Project Management Plan

Doc. Nos: PROJECT NAME PMP Effective Date: [DATE]

Revision: [Version X]

Contents

List of Tables and Figures

Template Control Information Document

Name: PROJECT NAME Project Management Plan (PMP)

Owning Function: Project Delivery.

Document ID:

Revision: 1

Project Management Plan - Record of Revision

Rev Ref	Rev Date	Rev Description	Change Control
0.1		Initial with project scope completed for review.	
0.2		Update to add wording for all of the sections for review.	
0.3		Toolkit 1 review by the MSPs.	
1.1		Update to reflect new PM and progress with projects since last update.	
1.2		Update to add clarity and progress with projects since last update.	
1.3		Revised WBS numbering. Updated so PEMP and PMP are aligned. Staffing structure updated.	Changes agreed by
1.4		Staffing structure updated.	Changes agreed by
1.5		Update to reflect approval, PROJECT start and correct WBS numbering.	
1.6		Updated to reduce number of signatories.	
2.0		Full review and update.	
2.1		Review and update.	
2.2		Full update and review to reflect PROJECT NAME and FBC.	

Table 1: Record of Revision.

Delivery Team Review

_____ _____ Date:

Project Controls Lead

_____ _____ Date:

Commercial

_____ _____ Date:

Engineering

_____ _____ Date:

Project Manager

_____ _____ Date:

Integrated Logistics

_____ _____ Date:

Finance and Accounting

_____ _____ Date:

Corporate Services

_____ _____ Date:

Occupational Health, Safety, and Environmental Management

Project Management Plan - Approval

Prepared by:

NAME Date:

Approved by:

NAME Date:

INTRODUCTION

Purpose of the Project Management Plan

The Project Management Plan (PMP) describes the project definition, management structure and methodology for the (PROJECT NAME). It is prepared by the project manager (PM), in collaboration with the delivery team (DT), and approved by the person to whom the PM is accountable for project delivery.

It seeks to ensure that consistency, adequate communication, co-ordination and controls are in place. It enables all parties involved in the project to know how their contribution fits into the overall plan.

The purpose of this PMP is to describe the way that DELIVERY PARTNER will deliver the PROJECT NAME and scope and therefore does not include XX scope which shall form a separate PMP. It is the intent of the project team to split the OBI shell into XX for PROJECT NAME and scope and XX for other capabilities scope.

Project Summary

Table 2 provides a summary of the key elements of the project:

Project Summary	
Approval Reference:	BC: DATE- _PROJECT NAME_ FBC_MOD IAC-SRO-OS Outletter: DATE-PROJECT NAME- -FBC-IAC_Outletter-FINAL-v3-OS
Project Shell:	
Category:	
LPC:	
BLB:	
Current CADMID Phase:	Design
Customer/s:	CUSTOMER ORGANISATION
Key Suppliers:	Prime: COMPANY NAME UK Lead: COMPANY NAME Key sub-supplier: COMPANY NAME

Approved project Scope:	PROJECT NAME is the UK developed replacement for XX. PROJECT NAME REDACTED TEXT ensures the continued participation of all COMPANIES. It will be the primary DELIVERABLE for integrating PROJECT NAME as well as other time critical upgrades for REDACTED. Together, this package constitutes the Minimum Viable Product for the UK and is sufficient to meet the Key User Requirements.
Requirements and Objectives:	Key User Requirements are: • Priority Task 1 – REDACTED • Essential Enabling Capability - REDACTED • Priority Task 2 – REDACTED Additionally, the PROJECT NAME offers a capability that will address three critical and linked justifications for the UK: • UK Operational Advantage with REDACTED TEXT. • UK prosperity through significant investment in maintaining UK Industrial advantage in development and potential export campaigns. • Significant de-risking for REDACTED TEXT.

Table 2: Project Summary

2.1 Project Overview

The UK Government renewed its commitment to CAPABILITY in the DATE Strategic Defence and Security Review (SDSR) and as a result it will be in service until at least DATE. CAPABILITY and PROJECT NAME entered the Government Major Projects Portfolio (GMPP) in DATE.

CAPABILITY is currently equipped with REDACTED TEXT. This hardware no longer has the performance capacity to address shortfalls in existing capability and increasingly challenging threats. Therefore, a replacement DELIVERABLE is required for CAPABILITY.

The Initial Gate Business Case (IGBC) for CAPABILITY was approved on DATE. This was followed by a Review Note (RN) for a CONTRACT to carry out technology maturation to support an advanced solution known as PROJECT NAME.

In DATE, OTHER ORGANISATION submitted a Request for Proposal (RFP) for PROJECT NAME. The development of a proposal has enabled the PROJECT NAME programme to evolve to provide the following solutions:

- **PROJECT NAME:** REDACTED TEXT

- **PROJECT NAME:** REDACTED TEXT

• **PROJECT NAME:** UK led development which will result in a different hardware configuration to DELIVERABLE and DELIVERABLE. REDACTED TEXT. PROJECT NAME is the only DELIVERABLE capable of meeting the UK's Key User Requirements (KURs).

PROJECT NAME and sits as a core block within the X year CAPABILITY development planning horizon that has been agreed by XX. The plan includes the contractually committed (in DATE) PROJECT ( ) as the baseline product for PROJECT NAME and development and shows the OTHER PROJECT programme following PROJECT NAME later this decade.

Concurrent with PROJECT NAME development, a PROJECT NAME CONTRACT work package was launched in DATE. The CONTRACT will establish the design solution for a common system interface for PROJECT NAME and will also be compatible with all CAPABILITY variants. CONTRACT and concurrent Contract packages are expected to be launched in DATE in order to continue system development of PROJECT NAME and non-PROJECT NAME capabilities expected to be delivered in a PROJECT NAME and system DELIVERABLE in DATE (deterministic).

The UK minimum viable scope for PROJECT NAME and includes successful integration of the PROJECT NAME onto all CAPABILITYs amongst other time critical upgrades for the CAPABILITY.

Note: Broader PROJECT NAME and scope and spill over capabilities may potentially be incorporated beyond PROJECT NAME subject to negotiations due to the nature of the international environment and requirements of REDACTED. The spill over capabilities will be limited to those assessed as part of the approved scope and within the limitations of the PROJECT NAME and time and cost approval. Details of broader PROJECT NAME and scope and spill over can be found in Annex D of the FBC. This PMP will be updated to reflect the inclusion of any additional scope in PROJECT NAME beyond the minimum viable product in the FBC.

Project Context

The capability plans for CAPABILITY are set out in the 'Command Acquisition Support Plan YEAR' (CASP-YEAR) Procurement Annex for CAPABILITY' and this includes the following CAPABILITY Project Milestones:

Strategic Milestones				
Project	**Milestone**	**Milestone ID**	**Description**	**CASP Date**
	PROJECT NAME - XX		CASP DATE - Prototype (PROJECT NAME)	DATE

Table 3: Strategic Milestones

Project Milestones				
Project	Milestone	Milestone ID	Description	**CASP Date**
	XX Development Phase		CASP DATE - Experimental Change Request (XCR) issued	DATE
	PROJECT NAME - XX		CASP DATE - Production PROJECT NAME Critical Design Review completed	DATE

Table 4: Project Milestones

Figure 1 shows the current position of the project in relation to CADMID:

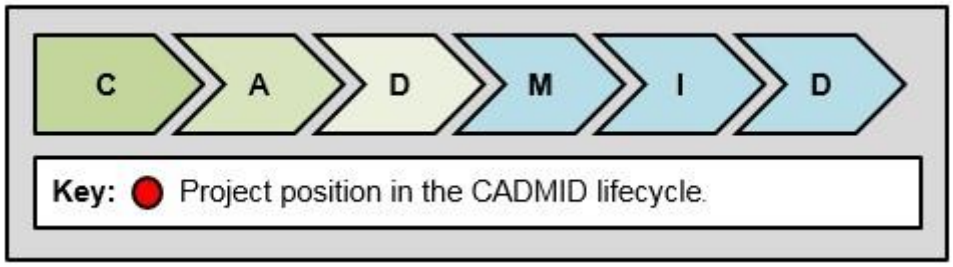

Figure 1: Project Position in CADMID Lifecycle

Requirements

CAPABILITY is currently equipped with REDACTED.

The customer requirements for the replacement are, by role & priority:

- ***REDACTED***: Recover shortfalls in existing capability, then sustain the UK's capability advantage until the current CAPABILITY Out of Service date (OSD) of DATE.
- ***REDACTED***: Deliver a new capability to REDACTED
- ***REDACTED***: Partially developed (PROJECT NAME) capability to deliver REDACTED and track capability.

The Customer's requirement for CAPABILITY is expressed in detail in the following key documentation:

a) CAPABILITY DOCUMENT — DATE, Scenario – as referenced in UK PROJECT NAME
b) CAPABILITY System User Requirements Document (URD) — Version 1.0 DATE (OS) (Extract of PROJECT NAME Key User Requirements) – as referenced in UK PROJECT NAME RFP
c) DATE CAPABILITY System URD OS – as referenced by business case (BC) for the Key User Requirements (KURs) that reference specific URDs
d) System Requirement Document (SRD), Reference XX, Version 2, Dated DATE. The REDACTED task is contracted against this requirement.

e) CAPABILITY Statement of Requirement, dated DATE (the UK RFP)
f) Statement of Requirement, dated DATE (the COUNTRY RFP)
g) UK CAPABILITY Sub-System Requirements Document (SSRD), v1.0, DATE
h) CAPABILITY, dated DATE
i) PROJECT NAME ITEAP – DATE - CAPABILITY PROJECT NAME ITEAP_issue1 Final-OS, Annex M to CAPABILITY Programme Directive and ITEA Plan.

Approved Scope

This PMP documents the plan, means, methods, and controls that will be used to achieve the PROJECT NAME and Project (referred to herein as “Project”) objectives. Where appropriate, this Plan will refer to existing documentation, rather than repeat it. It has been prepared in accordance with the DELIVERY PARTNER ORGANISATION procedure for the preparation of a PMP. This PMP is owned by PERSON (DELVERY PARTNER CAPABILITY-PROJECT NAME) and PERSON (DELIVERY PARTNER CAPABILITY-) and approved by PERSON (DELIVERY PARTNER CAPABILITY-) and has the following purposes:

a. Describes the background to the project

b. Describes the baseline, if one currently exists

c. Documents the plans, organisation, structure, systems and methodology that will be used to manage the project

d. Guides the technical, managerial and administrative participants in the delivery of the project.

This Plan is a working document, maintained under configuration control by the delivery team and only approved versions should be used. It will be reviewed and revised by the Project Manager, based on any significant changes to the scope, organisation or phase of the project, or if appropriate, after no more than 6 months. It will be reviewed and revised by the Project Manager and the appropriate CAMs (Control Account Managers). The re-issue of this Plan, which may be linked to the change control process, will be incorporated into the delivery schedule which will then form part of the baseline against which progress is measured. This will ensure that documentation remains current and can be used with authority.

This PMP and the wider project conform to the Government’s Major Project’s Portfolio way of working and is subject to the Infrastructure and Projects Authority’s assurance procedures.

The following sections outline the approved scope.

Approvals Envelope

The project will operate within the following confirmed approvals.

Performance

The CAPABILITY ORGANISATION does not measure itself against CAPABILITY specific KPIs, instead it monitors performance against the DELIVERY PARTNER Corporate KPIs which are detailed within the DELIVERY PARTNER DOCUMENT.

CAPABILITY ORGANISATION is held to account for the milestones agreed in all of its CASP Annexes. These can also be found on the CAMS electronic CASP system but are also clearly tagged and tracked within the P3M system. CASP Milestones are routinely

reviewed by Project Managers and achievement rates form part of DELIVERY PARTNER's DOCUMENT performance management regime.

Please refer to the following referenced documentation and/or tools for additional information on performance approvals and key performance requirements (KPRs) for this project:

- Command Acquisition Support Plan: Ref: [DATE_CASP_MS_DATE-OS] LINK
- Business Case: Ref: [DATE- _PROJECT NAME_ FBC_MOD IAC-SRO-OS] LINK

Cost

The project has a total budget approval of **£XXXXm** at 50% confidence level to complete the delivery of the Design and Manufacture phase and achieve FOC.

Table 5 shows the high-level cost breakdown of the total budget approval.

Project Phase	**Cost (£m)**
Historic Sunk	**XXXX**
Demonstration	**XXXX**
Production Investment	**XXXX**
Manufacture, Assembly and Embodiment	**XXXX**
DLODs, PSS & Synthetic Upgrades	**XXXX**
Total for D&M Phase	**XXXX**
Total ABL	**XXXX**

Table 5: High-Level Cost Breakdown

Please refer to the following referenced documentation and/or tools for additional information on the budget approvals for this project:

- Basis of Estimate: LINK
- Cost Model: Ref: [Cost Models underpinning FBC]: LINK

Time

CASP milestones and equipment delivery dates (EDDs) for the project are recorded in accordance with the following DELIVERY PARTNER instruction:

- LINK

Table 6 shows the 10%, 50% and 90% confidence levels for the project:

	Confidence Levels		
	10%	**50%**	**90%**
Equipment Delivery Date (EDD)		TBC	
Initial Operating Capability (IOC)	DATE	DATE	DATE

Full Operating Capability (FOC)	DATE	DATE	DATE

Table 6: Schedule Confidence Levels

The Equipment Delivery Dates (EDD) are yet to be agreed.

FOC will occur when the full capability set is available, tested and assured; sufficient CAPABILITY have been embodied; and sufficient logistic support, trained personnel and infrastructure exist to support and sustain operational deployment of declared REDACTED.

Milestone	**PROJECT NAME**	**PROJECT NAME**	**Total**
IOC - REDACTED	X	X	X
FOC - REDACTED	X	**Sufficient for X REDACTED**	**-**

Table 7: Project's 50% Confidence Delivery Milestones

Constraints

The following are constraints on the way the PROJECT is delivered:

- Contractual Framework
- Current Funding Allocation
- MoD and DELIVERY PARTNER process and directives (Including resourcing)
- UK/ ORGANISATION (ORGANISATION)/ REDACTED regulations
- Asset availability
- Industry resource across the consortium
- Capacity within the legacy architecture (primarily concerned with processing capacity sub-systems)
- Security classification (as defined in the Security Classification System[1])

Deliverables and Acceptance Criteria

Table 8 details the contractual deliverables and associated acceptance criteria:

[1] The New Government Security Classification System - 2014

Ref.	Deliverable	Acceptance Criteria	Owner
	PROJECT Equipment Spec	PROJECT NAME Equipment Specification PROJECT NAME Equipment Specification Part 2: Statement of Work (SoW) PROJECT NAME Equipment Specification PROJECT NAME Equipment Specification Annex PROJECT NAME Equipment Specification EPM Function and Performance Requirements Annex Data Requirements List	
	Minimum Viable Product	PROJECT NAME Development CAPABILITY Upgrades REDACTED	
	Safety Case	REDACTED review and formal acceptance of submitted Safety Case Strategy Report	
	ITEAP	User's needs have been met by the supplied solution, the DLoDs combine effectively to deliver capability and major milestones within Test, Evaluation and Acceptance have been achieved.	
	PROJECT NAME Sub-System Requirements	Criteria set out within document met.	

	Document		

Table 8: Deliverables and Acceptance Criteria

Acceptance Strategy

Acceptance is an evidence-based decision that the capability meets the defined requirements and can be handed from the SRO to the end User. The PROJECT NAME and approach to acceptance is based on three coherent, pan-DLOD lines of responsibility - each line supported by a structured argument (SA):

- The PROJECT NAME will be safe-to-operate and will be operated safely.
- The PROJECT NAME will satisfy its military capability requirements.
- The PROJECT NAME will be Contractually acceptable

Table 9 details required project artefacts and associated acceptance criteria:

Ref.	Artefact	Acceptance Criteria	Owner
	WBS Dictionary and Scoping Statements	Description of scope of work for each control account and work package in the WBS.	
	Full Business Case	Approved DATE	SRO
	Project Management Plan	Update periodically, reviewed and approved.	PERSON NAME
	WBS Dictionary and Scoping Statements	Description of scope of work for each control account and work package in the WBS.	
	Schedule	Fit for purpose, achievable and accurate schedule which is reviewed and updated on a regular basis.	

	Master Data Assumptions List (MDAL)	Reviewed every 6 months	
	Project History	Updated periodically to reflect major project milestones being met/completed.	
	PROJECT NAME Sub-Sytem Requirements Document	PROJECT NAME Sub-Sytem Requirements Document	
	ITEAP	User's needs have been met by the supplied solution, the DLoDs combine effectively to deliver capability and major milestones within Test, Evaluation and Acceptance have been achieved.	

Table 9: Project Artefacts

Please refer to the following referenced documentation and/or tools for additional information on acceptance for this project:

- CAPABILITY PROJECT NAME Sub-System Requirements Document: Ref [DATE _SSRD_V1.2b-OS]

  LINK

Project Exclusions

The following are specifically excluded from the project's approved scope:

- ORGANISATION in-service support

Assumptions and Dependencies

The assumption and dependency management process for the project is in accordance with the following DELIVERY PARTNER policy:

- LINK

Assumption and dependency reviews will be held every 6 months with the following required attendees:

- SRO
- Project Team

Project assumptions and dependencies are recorded and managed within SYSTEM NAME.

Please refer to the following referenced documentation and/or tools for additional information on assumption and dependency management for this project:

- MDAL: Ref: [DATE-PROJECT NAME_ MDAL_v2_1_ORGANISATION-OSC]: LINK
- DLOD Assumptions: Annex E, Full Business Case [DATE- _ PROJECT NAME_ FBC_MOD IAC-SRO-OS]

PROJECT EXECUTION

Objectives

The project's objectives are to deliver:

No	Objective	Target
1	IOC – Sufficient logistic support, trained personnel and infrastructure will exist to support and sustain PROJECT NAME.	DATE
2	FOC – Full capability set is available, tested and assured.	DATE

Table 10: Objectives

Strategy

The following sections detail the agreed strategy for delivering the project - including the agreed procurement and commercial strategies.

Project Strategy

The following sections detail the agreed strategy for delivering the project - including the agreed procurement and commercial strategies.

Cross Functional Activity

The 'One team' principle is applied across the CAPABILITY DT. This simply means that the DT is not six separate teams but one team supporting the delivery of the projects required by our customer. To facilitate this, the CAPABILITY DT has developed REDACTED which is a representation of the 'flow' for which tasks, projects or activities journey through the directorate. Monitoring and Control (Governance) is provided at each stage.

Procurement Strategy

The procurement strategy is established in accordance with the following processes and Knowledge in Defence (KiD) guidance:

LINKS

The PROJECT tasks are executed via REDACTED and UK National contracts as described in further detail below.

XX Contracts

The contract is managed by COMPANY on behalf of OTHER COMPANY. This contract is in the Demonstration phase. The status of the contract is tracked and supported by the CAPABILITY team who report status upward through the governance chain (see 'Governance' section).

It is currently proposed that the task will be placed as a CONTRACT TYPE contract, subject to the outcome of the PROJECT NAME and strategy task and subject to achieving a REDACTED approval.

The Interop Study Task is a CONTRACT TYPE which once on contract, will be managed by REDACTED on behalf of REDACTED.

XX Contracts.

Although labelled CONTRACT TYPE contracts these actually fall under the REDACTED contract suite.

The PROJECT NAME task is a CONTRACT TYPE contract which was placed in DATE. To reduce the impact of the delays to Main Gate 1 and Contract Award of the PROJECT NAME Phase, the following Contract Amendments (CA) have been made to this contract:

Contract Amendments	Details
Contract Amendment 1	Up-issue of proposal due to time delays
Contract Amendment 2	CONTRACT scope added
Contract Amendment 3	redirection and removal of trials
Contract Amendment 4	CONTRACT initial tasks additional scope added
Contract Amendment 5	CONTRACT remaining tasks and CONTRACT additional scope added
Contract Amendment 6	CONTRACT amendments and CONTRACT scope added
Contract Amendment 7	CONTRACT payment milestones updated
Contract Amendment 8	CONTRACT scope added
Contract Amendment 9	CONTRACT scope added

Table 11 – Historic Contract Amendments

The next set of planned contracts to achieve FOC by DATE are as follows:

Contract	Scope
CONTRACT	- Completion of PROJECT NAME and analysis of data collected to inform DELIVERABLE development and ITEA. - Completion of development of PROJECT NAME release from the Supplier, via the Ground and DELIVERABLE associated with CAPABILITY. - Supplier long-lead activities necessary to support CAPABILITY development. - Development of the UK national support solution to support CAPABILITY development and progression of the further work necessary to support CAPABILITY at IOC, and to support CAPABILITY at FOC in line with the master schedule. - Development of an assured integrated modelling solution and test environment to support CAPABILITY development and progression of the further work necessary to support PROJECT NAME contractual and capability acceptance and in-service MLE assurance in line with the master schedule. - End-to-end demonstrations - Progression of PROJECT NAME certification including SOIs and national certification in conjunction with the UK MoD. - Execution of the UK PROJECT NAME ITEA strategy including stand-up of an ITEA cell with MoD to coordinate T&E and collate evidence. - Production of the CAPABILITY assets necessary to support the test and development programme, including design definition activity for a 2nd UK based development test . - Production investment. - Option for series production. - Obsolescence Monitoring, Mitigation & Management - Test Equipment Support
CONTRACT	- PROJECT NAME development from IOC to FOC including update mission ware toolkits to incorporate increased capability of the CAPABILITY FOC product.
CONTRACT	- Merge contents of the PROJECT NAME CONTRACT, including all task amendments with the CONTRACTS and the interdependent tasks. - Delivery of a task proposal for the CONTRACT following 3 maturity gates to support Customer down selection of product content, based on assessment of operational impact, cost, schedule impact, technical feasibility and industrial capacity.
PROJECT NAME CONTRACT Amendments	- Continue maturation of key capabilities to allow future inclusion in the PROJECT NAME.
CONTRACTS	There are a number of contracts which will be let under. - REDACTED
CONTRACT	Test, trials and evaluation activity to integrate DELIVERABLE and other PROJECT NAME and capability upgrades onto CAPABILITY.
Series Production	- Manufacture of production standard REDACTED
Embodiment	- Embodiment of production standard REDACTED onto CAPABILITY.

Table 8 – Planned Future Contracts

Please refer to the following referenced documentation and/or tools for additional information on commercial strategy for this project:

- Commercial Case - Full Business Case: Ref: [DATE- _ PROJECT NAME_ FBC_MOD IAC-SRO-OS]
- Commercial Strategy: Ref [Commercial Strategy]

  LINK

Engineering Delivery Partner (EDP)

PROJECT NAME has placed taskings under the EDP (formally CONTRACT) with INDUSTRY PARTNER that includes COMPANY NAME to form the ORGANISATION () which forms the SME technical assessment support to the PROJECT NAME and project. CUSTOMER and ORGANISATION are also included within the ORGANISATION and offer technical advice and assistance.

Further taskings under a CONTRACT have included COMPANY NAME to provide technical and security SME advice. Key deliverables have included include:

- Special Project delivery
- Spiral Development Strategy
- List X Accreditation support
- CAPABILITY REDACTED security products
- CAPABILITY operator SME support
- Risk Balance Case (RBC) management

PROJECT NAME and COMPANY entered into a new contract with the EDP in DATE.

Commercial Strategy

The commercial strategy is established in accordance with the following processes and KiD guidance:

- LINKS

A summary description of the CAPABILITY CONTRACT Suite () is set out in Annex E of the ITEAP. These Framework Contracts have been placed and managed by REDACTED, in support the agreed Programme activities detailed within the DOCUMENT and for individual Nations requirements at their own discretion. COMPANY contracts are undertaken and delivered by REDACTED.

The Project has made use of the CONTRACT and the CONTRACT. The Project has also made use of the National FATS/4 contract. See the ‘Execution Strategy’ section for details of which Project tasks have been contracted under the CONTRACT and under FATS.

All of the Project tasks contracted to date are REDACTED, with the exception of the two FATS contract tasks, which were REDACTED. It is assumed that all future Project tasks that are in scope for this PMP will also be REDACTED with the exception of REDACTED which are planned to be delivered through work within the CONTRACT during the next phase of development.

Please refer to the following referenced documentation and/or tools for additional information on commercial strategy for this project: LINKS

Implementation

The project, and all work related to it, will be implemented in accordance with all relevant organisational policies, processes and procedures established on the SYSTEM NAME.

Work Breakdown Structure

Work breakdown structure (WBS) creation for the project will be completed in accordance with the following processes and procedures:

- LINKS

The scope of the PROJECT in this PMP includes the work packages summarised in Table 13 below (detailed WBS available in the WBS Dictionary).

WBS ID	Control Account	Work Packages	CADMID Phase	Budget Lines / Project Codes
	PROJECT NAME	DELIVERABLE	D	
		DELIVERABLE	D	
	DELIVERABLE	CONTRACT	D	
		CONTRACT	D	
		Programme Management	D	
		PROJECT NAME Training DLOD	D	
		PROJECT NAME Production	M	
		DELIVERY PARTNER DLODs	D	

Table 13 – WBS Work Packages

Due to the iterative contracting of this project, the packages in the WBS will migrate from uncommitted to work packages following contract award, where this is applicable. The full scope of the PROJECT Full Business Case is captured across the work packages, planning packages and uncommitted packages within SOFTWARE .

Control Accounts

The PROJECT NAME and project is split into the following control accounts:

Work Package	Control Account	Control Account Manager
PROJECT NAME	DELIVERABLE	PERSON
	DELIVERABLE	PERSON
	CONTRACT	PERSON
	CONTRACT	PERSON
/ DLoD	CONTRACT	PERSON
		PERSON
	CONTRACT	PERSON

Figure 2 – WBS Control Accounts

Defence Lines of Development (DLODs)

Work is currently underway to define DLOD taskings and delegations going forward. There are a number or workshops planned to work through the various options open to DELIVERY PARTNER for DLOD management and reach a decision.

The options are summarised below:

Option	Description
1	DELIVERY PARTNER transfer specific DLOD scope and budget to ORGANISATION NAME PMO, who in turn discharge DLOD outputs from within the PMO or via relevant delivery agencies.
2	On behalf of ORGANISATION NAME, DELIVERY PARTNER delegate scope for cross DLOD delivery to other delivery agencies via an appropriate ISP/SLA BUT CAPABILITY DT holds budget and allows agent to spend against P9/UIN.
3	On behalf of ORGANISATION NAME, DELIVERY PARTNER delegate scope for cross DLOD delivery to other delivery agencies via an ISP/SLA, AND transfer funding / budget to delivery agent.
4	DELIVERY PARTNER deliver all cross DLOD outputs from within CAPABILITY DT.

Table 14: DLoD Taskings and Delegations Options

Delivery Team Collaboration

Resource, knowledge and expertise from multiple functions is key to the formation of a multiskilled team, working together to achieve the project objectives.

Collaboration across the delivery team is supported in a variety of ways:

- Monthly team meetings
- Weekly PM sessions
- Weekly REDACTED sessions
- Contract specific catch-up sessions
- Daily dial-ins

Led by the PM, effective cross-functional engagement and collaboration within the delivery team is essential for successfully implementing the project strategy.

Occupational Health, Safety and Environmental Management

Occupational health, safety and environmental (OHS&E) management for the project is in accordance with the following DELIVERY PARTNER policies:

- LINKS

In order to achieve the Project objectives, the Delivery Team must meet its responsibilities for Occupational Health, Safety and Environmental (OHS&E) management by complying with the relevant safety plans:

a. Working at LOCATION. When DELIVERY PARTNER delivery team members are working within DELIVERY PARTNER LOCATION, they will work in accordance with the LOCATION Safety Management system which is a set of standalone documents that detail processes and procedures that are unique LOCATION, found on the DELIVERY PARTNER homepage of the Defence Intranet

b. When working at or visiting COMPANY NAMES, DELIVERY PARTNER employees will familiarise themselves with and comply with local OHS&E procedures.

c. Technical Safety is referenced in the Project PEMP.

d. The CAPABILITY Team is also responsible for ensuring that any impact to the environment in which CAPABILITY procured equipment is operated is managed and mitigated where possible. Such impacts may include but are not limited to REDACTED. CAPABILITY environmental responsibilities are set out in the CAPABILITY Integrated Environmental Management Plan.

Engineering Management

The Lead Engineer for PROJECT NAME is DELIVERY PARTNER CAPABILITY-, PERSON. The engineering aspects of the PROJECT NAME will be managed in accordance with the associated Project Engineering Management Plan and this document describes the way in which DELIVERY PARTNER PROCESS tools will be tailored to provide engineering assurance at appropriate points throughout each of the in scope activities listed in the Table in the ‘Scope’ section. The Lead Engineer will track the progress of PROCESS activities using a PROCESS Tracker within which hyperlinks can be found to the associated PEMP Workbooks, to the PROCESS Review Tool for each activity and to the PROCESS online tool review pages. For PROJECT NAME , PROCESS will be tailored such that the in-scope live activities will be managed within the PROCESS Review Tools.

The Engineering Function will support all activities, as directed by the individual PMs, which require technical input and will include:

a. Providing a technical interface with the Industry partners contracted to deliver against each of the activities. The Lead Engineer will provide SQEP resource as required at Industry and/or ORGANISATION hosted meetings and to conduct assessment of Q&C activity outputs.

b. Where applicable the Lead Engineer will provide SQEP resource to undertake all technical aspects of the PROCESS which may be used throughout the activities to deliver clearances for ACTIVITY and CAPABILITY delivery. In addition, the Lead Engineer will manage the provision of INFORMATION as required to be provided through INDUSTRY PARTNER under the EDP contract and lead on at the associated Working Group (RWG) meetings.

c. The Lead Engineer will manage the technical interaction with the INDUSTRY PARTNER ORGANISATION and with the Technical Support from COMPANY NAME, both provided under the EDP contract, and with ORGANISATION whose support is provided under the Umbrella Contract to direct the inclusion of SQEP resource into the Industry-led Development Team activities.

d. Lastly, the Lead Engineer will engage with other COMPANY partner companies such as COMPANY NAME to ensure that the technical and safety aspects of integration into the wider System is understood and managed accordingly.

Engineering Management for the Project is underpinned by established and specific procedures which are set out in the Project Engineering Management Plan (PEMP).

A Safety Case will also be produced as part of the project in line with the Project Engineering Plan and Manual of System Safety Cases.

Please refer to the following referenced documentation and/or tools for additional information on engineering management for this project:

- Project Engineering Management Plan: Ref: [DATE-PROJECT NAME_ PEMP_v1.0OS], LINK
- Manual of System Safety Cases (MSSC): LINK

Security

An effective security regime will be established through the application of the DELIVERY PARTNER Project Security Framework and in accordance with the following processes: LINKS

ROLE acts as the CAPABILITY Security Assurance Coordinator and is responsible for the overall CAPABILITY Security Strategy that incorporates the requirements of the Project.

The Programme Security Instruction (PSI) provides overall direction of how information relating to the CAPABILITY programme should be classified and protected.

A Security Grading Guide (SGG) and Security Aspects Letter (SAL) for the UK CAPABILITY Programme defines the classification of UK owned information within the project and how this is to be managed by Industry. The SAL was generated and is maintained by the DT's commercial team and it is distributed to all relevant stakeholders, e.g. INDUSTRY PARTNER, COMPANY NAMES. The DELIVERY PARTNER CAPABILITY-RM provides support and guidance to the DT's commercial team when required.

Furthermore, the CAPABILITY Delivery Team will meet its security responsibilities by adhering to DOCUMENTS

LINKS

Support Solution Development

Support solutions will be developed in accordance with the following process:

• LINK

The Integrated Logistic Support (ILS) for projects is managed through the CADM phase by the DELIVERY PARTNER team, with key support and assurance from the CAPABILITY DELIVERY PARTNER Team.

The Integrated Logistic Support Plan for CAPABILITY describes the process for integrating ILS deliverables and services into the CAPABILITY System as a result of change during the In-Service phase of its life-cycle. All these ILS processes are applicable to the delivery of the project. The process has been devised in order to meet the requirements at Support Maturity Level 5 (Support Solution Validation) prior to achieving Level 6 (Logistics Support Date).

Support solution planning and development will commence at an early stage. This will be achieved through engagement of technical through life support (TTLS) resource and use of the PROCESS.

A CAPABILITY study is currently under way to understand obsolescence and opportunities for introducing new, cost effective and innovative test equipment to support the programme.

The support solution will continue to develop through the life cycle of the project. On going early engagement is happening between the Delivery Team and ILS Team to ensure effective delivery of support solution deliverables.

Transition to Service

Transition to service for the project will be carried out in accordance with the following processes:

- LINK

The strategy for transition to in-Service once each project has concluded will be produced following engagement with the in-service support team and handover points have been agreed.

The service delivery plan (SDP) will be developed in accordance with the following process:

- LINK

The project will support the operations manager (OM) in development of the SDP as required, this PMP provides an interface in to that activity.

Governance and Organisation

The Delivery Team are subject to both CUSTOMER ORGANISATION and internal DELIVERY PARTNER governance procedures.

Additionally, the CAPABILITY portfolio is a part of the Government Major Projects Portfolio (GMPP) and is subject to a set of governance principles laid down by the Government in the Government Functional Standard[2], as well as being subject to internal governance procedures. The GMPP is overseen by the Infrastructure and Projects Authority (IPA).

12.1 Project Lifecycle

Figure 3 shows the current lifecycle for the project:

REDACTED

Figure 3 – Current Project Lifecycle

Review/decision points have been established to review the current phase/stage and approve the start of the next. The decision points are as follows:

Review/Decision Point	Description
Annual Information Notes	Programme Annual Information notes will be produced in accordance with the PROJECT NAME and FBC Out-letter. These will include information regarding any major in-scope funding commitments for interested parties.
Ad-Hoc Review Notes	Review Notes will be provided when requested/required by key stakeholders.
Gateway Reviews	Gateway Reviews will be carried out at the end of each project stage to ensure all defined deliverables are of an appropriate maturity.

Table 15 – Review/Decision Points

Delivery Assurance

Delivery assurance for the project will be carried out in accordance with the following procedure and instruction:

- LINKS

The Delivery Team will comply with DELIVERY PARTNER project assurance procedures. The Project Maturity Model (PMM) supports review and assurance of key project documentation. The PMM is reviewed quarterly and reported on.

[2] Government Functional Standard

Governance Boards and Key Meetings

This governance structure provides a robust, GCM compliant, chain of command to ensure that key Project issues are reviewed, reported and elevated as appropriate.

Figure 4: Governance Structure

Table 16 shows the key meetings which support the decision-making process:

Meeting	Frequency	Purpose
PROJECT NAME and REDACTED Programme Board	Monthly	Review the PROJECT NAME and REDACTED programme to FOC. Review contract delivery from the JPO. Review Pan-DLOD status. Joint discussion and action on issues.
JPO Session	Weekly	Management of ITEA Detailed Schedule Assessment Risk and Opportunity Review Dependency Assessment
Full Team Programme Review	Monthly	Forward Programme Planning Assess Status of Maturity Gate Criteria Objective Assessment Change Control Process
QMM	Quarterly	Review and confirm Programme maturity status and provide programmatic and commercial updates including cross-programme dependencies.
TPM	Quarterly	Coordinate execution of DELIVERABLE test and evaluation in the most efficient and effective manner to meet Supplier, Purchaser and Customer ITEA requirements.
PROJECT NAME and REDACTED Sponsor Board	Annually / Adhoc	Review delivery of PROJECT NAME and REDACTED.

Table 16: Key Meetings

Roles and Responsibilities

The project organisational chart shown below identifies the team members covering the OBI, and which function they reside. The team is led by a PM (PERSON) who manages the ABL and associated work. The PROJECT NAME and elements of the programme are led by PEOPLE. Delegation within the team is dealt with ad-hoc.

REDACTED

Resource Plan

The Project Staffing Plan has been derived from the Project schedule and details the DELIVERY PARTNER resources required to deliver the Project.

Resource planning will be completed in accordance with the following processes and procedures:

- LINK

Figure 6 below shows planned resource in the near future and will be updated regularly to stay up to date.

REDACTED

Performance Monitoring and Reporting

Due to the nature of a PROJECT which is GMPP compliant, the Delivery Team will follow all DELIVERY PARTNER performance monitoring and reporting procedures without exception. The Delivery Team will follow the DELIVERY PARTNER monthly drumbeat when reporting on the project's cost performance, earned value management, variance analysis and estimate at completion status.

Effective reporting can only be achieved with accurate alignment of Industry EVM with DELIVERY PARTNER.

Performance monitoring and reporting will be completed in accordance with the following processes and procedures:

- LINKS

Table 17 outlines the project performance metrics that will be used:

Metric	Measurement	Output
DELIVERY PARTNER KPI	Government Major Project Portfolio (GMPP) D&M Phase Projects – 85% within tolerance of the EVM indices, SPI and CPI scores between >0.9 and <1.3.	Tolerance reporting at the end of each financial year.

Table 17: Performance Metrics

Engagement and Communication

Engagement and communication will be completed in accordance with the following guidance:

- KiD Guidance: Stakeholder Management

In accordance with the referenced guidance, a five-stage stakeholder engagement process will be employed. The stages are repeated iteratively as new stakeholders emerge and existing stakeholders' views and positions change. The Stakeholder Management Plan is currently being developed by the Delivery Team.

Figure 7 shows the 5 stages of the stakeholder engagement process:

Figure 7: Stakeholder Engagement Process.

The Project's key stakeholders are set out in Table 18 below.

Stakeholder	Goals/Motivations	Influence	Interest	Strategy
CUSTOMER ORGANISATION	Ensuring delivered DELIVERABLE meets capability requirements.	H	H	
REDACTED	Delivery of the project within contractual boundaries. Engagement and management of EPCs.	H	H	
COMPANY NAME	REDACTED delivery.	H	H	Weekly update calls and regular ad-hoc communication.
COMPANY NAME	REDACTED delivery.	H	H	Weekly update calls and regular ad-hoc communication.
REDACTED	REDACTED delivery through SME support.	M	M	Regular communication through planned meetings and ad-hoc discussions.
Joint Project Office	Enhance sharing of information to allow joint decision making, increase responsiveness to issues, risk and dependencies and maximise skills, technology and resource.	H	H	Drumbeat of regular sessions/meetings.
CAPABILITY PMO	Supports SRO and Programme Director.	H	H	Drumbeat of sessions/meetings.

Table 18 – Key Stakeholders

Identify and Analyse

The stakeholder identification and analysis processes were completed at the beginning of the project and culminated in the creation of the stakeholder management strategy outlined above.

The Delivery Team will carry out identification and analysis to ensure all potential stakeholders are captured at key points throughout the project lifecycle.

Review

The stakeholder engagement and communication management plans for the project will undergo periodic review every [annually] to ensure they remain relevant, effective and are achieving their intended purpose.

Learning from Experience and Knowledge Management

The project management community within CAPABILITY work together to share lessons learnt. This is done via Level 5 management boards.

LFE and knowledge management is a recurring process, completed in accordance with the following processes and KiD guidance:

- LINKS

Project Evaluation sessions will be undertaken at the end of each stage of the project. These are planned for the following dates:

Date	Project Stage
DATE	PROJECT NAME – Pre-MG1
DATE	PROJECT NAME – lessons from approvals process
DATE	PROJECT NAME approvals process
DATE	PROJECT NAME SD
DATE	CONTRACT
DATE	CONTRACT
DATE	CONTRACT
DATE	CONTRACT
DATE	CONTRACT
6-Monthly onwards	D&M Phases and Spiral Development

Table 19: Project Evaluation Dates

Table 20 details the LFE milestones and activities established:

LFE Milestone	LFE Activity
Project Initiation	Review projects of a similar nature for available LFE that will inform and improve project performance.
Review/Decision Point (End/Start of Project Stage/Phase).	Review previous performance to capture and evaluate lessons. Agree actions to mitigate delivery risk and facilitate continual improvement of the final outputs and services. Review decision making process to continually improve and ensure that it is as efficient and timely as possible.
Supplier LFE Meetings	Agreed points with key suppliers where lessons and LFE can be captured, evaluated and shared to mutually drive continual improvement for all parties.
Project Closure	Review project performance, capturing mistakes and successes that can benefit future projects and organisational work.

Table 15: LFE Milestones

Information Management

Information management will be completed in accordance with the following policies, processes and instructions:

- LINKS

The project information will be managed in line with CAPABILITY Information Knowledge Management (IKM) procedures.

A shared data area has been established in STORAGE SOLUTION for the Project. This area will be used to store all formal information related to the project to enable stakeholders with SOFTWARE to obtain the latest project information.

In addition, for the PROJECT NAME programme, REDACTED INDUSTRY PARTNER has set-up a Collaborative Working Environment (CWE), on the SYSTEM to provide a single portal for industry deliverables and REDACTED observation reports etc. (up to classification Official Sensitive). The CWE is accessible by both MOD and Industry stakeholders, using common, up-to-date information.

The primary system used by the Project team is SOFTWARE and all staff are required to comply with the Security Operating Procedures, which outline how the system should be used. Within SOFTWARE, electronic data is managed on the SOFTWARE system. Training in IM is mandated and must be refreshed every 3 years.

Monitoring and Control

The project SRO is PERSON ROLE, who is also the sponsor for the CAPABILITY System.

The DELIVERY PARTNER CAPABILITY DT team is responsible for the day-to-day management, coherence and delivery of the project. The project team will manage the project; agree work streams, objectives, and timescales, review progress, set direction and offer guidance, as well as identifying and managing opportunities. Monitoring of the schedule will be via reference to the schedule which will be maintained by the Project Scheduler. Monitoring of the funding provision and expenditure will be by the Finance Project Controller.

Project status reporting will be made via the Governance chain as set out in the Governance section of this PMP. Additionally, status will be reported on SOFTWARE.

Change Control

Change control will be completed in accordance with the following processes and procedures:

- LINKS

Change requests from ORGANISATION NAME are received and assessed in line with CAPABILITY and DELIVERY PARTNER standard practices. The CAPABILITY DT provide the change control mechanism for any material changes in the scope.

Principles of Change Control for the PROJECT NAME and OTHER project are described below.

- Any changes to the scope of the FBC by the Project's Sponsor, ROLE NAME, will be controlled through the Formal Change Request Process. This process will cover time, cost and / or performance impacts due to the change.
- Changes to the DELIVERY PARTNER schedule baseline will be captured within a Baseline Change Request Form. This forms part of the project audit trail but in practice the decision-making process is formalised elsewhere. There is no expectation that approval or rejection of the BCR is anything more than confirmation that the changes accurately reflect the PM/CAM expectations. Note: this ensures that progression or otherwise of the BCR does not have any bearing on the EP or OP activities undertaken or 'overrule' any formal decision made elsewhere.
- The TOOL NAME tool will be used to authorise all new contract commitments. This captures the options, costs, approvals and other information in a standard tool. The output of this tool is an approved internal business case for relevant project commitments.
- Changes to the JPO Integrated Master Schedule baseline will be conducted in accordance with the JPO Change Management Process. Note: this will be finalised post CONTRACT contract award, but the principles will be the same as described here with the DELIVERY PARTNER making the final decision to approve a baseline change or to show as a variance.

- Changes to expand or clarify activities (such as expanding OP activities during rolling-wave planning; introducing more detail to EP Planning Packages to reflect updated expectations, etc) are administrative changes with the BCR form used to capture the overall resultant changes to the baseline.

Key Project artefacts that will be kept under configuration and change control:

- Project Management Plan
- Schedule
- Work Breakdown Structure
- Work Breakdown Structure Dictionary
- Master Data Assumptions List
- Project History

Schedule Control

Schedule control will be completed in accordance with the following processes, procedures and instructions:

- LINKS

The DT works very closely with Industry via the JPO to ensure the highest quality schedule information. The JPO maintains an Integrated Master Schedule covering all the PROJECT NAME and OTHER PROJECT scope on behalf of REDACTED, pulling in inputs across the DLoDs Contracted CONTRACT is the most detailed with joint tasks and future expected contracts lower detail.

The Integrated Master Schedule is maintained as a deterministic schedule with separate Schedule Risk Activity conducted to inform decision makers in Industry and the DELIVERY PARTNER.

DLOD integration and programme delivery management is currently being defined. This section will be updated once finalised.

Monthly Statusing

Supported by the formal weekly JPO progress reporting as well as the day-to-day engagement between the DELIVERY PARTNER and Industry the JPO is responsible for updating the IMS each month and providing this to DELIVERY PARTNER for incorporation into the DT schedule.

Updates to the current and future activities (including percentage complete and remaining durations) will have been discussed with the MOD throughout the month – any unexpected exceptions are queried prior to incorporating into the schedule as standard practice.

Schedule Risk Analysis (SRA)

The DT conduct SRA both as part of the regular annual PCR process (bi-annually to inform financial forecasts) as well as part of the annual CASP process (to inform CASP Milestone 50% dates). Additionally, ad-hoc SRAs may be required to support other specific DT

queries (eg provide MOD view of reported Industry analysis). SRA in the PROJECT NAME and team follow the DELIVERY PARTNER best practice and some key aspects are highlighted here.

- SRA is always conducted using a separate, bespoke risk-schedule - none of the PROJECT NAME and projects lend themselves to SRA directly on the live schedule (ie are too complex). Further, the risk-schedule is created for a specific purpose and often it is not practical to use an existing risk-schedule to answer a different query without some structure changes. For example, a risk-schedule created to provide EDD, IOC, FOC confidence dates for a business case will not have the appropriate activities to also be used for detailed financial profile analysis unless this was part of the initial remit.
- PROJECT NAME and OTHER PROJECT risk-schedules are created at a much higher level than the underlying 'live' schedule. The intent is always to have as few activities as possible and in practice this means that activities which are never going to be critical path are completely excluded. Note that for the first iteration then might include possible critical activities as until the SRA is complete you won't know precisely what is either non or near critical.
- Before a single 3-point estimate is made, cross functional input (may also include Industry) is sought to ensure the appropriate activities and level of detail. This includes assessment of where (ie which activity) and how (ie series, parallel, etc) the existing SOFTWARE risks might impact the schedule or even where new risks might be required to ensure a complete analysis.
- For a robust risk-schedule, 3-point estimates are sought, with the detailed BOE captured. This will include activity duration uncertainty as well as risk probabilities and duration impacts. Assessment of pre-mitigated and post-mitigated impacts, as well as the relevant mitigation activities will be conducted. Often the first pass will be to determine whether the current deterministic dates are actually the 'Minimum' or the 'Most Likely'. Standard 'top-down' percentage spreads (eg -10%, +25%) should be avoided and 'bottom-up' scenario based assessment sought (eg ask "what needs to happen to make this activity shorter").
- Up to this stage the majority of activity will be within REDACTED but for the more detailed analysis the risk-schedule will now be imported into SOFTWARE if not already.
- Consideration will be given across all the analysis features particularly correlation between activities or between risks or some other combination.
- Through an iterative process between the Scheduler, PM and wider DT and using the analysis tools in SOFTWARE to interrogate specific aspects, the risk-schedule robustness will be tested and, where required, improved so that the analysis as closely matches the 'expected reality' as practicable. Standard outputs can be confidence histograms on milestone dates/durations/float erosion, 'tornado charts' on criticality or sensitivity, and also Gantt views showing deterministic vs risk-adjusted in a more familiar format.

Cost Control

The cost control process will be completed in accordance with the following processes, procedures and instructions:

- LINKS

PROCESS

The PROCESS is used to release approved funding from CUSTOMER ORGANISATION into the Delivery Team's relevant FUNDING line. Submission of the PROCESS form must be carried out in a timely manner to ensure commitments made through TOOL NAME business cases can be met.

PROCESS forms will be submitted annually and ahead of the new financial year to cover project costs and commitments for the following 12 months.

TOOL NAME Business Cases

The Delivery Team will prepare and seek approval ahead of each funding commitment via a TOOL NAME business case. This process will require the project team to identify options in relation to the funding commitment, provide a recommendation and seek approval from various stakeholders.

Once an approved business case is in place, the delivery team have authority to make funding promises at the relevant commitment points.

As a Cat X and GMPP project, the PROJECT NAME uses the DELIVERY PARTNER MODEL as the basis for PCR and ABC forecasts. This model is part of an annual review.

Outputs from the cost model are as a minimum allocated into the following cost types:

- RDEL (non-PSS)
- PSS RDEL
- Fiscal CDEL
- SUME CDEL
- ORGANISATION NAME BTE (ie ORGANISATION NAME non-Crown Servant personnel)

Further allocation into REDACTED etc are done in accordance with standard DELIVERY PARTNER practice outside of the cost model. Incorporation of these categories into the cost model is kept under review.

The cost forecasts for the PROJECT NAME are intended to reflect the DTs most realistic forecast at 50% confidence. This applies to both the overall total cost as well as to the cost profile. In practice the annual baselines (as set via PCR and ABC processes) will reflect the outcome of a cost model based on a schedule risk adjusted activities.

Whole Life Cost Model Forecasts

For forecasts with annual costs over the full approval timeframe (and also In-Service depending on the specific purpose), the high-level approach for the PROJECT NAME is described below.

- Derive the Outturn Financial profile
    - The overall intent of this activity is to generate an annual financial forecast which best reflects the anticipated Outturn costs using all the best available information and the DT best available judgement. This will aim to balance both eliminating In-Year and future 'fade' as well as avoiding any instances

where the DT is required to seek additional funding In-Year or to contemplate a deliberate ‘go-slow’. The precise balance between these extremes will be informed by the wider financial context (e.g., to balance under/over programming across CAPABILITY or wider).

  - This activity will integrate inputs and take expert advice and guidance from across all functions but ultimately the PROJECT NAME and Project Manager is accountable for the Outturn forecast.

- Calculate the ‘baseline costs’.
  - Update the PROJECT NAME and MODEL with the profiles from the deterministic working schedule.
  - Update the MODEL activities with the most up to date 3-point estimates, outturn/escalation profiles and correlation.
  - Using the Deterministic method run the MODEL.
  - Output the base costs into the funding types required (e.g. CDEL, RDEL, etc)
- Calculate the Management Reserve (MR).
  - Update the MODEL risk activities with the most up to date 3-point estimates, outturn/escalation profiles, correlation, and probability. For financial reporting the post-mitigated exposure values will be used. Some risks may not be a direct 1-to-1 relationship with the SOFTWARE entry – for example where the SOFTWARE entry summarises the impact across a number of related activities which are separated for profiling, cost type allocation, or other purposes.
  - Using the Monte Carlo method run the MODEL.
  - Output the 50% profile costs for both Uncertainty Only and Including Risks.
  - Output the contribution which each individual risk has on the 50% risk adjusted profile (can be by individually ‘turning on and off’ risks but more usually by using the MODEL apportionment features and the intermediate calculation tabs.

- Calculate the Schedule Risk Analysis Adjustment (SRA-A) associated with the 50% confidence schedule.
  - Take a copy of the deterministic-schedule MODEL and update the activity and risk profiles to align with the output of the schedule risk analysis at 50% confidence.
  - The SRA output will provide confidence information on individual activities however care must be taken when transferring this into the cost model to maintain a contiguous and credible overall profile. o Run the MODEL using the Monte Carlo method.
  - Output the 50% profile and calculate the difference from the 50% output from the deterministic-schedule model and record this as the SRA-A.
  - In practice there may be an overall difference in the cost model results due to escalation factors. A decision will need to be made by the PM in consultation with Cost Control and F&A colleagues on how best to report this difference –

for example it could be more appropriate to report this delta as Management Reserve to allow the SRA-A to be cost-neutral.

- Calculate the Risk Outside Costing (ROC).
    - Using the deterministic-schedule MODEL, output the 90% profile. The difference between this and the deterministic-schedule 50% profile will be recorded as one of the ROC lines. Note this can be further allocated for Uncertainty-only and from risk-events if required (PM decision in consultation with Cost Control and F&A colleagues).
    - Calculate reversing out the SRA-A from above and report this as ROC. Note, early years may give an unrealistically high annual cost to report as the overall ROC so may require a manual adjustment (PM decision in consultation with PCM, Cost Control & F&A colleagues).
    -

In Year Management (IYM)

The IYM and FOO process is coordinated by PROJECT NAME and Cost Controller in line with established DELIVERY PARTNER and CAPABILITY practice.

Similar to the Whole Life forecasts, the IYM monthly forecasting is intended to reflect the PMs view of the most realistic outturn position at 50% confidence. However, this will not be calculated directly from a Monte Carlo SRA or cost model so will be a more subjective estimate based on the progress in the previous month and reported changes to future activity.

The minimum information reviewed in the monthly FOO is:

- Start and end dates for the accruals against contracted payment milestones. The SRA (as conducted for the PCR or more frequently as required) will provide a higher fidelity 50% date and in intervening periods the deterministic schedule updates from Industry (and reflected in the DELIVERY PARTNER schedule) will be combined with the PM view (in consultation with cross-functional team) of realistic risks and uncertainty which may impact the activities.
- For ‘in progress’ milestones the progress to date is also reviewed. This will use both the schedule updates provided by Industry and the PM assessment in consultation with functional colleagues.
- Uncommitted work and Management Reserve will be profiled at a summarised level.

Against each EP Work Package in progress, the monthly accrual is recorded in TOOL NAME as the ACWP in accordance with the DELIVERY PARTNER reporting cycle.

Note: During work package definitions (and recorded as part of the Change Control process) the apportionment of payment milestones to specific Work Packages is decided.

Risk, Issue and Opportunity Management

Risk, issue and opportunity management will be completed in accordance with the following policies, processes and procedures:

- LINKS

The management of Risk, Assumptions, Issues, Dependencies and Opportunities (RAIDO) within the Project will be managed in accordance with the CAPABILITY Portfolio Management Plan (Risk). On a monthly basis the PM, will engage with SMEs to ensure their risks are up-to-date and then an all-staff quarterly session will take place to ensure everyone is kept updated with project risks. Risks will be reviewed with Industry during Quarterly meetings. The Risk Manager will be involved in all meetings and TOOL NAME will be continuously updated.

The PROJECT NAME and OTHER project at all times recognises that TOOL NAME items do not exist in isolation but are essential – alongside the scope, schedule, and cost model – to understanding the project performance and its forecast. Further, the DT embraces the ethos that successful risk management goes far beyond TOOL NAME and is to be reflected in everyday project delivery.

Supplier and Contract Management

Supplier and contract management will be completed in accordance with the following process and KiD guidance:

- LINKS

Table 21 has been left blank. A RACI matrix is currently being developed to reflect PROJECT NAME and and will be managed by the CUSTOMER ORGANISTION PMO. This table will be updated once it has been finalised.

Task	PM	Commercial	Finance	[Insert]
[Insert]	R/A/C/I	R/A/C/I	R/A/C/I	R/A/C/I

Table 16: Supplier and Contract management RACI

Quality Management

Quality management is carried out by the CAPABILITY Engineering team.

During the Implementation and Realisation stage of the PROCESS Lifecycle, numerous Technical Quality Audits (TQAs) will be undertaken, aligned to Industry-led Maturity Based Reviews (MBRs) to assess the technical output and general TEAP strategy. The MBRs are expected to occur roughly twice each year, but not more than every 30 weeks. During the Manufacture stage, Manufacture Readiness Reviews (MRRs), Manufacture Quality Reviews (MQRs) and Manufacture Acceptance Audits (MA Audits) will be produced.

A Government Quality Assurance Plan (GQA Plan) will also be produced and approved by the Project Quality Assurance Officer (PQAO).

The Quality management will be completed in accordance with the following policies, frameworks and guidance:

- LINKS

EVALUATION AND CLOSURE

Definition of Evaluation and closure arrangements for the project will be carried out closer to the time as we approach the end of the project's lifecycle.

Evaluation

Project evaluation will be completed in accordance with the following KiD guidance:

- KiD Guidance: Project Evaluation

Closure

A Closure Management Plan will be developed in line with DELIVERY PARTNER policy as we approach the end of the project's life.