

**Table 1. United Kingdom: Summary Assessment**

Phase/Institution		Institutional Strength	Effectiveness
A. Planning	1 Fiscal targets and rules	HIGH The Charter for Budget Responsibility's fiscal mandate ensures the sustainability of public finances; existing fiscal rules sets specific fiscal targets.	HIGH Fiscal rules operationalized through specific debt, current balance, investment and welfare caps, provide an anchor to the budget process
	2 National and sectoral planning	HIGH The National Infrastructure Strategy (NIS) is the overarching plan for economic infrastructure and is consistent with the capital budget set out in the Spending Review. Social infrastructure plans are set out in discrete sectoral strategies.	HIGH There is a close connection between the NIS and subsequent budgets and project costs. Output and outcome targets set in sectoral policy could be better linked to infrastructure plans and projects.
	3 Coordination between entities	MEDIUM. Investment plans of central and local governments are coordinated through national strategic priorities. In line with plans across Government, they remain mostly limited to the Spending Review period, funding is scattered across instruments.	MEDIUM. Some formal coordination mechanisms for the governments' strategic priorities. No overarching framework for sharing capital spending plan information between different levels of government.
	4 Project appraisal	HIGH. Rigorous appraisal following extensive methodology is required but not routinely published and has limited independence. Risk identification and mitigation is required.	HIGH. Approval processes reinforce sound analysis in project business cases and improve projects. Improvements to appraisal processes are pursued including for cost estimation.
	5 Alternative infrastructure financing	HIGH. Competition and regulatory oversight is established in key sectors, and policies are in place for PPPs and existing contracts. Public corporations' project plans are not consolidated.	HIGH. Competition is effective and government is pursuing delivery with private sector investors through a range of mechanisms.
B. Allocation	6 Multi-year budgeting	MEDIUM. Capital spending and ceilings are usually published over a 3-year period, at the government's discretion and are not annually rolled over. The distribution of project and programme specific costs over time is not published in budget documents.	HIGH. Projections for capital spending are consistent with budget allocation, and approved budgets are in line with the ceiling. Changes in the (planning of the) costs of projects are not adequately explained in the budget document.
	7 Budget comprehensiveness and unity	HIGH. Capital spending is undertaken through the budget process, and capital and recurrent budgets are presented together in the budget.	HIGH. The government assesses capital and current costs of capital projects. However, information in budget documents is often high level, rather than project and programme specific.
	8 Budgeting for investment	MEDIUM. Outlays are appropriated annually, but budget documents do not disclose total project costs. Virement from capital to current must be approved by Treasury & Parliament Projects' funding is not explicitly protected.	HIGH. The total costs of projects are disclosed for major projects, but not information about the multi-year commitments of the project. Major projects receive the assessed funding needs.
	9 Maintenance funding	MEDIUM. Standard methodologies for routine and capital maintenance exist. Maintenance spending is not widely reported in the budget.	MEDIUM. It is not possible to assess the adequacy of maintenance funding using public information.
	10 Project selection	MEDIUM. Most budget allocations are made at Spending Reviews with information available at the time. Procedures govern final approvals on projects.	MEDIUM. Central review is robust within the constraints of the Spending Review. Some projects are announced before business cases are developed.
C. Implementation	11 Procurement	MEDIUM Procurement is open and competitive, and aspects of the system reported as part of Open Government policy. Complaints handed through administrative procedures and legal system.	MEDIUM There is a requirement to publish tender outcomes, and analytical reports are published on aspects of the procurement system. Legal remedies can involve delays.
	12 Availability of funding	HIGH. Cash management systems are designed to allow cash to be available when required, based on forecasts made at the departmental level.	HIGH. Departments know their commitment ceilings for the year and cash is available reliably to meet commitments as they fall due.
	13 Portfolio management and oversight	HIGH Major projects are subject to comprehensive portfolio reporting, funds can be re-allocated and there is some guidance on ex-post review of major projects	MEDIUM Portfolio monitoring informs project progression, but reallocation of funding can be difficult due to ring-fences. Ex-post reviews have led to changes in policy procedures but could be undertaken more frequently.
	14 Project implementation	HIGH Detailed rules and procedures exist and there are standard criteria for project adjustments. There are no fixed arrangements for ex-post external audit of major projects.	HIGH Project approval processes ensure close adherence to procedures. Audit recommendations have been implemented in many cases.
	15 Monitoring of public assets	HIGH. Asset management is delegated to departments, but comprehensive non-financial asset values feed into the whole-of-government accounts.	MEDIUM. Work is underway to make asset information more accessible and to improve the timeliness and quality of non-financial asset valuations.