attacked big government projects. From IT systems to public buildings and military aircraft, many projects have been late and over budget, and have not delivered on their initial promise.

This report updates that analysis to show that failures in managing capital projects continue to impose significant costs on taxpayers.

The state of the public finances means that any future government will be forced to cut spending, and the Government's current spending plans envisage significant cuts in capital expenditure in particular. It is essential that a more considered approach is taken to capital projects, and they only go ahead on the basis of a realistic assessment of cost. Even more importantly, they must be managed competently to conclusion. There have clearly been significant failures with many high profile (and many mundane) projects. The evidence for this is all too clear, with reports from the National Audit Office (NAO) and the Public Accounts Committee (PAC) consistently criticising public sector project management.

The key findings of this report are:

- The **total net overrun** on 240 projects was more than **£19 billion**. The figures are from an opportunity sample of Government projects with official costings available.
- This is equivalent to over **£750 per household in Britain**.
- The **average cost overrun** of the sampled projects, including those that came in under budget, was more than **38 per cent**. This is up 4 percentage points from our last survey in 2007.
- **32 per cent** of the projects sampled **overran**, while **24 per cent came in under budget**.

- The project to **overrun by the most** is the NHS National Programme for IT, which is currently **£10.4 billion over budget** – or **450 per cent**.
- The worst performing department was the **Ministry of Justice** with 2 projects overrunning by an average of **163 per cent**.
- The **best projects** were the **East and North Hertfordshire Hospital** and the **Future Joint Combat Aircraft**, coming in under budget by a **combined £840 million**.
- The **best performing departments** were the **Treasury, the Department for Innovation, Universities and Skills, and the Foreign and Commonwealth Office**. Their projects came in under budget on average.
- Departments should make **more effective use of optimism bias** when estimating the cost of projects, and **use good practice** learnt on successful projects.

**John O’Connell**, Policy Analyst at the TaxPayers’ Alliance, said:

*“Too many projects are coming in late and over budget and this failure is costing the taxpayer billions, endangering essential services. This can mean doctors having to work in outdated hospitals or soldiers on the front line having to use inadequate equipment, despite the taxpayer having paid handsomely for new facilities or kit. Sadly, it seems like the public sector’s record is getting worse, not better, over time. The state of the public finances means that it’s more important than ever to ensure value for money is achieved on capital projects.”*

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## Why do public sector projects consistently overrun?

Government is now so large and diverse that it is near impossible to manage:

- Many politicians and civil servants lack the necessary skills to lead large capital projects in areas in which they have little or no expertise. The Institute of Economic Affairs found this to be endemic in a detailed study of six big projects.<sup>1</sup>
- Using consultants and outside advisers on projects is not only expensive but can perpetuate the lack of knowledge in departments. It is also a useful way of avoiding responsibility for project failure.<sup>2</sup>

This is further complicated by constant changes in the structure and leadership of Government departments. The Department of Innovation, Universities and Skills lasted for only two years. Since 2004 Alan Johnson has been the Secretary of State for Work and Pensions; Trade and Industry; Education and Skills; and Health before becoming Home Secretary earlier this year. Such instability leads to poor project management:

- Holding a number of briefs in a short period means Secretaries of State face an incentive to initially under-cost projects, in order to get prestigious schemes approved. Once they have moved on any project overruns become someone else's problem.
- A similar problem exists for civil servants, as the NAO note:

*"Commercial experience is being lost to projects due to commercial civil servants moving position frequently."*<sup>3</sup>

- The median tenure for a Senior Civil Servant is 2.7 years.<sup>4</sup> As senior department executives, this is not long enough to see longer term projects through.

The lack of a more robust and accountable framework means that expensive mistakes are frequently made. This can occur at the outset or during a project:

- Public sector officials fail to properly specify what is desired from a project at the beginning of the process, or simply miscalculate particular elements of a project.
- Once it is underway, changes are then made, often delaying the delivery date and adding to the overall cost. Higher than expected costs for *Principal Anti-Air Missile System Production Equipment* led to a £124 million increase to the cost of the Type 45 Destroyer project.<sup>5</sup>

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<sup>1</sup> D.R. Myddleton (2007), *They Meant Well: Government Project Disasters*, Institute of Economic Affairs, p.17

<sup>2</sup> National Audit Office, *Commercial Skills for Complex Government Projects*, November 2009

<sup>3</sup> Ibid

<sup>4</sup> Public Administration Select Committee, *Ninth Report of the Session: Skills for Government, 2006-07*

<sup>5</sup> National Audit Office, *Ministry of Defence Major Projects Report Summary Sheet*, December 2008

- More worryingly, those involved in a project may simply not know how much is being spent, or what on. In implementing *NOMIS*, a system to track offenders' progress through the criminal justice system, the National Offender Management Service was unable to account for how £161 million was spent.<sup>6</sup>
- More high-profile projects often have wildly different estimates, indicating a lack of control over the final cost. It has been reported that the NHS *National Programme for IT* will eventually cost £20 billion.<sup>7</sup>

The severity of the fiscal crisis means that spending cuts will be needed to accompany better productivity. With departmental budgets pared back, it need not be the case that large capital projects will further suffer:

- A recent report by the National Audit Office suggested that the expertise that the Government has already is not being used effectively.<sup>8</sup>
- This is part of a broader problem with poor public sector productivity. The Office for National Statistics estimated that this had declined 3.4 per cent since 1997, with inputs increasing by 38 per cent.<sup>9</sup> The Centre for Economics and Business Research estimate that this inefficiency costs the taxpayer £58.4 billion a year.<sup>10</sup>

Realigning priorities and increasing management stability can help to correct the failings of the public sector in capital project procurement. There are many public sector projects that run on or under budget. This is often due to simply scaling down the size of the project, as with one of the projects at Oxford Radcliffe Hospitals.

It can also be down to good management and sound practice however, and it is important that these lessons are shared by Government departments. A successful project was the roll out of new Jobcentre Plus offices, which came in £314 million under budget:<sup>11</sup>

- Fundamental to the success of that project was "consistent leadership, strong governance and close monitoring by a central project management team."
- Standardising plans and processes meant that costs were kept to a minimum.
- The department worked in close partnership with their contractors to identify and therefore avoid potential overruns before they came to fruition.

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<sup>6</sup> Public Accounts Committee, *The National Offender Management Information System*, November 2009

<sup>7</sup> Financial Times (30/05/2006) [http://www.ft.com/cms/s/0/b67129e2-ef78-11da-b435-0000779e2340.html?nclick\\_check=1](http://www.ft.com/cms/s/0/b67129e2-ef78-11da-b435-0000779e2340.html?nclick_check=1)

<sup>8</sup> National Audit Office, *Commercial Skills for Complex Government Projects*, November 2009

<sup>9</sup> Office for National Statistics, *Total Public Service Output and Productivity (with correction)*, August 2009

<sup>10</sup> Centre for Economics and Business Research, *Public Sector Costs*, August 2009

<sup>11</sup> National Audit Office, *The Roll-Out of the Job Centre Plus Office Network*, February 2008

The Government already has mechanisms in place to mitigate for underestimating the cost of projects:

- The Treasury's advice on 'optimism bias' from their 2003 Green Book lays out a five point plan for project leaders to follow, so that estimates can be adjusted within set parameters to offer a more realistic picture of the final cost.<sup>12</sup>
- It is unclear how many of the initial budgets in our sample included an allowance for optimism bias, and still overran to the significant extent found in our report. Projects should only go ahead with a full analysis of their likely cost, including an allowance for the serious overruns evident in our research. For example, the debate over whether Britain should bid for the Olympic Games should not have happened without the understanding that the proposed budget was not reflective of the actual cost.

## Sources and Methodology

1. This research note was compiled by analysing official reports on departmental capital projects which have been completed in the last two years, or are still ongoing, and where official reports were unavailable a study of parliamentary questions was used.
2. This report constitutes an opportunity sample of projects across Government departments. The only condition for inclusion in the report was that projects were properly costed from a reasonable source.
3. Initial estimates of the cost of each project have been given, together with the final cost or latest estimate. To give the cost overrun, the difference between the two figures is calculated in £ million and as a percentage of the initial estimate.
4. The average cost overrun is a weighted average and is derived from the difference between the sum of the initial cost estimates and the sum of the final costs, divided by the sum of the initial cost estimates.
5. The number of households used to calculate the average cost per household is 25.29 million and is taken from the latest available data from the Department for Communities and Local Government ([www.communities.gov.uk](http://www.communities.gov.uk)).
6. Other projects are thought to have overrun but have not been costed yet, and therefore are omitted. (For example, the Building Schools for the Future programme is widely reported to be running over budget but its long term completion date means that this has not yet been costed.)
7. Every effort is made to ensure that the figures presented are precise and up-to-date, and sourced as reliably as possible. Please contact the TaxPayers' Alliance if you have any corrections, or more recent official figures.

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<sup>12</sup> HM Treasury, *Supplementary Green Book Guidance – Optimism Bias*, 2003

## Public Sector Capital Projects still ongoing or finished in the last two years, by cost overrun

Project Name	Department	Initial/Announced Cost, £million	Actual Cost/Latest Estimate, £million	Cost Overrun, £million	Cost Overrun, % age
NPFIT	Health	2,300.0	12,656.2	10,356.2	450.3%
Olympics	DCMS	2,400.0	9,325.0	6,925.0	288.5%
Astute Class Submarine	Defence	2,578.0	3,806.0	1,228.0	47.6%
Type 45 Destroyer	Defence	5,475.0	6,464.0	989.0	18.1%
NIMROD Maritime Reconnaissance and Attack MK4	Defence	2,813.0	3,602.0	789.0	28.0%
Libra	Justice	146.0	487.0	341.0	233.6%
NOMIS	Justice	234.0	513.0	279.0	119.2%
Pensions Transformation Programme	DWP	429.0	598.0	169.0	39.4%
North Bristol/South Gloucestershire	Health	310.0	475.0	165.0	53.2%
Central Payment System	DWP	90.0	178.0	88.0	97.8%
A46 Newark – Widmerpool Improvement	Transport	157.0	220.0	63.0	40.1%
A2/A282 Dartford Improvement	Transport	59.0	120.0	61.0	103.4%
A2 Bean - Cobham Phase 2	Transport	68.0	122.0	54.0	79.4%
A3 Hindhead Improvement	Transport	185.0	239.0	54.0	29.2%
Soothsayer	Defence	150.0	202.0	52.0	34.7%
Customer Information System	DWP	40.0	88.0	48.0	120.0%
M1 Junction 6a to 10 Widening	Transport	241.0	289.0	48	19.9%
M6 Carlisle to Guardsmill Extension	Transport	140.0	175.0	35.0	25.0%
A1 Peterborough – Blyth Grade Separated Junctions	Transport	54.0	83.0	29.0	53.7%

Project Name	Department	Initial/Announced Cost, £million	Actual Cost/Latest Estimate, £million	Cost Overrun, £million	Cost Overrun, % age
Joint Personnel Administration	Defence	244.9	269.0	24.1	9.8%
Royal National Orthopaedic Hospital	Health	121.0	143.5	22.5	18.6%
A421 Great Barford Bypass	Transport	37.0	58.0	21.0	56.8%
A500 City Road & Stoke	Transport	34.0	55.0	21.0	61.8%
A419 Blunsdon Bypass	Transport	44.0	65.0	21.0	47.7%
Fraud Referrals and Interventions Management System	DWP	12.0	30.0	18.0	150.0%
A57/A628 Mottram – Tintwistle Bypass	Transport	90.0	106.0	16	17.8%
Mersey Care	Health	120.0	135.0	15.0	12.5%
Jobseekers Regime and Flexible New Deal	DWP	17.0	32.0	15.0	88.2%
A14 Haughley New St - Stowmarket Improvement	Transport	18.0	32.0	14.0	77.8%
A590 High & Low Newton Bypass	Transport	22.0	35.0	13	59.1%
Lone Parent Obligations	DWP	9.0	21.0	12.0	133.3%
Implementing e-Channels	DCSF	22.9	34.3	11.4	49.8%
A5117/A550 Deeside Park Junctions Improvement	Transport	32.0	43.0	11.0	34.4%
A66 Temple Sowerby & Improvement at Winderwath	Transport	29.0	40.0	11.0	37.9%
Great Ormond Street Hospital for Children NHS Trust	Health	143.0	153.0	10.0	7.0%
Method of Payment Reform Programmes	DWP	38.0	48.0	10.0	26.3%
A428 Caxton Common to Hardwick Improvement	Transport	45.0	55.0	10	22.2%
Terrier	Defence	304.0	313.0	9.0	3.0%

Project Name	Department	Initial/Announced Cost, £million	Actual Cost/Latest Estimate, £million	Cost Overrun, £million	Cost Overrun, % age
Southampton	Health	52.0	61.0	9.0	17.3%
Whole Farm Approach	Defra	65.0	74.0	9.0	13.8%
A30 Bodmin Indian Queens	Transport	85.0	93.0	8.0	9.4%
A11 Fiveways - Thetford Improvement	Transport	53.0	60.0	7.0	13.2%
ARIES Finance, Procurement and Supporting System	DfID	11.0	17.6	6.6	60.0%
A63 Melton Grade Separated Junction	Transport	16.0	22.0	6.0	37.5%
A11 Attleborough Bypass	Transport	24.0	29.0	5.0	20.8%
Document Repository Service	DWP	6.0	10.0	4.0	66.7%
A66 Long Newton Junction	Transport	8.0	12.0	4	50.0%
A38 Dobwalls Bypass	Transport	33.0	36.0	3.0	9.1%
Barnet, Enfield and Haringey Mental Health NHS Trust	Health	13.0	15.5	2.5	19.2%
Renew IT	Defra	7.4	9.8	2.4	32.4%
National Blood Service	Health	40.2	42.2	2.0	5.0%
A66 Greta Bridge to Stephen Bank Improvement	Transport	8.0	10.0	2.0	25.0%
Fire Incident Recording System	DCLG	1.3	3.0	1.7	130.8%
Bridge Phase 1	FCO	4.4	6.0	1.6	36.4%
Spatial Information Repository	Defra	13.8	15.0	1.2	8.7%
HR Online	BERR	9.5	10.6	1.1	11.6%
Department for Work and Pensions Change	DWP	245.0	246.0	1.0	0.4%
Provider Referrals and Payments Project	DWP	17.0	18.0	1.0	5.9%
Disaster Recovery	FCO	1.5	2.5	1.0	66.7%

Project Name	Department	Initial/Announced Cost, £million	Actual Cost/Latest Estimate, £million	Cost Overrun, £million	Cost Overrun, % age
A595 Parton – Lillyhall Improvement	Transport	29.0	30.0	1.0	3.4%
M40/A404 Handy Cross Junction Improvement	Transport	12.0	13.0	1.0	8.3%
A47 Blofield to North Burlingham Dualling	Transport	14.0	15.0	1.0	7.1%
A66 Carkin Moor to Scotch Corner Improvement	Transport	10.0	11.0	1	10.0%
Web Transformation Programme	DfID	2.0	2.5	0.5	25.0%
National Strategies Contract	DCSF	5.5	5.9	0.4	7.3%
Website Rationalisation	DCLG	3.2	3.6	0.4	12.5%
MEDBEN	Health	0.7	1.0	0.3	42.9%
Ref Costs 2008	Health	0.9	1.2	0.3	33.3%
East Kent Hospitals NHS Trust	Health	13.6	13.8	0.2	1.5%
OGC Laptop Refresh	Treasury	0.1	0.3	0.2	200.0%
Prism management information phase 1	FCO	3.6	3.8	0.2	5.6%
Post Infrastructure Improvement	FCO	3.1	3.2	0.1	3.2%
EDRMS	DCLG	0.7	0.8	0.1	14.3%
Eudra GMP Linkage	Health	0.3	0.4	0.1	33.3%
Contact	Health	0.5	0.6	0.1	20.0%
Pharmacy Replacement	Health	0.2	0.3	0.1	50.0%
Bolton Hospitals NHS Trust	Health	19.6	19.6	0.0	0.0%
Buckinghamshire Hospitals NHS Trust	Health	19.0	19.0	0.0	0.0%
Calderstones NHS Trust	Health	14.2	14.2	0.0	0.0%

Project Name	Department	Initial/Announced Cost, £million	Actual Cost/Latest Estimate, £million	Cost Overrun, £million	Cost Overrun, % age
Gloucestershire Hospitals NHS Foundation Trust	Health	15.0	15.0	0.0	0.0%
Hastings and Rother Primary Care Trust	Health	16.0	16.0	0.0	0.0%
Hull and East Yorkshire Hospitals NHS Trust	Health	31.5	31.5	0.0	0.0%
Imperial College Healthcare NHS Trust	Health	15.5	15.5	0.0	0.0%
North Bristol NHS Trust	Health	40.0	40.0	0.0	0.0%
Nottinghamshire Healthcare NHS Trust	Health	34.9	34.9	0.0	0.0%
Oxford Radcliffe Hospitals NHS Trust	Health	26.0	26.0	0.0	0.0%
Oxleas NHS Foundation Trust	Health	24.6	24.6	0.0	0.0%
Pennine Acute Hospitals NHS Trust	Health	32.0	32.0	0.0	0.0%
Pennine Acute Hospitals NHS Trust	Health	16.7	16.7	0.0	0.0%
Royal Free Hampstead NHS Trust	Health	50.7	50.7	0.0	0.0%
Somerset Primary Care Trust	Health	11.3	11.3	0.0	0.0%
South Gloucestershire Primary Care Trust	Health	11.2	11.2	0.0	0.0%
South West London and St George's Mental Health NHS Trust	Health	23.0	23.0	0.0	0.0%
United Bristol Healthcare NHS Trust	Health	40.0	40.0	0.0	0.0%
University Hospital of North Staffordshire NHS Trust	Health	55.0	55.0	0.0	0.0%
West Hertfordshire Hospitals NHS Trust	Health	34.0	34.0	0.0	0.0%

Project Name	Department	Initial/Announced Cost, £million	Actual Cost/Latest Estimate, £million	Cost Overrun, £million	Cost Overrun, % age
Northumberland, Tyne and Wear	Health	50.0	50.0	0.0	0.0%
North West London Hospitals - Northwick Park	Health	305.0	305.0	0.0	0.0%
Employment and Support Allowance	DWP	295.0	295.0	0.0	0.0%
Child Support Agency Operational Improvement Plan	DWP	321.0	321.0	0.0	0.0%
Tell Us Once	DWP	13.0	13.0	0.0	0.0%
Data Centre Strategy	DWP	33.0	33.0	0.0	0.0%
Ocean	FCO	7.6	7.6	0.0	0.0%
FCONet 3	FCO	3.5	3.5	0.0	0.0%
Global Collaboration	FCO	3.6	3.6	0.0	0.0%
Future Firecrest Programme	FCO	401.0	401.0	0.0	0.0%
UnITE Project	DIUS	1.7	1.7	0.0	0.0%
Fast Track Trade Mark Application	DIUS	0.3	0.3	0.0	0.0%
Contact Point	DCSF	224.0	224.0	0.0	0.0%
e-Common Assessment Framework	DCSF	44.0	44.0	0.0	0.0%
Schools Recruitment - CPP Shared Services	DCSF	2.3	2.3	0.0	0.0%
Oasis Desktop Refresh	Treasury	0.2	0.2	0.0	0.0%
OGC Blackberry	Treasury	0.5	0.5	0.0	0.0%
Group Networks	Treasury	0.6	0.6	0.0	0.0%
Enabling Technology	Defra	4.2	4.2	0.0	0.0%
Surveillance Profiles Database	Defra	0.5	0.5	0.0	0.0%
Government Gateway Release 2.2	Duchy of Lancaster	2.5	2.5	0.0	0.0%

Project Name	Department	Initial/Announced Cost, £million	Actual Cost/Latest Estimate, £million	Cost Overrun, £million	Cost Overrun, % age
Government Gateway Release 2.3	Duchy of Lancaster	1.2	1.2	0.0	0.0%
Government Gateway, Business Continuity	Duchy of Lancaster	2.7	2.7	0.0	0.0%
Government Gateway, Strategic Support	Duchy of Lancaster	4.3	4.3	0.0	0.0%
e-RM	Duchy of Lancaster	3.7	3.7	0.0	0.0%
MEDS Improvements	Health	0.2	0.2	0.0	0.0%
Learning Management System	Health	0.7	0.7	0.0	0.0%
ACCEA	Health	1.2	1.2	0.0	0.0%
CAS	Health	0.6	0.6	0.0	0.0%
Business Intelligence Implementation	Health	1.0	1.0	0.0	0.0%
Enterprise Architecture Programme	Health	0.3	0.3	0.0	0.0%
Health Protection Informatics Website	Health	0.5	0.5	0.0	0.0%
Quickr (Quickplace Upgrade)	Health	0.2	0.2	0.0	0.0%
Centralised Security Monitoring	Health	0.2	0.2	0.0	0.0%
Citrix Upgrade	Health	0.2	0.2	0.0	0.0%
WAN Upgrade	Health	0.4	0.4	0.0	0.0%
Sentinel Server Upgrade	Health	3.5	3.5	0.0	0.0%
Sentinel Component Software Development	Health	1.6	1.6	0.0	0.0%
Knowledge and Information Management Report Programme	DfID	6.8	6.8	0.0	0.0%

Project Name	Department	Initial/Announced Cost, £million	Actual Cost/Latest Estimate, £million	Cost Overrun, £million	Cost Overrun, % age
Information Technology Infrastructure Programme	DfID	5.0	5.0	0.0	0.0%
Data Interchange Hub Release 2	DCLG	1.3	1.3	0.0	0.0%
SAP Implementing Benefits	DCLG	0.4	0.4	0.0	0.0%
Smarter Business Process (SAP Enhancement)	DCLG	0.4	0.4	0.0	0.0%
Business Intelligence System Technical Upgrade	DCLG	0.4	0.4	0.0	0.0%
PIMS HR e-Strategy Implementation	DCLG	0.3	0.3	0.0	0.0%
Government Offices National Indicator Analysis	DCLG	0.1	0.1	0.0	0.0%
Government Offices Human Resources Database	DCLG	0.2	0.2	0.0	0.0%
Government Offices Online Performance Management System - Phase 2	DCLG	0.1	0.1	0.0	0.0%
Government Offices Contacts Database	DCLG	0.1	0.1	0.0	0.0%
Fast Track Householder Appeals—Stage 2	DCLG	0.2	0.2	0.0	0.0%
Business Continuity Planning Charging for Appeals	DCLG	0.1	0.1	0.0	0.0%
Disaster Recovery Charging for Appeals	DCLG	0.1	0.1	0.0	0.0%
Meeting Matrix	DCLG	0.1	0.1	0.0	0.0%
PRISM - Technical Refresh	Northern Ireland Office	1.3	1.3	0.0	0.0%
A30/A382 Merrymeet Junction	Transport	12.0	12.0	0.0	0.0%

Project Name	Department	Initial/Announced Cost, £million	Actual Cost/Latest Estimate, £million	Cost Overrun, £million	Cost Overrun, % age
A14 Ellington – Fen Ditton Improvement	Transport	490.0	490.0	0.0	0.0%
A45/A46 Tollbar End Improvement	Transport	57.0	57.0	0.0	0.0%
M1 Junction 10 to 13 Widening	Transport	382.0	382.0	0.0	0.0%
A19/A184 Testos Junction Improvement	Transport	21.0	21.0	0.0	0.0%
A505 Dunstable Northern Bypass (A5 to M1 Link)	Transport	48.0	48.0	0.0	0.0%
A421 Bedford to M1 Junction 13	Transport	171.0	171.0	0.0	0.0%
A21 Tonbridge to Pembury	Transport	65.0	65.0	0.0	0.0%
M40 Junction 15 (Longbridge)	Transport	57.0	57.0	0.0	0.0%
M20 Junction 10A	Transport	46.0	46.0	0.0	0.0%
A27 Southerham to Beddingham Improvement	Transport	19.0	19.0	0.0	0.0%
M1 J21 – 30	Transport	1,915.0	1,915.0	0.0	0.0%
M25 J1b – 3 Widening	Transport	66.0	66.0	0.0	0.0%
M25 J5 – 7 Widening	Transport	214.0	214.0	0.0	0.0%
M25 J16 – 23	Transport	496.0	496.0	0.0	0.0%
M25 J23 – 27 Widening	Transport	419.0	419.0	0.0	0.0%
M25 J27 – 30 Widening	Transport	402.0	402.0	0.0	0.0%
A21 Kippings Cross to Lamberhurst Bypass	Transport	68.0	68.0	0.0	0.0%
A23 Handcross to Warninglid Widening	Transport	41.0	41.0	0.0	0.0%
A453 Widening (M1 J24 to A52 Nottingham)	Transport	90.0	90.0	0.0	0.0%
M25 Junction 28/A12 Brook Street Interchange	Transport	8.0	8.0	0.0	0.0%

Project Name	Department	Initial/Announced Cost, £million	Actual Cost/Latest Estimate, £million	Cost Overrun, £million	Cost Overrun, % age
M27 J11 to J12 Climbing Lanes	Transport	27.0	27.0	0.0	0.0%
M27 J3 to J4 Widening	Transport	52.0	52.0	0.0	0.0%
M1 J30 to J31 Widening	Transport	135.0	135.0	0.0	0.0%
M1 J31 to J32 Widening	Transport	20.0	20.0	0.0	0.0%
M1 J32 to J34S Widening	Transport	139.0	139.0	0.0	0.0%
M1 J34N to J37 Widening	Transport	246.0	246.0	0.0	0.0%
M1 J37 to J39 Widening	Transport	224.0	224.0	0.0	0.0%
M1 J39 to J42 Widening	Transport	202.0	202.0	0.0	0.0%
M1 J31 to J32 Northbound Collector/Distributor	Transport	29.0	29.0	0.0	0.0%
M62 J25 to J27 Widening	Transport	215.0	215.0	0.0	0.0%
M62 J27 to J28 Widening	Transport	83.0	83.0	0.0	0.0%
Flexible Computing	BERR	9.1	9.0	-0.1	-1.1%
Restricted Blackberry Rollout	Treasury	0.9	0.8	-0.1	-11.1%
Managed Printers	Treasury	0.2	0.1	-0.1	-50.0%
Switch Replacement Services	Treasury	0.8	0.7	-0.1	-12.5%
Laptop Refresh Project	DfID	1.8	1.7	-0.1	-5.6%
Customer Land Database	Defra	1.9	1.7	-0.2	-10.5%
Safedial and Confidential Laptop	Treasury	0.9	0.7	-0.2	-22.2%
Managed Reporting Service	FCO	2.5	2.3	-0.2	-8.0%
Delphi 2	Health	2.2	2.0	-0.2	-9.1%
Unclassified Video Conferencing	FCO	3.0	2.7	-0.3	-10.0%
Common Infrastructure Management Tools	Treasury	0.5	0.2	-0.3	-60.0%
Lynx	BERR	2.1	1.8	-0.3	-14.3%
Prism Simplification	FCO	6.6	6.2	-0.4	-6.1%
Secure Video Conferencing	FCO	2.5	2.1	-0.4	-16.0%

Project Name	Department	Initial/Announced Cost, £million	Actual Cost/Latest Estimate, £million	Cost Overrun, £million	Cost Overrun, % age
OGC Desktop Refresh	Treasury	0.5	0.0	-0.5	-100.0%
HR Transformation Project	DfID	6.5	6.0	-0.5	-7.7%
Sussex Partnership NHS Trust	Health	16.9	16.2	-0.7	-4.1%
Patents Electronic Case File System	DIUS	3.8	3.1	-0.7	-18.4%
Corporate Services Transformation Programme	DCSF	26.9	26.0	-0.9	-3.3%
Barnet and Chase Farm	Health	41.0	40.0	-1.0	-2.4%
Disability and Carers Service Change Programme	DWP	70.0	69.0	-1.0	-1.4%
A419 Commonhead Junction	Transport	17.0	16.0	-1	-5.9%
A1/A19/A1068 Seaton Burn Junction Improvement	Transport	30.0	29.0	-1	-3.3%
A69 Haydon Bridge Bypass	Transport	26.0	24.0	-2	-7.7%
FCO Web Platform	FCO	13.5	9.7	-3.8	-28.1%
Oxford Radcliffe Hospitals NHS Trust	Health	11.0	4.5	-6.5	-59.1%
Provider-Led Pathways to Work	DWP	17.0	10.0	-7.0	-41.2%
A1 Bramham – Wetherby (Including Wetherby Bypass)	Transport	58.0	51.0	-7.0	-12.1%
Merlin Capability Sustainment Programme	Defence	840.0	832.0	-8.0	-1.0%
GCA - Minerva	DCSF	26.0	18.0	-8.0	-30.8%
M62 Junction 6 Improvement	Transport	46.0	38.0	-8.0	-17.4%
M1 J19 Improvement	Transport	132.0	123.0	-9	-6.8%
DWP IT Transformation Programme	DWP	169.0	155.0	-14.0	-8.3%

Project Name	Department	Initial/Announced Cost, £million	Actual Cost/Latest Estimate, £million	Cost Overrun, £million	Cost Overrun, % age
Modernised Target Acquisition Designation Sight/Pilot's Night Vision Sensor	Defence	245.0	228.0	-17.0	-6.9%
EDRM	FCO	26.5	5.1	-21.4	-80.8%
Typhoon Future Capability Programme	Defence	458.0	436.0	-22.0	-4.8%
Watchkeeper	Defence	920.0	898.0	-22.0	-2.4%
Centralisation of Benefit Processing	DWP	140.0	118.0	-22.0	-15.7%
Royal Liverpool University Hospital	Health	500.0	477.0	-23.0	-4.6%
A1 Dishforth to Barton	Transport	353.0	325.0	-28.0	-7.9%
Advanced Jet Trainer	Defence	497.0	467.0	-30.0	-6.0%
Falcon	Defence	324.0	291.0	-33.0	-10.2%
Pensions Reform Delivery Programme	DWP	151.0	118.0	-33.0	-21.9%
West Hertfordshire Hospitals	Health	330.0	285.0	-45.0	-13.6%
Future Lynx	Defence	1,966.0	1,911.0	-55.0	-2.8%
A303 Stonehenge	Transport	284.0	223.0	-61.0	-21.5%
Royal Liverpool Children's Hospital	Health	300.0	235.0	-65.0	-21.7%
Beyond Visual Range Air to Air Missile	Defence	1,362.0	1,279.0	-83.0	-6.1%
Naval Extremely High Frequency/Super High Frequency Satellite Communications Terminals	Defence	290.0	200.0	-90.0	-31.0%
Next Generation Light Anti-Armour Weapon	Defence	415.0	310.0	-105.0	-25.3%
A400M	Defence	2,744.0	2,632.0	-112.0	-4.1%

Project Name	Department	Initial/Announced Cost, £million	Actual Cost/Latest Estimate, £million	Cost Overrun, £million	Cost Overrun, % age
Stingray Life Extension & Capability Upgrade	Defence	744.0	576.0	-168.0	-22.6%
Hillingdon Hospital	Health	314.9	139.0	-175.9	-55.9%
Sandwell and West Birmingham Hospitals	Health	591.0	368.0	-223.0	-37.7%
Roll-Out of Jobcentre Plus Office Network	DWP	2,200.0	1,886.0	-314.0	-14.3%
Support Vehicle	Defence	1,641.0	1,272.0	-369.0	-22.5%
Future Joint Combat Aircraft	Defence	2,236.0	1,834.0	-402.0	-18.0%
East and North Hertfordshire	Health	550.0	110.0	-440.0	-80.0%
<b>Total:</b>		<b>£49,976</b>	<b>£69,077</b>	<b>£19,101</b>	<b>38.2%</b>