

## **PROGRAMME MANAGEMENT | ELEMENT 2**

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**Topic**

**Analysis of The Build Back Better Program and Recommendations for  
Program Governance Improvement**

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**Introduction**

The Build Back Better Business Council (BBBBC) was established with the overarching aim of mobilising government and business stakeholders to support the UK's economic recovery and growth. In addition, the BBBBC intends to accelerate the transition to a net-zero economy by 2050, as envisaged in the Growth Plan, and supports the concept of a global UK. This entity's origins can be traced back to the month of January 2021. The Build Back Better initiative is a comprehensive framework aimed at reinvigorating and fortifying key sectors of the British economy that have suffered negative consequences as a result of the unprecedented disruptions caused by the COVID-19 epidemic (GOV.UK 2021).

This study provides a complete review of the program's implementation, highlighting important concerns and challenges encountered during the process. Furthermore, a thorough examination of the program's regulatory framework is carried out to determine its effectiveness in delivering the desired results. Based on that research, this inquiry makes recommendations for potential steps that may be adopted to strengthen the program's governance framework.

**Overview of the Build Back Better Program**

*Objectives*

**Table 1. Main objectives of the plan** (UK Government 2021)

<b>Objective</b>	<b>Description</b>
<b>Promoting Economic Recovery</b>	- Stimulate economic growth and recovery
	- Support businesses
	- Create employment opportunities
	- Enhance productivity

<b>Driving Innovation</b>	- Foster innovation across industries
	- Encourage research and development
	- Promote technological advancements
	- Support entrepreneurship
<b>Supporting Sustainable Development</b>	- Emphasize sustainable practices
	- Reduce carbon emissions
	- Enhance resilience to climate change
<b>Addressing Societal Challenges</b>	- Address inequality and social exclusion
	- Improve access to essential services
	- Promote social well-being

***Scope***

The Build Back Better programme spans a wide range of issues and initiatives with the primary purpose of achieving the program's objectives of economic resurgence, innovation, sustainable development, and societal barrier resolution. The program's scope includes a wide range of industries and aspects, with an emphasis on activities and investments that support transformation (Heart of south west 2021). The following are critical components of the program's scope:

***Economic Recovery***

- Adoption of programmes targeted at assisting businesses, particularly those harmed by the Covid-19 outbreak, in order to promote their recovery and expansion.
- The challenge at hand entails increasing employment opportunities through the promotion of measures aimed at job creation while also addressing labour market impediments.
- Tourism, hospitality, retail, manufacturing, and construction are examples of industries that have seen negative consequences as a result of the crisis.

### ***Innovation***

- The encouragement and facilitation of research and development endeavours across many industries in order to foster an innovation-centric culture.
- Entrepreneurship and start-up activities are promoted as a means of propelling technological developments and increasing economic competitiveness.
- Encourage synergistic linkages between educational institutions, business and scientific organisations to generate innovation-driven growth.

### ***Sustainable Development***

- Advocate sustainable practises and programmes, and strive to achieve a harmonious balance between economic development and environmental protection.
- Implementing sustainable and environmentally friendly technologies is a potential strategy to reduce carbon emissions and increase resilience to climate change.
- Advancing sustainable infrastructure and energy options, as well as facilitating the transition to a low-carbon economy.

### ***Societal Challenges***

- In order to build a more inclusive society, issues such as inequality, social exclusion and public health must be addressed.
- Improving and expanding access to essential services such as healthcare, education, and low-cost housing.
- Promoting equal opportunities and bridging disparities between different social categories and geographic regions is crucial.

### ***Key Focus Areas***

The Build Back Better project envisions a number of key focus areas, including:

#### ***Levelling Up***

The plan aims to reduce regional inequality and boost overall economic growth by strategically allocating resources to infrastructure development, skills upgrading and innovation programmes across the UK (University of oxford 2021).

### ***Net Zero Greenhouse Gas Emissions and Global Britain***

The plan focuses on transitioning to a low-carbon economy and achieving net-zero greenhouse gas emissions. This project seeks to position the United Kingdom as a world leader in the fields of sustainability, clean energy, and environmental technologies (Stern and Valero 2021).

### ***Investment in Infrastructure***

The programme acknowledges the vital role of infrastructure investment in facilitating economic growth. The goal of this initiative is to improve and develop critical infrastructure, such as transportation networks, digital connections, and energy systems, in order to boost productivity and competitiveness. The Climate Change Committee of the United Kingdom creates a Carbon Budget that includes money. The set of requirements that must be met in diverse sectors about positive changes in a person's life and improve their overall well-being. Taking advantage of this time can lead to a healthier and fulfilling living. The projects listed above should be advanced and/or furthered. During the recovery period, it is prudent to make investments and implement policies that will aid in the effective restoration of economic activity (O'Callaghan and Murdock 2021).

### ***Skills Development***

The programme prioritises building a skilled workforce by allocating funds for training and education programmes. The main goal of the programme is to provide people with the necessary competencies to effectively adapt to the demands of emerging industries and technological breakthroughs (HM Treasury 2022).

### ***Private Sector Investment***

The programme is designed to attract and facilitate private sector investment to drive economic growth. Notable actions in this regard include the implementation of a programme consisting of tax cuts and supportive economic policies aimed at rewarding private sector participation and promoting investment.

### ***Support for Manufacturing Industries***

This project seeks to attract and develop private sector investment in order to spur economic growth. Incentives such as tax cuts and aid initiatives to encourage private sector participation and investment are essential strategies. Bailouts for businesses or sectors deemed too strategic to fail



should be carefully considered. A critical issue to examine when evaluating enterprises or sectors is their long-term compatibility with climate objectives. An issue's or situation's strategic significance refers to its importance and relevance in accomplishing long-term goals and objectives (O'Callaghan and Murdock 2021).

### ***Green Economy***

The programme recognises the importance of transitioning to a more sustainable economy. The proposal includes significant funding for sustainable endeavours such as renewable energy, ecologically friendly regulations, and cutting-edge environmental inventions. There is a growing realisation that building solar-powered structures has significant environmental and financial benefits. The deployment of solar panels and wind turbines may support the growth of specific economic sectors. While industries may face transient variations in their operations, long-term and widespread trends endure. This is a common occurrence. The goal of prioritising economic growth merits more investigation (Mastini et al. 2021).

### **Analysis of program implementation**

The implementation of the Build Back Better programme, as described in the introduction by Boris Johnson and Rishi Sunak (HM Treasury 2021a), can be assessed using the following analytical assessment.

### ***Government's Ambition and Resolve***

The preamble emphasises the government's commitment to protecting lives and livelihoods in the midst of the COVID-19 pandemic catastrophe, as well as its unflinching determination to encourage economic recovery. The UK's aim to achieve regional equality and foster inclusive growth through policies aimed at increasing economic dynamism, enhancing urban competitiveness and revitalising local communities reflects a strong commitment to addressing regional inequalities (Espiet-Kilty 2022).

### ***Collaboration and Investment***

The programme places great emphasis on building collaborative relationships between industry, academia and government agencies. These initiatives have greatly contributed to the successful development of a COVID-19 vaccine. The commitment to allocating resources for the

advancement of research, technology, and innovation, as well as a vibrant corporate landscape, exemplifies a comprehensive strategy to support economic growth and technological progress (HM Treasury 2021a).

### ***Regional Imbalances and Inclusive Growth***

The current analysis recognises long-standing regional imbalances and a history of unequal access to opportunity and resources in London and the South East, which have led to differences in economic mobility across regions. The programme aims to address these discrepancies through targeted activities that promote equality, expand access to critical services and employment opportunities, and provide assistance to local businesses and entrepreneurs across the United Kingdom. It is critical to address the huge regional inequalities that exist in the UK, which is Europe's most unequal major economy. The concept of resolving inequities is generally supported across multiple discourse domains (Connolly et al. 2021).

### ***Infrastructure Investment***

The aforementioned plan recognises the need to allocate substantial financial resources for the development and maintenance of infrastructure. It has a five-year strategic plan to invest a staggering £600bn in public sector infrastructure. Current projects aim to improve connectivity across the UK, improving economic prospects and boosting progress in many places (Connolly et al. 2021).

### ***Green Industrial Revolution and Global Britain***

The Build Back Better initiative recognises the opportunities presented by the emergence of a "Global Britain" following Brexit and seeks to capitalise on them by developing its own regulatory framework, leveraging the talents of people from around the world, and forging new global trade agreements. The "Ten Point Plan for a Green Industrial Revolution" emphasises the commitment to creating long-term job opportunities and placing the United Kingdom as a major player in green technologies and industries. The government's strategy to levelling up has sought to combine justice and environmental sustainability (Cotton et al. 2023).

### ***Support for Businesses and Job Creation***

The program's emphasis on business support, with a particular emphasis on small and medium-sized enterprises (SMEs), shows the program's recognition of their critical role in promoting

economic recovery. In response to the COVID-19 crisis, numerous efforts, including but not limited to the Plan for Jobs, furlough scheme, and government-backed loans, have been implemented with the goal of safeguarding and creating work opportunities, thereby mitigating the pandemic's negative consequences (HM Treasury 2021a).

***Lifelong Skills Development***

The acceptance of the Lifetime Skills Guarantee demonstrates the importance of gaining new skills in order to effectively adapt to ever-changing industries and work landscapes. The program's main goal is to build a skilled workforce and promote economic stability by giving people the opportunity to improve their skill sets regardless of their geographic location or life path (HM Treasury 2021a).

***Monitoring and Evaluation***

In the preface, there is no specific reference to the monitoring and evaluation systems used to measure programme progress or determine effectiveness. Implementing a robust monitoring and evaluation framework is essential to effectively track programme goals, ensure accountability and facilitate evidence-based decision-making (UK Government 2021).

**Program timeline**

The program's timeline was developed through a thorough collection of relevant program-related data, which is displayed in the table below.

**Table 2. Program’s timeline**

<b>Program Component</b>	<b>Resource Allocation</b>	<b>Budget</b>	<b>Expected Timeframe</b>
Clarity of program objectives	Staff resources for objective refinement	N/A	Ongoing throughout the program
Alignment of program activities	Staff resources for program design and planning	N/A	Ongoing throughout the program

Stakeholder engagement	Dedicated staff for stakeholder consultation and engagement	N/A	Ongoing throughout the program
Monitoring and evaluation mechanisms	Staff resources for monitoring and evaluation framework development	N/A	Throughout the program with periodic assessments
Financial resources adequacy	Allocation of public sector funding and grants	£600 billion over the next five years	Ongoing throughout the program
Human resources adequacy	Workforce planning and recruitment	N/A	Ongoing throughout the program
Infrastructure resources adequacy	Allocation of funds for infrastructure development projects	Part of the £600 billion budget over the next five years	Ongoing throughout the program
Efficiency of resource allocation processes	Resource allocation review and optimization	N/A	Ongoing throughout the program

Performance management systems	Implementation of performance monitoring and reporting tools	N/A	Ongoing throughout the program
Leveling up initiatives	Allocation of funds for regional development projects	Part of the £600 billion budget over the next five years	Ongoing throughout the program
Support for businesses	Financial support programs, grants, and loans	Budget allocation as needed	Ongoing throughout the program
Lifelong Skills Guarantee	Funding for skills training programs and initiatives	Budget allocation as needed	Ongoing throughout the program
Infrastructure investment	Allocation of funds for infrastructure development projects	Part of the £600 billion budget over the next five years	Ongoing throughout the program
Green Industrial Revolution	Investment in green technology and industries	Budget allocation as needed	Ongoing throughout the program

Global Britain opportunities	Resource allocation for trade negotiations and regulatory frameworks	Budget allocation as needed	Ongoing throughout the program
Monitoring and evaluation frameworks	Staff and technology resources for framework development and implementation	N/A	Ongoing throughout the program

### Stakeholder analysis

The key stakeholders involved in the programme, as well as their different levels of influence, are listed in the table below.

**Table 3. Stakeholder’s Analysis**

Stakeholder	Power	Details
Government officials	High power, high influence	Government officials have the authority to shape policies, allocate funding, and implement regulations, making them highly influential in driving the program's agenda and implementation.

Business community	High power, high influence	The business community holds significant economic power and influence. Their investments, job creation, and industry expertise can contribute to the success of the program. Their support and collaboration are crucial in driving economic recovery and growth.
Financial institutions	High power, high influence	Financial institutions, such as banks and investment firms, have the power to provide capital and funding for infrastructure projects and business initiatives. Their involvement and support are vital for resource allocation and investment in the program.
Local and regional authorities	Low to high power, high influence	Local and regional authorities have varying levels of power, depending on their jurisdiction and decision-making authority. They play a crucial role in implementing policies and initiatives at the local level, which directly impact the success of the program.
Research and academic institutions	Low to high power, high influence	Research and academic institutions possess valuable expertise and knowledge that can inform the program's strategies and innovations. They can contribute through research partnerships, technological advancements, and the development of skilled workforce needed for the program's goals.

Education and training providers	Low to high power, high influence	Education and training providers, including universities, colleges, and vocational institutions, have the power to develop and deliver programs that align with the skills and training needs of the program. Their collaboration is vital in equipping the workforce with relevant skills for economic recovery and growth.
Environmental and sustainability organizations	Low to high power, high influence	Environmental and sustainability organizations play a significant role in advocating for green initiatives and ensuring that the program incorporates sustainable practices. Their expertise and influence can shape the program's environmental policies and outcomes.
Infrastructure and construction industry	Low power, low influence	While the infrastructure and construction industry has expertise in delivering large-scale projects, their influence may be relatively low compared to other stakeholders. However, their involvement is crucial for implementing infrastructure development initiatives under the program.
Community organizations and non-profits	Low power, low influence	Community organizations and non-profits represent the interests and needs of local communities. While they may have limited power and influence, their perspectives, feedback, and grassroots engagement can contribute to the program's inclusiveness and effectiveness.



Citizens and the general public	Low power, low influence	Citizens and the general public, while having minimal direct power or influence, are the ultimate beneficiaries of the program. Their support, engagement, and feedback are important for ensuring the program addresses their needs and concerns, and for fostering public trust and participation.
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**Risk assessment**

The table below provides detailed information on potential risks associated with this programme.

**Table 4. Risks assessment**

Risk	Likelihood	Probability	Causes	Consequences	Responsible Person	Mitigation Strategies
Insufficient funding	High	High	Budget constraints, economic downturn, competing priorities, changes in government funding	Delays or cancellation of infrastructure projects, limited support for businesses and individuals, inability to achieve program goals	Government officials, Financial institutions	Regular assessment and adjustment of budget allocations, exploring alternative funding sources, prioritizing critical projects and initiatives

			allocations			
Political and policy changes	Medium	Medium	Shifting political landscape, changes in government priorities, policy reversals	Disruption to program continuity, inconsistency in policy implementation, uncertainty among stakeholders, delays in decision-making	Government officials, Stakeholders	Building cross-party support, developing long-term policies, stakeholder engagement and communication, anticipating and adapting to policy changes

Stakeholder resistance	Medium	Medium	Lack of stakeholder buy-in, competing interests, concerns over economic impact, resistance to change	Delays in program implementation, reduced collaboration, negative public perception, limited support from key stakeholders	Government officials, Stakeholders	Clear communication of program benefits, addressing stakeholder concerns, engaging in dialogue, providing incentives and benefits for stakeholders
Inadequate infrastructure	Medium	Medium	Lack of technical expertise, insufficient resources, challenge in project planning and execution, unforesee	Delays in infrastructure development, compromised quality of infrastructure, increased costs, limited economic growth and opportunities	Government officials, Infrastructure and construction industry	Conducting comprehensive feasibility studies, engaging experienced contractors, effective project management, continuous monitoring and quality control

			n obstacles			
Skills and labour shortages	Medium	Medium	Lack of skilled workforce, inadequate training and education programs, mismatch between skills demanded and available	Slower economic recovery, reduced competitiveness, limited job creation, reliance on foreign talent, increased social and economic inequalities	Government officials, Education and training providers	Investing in skill development programs, aligning education with industry needs, promoting apprenticeships and vocational training, attracting and retaining talent

Environmental impact	Medium	Medium	Insufficient sustainability measures, inadequate environmental assessments, lack of adherence to green standards and regulation	Ecological damage, public outcry, legal implications, reputational damage, hindrance to long-term sustainability and green objectives	Government officials, Environmental and sustainability organizations	Implementing robust environmental impact assessments, promoting sustainable practices, enforcing compliance with green standards and regulations
Technological challenges	Low	Low	Technological failures, cybersecurity threats, inadequate infrastructure for technological	Disruptions to digital systems, compromised data security, delays in digital transformation, limited access to digital services	Government officials, Technology providers	Investing in robust and secure technological infrastructure, cybersecurity measures, training programs to enhance digital

			advance ments, limited digital literacy			literacy and adoption
Natural disasters	Low	Low	Earthquakes, floods, hurricanes, wildfires, etc.	Infrastructure damage, project delays, loss of resources, increased costs, disruption to communities and businesses	Government officials, Local and regional authorities	Conducting risk assessments and incorporating resilience measures in infrastructure planning, disaster preparedness and response plans, insurance coverage, community awareness and preparedness

## Strengths and weaknesses

### *Strengths*

- The UK Government has put in place a special economic plan to provide businesses and residents with vital support and certainty during the COVID-19 crisis. This measure demonstrates a strong commitment to mitigating the impact of the pandemic.
- The United Kingdom is well-known for its strong institutional framework and prestigious universities. Its scientific research and innovation are world-renowned, and its outstanding performance in major fields such as aviation, creativity, finance, artificial intelligence, and financial technology has provided a solid foundation for economic growth.
- The government's priority is regional development, with the goal of addressing long-standing disparities between London and the South East and the rest of the country.
- The proposed £100 billion investment in infrastructure, including broadband, roads, rail and cities, as well as funding for ecologically sustainable initiatives, is expected to stimulate economic activity, improve connectivity and boost long-term productivity.
- The emphasis placed on skill enhancement through initiatives such as the Lifetime Skills Guarantee, the revitalization of further Education, and the improvement of apprenticeship quality demonstrates a proactive approach to facilitating productivity growth and fostering a highly skilled workforce (HM Treasury 2021b).

### *Weaknesses*

- The current health catastrophe caused by the COVID-19 epidemic has put a tremendous strain on the global economy. The most prominent result was a historic drop in gross domestic product, the worst decline in economic performance over the past three centuries. This circumstance emphasises the depth of the economic challenges that the global community must work to overcome.
- Political and policy ambiguity can compromise programme continuity and implementation, creating inconsistency and uncertainty among interested stakeholders. This is due to shifts in government goals and the possibility of policy reversals.
- Lack of stakeholder buy-in, concerns about potential economic impact, and reluctance to embrace change can limit project execution and collaboration, hindering its effectiveness.

- Infrastructure and technical expertise deficiencies may have a big impact on how a project is planned and executed. In these circumstances, frequent problems can include a lack of funding, project execution challenges, and a lack of technical expertise (World Bank, 2017). These difficulties frequently lead to project delays, lowered infrastructure quality, and higher prices. It is essential to overcome these deficiencies by assigning enough resources, utilising the right technical skills, and putting into practise efficient project management techniques in order to guarantee good project outcomes. By doing this, businesses can reduce risks, improve project effectiveness, and meet their infrastructure development objectives.
- Environmental impact assessments are an essential component of any long-term programme. When sustainability measures are insufficient and adherence to green standards and regulations is not enforced, the result can be environmental damage, legal ramifications, and reputational damages. This conclusion poses a substantial risk to the program's long-term sustainability objectives (HM Treasury 2021b).



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